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# Title 17 Zoning Code Revision

A proposal from Agnew::Beck Consulting and Stantec  
to the City of Valdez



**Stantec**

Submitted to Kate Huber, Planning Director  
via e-mail, [khuber@valdezak.org](mailto:khuber@valdezak.org)

June 21, 2022



# Contents

- Cover Letter ..... 1**
- Scope of Work ..... 2**
  - Project Understanding..... 2
  - Methodology ..... 2
- Project Management..... 9**
  - Project Team ..... 9
  - Organization Chart ..... 9
  - Project Schedule ..... 9
  - Project Management Practices ..... 10
  - Team Resources..... 10
- Team Qualifications ..... 11**
  - Firm Overviews ..... 11
  - Relevant Project Experience..... 12
  - Client References..... 16
- Fee Schedule and Cost Estimate ..... 17**
  - Fee Schedule ..... 17
  - Cost Estimate..... 18
- Project Team Resumes ..... 19**

June 21, 2022

Kate Huber, Planning Director  
City of Valdez  
212 Chenega Ave.  
Valdez, AK 99686



RE: Proposed Professional Services for Title 17 Zoning Code Revision

Dear Ms. Huber,

We are pleased to provide a proposal to assist the City of Valdez in updating Title 17: Zoning as part of implementation of the recently approved comprehensive plan, PlanValdez. We congratulate the community on successful adoption of the new plan, which will provide the vision and policy guidance needed for a successful revision and implementation of the updated zoning code.

Our proposed project team, Agnew::Beck Consulting (Agnew::Beck) and Stantec Consulting Services Inc. (Stantec), brings extensive experience in planning and policy development. Agnew::Beck has 20 years of planning experience working in Alaska communities, from visioning to implementation. Stantec brings both local and national expertise in code revision, including planning issues relevant to Valdez such as seismic conditions, hazard mitigation and winter climate. Our team also highly values community engagement, from educating and working with the public to identify a vision and goals, to working closely with technical experts, developers and others who will utilize the zoning code and have a practical perspective on what works. We appreciate the work done to date in developing PlanValdez, and the opportunity to leverage this engagement to guide discussion in this process.

Agnew::Beck Consulting and Stantec are authorized to do business in Alaska. Agnew::Beck is a women-owned business enterprise. By submitting this proposal, we affirm that Agnew::Beck and Stantec will comply with all provisions and terms in this request for proposals. We do not anticipate any conflicts of interest with this project. This proposal is open and valid for ninety (90) days from the date of this letter. We are also ready to discuss and make any revisions to this proposal to better meet your needs.

Thank you for the opportunity for our team to submit a proposal.

Sincerely,

A handwritten signature in black ink, appearing to read "Shelly Wade".

Shelly Wade, AICP, Principal::Owner

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# Scope of Work

## Project Understanding

Agnew::Beck (“A::B”) and Stantec (the “team” herein) understand that the City of Valdez (“City”) would like to revise its regulatory framework to align its zoning and land use standards with the recently adopted Comprehensive Plan (“PlanValdez”). Specifically, the project will include text amendments to Title 17: Zoning Ordinance of the Municipal Code, refinements to the official zoning map(s), and recommendations to update Title 16: Subdivision to implement the land use and other related policies from PlanValdez. The text and map revisions will:

1. Build on past engagement activities and community feedback from the Comprehensive Plan update;
2. Respond to the existing built environment, environmental features, and potential natural hazards;
3. Work within the City’s established regulatory framework (i.e., existing code, standards, and requirements); and
4. Align with the goals and implementation actions from the PlanValdez document.

The team understands that the revised maps and code revisions will be instrumental to achieve the community’s vision for Valdez; obtain quality and harmonious development patterns; protect people, the built environment, and the natural environment; and provide clarity and predictability for land use and development projects across the city. We also understand that a well-written code will allow staff to effectively regulate land use and development, and over time to protect and enhance the community as it grows and changes. The code will also help applicants to effectively understand and comply with the local requirements, making it easy for applicants to meet the City’s expectations for design and submittal.

We understand that the code revision project includes public engagement that involves City departments, the Planning and Zoning Commission, residents, community groups, as well as consultation and engagement with landowners, businesses, designers, and other development entities, so the resulting code revisions and zoning map reflect the diverse needs of the community, while creating code that is practical, usable, and effective in achieving the goals of PlanValdez. Our team intends to build on the engagement and consensus-building already done in the PlanValdez project, avoiding “engagement fatigue” and utilizing the policies in the plan as documentation of the community’s broad intent.

We also understand the City’s desire for one-page, by zoning district or topic, user guides that can aid in both user and public education and code implementation. However, we recommend this suite of products be developed separate from the code revision project itself, and more strategically, with input from key stakeholders about what tools would be useful for achieving education and implementation goals. This task and the related deliverable(s) are not included in our proposed scope of work.

## Methodology

Our team will complete the following tasks as part of the project scope. We will act as partners with City staff to provide talent, technical assistance, and advising so the resulting code and map amendments align with the community’s values and implement the goals and vision from the PlanValdez policy document. Specifically, our team will analyze the existing code, write the code and map revisions, document stakeholder feedback, and assist with the adoption process.

### Task I: Project Initiation & Ongoing Management (A::B lead; Stantec support)

We will initiate the project with a kick-off meeting between key members of the City Planning Department, and A::B/Stantec team to confirm the scope/work plan and schedule for the process, clearly define roles, and

identify key dates in the process, particularly initial deadlines for completion of existing code analysis (Task 2) and Public Outreach Plan (Task 3).

Following the kick-off, project managers will maintain regular communication to move the project forward, coordinate efforts, and manage the timeline and budget. Specifically, given the six to nine-month schedule for the project, the team will schedule weekly project check-ins, and the A::B team will provide monthly status reports with each invoice.

### **Deliverables**

1. Kick-off meeting with City staff, Agnew::Beck and Stantec team members.
2. Work plan and schedule for code revision process.
3. Summary of weekly check-ins and monthly status reports (to accompany invoices).

## **Task 2: Plan and Existing Code Analysis (Stantec lead; A::B support)**

The consultant team will review, assess, and document the City's comprehensive plan and code documents which will serve as baseline data for the code and map revisions. The team will prepare a technical memorandum of findings and preliminary recommendations. As a core objective, the team will identify options to revise the City's code to align with PlanValdez. The following lists the approach and deliverables for each of the following City documents.

- A. **PlanValdez** | The team will review the PlanValdez document to understand the community's long-range vision for the City as it relates to land use, development form, and preservation. Specifically, we will list each of the Place Types described in the PlanValdez document and the corresponding land uses and development forms. We will also list key goals and actions that will guide the code revisions.
- B. **Title 17: Zoning** | The team will review and assess the standards and requirements listed in Title 17: Zoning Ordinance of the Municipal Code. We will prepare a report that (a) summarizes the current requirements, (b) identifies methods to align code with the PlanValdez goals/actions, and (c) presents ideas to make the code clearer and more streamlined.
  - o **Zoning Districts:** The team will compare the current zoning districts with the Land Use Place Types listed in PlanValdez. We will compare existing zones to each Place Type in the plan and summarize allowable land uses and building types for each zone, identifying potential inconsistencies to resolve. Finally, the team will summarize the dimensional standards for each zone (e.g., setbacks, height limits, etc.) and identify potential conflicts with the corresponding Place Types; this analysis will serve as a baseline for potential regulatory revisions.
  - o **Use and Conditional Use Standards:** The team will review and summarize requirements and limitations applicable to specific land uses, and conditional uses, which are normally intended to protect surrounding properties from negative impacts. The team will recommend additional uses to allow more flexibility in the code, and other potential regulatory refinements to achieve better compatibility for those uses. A particular focus will be home occupations and short-term rentals.
  - o **Parking:** The team will review and summarize the current parking requirements in terms of dimensional/design requirements (stall and driveway sizes) and minimum parking ratios by use (parking quantities). For comparison purposes, the team will identify the parking ratios from the Institute of Transportation Engineers (ITE) Parking Generation Manual which are based on case studies across the United States in various settings. The team will also identify potential conflicts between parking requirements and the intended character of specific Place Types (e.g., the Town Center and Mixed-use Center are intended to be strong pedestrian destinations).

- **Administration and Procedures:** The team will review and summarize current administrative and review procedures for various land use and zoning applications in the City. We will identify potential revisions to clarify process, streamline desired development, and provide review for land uses and development types that may pose compatibility concerns at certain locations. The Team will incorporate findings from a listening session with City staff (Task 3).
- C. **Title 16: Subdivision** | The team will review Title 16: Subdivision and provide recommendations on potential revisions to streamline the review process and eliminate redundancy with Title 17. We will also summarize current roadway standards and identify potential revisions based on the Place Type descriptions in PlanValdez (i.e., context sensitive roadway standards).
- D. **Zoning Map** | The team will conduct a comparative analysis of the City’s current zoning map with the Land Use Place Type map from PlanValdez. We will note areas on the zoning map that do not align with the Land Use Plan Type Map and provide options for district changes. The team will also identify potential overlay zones (and location) pursuant to PlanValdez.

### **Deliverables**

1. Zoning Map with notes that identify areas that are inconsistent with the Land Use Place Types map with potential district recommendations.
2. Technical memorandum with PlanValdez, Title 17, and Title 16 analysis and recommendations.

