



Staff Report

October 28, 2025

To: BOZAR

Prepared By: Jessie Earley, Planner III

Thru: Mel Yemma, Interim Community Development Director

Subject: Appointment of Two BOZAR Members to Design Standards Update Advisory Committee

Summary

The Town is now under contract with MIG, Inc to embark down the path of updating the Design Standards. Staff is asking two members of BOZAR to take part in the advisory committee for this update.

Background

The Town was awarded an State Historical Fund (SHF) mini grant in 2023 to complete the Town's Historic Preservation Plan (HPP). This plan was adopted December 16, 2024. An identified outcome of the HPP and Compass Navigation effort is to update the Town's Design Standards in 2025-2026. The Town was awarded another SHF mini grant in 2025 for this update to the Design Standards. In concert with this grant, the Town was awarded a Certified Local Government (CLG) for the survey work of buildings within the Early Recreation and Ski Period of Significance (1961-1984) to determine which buildings will contribute to this new period and in turn, to inform the update to the Design Standards.

The following members took part on each of the plan committees:

- **Community Plan**: Roxana Alvarez Marti
- **Climate Action Plan**: Donny Davol
- **Historic Preservation Plan**: Erik Nauman
- **Transportation Mobility Plan**: Ed Schmidt

Discussion

The overall focus of this project includes:

- 1) Illustration of three distinct design criteria for the Town's recognized architectural periods of significance (the Mining Era (1880-1952) and the Early Recreation Era (1961-1984)) and the overall mass, scale, form, and orientation of the community.
- 2) Incorporation of building structures and material allowances outside of the two periods of

significance which could lower the cost of building construction.

- 3) Incorporation of building structures, orientation, and material allowances outside of the two periods of significance which could reduce carbon emission of new buildings.
- 4) Retainage of pedestrian orientation design requirements of street fronting buildings.
- 5) Review proposed changes to the Zoning Code relating to administrative level review and offer feedback, as they relate to architectural review.

The two appointed BOZAR members would be asked to attend all advisory committee meetings relating to this update.

Schedule for the project:

- Kick off, Town tour, **advisory committee meeting #1** and webinar with BOZAR (public engagement): November 17-19th 2025
- Conduct interviews/focus groups: December 2025-January 2026
- **Advisory committee meeting #2: December 2025**
- Follow up from November BOZAR with the Board: December 16th, 2025 BOZAR
- **Advisory committee meeting #3: January 2025**
- Mass/scale/form/orientation public meeting: January 2026 BOZAR
- Mass/scale/form/orientation follow up with the Board: February 2026 BOZAR
- Meet with consultant doing Early Recreation POS survey work: March 2026
- **Advisory committee meeting #4: March 2026**
- Draft Design Standards open house: April 2026 BOZAR
- Submit draft Design Standards to SHF for initial review: April 2026
- Joint Work Session with BOZAR and Town Council to discuss feedback from open house: May 2026
- Refine draft Design Standards: Summer 2026
- **Advisory committee meeting #5: July 2026**
- Joint Work Session with BOZAR and Town Council to discuss final draft: September 2026
- Submittal of final Design Standards to SHF for review: late October 2026
- BOZAR Review of final Design Standards: November 2026
- Town Council review and adoption: December 2026

Recommendation

For a BOZAR member to make a motion to appoint two members of BOZAR to take part in the Design Standards Update Advisory Committee.

Attachments

- 1) MIG, Inc. proposal

R E Q U E S T F O R P R O P O S A L S



TOWN OF CRESTED BUTTE

Design Standards Update

Proposal | September 26, 2025



518 17th Street, #630 | Denver, CO 80202
(303) 440-9200 | www.migcom.com

In association with:
Form+Works Design Group, LLC | GBSM

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Cover Letter



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SAN ANTONIO

WASHINGTON

SEATTLE

September 26, 2025

Jessie Earley, Historic Preservation Officer and Senior Planner
Town of Crested Butte
Email: jeasley@crestedbutte-co.gov

RE: RFP for the Town of Crested Butte Design Standards Update

Dear Jessie Earley and Selection Committee Members:

With Crested Butte *Community Compass* adopted and implementation in full swing, the community is at an exciting stage to continue momentum through the development of a series of tools. “The Gateway to the Elk Mountains” offers a unique setting unmatched by other mountain towns. This character is crucial to preserving the uniqueness of the community. This Design Standards update is a critical tool that provides additional guidance, since it will provide the community with ways to protect the character of the built environment, through a document that is intuitive, user-friendly, and graphically-oriented. Importantly, this Design Standards update provides an opportunity to recognize the multiple periods of significance and apply modern thinking for building mass, form, orientation, and material, among other elements.