### **Task 3: Public Outreach (A::B lead; Stantec support)**

The team will create a Public Outreach Plan that will define the community engagement methods and activities for the code revision project. The Public Outreach Plan will build on community feedback obtained through the recently completed Comprehensive Plan (PlanValdez) update process and provide other methods to engage community members in a meaningful way. At a minimum, the Public Outreach Plan will include listening sessions with City Staff (prioritizing Planning and Public Works), work sessions with the Planning & Zoning Commission, surveys and an in-person engagement event for community members, and a project Working Group with community representatives and City staff. Below is our proposed Public Outreach Plan:

- A. **PlanValdez Community Feedback Review** | The team will review community feedback from the Comprehensive Plan update process. The team will summarize key themes as it relates to code revision. We understand that the City will be responsible for providing all relevant community engagement documentation to our team, as well as guidance on themes and community priorities.
- B. **Staff Listening Session** | The team will host a listening session with City staff to understand challenges in code implementation and real-life application, areas to streamline the review processes, options to improve the design and dimensional standards, and other ideas to improve how the city regulates land use and development. The team will document staff feedback.
- C. **Planning and Zoning Commission** | The team will facilitate two work sessions with the Planning and Zoning Commission to obtain recommendations and feedback on potential code revisions. At the beginning of the process, the team will host an idea-generating workshop with the Commission to obtain their needs and desires to improve the regulatory and land use framework; we will structure discussion by topic, so the discussion is clear and linear in format. Toward the end of the drafting process, our team will host another work session with the Commission to present the draft code and map and solicit Commissioner feedback on the proposed amendments. We will document Commissioner feedback and work closely with staff to perform additional revisions to the draft document package.
- D. **Working Group** | The team will assist the City in forming an official Working Group comprising representatives from city departments, Planning and Zoning Commission, City Council, residents,



development experts, businesses, and other relevant entities. The Working Group will be the core recommendation body for code and map revisions. The Team will facilitate monthly Working Group meetings to present code sections, present potential code revisions, and seek feedback from individual members. All Working Group meetings will be conducted virtually using readily available web-based conferencing platforms. The team will prepare materials for each meeting and document outcomes from the discussion in the form of notes. We anticipate the City will be responsible for convening the Working Group, distributing materials, and scheduling and noticing meetings.

- E. **Key Stakeholder Engagement** | The team will assist the City to host a community survey and public engagement event aimed to educate community members on the broad vision and policies in PlanValdez, the purpose and use of zoning code to implement that vision, and to engage the public about desired development form and scale, and how land uses will be distributed throughout the City. We plan to strategically use the City’s established engagement platforms and procedures, such as [FlashVote](#) (recognizing this is a newly acquired tool), as well as collaborating with the new Communications Director to advertise and create messaging about the process.
- **Entities to Engage:** We are familiar with the diverse organizations and perspectives in Valdez who need to be engaged in this process, including major landowners and other entities who have and are likely to utilize the zoning code in development. For example, a debrief seeking feedback about one or more recent development projects would help illustrate issues with current code, including policies and processes, and provide tangible illustrations of issues this code revision is intending to fix. We also anticipate working closely with the City to identify a list for recruitment to the Working Group, individual interviews and other methods during this process, to ensure the list is comprehensive. These include:
    - Tribal entities in the region including Valdez Native Tribe, Chugachmiut Regional Corporation and Tatitlek Corporation;
    - Alyeska Pipeline Services, Petro Star Alaska, and other petroleum industry and support services companies who operate in Valdez;
    - Peter Pan Seafoods and other fishing industry companies who operate in Valdez;
    - Valdez Convention and Visitor’s Bureau and other businesses operating in the region, particularly in the tourism and hospitality industry;
    - Landowners with property in Valdez, especially owners with undeveloped land who may consider creating a subdivision or new development in future;
    - Institutions such as Providence Valdez Medical Center, Prince William Sound College (PWSC), State of Alaska owned Valdez Airport, and others with local facilities.
    - Developers, architects, and engineers who provide services to clients in Valdez, including residential, commercial, and industrial projects; and
    - If available, homeowners or residential builders who have recently completed a project in Valdez and who have the most direct experience with current code.
  - **Survey:** The team will prepare and implement an online stakeholder survey with plain-language questions so community members and other key stakeholders can identify their preferred development scale, design, and district character. The survey results will guide the team’s approach to specific code revisions.
  - **In-Person Engagement:** Midway through the process, we will co-host with City staff an in-person event to educate the public on project objectives, communicate draft regulatory changes, and obtain feedback on draft code and map revisions. This event could be a public open house, stakeholder group interviews, or a series of pop-up events at major community destinations (e.g.,

schools, libraries, shopping centers), to be recommended by the city. We will document the participant feedback from the survey and meeting(s) and incorporate the feedback into the draft.

- F. **Project Promotion and Advertising Support** | The team will provide project promotion and advertising support to City staff throughout the project to inform the community about upcoming events and opportunities to participate, as well as updates on project progress. At a minimum, we will provide content and graphics for two postcard bulk mailers, two press releases, and the City's Facebook page.

### **Deliverables**

1. Public Outreach Plan that lists the engagement methods, target audiences, and timeline/sequencing.
2. Communication graphics and other materials that will be used for the outreach events (created concurrently with each event).
3. Report summarizing each event, the questions posed and participant responses, including the online survey.
4. Summary notes and participant feedback in each Working Group meeting.
5. Text and graphics support for the design of 2 postcard bulk mailers throughout the process and content for the City's Facebook page.
6. Narrative for up to two press releases at major project milestones.

### **Task 4: Title 17 Code Revisions (Stantec lead; A::B support)**

The team will use analysis of existing code (Task 2), Public Engagement feedback (Task 3), and professional experience to perform revisions to Title 17: Zoning Ordinance to align the City's land use and development framework with the goals and actions of PlanValdez. The team will perform all revisions in underline and strikethrough format using Microsoft Word; proposed deletions will be displayed as strikethrough text, recommended additions will be displayed as underline text. We will present each chapter/section with the Working Group and perform additional text and map refinements based on participant feedback. We understand that the City attorney will provide legal review of the proposed code language, beyond the role of the consultant team's responsibility. We will make up to two rounds of revision in response to full legal review of the draft.

We will focus code revisions on the following code sections and topics, as well as recommending other code revisions, so the entire title works cohesively from a regulatory and process standpoint.

1. **Administration and Enforcement** | The team will revise the City's administration, enforcement, and review procedures as appropriate, to provide clarity on the process, submittal requirements, and associated decision-making bodies. We will create a development review matrix that lists each application type with the associated review procedures and decision-making body. We will use feedback from the staff listening session (Task 2) to understand and respond to the City's internal processes and staff capacity for application review. We will refine the descriptions, membership, tenure, and duties for each decision-making body (e.g., Planning and Zoning Commission, Board of Adjustment, etc.).
2. **Zoning Districts** – The Consultant Team will revise the City's zoning district standards to align with the corresponding Place Types in PlanValdez in terms of allowable uses, development scale, building types, and dimensional standards (e.g., setbacks, height, building types, etc.). This will include the following:
  - Update district descriptions to coincide with the Place Types in PlanValdez.
  - Update density requirements in each district to allow for housing options, consistent with PlanValdez goals and objectives.
  - Create a Table of Allowable uses listing allowances and associated review procedures by land use and zoning district (e.g., administrative, or conditional use review) in one user-friendly matrix.



- Particular attention will be paid to expanding mixed-use options per the guidance of PlanValdez; these would be linked with appropriate design standards in other sections of the code.
- Create a Table of Dimensional Standards listing setbacks, lot dimensions, and structural height limitations for each district in one matrix (we propose moving lot standards from Title 16).
  - Write additional development criteria and standards for specific zoning districts that warrant unique design considerations (e.g., district comprising the Town Center Place Type may require pedestrian-oriented design standards).
  - Author new zoning district (and overlay) descriptions and standards, consistent with PlanValdez.
3. **Supplemental Standards** | The team will author code amendments to other sections to address development elements such as parking, landscaping, buffering, circulation and access, and amenities.
- Align land use categories with the new Table of Uses and recommend parking ratios that align with the ITE Parking Generation Manual and/or Working Group recommendations.
  - Write landscaping standards for property frontages for certain uses.
  - Write buffering standards for abutting land uses with different intensities and/or environmentally sensitive resources.
  - Address unique environmental conditions, such as the need for ample snow storage during winter months, and other context-specific issues related to Valdez’s geologic and seismic landscape, mountainous terrain and addressing potential hazards such as earthquakes.
  - As appropriate, provide revisions to methodology and calculation provisions of the code such as setback and height measurements, density calculations, fences and wall allowances, and intersection visibility. The team will update the City’s signage requirements, so the standards work with other code revisions and the allowable signage corresponds to the Place Type designations. For example, the Town Center is planned as a pedestrian-oriented, mixed-use environment which may include limitations on sign types and sign face area.
4. **Specific Use Standards** | The team will revise standards applicable to specific land uses, aimed at achieving compatibility with surrounding properties and achieving the community’s preferred development character for specific areas of the city. This work will focus on uses and development types listed in the current Title 17, Conditional Uses and Supplementary Use Regulations sections. Based on Working Group feedback, we may write unique standards for up to six (6) additional specific land uses. Examples include: multi-family buildings, mixed-use projects, petroleum service operations, mining and extraction, short-term rentals, bed and breakfast, or a destination resort.
5. **Variance, Adjustments and Nonconforming Situations** – The team will update and refine allowances, limitations, criteria, and procedures for variances and nonconforming situations that would allow for the reasonable use, expansion, and preservation of existing structures and established land uses in the City. Based on Staff and Working Group recommendations, we will write a process and definitions for administrative review of minor deviations from the City’s zoning requirements; whereas, an Administrative Adjustment process can serve as an alternative to a Variance.