At MIG, Inc., we take great pride in guiding communities from vision to implementation through the development of strategic tools. We have assisted Colorado mountain towns and communities across the country in the development of historic district design standards and guidelines, zoning code rewrites, and model codes. Through this experience, we know that engagement around design standards and zoning codes can be very technical and unapproachable to a community. We know that Crested Butte has a very engaged community that has been active for numerous years in the development of *Community Compass*, the *Historic Preservation Plan*, and other ongoing planning efforts. With this in mind, engagement must be strategic and intentional to avoid engagement fatigue and assure input ties directly to the project at hand, a process that MIG has excelled and refined over decades.

As such, we have assembled a team that will provide a strong partnership to address all elements outlined by the Town. **MIG** will lead the analysis and review of existing tools, community and stakeholder engagement, graphic design and visualization, document design, and day-to-day project management. **GBSM** will provide on-the-ground support for community and stakeholder outreach, engagement, and facilitation—continuing the relationships they’ve built through work on *Community Compass*. **Form+Works Design Group** will provide technical expertise for the Standards on topics including building materials and carbon emissions, building from their experience working on historic structures in Crested Butte.

Collaboratively, we offer the following differentiators:

- » **Authentic and Innovative Public Engagement:** Community engagement has always required a dynamic, responsive approach, and we distinguish our work with a customized—and flexible—public engagement plan for each project. In the last five years, lessons learned from the Covid-19 pandemic, the sharp rise in housing prices and limited supply, and everyday life being lived increasingly online, have combined to challenge the public sector as community members struggle to see how their input to a local government will move the needle on solutions. MIG provides clients with valuable, timely, and actionable guidance, by continuously refining our approaches to encourage participation and use a combination of in-person events and virtual feedback opportunities that ask relevant, important questions.
- » **Unmatched Historic Preservation and Cultural Landscape Experience:** MIG is a national leader in historic preservation planning and implementation, as well as cultural landscapes. We understand that places, and especially those of unique character, connect us. We seek to strengthen the character and spirit of these places, while finding tools to manage, rather than halt, change.
- » **Rich Experience in Working with Colorado Mountain Towns:** The MIG Team has vast experience in Colorado mountain towns and has helped many other communities navigate similar implementation tools to preserve the character of the community, while recognizing the need to allow compatible change in certain instances. Crested Butte is experiencing many of the same development pressures as Breckenridge and other mountain towns, and while the challenges may vary in some ways, our team's experience across the Mountain West allows us to build on solutions from elsewhere, while customizing an approach for Crested Butte.
- » **Experienced, Energetic, and Curious Team:** Simply put, we live for this work. With over 40 years of experience, MIG thrives on working hand-in-hand with communities to get direct and actionable feedback in planning processes, and utilizes these outputs to produce a high-quality, visually appealing, and accessible document. The success of Crested Butte's Design Standards matters to us, and we will bring our skills in communications, relationship building, and subject matter expertise to assure that positive outcome.
- » **Rooted in Colorado:** We will staff this effort with multiple Colorado-based staff members that have deep experience in the policy environment of Colorado's local governments and, more importantly, in what makes our state special. The team will be supplemented by staff in other locations with crucial subject matter expertise to round it out.

We are very excited about this opportunity and look forward to sharing our ideas and methodology with you. If you have any questions or would like additional information, please do not hesitate to contact Project Director, Laurie Matthews, FASLA by phone at (503) 297-1005 or email at lauriem@migcom.com.