### **Deliverables**

1. Title 17: Zoning Ordinance revisions in underline and strikeout format using Microsoft Word.

## **Task 5: Title 16 Subdivision Code Recommendations (Stantec lead; A::B support)**

The team will provide written recommendations to revise Title 16: Subdivisions, so the platting and subdivision process and requirements align with the proposed revisions to Title 17. We will focus the

recommendations on aligning the City’s platting and subdivision review processes and submittal requirements with the revised procedures outlined in Title 17, and lot design standards correspond with the zoning districts (e.g., minimum lot sizes, frontage requirements, and density limitations).

#### *Deliverables*

1. Summary report detailing recommended Title 16 revisions.

### **Task 6: Map Revisions (Stantec lead; A::B support)**

The team will create a revised zoning map depicting recommended zoning district and name revisions to align with the Land Use Place Types map from PlanValdez. We will create the zoning map using geographic information systems (GIS) software and will provide the final maps in both PDF and MXD (GIS shapefile) file formats. We anticipate that the City shall provide the current zoning map to the team in GIS shapefile format; this will serve as the baseline data for map revisions.

#### *Deliverables*

1. Revised zoning map in PDF file format.
2. GIS shapefiles of the revised zoning map.

### **Task 7: Final Code Preparation (Stantec lead; A::B support)**

At the end of the process, the team will prepare two versions of the proposed Title 17: (1) an underline and strikeout version depicting existing text, proposed text additions (underlined), and proposed text deletions (strikeout), and (2) a “clean” version of the proposed text as it would appear in the City’s municipal code and web publishing service (for online viewing). We will summarize code revisions in a brief memorandum.

#### *Deliverables*

1. Final code revisions in underline/strikeout format using Microsoft Word and in PDF format.
2. Final revisions in a “clean version” of the proposed text, in both Word and PDF formats.
3. Technical summary memorandum describing the proposed changes in each code section.

### **Task 8: Adoption Support (A::B lead; Stantec support)**

The team will be the City staff’s partner throughout the adoption process, providing code documents, staff reports, presentations to the Planning & Zoning Commission and City Council. In this scope the team assumes all public hearings will take place in person.

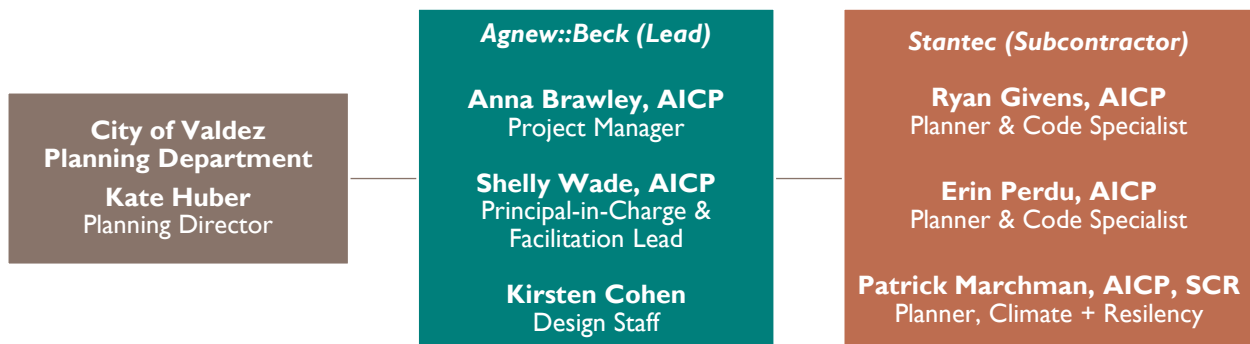
- **Staff Report** | The team will co-author the staff report to be used in the adoption process, including summary of code changes and assembling and formatting the proposed Ordinance (Task 7).
- **Staff Meetings** | We will meet with staff once prior to each meeting to review packet materials and goals for each presentation.
- **Planning and Zoning Commission Presentation** | The team will present the new ordinance and zoning map at a Planning and Zoning Commission meeting, where the Commission will make a recommendation to City Council on adoption of the ordinance.
- **Public Hearing** | The team will provide an updated report to the City Council for the public hearing, including a summary of public comments and feedback from the Planning and Zoning Commission. Team members will be present at the hearing to provide a presentation and respond to questions.
- **City Council Hearing** | The team will provide a staff report summarizing the public hearing and make a final presentation to the City Council for adoption of the Code and zoning map.

# Project Management

## Project Team

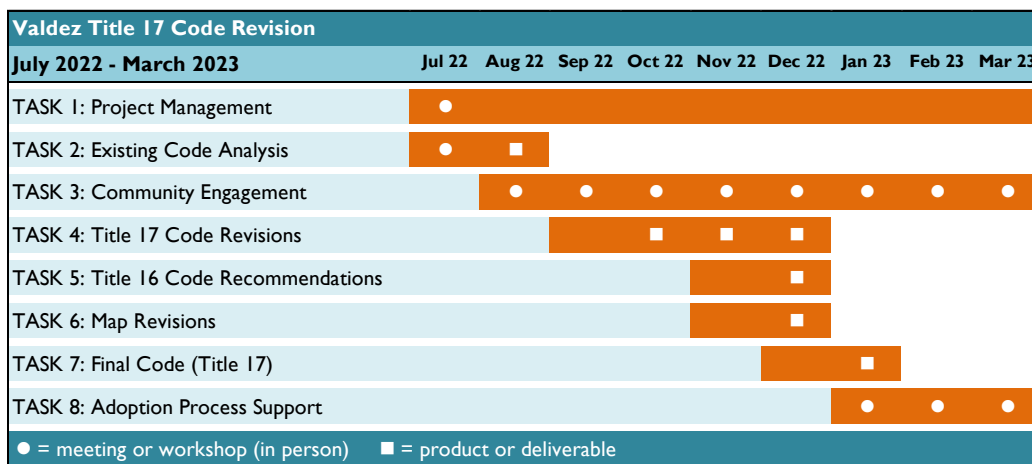
Our proposed team includes the following staff, who will lead and conduct most of the work on this code revision project for the City of Valdez. Both firms have extensive planning expertise and bring experience working with Alaska communities. Agnew::Beck will serve as the project’s prime contractor and will lead project management, public engagement and revised code approval (Tasks 1, 3 and 8). Stantec will lead code review and development of code revisions, as well as producing maps and final code language for approval (Tasks 2, 4 through 7). Agnew::Beck and Stantec will collaborate closely to integrate zoning best practices and effective land use policies into new zoning code that responds to the unique landscape and character of Valdez, consistent with the vision, goals and implementation actions of PlanValdez.

## Organization Chart



## Project Schedule

The team anticipates this project will take approximately 6 months to conduct review of current code, engage with the Working Group, public and relevant stakeholders, and complete a full review draft of the new Title 17 code. We anticipate the final approval process will be successful based on the proposed foundation of education, discussion and iterative review; however, the approval process may extend later into spring 2023, depending on the pace of public hearings with the Planning and Zoning Commission and City Council.



## Project Management Practices

Our team will follow these project management guidelines and practices to support effective teamwork and completion of project deliverables on time and within budget.

### Regular Status Reporting

Good communication and regular status reporting are keys to the success of any project. For the project to be successful, the client project manager should plan to partner with the Agnew::Beck project manager on a day-to-day basis to address project issues as they arise and provide leadership and direction to the project team. We will provide monthly status reports to City staff and will conduct bi-weekly check-ins to assess project progress and identify key next steps.

### Scope Management

It is not uncommon for the scope of a project to change as more is learned during the discovery and analysis process; however, changes in scope can have an impact on a project's budget and timeline, and it is important to set up a clear process for handling such changes. The Agnew::Beck project manager will work directly with the City project lead to identify and discuss potential scope changes as needed to achieve the project's objectives. If applicable, Agnew::Beck will provide timely change orders or contract addenda in a timely manner, following authorization by the City, to control costs and budget allocations.

### Timeline Management

A project timeline will highlight benchmarks, intermediary goals, and deliverables for completion by the project team to keep the project on track. The Agnew::Beck project manager will work closely with the City project lead to troubleshoot any unexpected delays that occur. Changes to the timeline based on internal or external forces will be communicated to the project team as they occur, and the project timeline will be adjusted accordingly.

### Budget Management

When creating the project budget, Agnew::Beck estimates the level of effort a project is anticipated to require on a task-by-task basis. At the aggregate level, the project budget outlines the total funding available for the project based on the scope outlined in this document. The project manager will monitor the budget regularly. If changes in scope or delays in the project timeline present a risk to the total project budget, the Agnew::Beck principal and City project lead will be notified as soon as possible.