Sincerely,



Laurie Matthews, FASLA
*Project Director/Director of Preservation
Planning and Design*



Jay Renkens, AICP
Principal/Chief Practice Officer

Our Approach

Project Understanding and Approach

As the Town of Crested Butte embarks on implementation efforts following the adoption of *Community Compass* nearly three years ago and the completion of the Town's *Historic Preservation Plan (HPP)* in 2024, the update to the Town's Design Standards will be a crucial effort to preserve the character of the community. Importantly, each of these documents specifically identifies the update of these Standards as a key implementation priority. *Community Compass* Goal 4, "Retain the unique character and traditions of Crested Butte" and Strategy A notes to "Protect our historic buildings that reflect the different periods of our Town's history, while allowing more architectural creativity for new construction." Similarly, the Historic Preservation Strategy outlined in the HPP notes an approach for the new Design Standards and Guidelines differentiated by inside versus outside the historic districts. Mass, scale, building additions, infill, and building materials are all noted as key elements—increasing in permitted flexibility moving outside of the historic district.

While each of these items illustrate a specific element to be addressed in the Standards update—in addition to other topics including building orientation and design requirements for street-fronting buildings—the document will continue to reinforce *Community Compass*, continuing to center that as Crested Butte's North Star. The Core Values of the Town — accountability, connectedness, and boldness - will be seen through the update process and the document itself through a robust community engagement process and Standards that preserve the character of the community while allowing for compatible change, identified as appropriate by the community.



OUR TEAM'S APPROACH

Every community is unique and thus our approach to each project is tailored specifically to that place. However, there are signature elements that we, at MIG, apply to all of our projects because we believe in them at our core.

- » **Critical Thinking:** We always challenge traditional assumptions and question conventional wisdom. We view problems from multiple perspectives. We deconstruct problems; we break them down into solvable pieces.
- » **Context-Driven:** Every project reflects the community, place, history, or culture from which it was generated. Our projects are fully customized, creating or enhancing a sense of place for users.
- » **Ecological Perspective:** We see the interconnectedness of all systems: human, geological, plant, animal, social, historical, and cultural. We are stewards of the work we do. Every publication, plan, design, website has an impact on our physical and social environment. We strive to understand and anticipate the intended—and unintended—consequences of every project.
- » **User-Oriented:** Every project is shaped by its intended users. We create environments that are informed by users—functional, appropriate, user-friendly, human scale, and adaptive over time.



- » **Universal:** MIG environments are universally inclusive, welcoming to people of all ages, genders, incomes, cultures, social levels and abilities, integrated into a seamless whole.
- » **Participatory:** We engage professionals and the community in respectful, interactive collaborations. Our shared processes result in shared ownership of the results.
- » **Hands-On:** Everyone at MIG works in the trenches without regard to position or role. And we aim to have our clients and the community working alongside us, resulting in community ownership of projects and practical solutions.
- » **Strategic:** We understand context, needs, and priorities—formulating strategies that propel projects and progress towards desired outcomes. We think through what it takes to achieve a result. We seek catalytic opportunities to leverage limited resources and spark positive change.
- » **Multi-Layered:** Every project can solve multiple problems and fulfill multiple objectives: economic, social, physical, and environmental. We recognize the complexities and complete the connections.
- » **Elegantly Designed:** In addition to being functional, user-oriented, contextual and community-based, our built, print and multimedia products are beautifully, elegantly designed, as are our processes. We never sacrifice great design and we use every occasion to communicate beauty and flow.
- » **Empowering:** Our work builds capacity and leaves our clients and ourselves enriched. We transfer skills and empower people at MIG, as well as in organizations and communities we work with.

- » **Adding Value:** We leave a positive impact on clients, communities, and society that goes beyond the scope and beyond the project itself. The long-lasting benefits add value far beyond the contract.

With these signature elements as our foundation, in our approach to the project scope, we first look to the community of Crested Butte and the vision set for the Town. This project must ensure that the character of the place stays **authentic, accountable, connected, and bold**, and in doing so strike a balance of respecting and celebrating the past while looking to the future to assure a lasting place for generations to come.

Scope of Work

The Scope of Work outlined in the Request for Proposals (RFP) details a well-thought out process that embodies each of these four community values through a key implementation tool. The key deliverable(s) listed for each subtask item will guide our project team's approach to this effort to update the Standards document. Our project team intends to follow the scope as outlined in the Request for Proposals. Our approach for each task outlined in the RFP is described below.

While Task 1 outlines the necessary Project Management steps to run a smooth project, Task 2, “Strength and Weaknesses” outlines the first component of the project content. This task rightfully begins with a thorough review of existing documents, including the current Standards, related sections of the Town Code, and processes—to identify strengths, gaps, and opportunities for improvement.