## Team Resources

Agnew::Beck occupies a fully functioning office, served by all necessary office equipment to complete tasks in a timely and professional manner. Agnew::Beck possesses the following computer software for report production: all Microsoft Office programs, Adobe Acrobat and Adobe Creative Suite, ArcGIS, WordPress, and Campaign Monitor. Agnew::Beck has good working relationships with several local printing companies, as well as a solid understanding of how to submit documents for print and package for mailing. Agnew::Beck has reliable Internet access and in-house expertise in website design and web-based communication, as well as excellent working relationships with other professional web designers and technicians. Work will be performed by Agnew::Beck in Anchorage, Alaska; Stantec staff will work remotely in Bellevue, Washington and Minneapolis, Minnesota, based on the location of the firm's most qualified code writers. Staff members are available to attend project meetings at client offices or other locations required by the project.

# Team Qualifications

## Firm Overviews

### Agnew::Beck Consulting

Agnew::Beck is a multidisciplinary consulting firm based in Anchorage, Alaska. We are skilled in analysis, policy development, planning, public engagement, and project implementation. Since 2002, we have helped our clients strategically respond to challenges and opportunities to achieve their goals. We work to build healthy communities locally, regionally, and statewide.

Our firm's areas of specialty include:

- Land Use, Economic Development and Community Planning
- Communications and Public Engagement
- Data Analysis and Market Research
- Capacity Building and Technical Assistance
- Tribal Governance and Operations
- Housing and Affordable Housing
- Strategic Planning and Facilitation
- Grant Writing and Project Financing

By combining creativity and vision with practical implementation, Agnew::Beck helps clients accomplish short-term objectives and set out a clear path for long-term success. We are committed, passionate, and practical partners, working together to identify and tackle a project's most important issues with smart, effective solutions, and with community stakeholders at the center of the process.

"Engage, Plan, Implement" is our approach to helping people, places and organizations get beyond ideas and issues, and get into making things happen.

### About Stantec

Stantec Consulting Services, Inc (Stantec) is a multi-disciplinary consulting firm with specific expertise in community planning, redevelopment strategies, infrastructure design, and policy advising. Since 1954, Stantec's design professionals partner with local communities to create captivating and functional places for diverse populations and backgrounds; our guiding value is "design with community in mind." Communities are fundamental. Whether around the corner or across the globe, they provide a foundation, a sense of place and of belonging.

Stantec unites 22,000 employees working in over 400 office locations across 6 continents with a major office in Anchorage. Our work includes professional consulting in planning, urban design, architecture, engineering, and environmental sciences. Stantec's planners have experience in public policy, comprehensive planning, urban design, zoning codes, land use entitlements, and a variety of special projects focused on urban redevelopment and growth management.

**Zoning and Land Use Regulations:** Stantec's planners frequently author zoning and land development standards that implement the community's vision and urban design preferences. Because we have also worked as public sector planners, we have a firm understanding of the entitlement process, dimensional standards, and land use. We understand that a code needs to be easy to use and interpret, making it easy for property owners and developers to give the city what it wants. Stantec's planners also understand the

connection between Comprehensive Plans/Specific Plans and the implementing zoning standards, so the community's vision and aspirations are realized through quality (re)development projects. We write land use regulations that embody the community's needs, whether that be a form-based approach or traditional Euclid-style zoning regulations.

**Land Development:** Stantec's planners understand land development in terms of design, market conditions, and entitlement procedures (e.g., site plan review, design review, and legislative procedures). Stantec's planners work with private developers through all phases including feasibility, permitting, and construction. Its planners understand the connection between local policy and actual real estate investment. Stantec's planners will apply their land development knowledge to verify that its zoning recommendations respond to market demands and construction requirements.

## Relevant Project Experience

### ***Anchorage Downtown Comprehensive Plan Update and Implementation***

**Municipality of Anchorage | 2021-2022 | Agnew::Beck |** As subcontractor to Huddle AK, Agnew::Beck has supported the Municipality of Anchorage Planning Department to prepare a targeted update to the Anchorage Downtown Comprehensive Plan, and implement specific recommendations. The targeted update assessed present-day conditions by reviewing the most recent economic, housing, and demographic data; public feedback; recommended changes to municipal code; and evaluating land use incentives to revitalize and develop Downtown Anchorage. Agnew::Beck prepared a housing market study to support the targeted update and offered peer review of the planning recommendations and implementation strategies.

Agnew::Beck has assisted the Planning Department with implementation of priority strategies through three different initiatives. First, Agnew::Beck supported financial feasibility and pro forma analysis of new housing in Downtown Anchorage, convening a working group of private developers, State agencies and local officials to identify incentives for new housing and redevelopment in downtown. Second, Agnew::Beck helped to develop a target number for new housing units in Downtown (1,400 new units in the next 10 years), reviewing housing strategies of other comparable communities. Third, Agnew::Beck supported a process to update the development code in Downtown by sharing economic and financial feasibility data and providing context for recommended changes that simplify Downtown's zoning code. The plan was adopted by the Anchorage Assembly in April 2022.

**Work Sample:** Public hearing draft [final version is not yet published online]

<https://www.ourdowntownanchorage.com/9670/widgets/40082/documents/24619>

### ***Holly Springs Unified Development Ordinance***

**Town of Holly Springs, NC | 2021 | Stantec |** Stantec created a new Unified Development Ordinance for the Town of Holly Springs, NC, which included zoning and subdivision regulations. The new code was designed to be heavily graphic, easy to use, and greatly streamlined from the previous version. The Stantec team drafted regulations in line with the Town's recently adopted Land Use and Character Plan, including: districts that allowed a wider variety of housing types; increased densities in several districts; site design standards that ensure mixed use is developed with pedestrians and quality-of-life in mind. To encourage development in accordance with the city's vision, the new UDO also includes a greatly streamlined review process for reviewing land use and development applications, particularly those that follow UDO standards.

**Work Sample:** Unified Development Ordinance (UDO)

[https://www.hollyspringsnc.us/DocumentCenter/View/38082/UDO\\_Full\\_SUP1](https://www.hollyspringsnc.us/DocumentCenter/View/38082/UDO_Full_SUP1)

### ***Brooklyn Park Zoning Diagnosis and Ordinance Overhaul***



**City of Brooklyn Park, MN | 2021 | Stantec** | After completing the comprehensive plan for Brooklyn Park, Stantec completed a zoning diagnosis and overhaul of the ordinance. The zoning diagnosis served as a link between the comprehensive plan and updates to the code language. The team analyzed the ordinance and conflicts with comprehensive plan goals and objectives, called out opportunities to streamline the ordinance; identified outdated provisions and areas that could lead to legal challenges. The team then worked with the Planning Commission to break down the necessary revisions into manageable chunks and complete the revisions section-by-section. One focus of revision was eliminating or revising requirements that hampered equity and inclusion without a significant public purpose, such as minimum garage size and basement requirements for homes that priced out many segments of the population.

**Work Sample:** Code Analysis report is available on request.

### ***Carbon County Communities Zoning and Regulatory Analysis***

**Helper, UT and Price, UT | 2021 | Stantec** | As part of the Carbon County US EPA Brownfield Community Wide Assessment Grant, Ryan led comprehensive analyses of the City of Helper and City of Price, UT current zoning, land use, and development regulations to (i) identify potential regulatory barriers and (ii) define opportunities to support urban infill, adaptive reuse, and redevelopment projects in and around downtown and at key nodes along the key commercial corridors in each city, (iii) opportunities to protect and strengthen the established community character, and (iv) strategies to streamline permitting and approval processes. The analysis examined existing conditions and recent revitalization initiatives, establishing a base line of where the community wants to be in the future. The team facilitated staff interviews to understand their goals for redevelopment and current challenges with the current regulations (that were in place). The final report identified code challenges by topic and listed potential text refinements to accommodate the community's goals, followed by drafting revised code language for the City of Helper.

**Work Sample:** Code Analysis reports for both communities are available on request.

### ***Cordova Comprehensive Plan Update***

**City of Cordova | 2018 – 2019 | Agnew::Beck** | In 2018, the City of Cordova selected Agnew::Beck to help update community's comprehensive plan. Agnew::Beck worked hard to engage the community in the plan update, offering innovative and diverse methods for connecting with residents. This included a survey and interactive map; a facilitated conversation and informational booth at Cordova's annual Iceworm Festival; a "question of the month" series seeking additional input on priority topics, a visitor survey and interviews with residents and community leaders. The public review period extended through the summer to allow seasonal residents to participate in the process, while also accommodating the busy summer fishing season, when residents may have limited availability to participate in a planning process. The plan was adopted by the Cordova City Council in December 2019.

**Work Sample:** Final Plan

<https://www.cityofcordova.net/wp-content/uploads/2021/08/2019-Cordova-Comprehensive-Plan.pdf.pdf>

### ***Kenai Peninsula Borough Comprehensive Plan Update***

**Kenai Peninsula Borough | 2017 – 2019 | Agnew::Beck** | The Kenai Peninsula Borough (KPB), located in southcentral Alaska, is a diverse region with abundant natural resources, thriving communities and opportunities for future growth. The Borough also faces serious challenges, including statewide issues of high costs, small and aging populations, distance from regional and global markets, high proportion of public lands and a severe decline in State revenue to support local services. In 2017, KPB selected a consultant team led by Agnew::Beck to update the comprehensive plan. From spring to fall 2017, the team worked closely with Borough leadership and staff to evaluate the 2005 comprehensive plan; research the relevant issues and trends

that impact KPB's people, communities and economy; engage with residents, businesses, tribal leaders and stakeholders in meetings, interviews, focus groups, and popular community events for their perspectives and ideas for the future; and identify potential goals, strategies and specific actions that formed the basis of the new comprehensive plan. The team attended over 20 community events, facilitated 15 stakeholder workshops, and conducted over 50 one-on-one interviews to collect data, identify issues, and build support for the final plan. A large component of the plan was dedicated to land use and transportation planning, including elements such as access control, freight, and non-motorized uses. The draft plan was released in Spring 2018 and was well received during the public review process. The plan was adopted by the KPB Planning Commission and Borough Assembly in November 2019 and was later awarded "Best Community Engagement Effort" by the Alaska Chapter of the American Planning Association.

**Work Sample:** Final Plan

[https://www.kpb.us/images/KPB/PLN/PlansReports/Comp\\_Plan/2019\\_KPB\\_Comprehensive\\_Plan.pdf](https://www.kpb.us/images/KPB/PLN/PlansReports/Comp_Plan/2019_KPB_Comprehensive_Plan.pdf)

### ***Fairbanks Salcha-Badger Road Area Plan***

**Fairbanks North Star Borough | 2018 – 2019 | Agnew::Beck |** The Salcha-Badger Road area has experienced profound changes over the past twenty years. The area's population grew rapidly from 2000 to 2010. Two squadrons of F-35 fighter jets are being stationed on nearby Eielson Air Force Base, which is expected to bring additional residents, employment opportunities and infrastructure investments to the region. The FNSB hired Agnew::Beck to develop the Salcha-Badger Road Area Plan, which serves as a community resource and guide for immediate and longer-term housing, transportation, utilities, recreation and commercial needs in the region. It also included a land use map and set of recommended policies to achieve the community's vision and goals. The project involved extensive outreach, including open houses, a survey, an interactive web-based commenting map, interviews, e-newsletters, [a project webpage](#). The plan was unanimously adopted by the Borough Assembly in September 2019. In 2020, the project team was awarded "Best Community Plan" from the Alaska Chapter of the American Planning Association. Portions of the plan are being implemented, most recently an approved rezone of the 166-acre Peede Tract for recreation uses.

**Work Sample:** Final Plan

<https://fnsb.gov/DocumentCenter/View/447/Salcha-Badger-Road-Area-Plan-PDF>

### ***Kodiak Mill Bay Road Area-Wide Planning Study***

**Kodiak Island Borough | 2019 | Stantec and Agnew::Beck |** Kodiak's Mill Bay Road corridor is emerging as Kodiak's new commercial hub, as area businesses slowly relocate outside the tsunami hazard area along its waterfront. Stantec led a redevelopment planning initiative for the Mill Bay Road corridor to address blighted properties, improve pedestrian/bicycle mobility, and support commercial reinvestment. Agnew::Beck provided market analysis to support and guide the planning efforts. Stantec led a robust stakeholder engagement process that included roundtable interviews with government partners, developers, property owners and the general public; these interviews articulated the community's needs and redevelopment goals. Stantec identified strategic rezones, regulatory amendments, and potential tax incentives to support future commercial services and mixed-use development. Stantec created a Framework Plan to designate opportunity sites and future capital projects; created recommendations for landscaping standards, small lot subdivision options, and property maintenance requirements; and authored an action plan for project implementation. Kodiak Island Borough is currently implementing the project recommendations into code.

**Work Sample:** Final report is available on request.

## Agnew::Beck Staff

### **Shelly Wade, AICP | Principal in Charge, Community Engagement Lead**

A lifelong Alaskan, Shelly was raised in North Pole and is a skilled project manager, facilitator, planner, and public engagement lead that excels at developing and implementing complex, multi-faceted stakeholder engagement processes and tools. She has successfully managed hundreds of planning projects across Alaska, and more recently, in the Lower 48 with projects in eastern Idaho and southern Colorado. Shelly uses her natural facilitation skills to assist communities, organizations and agencies create sustainable practices and healthier environments. She has worked directly with and diligently for public, private, and non-profit partners to ensure plan development and implementation success. She is highly requested by agencies and entities across the state to facilitate and sometimes mediate difficult processes. She is particularly adept at negotiating sometimes tough topics and personalities, including the management of multi-partner/multi-disciplined project teams, to help groups representing diverse partners identify their goals and tools for achieving their vision. Shelly has managed several award-winning comprehensive planning and community engagement projects across Alaska, including the referenced Salcha-Badger Road Area Plan and Kenai Peninsula Borough Comprehensive Plan Update. Shelly is the President of the Alaska Chapter of the American Planning Association, a Western Planner Board Member, and Interim Co-Chair of the Tribal and Indigenous Planning Interest Group of the American Planning Association. She is one of five women co-owners of Agnew::Beck Consulting.

### **Anna Brawley, AICP | Project Manager & Planner**

Anna is a senior associate with Agnew::Beck, with over 10 years of experience in planning and public policy, and is AICP certified since 2017. She effectively navigates between the details and the big picture to organize the contract team, client staff, partners and other stakeholders to achieve a project's goals. Anna has led and supported public involvement processes for multiple planning projects across Alaska, from boroughwide comprehensive plans to site specific land use plans, and ranging from in-person meetings to project presentations to surveys and public comment periods. She also has extensive experience in planning and policy research, data analysis, case study development, and communicating complex ideas and findings to a variety of audiences in support of consensus building and decision making.

### **Kirsten Cohen | Design Associate**

Kirsten recently returned to Agnew::Beck as an Associate. She was one of Agnew::Beck's first employees, and has worked with the firm on and off over the years as an employee or subcontractor assisting with design work. She brings a strong ability to support document and graphics production, meeting support, website updates and design-related work. Prior to re-joining Agnew::Beck in the spring of 2022, Kirsten provided environmental regulatory compliance support to public and private sector clients in Alaska.

## Stantec Staff

### **Ryan Givens, AICP | Senior Planner/Urban Designer**

As a land use and urban design expert, Ryan leads regulatory and policy projects for cities and county governments. In this role, Ryan translates the community's vision into a regulatory framework to guide future development to the desired urban form. With this experience, he authored several zoning codes, design guidelines, stormwater manuals, and subdivision ordinances for local communities. He is skilled at writing development standards for established communities, which promote infill and redevelopment in an urban context. Ryan understands both conventional zoning and form-based regulatory approaches. He facilitates stakeholders to select the regulatory approach that best aligns with local values and objectives. He knows how to seamlessly weave new policies into a community's existing codes and regulations.

**Erin Perdu, AICP | Planning Group Leader, Midwest Region & Senior Urban Planner**

Erin is a Senior Urban Planner with professional planning experience in both the public and private sectors. In her roles as staff planner and Community Development Director for multiple municipalities, she has gained an intimate knowledge of planning and zoning administration along the way. Erin has served as the project manager and lead planner on zoning audits, new zoning ordinances, comprehensive plans, and small area studies. She views zoning as the primary means to achieving a community's vision. Erin approaches all zoning projects with an eye toward making ordinance simple, concise, easy to use and understand - thus making it easy for developers to give the community what it wants.

**Patrick Marchman, AICP, SCR | Senior Climate Risk & Resilience Advisor**

Patrick is a program manager, planner and strategic advisor specializing in resilience, climate adaptation and climate risk, climate-induced relocation and managed retreat, hazard mitigation, and sustainability. He has managed local, state and regional programs with over \$1 billion in funding. Patrick also founded an industry-leading group in the climate adaptation space, serves as a board member for several climate and natural hazard-focused organizations, and built a climate resilience and sustainability practice. He has a passion for making connections to deliver solutions to the climate crisis and to build a more resilient and sustainable world. He is an AICP-certified planner and SCR (Sustainability and Climate Risk) certified professional.

## Client References

Kellen Spillman, Community Planning Director, Fairbanks North Star Borough, 907-459-1266, [kellen.spillman@fnsb.gov](mailto:kellen.spillman@fnsb.gov)

Sam Greenwood, Public Works Director, City of Cordova, 907-424-6231, [publicworks@cityofcordova.net](mailto:publicworks@cityofcordova.net)

Nick Tatton, Community Director, City of Price, 435-636-3184, [nickt@priceutah.net](mailto:nickt@priceutah.net)

# Fee Schedule and Cost Estimate

The table below includes both firms' hourly rates by staff member, which form the basis of the cost estimate for professional services in the table on the following page.

Project expenses are also listed in the cost estimate, specifically travel expenses (flight, hotel and per diem) for onsite visits to Valdez, Alaska as specified in the Scope of Work. Expenses will be invoiced at cost.