An initial memo from Tantanka Historical Associates on the survey findings is also anticipated to be part of this early document review. Initial conversations with project stakeholders will occur during this phase to inform the initial document review and assessment, which is crucial as these project partners and community members will be intimately familiar with the Standards content and current process. This review will result in a series of short memos to describe findings of these initial reviews, as well as an initial draft outline for the updated Standards document.

While community engagement will begin in Task 2, **the primary engagement elements are outlined in Task 3.** Engagement with different groups including the broader community, an Advisory Committee, and elected and appointed official will require careful planning and strategic facilitation to assure the project purpose and content of the Standards is clearly presented so that meaningful feedback can be collected and incorporated into the updated Standards document. A combination of in-person and virtual engagement techniques will be utilized to offer a range of opportunities for all to be involved. Similarly, a range of facilitation tools, from open house style events to webinars, will offer educational background about the Standards content and role of the document, as well as varying ways for community members to provide input. The project team will work closely with Town staff to determine the selection of design professionals and other local leaders to serve in a variety of roles for the project, including the Advisory Committee. This Committee may also consider some alignment with members from the Community Compass Navigation Committee to ensure consistency in Plan development and implementation.



Close collaboration with Town staff will also be crucial in designing broader community events that are scheduled during times and at locations that are easily accessible and welcoming to all.

While community engagement can bring challenges such as resolving differing opinions and desired approaches, our team is well versed in developing methods to receive all input and facilitate challenging conversations. The challenge of engagement fatigue may also arise in this process given the recent and ongoing community planning efforts. Our team will work with Town staff to develop clear messaging around this effort, reduce repetition, and collaborate with concurrent projects, such as the Zoning Code update, where possible to reduce the number of separate events.

Task 4, the final project task, is to develop the Design Standards document, which will consider all feedback received throughout the process. Importantly, this task prioritizes the creation of a document format that is easy to navigate, visually appealing, and clearly communicates the required standards as well as procedural requirements. Importantly, the Standards developed will incorporate criteria for each of the Town's recognized architectural periods of significance—the Mining Era and Early Recreation Era—and address a range of topics, including building orientation and materials, building additions and infill (with reference to the Infill Study), and considering design elements on private structures that could enhance the public realm. The intent is for the Standards to remain a stand-alone document, but where changes to the Zoning Code may be warranted, the team will compile a separate memo of potential changes.



The Standards document will be produced using InDesign, resulting in a PDF that can be posted to the webpage. While internal and external links will be incorporated to navigate the document and access related external resources, as an optional task, our team could translate the Standards PDF into an online, interactive website. MIG's Technology Services team regularly builds similar Plan and Standards documents that transform an adopted PDF document into a webpage version. This document would include the same narrative, standards, and graphics to the PDF. If the Town is interested in incorporating this optional task, our team can discuss this in more detail.

Our Team

With these project tasks clearly outlined and the project objectives in mind, we have assembled a team that is familiar with Crested Butte; has experience working with historic structures, guidelines, and standards in Colorado mountain towns; and is well-versed in community engagement and facilitation. Leading our team is **MIG**, a firm founded on community engagement. MIG's Cultural Places Studio will be leading the effort and includes experts in historic preservation planning, historic landscapes, and working with communities to design implementation tools for preservation programs. **MIG** Team members are familiar with and have worked on historic residential infill studies and historic district design standards and guidelines for Colorado mountain towns such as Breckenridge and Winter Park.

MIG is pleased to partner with two additional team members for this project, who bring recent (and ongoing) experience in Crested Butte, and are experts in their fields. **Form+Works**, an architecture firm, has worked in many mountain towns, including Crested Butte, on historic structure assessments and rehabilitation. They will serve as a standards development advisor throughout the project. **GBSM** has been working with Crested Butte throughout the *Community Compass* process and continued to work with the Navigation Committee beyond Plan adoption. **GBSM** will assist in engagement and facilitation throughout the project process.

Project Assumptions

The MIG Team has made the following assumptions concerning the administration of the Design Standards Update. These assumptions are intended to clarify the Town and the MIG Team roles and responsibilities.