## Fee Schedule

Firm and Staff Member	Hourly Rate
<b>Agnew::Beck</b>	
Shelly Wade, Principal + Owner	\$175
Anna Brawley, Senior Associate	\$145
Kirsten Cohen, Design Associate	\$110
<b>Stantec</b>	
Ryan Givens, Senior Planner/Urban Designer	\$187
Erin Perdu, Senior Planner/Group Leader	\$187
Patrick Marchman, Senior Advisor	\$147

## Cost Estimate

<b>Valdez Title 17 Zoning Ordinance Revision; Agnew::Beck/Stantec Team Cost Estimate</b>	
<b>TASKS</b>	<b>TOTAL</b>
Task 1: Project Management	\$10,598
Task 2: Plan & Existing Code Analysis	\$8,806
Task 3: Public Outreach	\$39,008
Task 4: Title 17 Code Revisions	\$30,170
Task 5: Title 16 Code Recommendations	\$4,907
Task 6: Map Revisions	\$6,455
Task 7: Final Code Preparation	\$6,190
Task 8: Adoption Support	\$14,359
<b>Total Professional Services</b>	<b>\$120,493</b>
<b>Travel + Per Diem*</b>	<b>\$5,000</b>
<b>Other Expenses**</b>	<b>\$250</b>
<b>TOTAL***</b>	<b>\$125,493</b>
<b>EXCLUSIONS + TERMS</b>	
<p>* Travel &amp; Per Diem - Includes roundtrip airfare and per diem for two A::B and one Stantec team member to conduct two in-person visits in Valdez. NOTE: Stantec team member is traveling from L48. A::B team members are traveling from Anchorage.</p> <p>** Other Expenses - Include costs for phone and related equipment and services required in the normal performance of the contract. Costs for services required to produce informational, advertising or meeting materials are included in this budget; however, costs for printing, mailing or otherwise distributing these materials, or for paid advertising or other public notices are not included in this budget and would be paid for directly by client, as needed. Digital versions of all final materials will be submitted in an organized manner to the client for future editing, use and reproduction. Rights to final versions of all materials are transferred to the client upon conclusion of the project. A::B reserves the right to use any and all project materials for educational and marketing purposes. A::B reserves the rights to any draft or conceptual materials developed in the course of the project, or other materials specified in the terms of the contract.</p> <p>*** A::B reserves the right to move budget between tasks, staff and subcontractors so long as costs do not exceed the total budget.</p>	





## SHELLY WADE, AICP, Principal and Owner

A lifelong Alaskan, Shelly was raised in North Pole and is a skilled project manager, facilitator, planner and public engagement lead that excels at developing and implementing complex, multi-faceted stakeholder engagement processes and tools. She has successfully managed hundreds of planning projects across Alaska, and more recently, in the Lower 48 with projects in eastern Idaho and southern Colorado. Shelly uses her natural facilitation skills to assist communities, organizations and agencies create sustainable practices and healthier environments. She has worked directly with and diligently for public, private and non-profit partners to ensure plan development and implementation success. She is highly requested by agencies and entities across the state to facilitate and sometimes mediate difficult processes. She is particularly adept at negotiating sometimes tough topics and personalities, including the management of multi-partner/multi-disciplined project teams, to help groups representing diverse partners identify their ultimate goal and tools for achieving that vision.

### EDUCATION

*Master of Science in Community and Economic Development and Sociology. Peace Corps Fellows Program. Illinois State University, Normal, IL. 2004*

*Bachelor of Science in Anthropology. University of Alaska-Fairbanks, Fairbanks, AK. 1993*

### PROFESSIONAL EXPERIENCE

*Agnew::Beck Consulting: Principal/ Owner, 2016-present; Managing Associate 2013-2016; Senior Planner, 2007-2013*

### CERTIFICATIONS AND AFFILIATIONS

*American Institute of Certified Planners (AICP)*

*President, Alaska Chapter, American Planning Association (APA)*

*Board Member, Western Planner*

*Co-Chair, Tribal and Indigenous Planning Interest Group of APA*

### AWARDS

*2020 Award for Best Community Plan Salcha-Badger Road Area Plan*

*2020 Award for Best Community Engagement*

*Kenai Peninsula Borough Comprehensive Plan Update*

*2018 Award for Rural Innovation, Western Planner, Tribal & Indigenous Planning with Shoshone-Bannock Tribes*

*2012 Award for Best Comprehensive Plan Big Lake Comprehensive Plan Update*

*2013 Award for Best Public Outreach Effort, Mat-Su Health Foundation Health Needs Assessment: Community Engagement Initiative*

### SELECT PROJECT EXPERIENCE

**NOTE:** Shelly's role on all projects listed below – Principal in Charge, Project Manager, Senior Planner, Facilitation and Stakeholder Engagement Lead

#### Local Government Entities

- Fairbanks North Star Borough:
  - *FNSB Comprehensive Economic Development Strategy (2021-present)*
  - *FNSB Comprehensive Roads Plan (2020-present)*
  - *Fairbanks Downtown Plan (2020-present)*
  - *Update to Eielson Air Force Base Regional Growth Plan Housing Model (2021)*
  - *Salcha-Badger Road Area Plan (2017-2019)*
  - *Eielson Air Force Base Regional Growth Plan (2017-2018)*
- Northwest Arctic Borough (NAB): *NAB Comprehensive Plan Update (2020-2022)*
- City of Saint Paul Island: *City of Saint Paul Island Strategic Planning (2017; 2021)*
- Kenai Peninsula Borough (KPB): *KPB Comprehensive Plan Update (2016-2019)*
- City of Cordova:
  - *Cordova Comprehensive Plan Update (2018-2019)*
  - *City of Cordova: Southfill Commercial Area Site Plan and Planning Commission/ City Council Comprehensive Planning Training (2013)*
- Municipality of Anchorage: *Stormwater Utility Implementation Plan (2017)*
- City of North Pole: *City of North Pole Comprehensive Strategic Plan and Implementation Technical Assistance (2015-2017)*
- Petersburg Borough: *Petersburg Borough Comprehensive Plan Update and Harbor Master Plan (2014-2015)*
- City of Unalaska: *City of Unalaska Land Use Plan (2014-2015)*
- City of Manokotak: *Manokotak Comprehensive Plan Update (2014-2015)*
- Mat-Su Borough: *Big Lake Community Impact Assessment (2012-2014)*
- Lake and Peninsula Borough: *Lake and Peninsula Borough Comprehensive Plan (2012)*
- City of Bethel: *Bethel 2035 Comprehensive Plan Update (2010-2011)*



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## Private Sector

- Donlin Gold Strategic Planning and Partner Dialogue (2019-present)
- Teck Community Relations Department: *Strategy Planning and Technical Assistance* (2019-2020)

## Tribal Entities

### Associate of Village Council Presidents (2017-present):

- *Yukon Kuskokwim Comprehensive Economic Development Strategy Planning and Technical Assistance*

### Chenega IRA Council/Native Village of Chenega (2014-present):

- *Tribal Administrative Services and Funding Research and Development*

### Tribal Government of St. Paul Island (2015-present):

- *St. Paul Visitor Feasibility Study*
- *Health and Wellness Strategic Plan*
- *St. Paul Island Comprehensive Economic Development Strategy*
- *Tribal Strategic Plan*

### Tanana Chiefs Conference (2015-2016; 2020-2022):

- *Tanana Chiefs Conference Comprehensive Economic Development Strategy & Economic Recovery Plan*

### Olgoonik Corporation (2021)

- *Wainwright Community Visioning*

### Native Village of Eyak (2018-2019):

- *Cordova Healthcare Partners Collaboration Facilitation*

### Confederated Tribes of the Umatilla Indian Reservation (2019):

- *Yellowhawk Tribal Health Center Community Health Improvement Plan Facilitation*

### Shoshone-Bannock Tribes (2016-2019):

- *Shoshone-Bannock Tribes Comprehensive Economic Development Strategy*

## Government Agencies

### United States Fish and Wildlife Service Alaska Region (2015-present):

- *Kuskokwim River Salmon Management Partner Dialogue Facilitation*
- *Regionwide Refuges Planning*
- *Yukon Delta Refuge Visioning Workshop*
- *Yukon Flats Refuge Visioning Workshop and Technical Assistance*
- *Department of Interior Reorganization Workshop*
- *Regionwide Strategic Priorities Planning*
- *Regionwide Communications Planning*
- *Regionwide Administration Team Planning*
- *Regionwide and Alaska Maritime-Focused Invasive Species Planning*
- *Alaska Maritime Refuge Visioning Workshop*
- *Regionwide Anthropocene Workshop and Planning*

### Chugach National Forest (2008-2018):

- *Chugach National Forest Plan Revision – Planning and Stakeholder Engagement*
- *Children's Forest Strategic Planning and Facilitation*





## AFFILIATIONS

*Municipality of Anchorage, Budget Advisory Commission*  
Chair (2022 – present)

*Turnagain Community Council*  
President (2022 – present)  
Secretary (2015 - 2019)  
Land Use Comm. Chair (2016 – 2021)

*NeighborWorks Alaska*  
Board of Directors (2013 - 2022)

*American Planning Association*  
Alaska Chapter Member  
American Institute of Certified Planners

## EDUCATION

*Master of Regional Planning, 2011.*  
Cornell University, Ithaca, New York.  
AICP Outstanding Student Award.

*Master of Arts, Social Sciences, 2007.*  
University of Chicago, Chicago, Illinois.

*Bachelor of Arts, History, 2006.*  
Denison University, Granville, Ohio.  
Salutatorian.

## PROFESSIONAL EXPERIENCE

*Agnew::Beck Consulting*  
Anchorage, Alaska  
2015 – present | Senior Associate  
2011 – 2014 | Associate

*McMaster-Carr Supply Company*  
Elmhurst, Illinois  
2007 – 2009

## ANNA BRAWLEY, AICP :: SENIOR ASSOCIATE

Anna brings knowledge, insight and deep commitment to each project. She exemplifies a professional dedication to serving the public interest through data-driven decision making, empowering all stakeholders' voices, understanding the complex influences of history and culture on a community's current issues, and exploring long-term implications of choices we make today. Anna assumes diverse roles on projects in public health, public policy, land use planning, research and data analysis, organizational planning, communications and other fields. She effectively navigates between the details and the big picture to organize the contract team, client staff, partners and other stakeholders to achieve a project's goals. She maintains a strong reputation of trust, transparency, diligence and finding positive solutions for all parties. Anna is also an active volunteer in her community, with a focus on educating and empowering people to participate in public processes.

## SELECTED PROJECT EXPERIENCE

*Fairbanks Downtown Plan, Fairbanks North Star Borough*

**February 2022 to present** | Lead development of updated draft plan, conducted data analysis of police data to assess public safety issues in Downtown, assisted project manager with Working Group and public hearings on plan progress. Currently supporting review process of draft plan, for future public outreach.

*Technical Assistance for Anchored Home Plan, Anchorage Coalition to End Homelessness, Alaska Mental Health Trust Authority, Rasmuson Foundation*

**February 2018 to May 2020** | Support stakeholder-driven planning process to develop community plan to address homelessness. Drafted *Anchored Home* plan, adopted by Anchorage in 2018. Supported series of community conversations. Led development of 2020 gap analysis methodology to inform 2021 priorities.

*Kenai Peninsula Borough Comprehensive Plan, Kenai Peninsula Borough*

**February 2017 to October 2019** | Produced current conditions summary and public outreach materials; summarized public engagement; led production of multiple chapters, coordinated drafting. Plan approved November 2019.

*Fairbanks Salcha Badger Road Subarea Plan | Fairbanks North Star Borough*

**August to December 2018** | Assisted with issues and opportunities report and produced series of maps depicting current conditions: land use, land ownership, development capability, utilities and key facilities. Plan approved September 2019.

*Chugiak Eagle River Site Specific Land Use Plan Update | Municipality of Anchorage*

**January 2016 to March 2018** | Developed and conducted public engagement and feasibility analysis to update existing plan for 92-acre parcel in Eagle River. Supported approval process by Heritage Land Bank, Chugiak Eagle River Advisory Board, and Anchorage Assembly. Plan approved 2018.

*Land Use + Economic Development Plan, Denali Borough*

**February to September 2017** | Designed, conducted public outreach for strategic land use and economic development plan: residents survey, four community workshops, meetings with advisory committee. Led development of public engagement materials, maps, draft plan.

*Municipal Planning Services + Training, City of Dillingham*

**February 2016 to March 2017** | Provided land use planning services (subdivision and plat review, code interpretation); trained new planner on key responsibilities. Facilitated Planning Commission training with overview of comprehensive plan.

*Fairview Neighborhood Plan, Fairview Community Council*

**June 2013 to February 2014** | Created Fairview Land Use Plan Map with land use categories, new overlays, community priorities for desired neighborhood character. Created annotated map highlighting changes.



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## EDUCATION

*Bachelor of Arts in Environmental Design.  
University of Colorado, Boulder, CO.  
1999.*

*Valedictorian graduate of The Professional  
Food and Wine Program, Cook Street:  
School of Fine Cooking, Denver, CO.  
2003.*

## PROFESSIONAL EXPERIENCE

*Principal, New North Consulting. 2010-  
2022*

## SOFTWARE + PROGRAMS

*Proficient in Adobe InDesign, Illustrator,  
Photoshop, and Acrobat*

## VOLUNTEER ACTIVITIES

*Website administrator and committee  
member, Anchorage Salmon Run. 2020-  
2022.*

## KIRSTEN COHEN

Kirsten recently returned to Agnew::Beck as Associate. She was one of A::B's first employees, and has worked with the firm periodically as employee and contractor assisting with design work. She brings a strong ability to support document and graphics production, meeting support, website updates and design-related work. Prior to re-joining A::B in the spring of 2022, Kirsten provided environmental regulatory compliance support to public and private sector clients in Alaska. Kirsten lives in Anchorage with her husband and two sons. She is a passionate skier, enjoys recreating on her mountain bike, and loves to spend time in the kitchen.

## SELECTED PROJECT EXPERIENCE

### *Graphics Development*

**2022** | Layout of Ketchum Housing Matters Draft Annual Housing Action Plan; infographic portraying Alaska's adolescent mental health continuum of care showing children's and families' experiences; logo development and site map concepts for AK Generation Rehabilitation's Tiny Homes proposed community for homeless individuals; graphics to help portray housing needs in the Alaska Aleutians; postcard development to provide awareness and information for community open houses in the Fairbanks North Star Borough; Change of Theory forest metaphor graphic for Idaho Coalition for Thriving Families, Safer Children.

### *Yukon Kuskokwim Health Corporation Design Support*

**2018** | Provided rebranding design support services for brochures and posters.

## PRIOR PROFESSIONAL EXPERIENCE

Work performed by New North Consulting; Kirsten is co-owner and principal.

### *Environmental Regulatory Compliance, U.S. Air Force and Army, Alaska at Joint Base Elmendorf-Richardson and Fort Wainwright*

**2011-2018** | Prepared environmental management plans to meet state permitting requirements; provided public education and community outreach materials; implemented program management support including personnel training and compliance inspections; prepared Emergency Planning and Community Right-to-Know Act Tier II hazardous chemical inventory reports; worked closely with Air Force Environmental Flight and Army Public Works Environmental personnel, in addition to coordinating with soldiers, contractors, and Army Corps of Engineers.

### *Stormwater Compliance, Trident Seafoods Corporation*

**2014-2022** | Designed and produced highly detailed figures and maps for trip reports and management plans to meet Clean Water Act compliance requirements. Edited and formatted management plans and inspection reports. Prepared PowerPoint presentations for employee training.

### *Environmental Regulatory Compliance, Peter Pan Seafood Co.*

**2020-2022** | Designed and produced highly detailed figures and maps for trip reports and management plans, complying with Clean Water Act requirements.

### *Design support for small businesses*

**2010-2022** | Ongoing design support for SKHOOP, Stock Alpine, Alaska Guide Collective, Romney Designs, other Anchorage-based clients. Design of brochures, posters, rack cards, guidebook, catalogues, logos, maps, infographics, advertisements and web-based announcements. Provide clients with technical support and Adobe InDesign guidance.







## Ryan Givens AICP

Senior Planner - Regulatory/Policy Planner  
22 years of experience · Bellevue, Washington

As a land use and urban design expert, Ryan leads regulatory and policy projects for cities and county governments. In this role, Ryan translates the community's vision into a regulatory framework to guide future development to the desired urban form. With this experience, he authored several zoning codes, design guidelines, stormwater manuals, and subdivision ordinances for local communities. He's skilled at writing development standards for established communities, which promote infill and redevelopment in an urban context. Ryan understands both conventional zoning and form-based regulatory approaches. He facilitates stakeholders to select the regulatory approach that best aligns with local values and objectives. He knows how to seamlessly weave new policies into a community's existing codes and regulations.

### EDUCATION

Bachelor of Science, Urban and Regional Planning,  
Florida Atlantic University, Boca Raton, Florida, 2000

### CERTIFICATIONS & TRAINING

American Institute of Certified Planners, Certified Planner  
#019718, Tampa, Florida, 2005

### COMMUNITY INVOLVEMENT

Planning Commissioner, City of Tacoma Planning  
Commission, Tacoma, Washington, United States 2018-  
2022

### PROJECT EXPERIENCE

Mill Bay Road Area-Wide Planning | Kodiak Borough,  
Alaska | Land Use Planner

Ryan led an area-wide planning (AWP) project for Kodiak's Mill Bay Road corridor aimed to support economic reinvestment, improve pedestrian/bicyclist mobility, and address brownfield conditions. Ryan and his team conducted an existing conditions analysis and then led a robust, weeklong community engagement plan to identify the community's priorities. Ryan's team created a redevelopment strategy plan that includes (a) regulatory changes to streamline redevelopment, (b) a capital improvements plan to enhance mobility, (c) a public incentives package to entice private development to the corridor, and (d) a list of potential funding strategies. As an appendix to the Plan, Ryan recommended zoning changes in underline/strikeout format - the Borough is working towards implementation.

Pinellas County Zoning Code Update\* | Pinellas County |  
Clearwater, Florida | Senior Project Manager/Urban  
Designer

Ryan authored new land development standards to foster redevelopment in Florida's most urbanized County. Pinellas County wanted to create a new development code that will support quality redevelopment and streamline infill projects. The County also wanted to create mixed-use centers, multi-modal corridors, and strengthen the pedestrian environment. In this approach, Ryan established formal review procedures and form-based development standards. Ryan led stakeholder meetings to implement public sentiments on redevelopment goals.

Unified Development Ordinance | Holly Springs, NC |  
Planner

Ryan served as a lead author of a new Unified Development Ordinance which included both zoning and subdivision regulations. The new code was designed to be heavily graphic in content, easy to use, and greatly streamlined from the previous version. Ryan's team drafted regulations in line with the Town's recently adopted Land Use and Character Plan (Comprehensive Plan), including: districts that allowed a wider variety of housing types; increased densities in several districts; site design standards that ensure mixed use is developed with pedestrians and quality-of-life in mind. To encourage development in accordance with the city's vision, the new UDO also includes a greatly streamlined (and well-defined) review process for processing land use and development applications, particularly those that follow UDO standards.

City of Helper Zoning and Regulatory Analysis | Carbon  
County | Helper, UT | 2021 | Planner

As part of the Carbon County US EPA Brownfield Community Wide Assessment Grant, Ryan led a comprehensive analysis of the City of Helper's current zoning, land use, and development regulations to (i) identify potential regulatory barriers and (ii) define opportunities to support urban infill, adaptive reuse, and redevelopment projects in/around downtown and at key nodes along the Main Street Corridor. The analysis also examined the City's existing conditions and recent revitalization initiatives which established a base line of how/where the community wants to be in the future. Ryan facilitated a series of staff interviews to understand their goals for redevelopment and current challenges with the current regulations (that were in place). Ryan authored a final report that identified code challenges by topic and listed potential text refinements to accommodate the community's goals. Later in the process, Ryan drafted revised code language.

### City of Price Zoning and Regulatory Analysis | Carbon County | Price, UT | 2021 | Planner

As part of the Carbon County US EPA Brownfield Community Wide Assessment Grant, Ryan led an analysis of the City's current zoning, land use, and development regulations (as of July 2021) for its commercial corridors, Downtown, and industrial /manufacturing areas. Ryan and his team of planners, reviewed the City's Land Use Development and Management Code and its General Plan to identify (i) the existing land use and development standards, (ii) potential regulatory barriers to infill and adaptive reuse projects, (iii) opportunities to protect and strengthen the established community character (focusing on Downtown), and (iv) strategies to streamline the permitting/approval processes. Ryan provided a final report that highlighted potential regulatory barriers to redevelopment projects, areas that require clarity, and options to improve the zoning standards.

### Chichenoff Property (Sun'aq) Reuse Study | Kodiak, Alaska | 2020 | Urban Designer

As part of the Kodiak Island Borough EPA Brownfield Grant, Ryan led a feasibility study for the ~1-acre Chichenoff property in Kodiak, Alaska to provide its owner, the Sun'aq Tribe, with reuse options for the site. Ryan gathered readily available geographic information systems (GIS) datasets to create a project basemap which included the site boundaries, topography, and critical area features. Ryan reviewed the applicable zoning/land use requirements and coordinated with Stantec's civil engineering team to identify utility services - Ryan recorded these findings in a technical memorandum. With Sun'aq's guidance, Ryan created two potential conceptual reuse options for the property (both rooted in residential and community services as the core land uses).





## Erin Perdu AICP

Planning Group Leader, Senior Urban Planner  
24 years of experience · Minneapolis, Minnesota

Erin is a Senior Urban Planner with professional planning experience in both the public and private sectors. In her roles as staff planner and Community Development Director for multiple municipalities, she has gained an intimate knowledge of planning and zoning administration along the way. Erin has served as the project manager and lead planner on zoning audits, new zoning ordinances, comprehensive plans, and small area studies. She views zoning as the primary means to achieving a community's vision. Erin approaches all zoning projects with an eye toward making ordinance simple, concise, easy to use and understand - thus making it easy for developers to give the community what it wants.

### EDUCATION

Master of Science, Natural Resources, University of Michigan, Michigan, United States, 1997

Bachelor of Science, Earth Systems, Stanford University, California, United States, 1995

Master of Urban and Regional Planning, University of Michigan, Michigan, United States, 1998

### CERTIFICATIONS & TRAINING

NCI Charrette System Certified, National Charrette Institute, Lansing, MI, 2009

FBCI Certification, Form Based Code Institute, Washington, DC, 2010

### PROJECT EXPERIENCE

Unified Development Ordinance | Town of Holly Springs, NC | Project Manager

Erin served as project manager and lead author of a new Unified Development Ordinance which included zoning and subdivision regulations. The new code was designed to be heavily graphic, easy to use, and greatly streamlined from the previous version. Erin and the Stantec team drafted regulations in line with the Town's recently adopted Land Use and Character Plan, including: districts that allowed a wider variety of housing types; increased densities in several districts; site design standards that ensure mixed use is developed with pedestrians and quality-of-life in mind. To encourage development in accordance with the city's vision, the new UDO also includes a greatly streamlined review process for reviewing land use and development applications, particularly those that follow UDO standards.

Zoning Diagnosis and Ordinance Overhaul\* | City of Brooklyn Park | Brooklyn Park, Minnesota | Project Manager

After completing the comprehensive plan for Brooklyn Park, Erin served as lead planner and project manager for a zoning diagnosis and overhaul of the ordinance. The zoning diagnosis served as a link between the comprehensive plan and updates to the code language. Erin and her team analyzed the ordinance and conflicts with comprehensive plan goals and objectives, called out opportunities to streamline the ordinance; identified outdated provisions and areas that could lead to legal challenges. She then worked with the Planning Commission to break down the necessary revisions into manageable chunks and complete the revisions section--by-section. One focus of the revisions was eliminating or revising requirements that hampered equity and inclusion without a significant public purpose, such as minimum garage size and basement requirements for homes that priced out many segments of the population.

Zoning Ordinance Revisions\* | City of North St. Paul | North St. Paul, Minnesota | Project Manager, Lead Author (WSB)

Erin (WSB) was the project manager and lead author of a complete zoning ordinance revision in North St. Paul, MN, performed within her role as consulting city planner. The rewrite encompassed a major changes to zoning districts and standards to reflect the newly-adopted 2040 Comprehensive Plan.

Transit-Oriented Development District\* | City of Burnsville | Burnsville, Minnesota | Project Manager (WSB)

Erin was the Project Manager and the lead author of a new zoning district for Transit Oriented Development in preparation for a Bus Rapid Transit line coming to the City. The new district expands on the Heart of the City area and is designed with more flexibility in the use of new and existing buildings. The ordinance is highly illustrative and presents regulations in an easy-to-use format so that property owners and developers know exactly what is expected. A streamlined development review process was designed into the ordinance procedures to encourage development that conforms to the City's vision for the area.

\* denotes projects completed with other firms

Patrick is a program manager, planner and strategic advisor specializing in resilience, climate adaptation and climate risk, climate-induced relocation and managed retreat, hazard mitigation, and sustainability. He has managed local, state and regional programs with over \$1 billion in funding. Patrick also founded an industry-leading group in the climate adaptation space, serves as a board member for several climate and natural hazard-focused organizations, and built a climate resilience and sustainability practice. He has a passion for making connections to deliver solutions to the climate crisis and to build a more resilient and sustainable world. He is an AICP-certified planner and SCR (Sustainability and Climate Risk) certified professional.

## EDUCATION

Bachelor of Business Administration in Decision Sciences, Georgia State University, Atlanta, Georgia, United States, 1995

Master of Marine Affairs / Certificate in Environmental Management, University of Washington, Seattle, Washington, United States, 2005

## CERTIFICATIONS & TRAINING

Certificate in Sustainability and Climate Risk, Global Association of Risk Professionals, Kansas City, Missouri, United States, 2021

## REGISTRATIONS

Certified Planner, American Institute of Certified Planners, 2011-present

## AWARDS

2021 Climate Change Business Journal Business Achievement Award, Advancing Best Practices: Climate Change Adaptation & Resilience - founding and leading Climate Migration and Managed Retreat group for the American Society of Adaptation Professionals.

## PROJECT EXPERIENCE

### CLIMATE CHANGE ADAPTATION

Ridgecrest (CA) Resiliency Study

Developing prioritization metrics and resilience recommendations for community adjacent to NAWS China Lake.

New Jersey Sea Level Rise planning - Long Beach Island\*

(through Kleinfelder) Deputy project manager & resilience planner to develop sea level rise adaptation plan with six cities on Long Beach Island.

Hull (MA) Dune Restoration

(through Kleinfelder) Project manager for dune restoration as nature-based defense against coastal storms and erosion.

Climate resilience planning consultation (Anchorage, AK; East Lansing, MI)\*

(through Thriving Earth Exchange) Provided pro-bono resilience consulting services for several cities (Anchorage, AK; East Lansing, MI), making both policy and organizational recommendations.

Buyout process consulting (Port Arthur, TX; Miami, OK; Ponce, PR)\*

(through Climigration Network) Pro-bono consulting to support buyout and relocation discussions for three frontline communities in US.

FEMA Climate Change for Hazard Mitigation Planning toolkit\*

(through FEMA) Led development of FEMA's first climate resilience toolkit. Reviewed and integrated best practices from around the world for use by local and regional hazard mitigation planners.

## HAZARD MITIGATION AND COMMUNITY RESILIENCE

Swampscott (MA) Community Flood Resilience

(through Kleinfelder) Reviewed codes and developed public-facing documents to support community flood mitigation and coastal resilience.

Horry County (SC) code review and proposed updates\*

(through Thriving Earth Exchange) Reviewed Horry County, SC code and made recommendations to enhance flood resilience for local non-profit group.

Clive (IA) post-disaster buyout strategy development and implementation\*

(through Michael Baker International) Developed buyout strategy for repetitive loss properties in Des Moines, IA suburb.

St. Louis Council of Governments Hazard Mitigation Plan Update (and others in FEMA Region VII)\*

(through Michael Baker International) Reviewed and assisted in development of 12-15 hazard mitigation plans for communities in FEMA Region VII (Missouri, Kansas, Nebraska, Iowa).

### **COMMUNITY INVOLVEMENT**

Volunteer; founder/co-leader of Climate Migration and Managed Retreat member-led interest group, American Society of Adaptation Professionals (ASAP), United States 2017-present

Member, Interim Council; Co-chair, Narrative Building Working Group, Climigration Network, United States 2019-present

Board member, Natural Hazards Mitigation Association (NHMA), United States 2021-present