PROJECT MANAGEMENT

- » The MIG Team and the Town will work together throughout the project. To keep the process moving, project management issues that arise during the project will be dealt with quickly through regularly scheduled monthly coordination meetings or a conference call.
- » MIG will provide project management for the overall project and be responsible for managing the Consultant team.

- » MIG will prepare for and facilitate up to nine (9) monthly coordination meetings with the Town Project Management Team (PMT). These meetings often include project updates; however, the primary purpose will be working sessions to advance the project tasks and deliverables.
- » Town staff will be responsible for project coordination tasks throughout the process, including providing relevant reports and documentation to the MIG Team; reviewing all documents and providing consolidated comments; publicizing and arranging public meetings; and scheduling/arranging workshops and public hearings.
- » The Town will keep MIG informed of all significant issues that arise in the community that may significantly affect the project (e.g., policy shifts, major project applications, major events, and major reports or studies).
- » If the primary Town contact or project manager changes during the project and necessitates more than two hours of MIG staff time to reinitiate the project, this will be considered extra services. Should the MIG project manager change during the project, MIG will provide a thorough briefing and update, limiting any additional time required by the Town to reinitiate the project to two hours as well.

BUDGET

- » The budget estimates how project costs are allocated among phases, tasks, and MIG Team members. The MIG Team will not exceed the total contract amount without the express approval of the Town. The prime consultant (MIG) may reallocate costs among phases and tasks and consultant team members to carry out the phases and tasks in the Scope of Work. MIG will notify Town Staff of significant cost reallocations in conjunction with monthly invoicing and progress reports.
- » The Town will compensate the MIG Team for work carried out at the request of The Town that is outside of the final Scope of Work. MIG will inform Town staff of any work that is out-of-scope and subject to additional costs before conducting the work. The Town will compensate the MIG Team for this work on a time-and-expenses basis according to current billing rate schedules.
- » Mileage will be reimbursed at the current IRS rate. Travel time and direct project expenses will also be billed. All reimbursable expenses will be passed through at cost, with a standard 5% markup.

INVOICING

- » MIG will bill monthly for services rendered on a task-per-complete basis, including expenses incurred per the contract budget.
- » The Town's Project Manager will review and approve MIG's monthly invoices, including all work the MIG Team covers. Any questions or issues related to the monthly invoice will be dealt with quickly through a conference call with MIG and the Town Project Manager. The Town will pay invoices within 30 days of receipt.

SCHEDULE

- » MIG and Town Staff will mutually set specific dates for drafts, reviews, and finalization of each deliverable. MIG will make every effort to meet the deadlines outlined in the project schedule. The Town will make every effort to meet the deadlines outlined in the project schedule developed and agreed upon by the Town and MIG.
- » The Town will not hold the MIG Team responsible for schedule delays resulting from circumstances or events beyond the control of the MIG Team.
- » The Project Management budget assumes a 14 month schedule with up to nine total check in calls and up to three hours per month of project management time. Additional budget will be requested for Project Management if the schedule slips more than three months beyond that term.

PUBLIC OUTREACH

- » Town Staff will coordinate, arrange, advertise, and host all public meetings, community group presentations, workshops, study sessions, and public hearings unless otherwise noted in the Scope of Work. The MIG Team will provide content and conduct the meetings, workshops, and study sessions as indicated in the Scope of Work. Town Staff will print all materials.
- » Town Staff will be responsible for distributing any hard copies of project outreach materials prepared by MIG.
- » Town Staff will memorialize all public comments and inputs received during the public outreach process and provide this information to MIG.



- » Town Staff, with support from MIG, will present all public review drafts and final documents to any required Commission, Board, and/or Council for their review, discussion, and direction. MIG will participate remotely in two joint study sessions between BOZAR and Town Council to adopt the Standards.
- » Town Staff will prepare all staff reports for any required Commission, Board, and/or Council meetings and hearings unless otherwise noted in the Scope of Work. The MIG Team will provide assistance and input to the Town for the staff reports as requested.
- » Stakeholder meetings, identified in the scope of work, will last up to 60 minutes each. Town Staff will be responsible for scheduling and notifying participants of the meeting. The composition of the participants will be determined in collaboration with MIG and Town staff.

DOCUMENTS AND GRAPHICS

- » The MIG Team will provide draft examples and suggestions for document format, graphic look, and content for milestone documents. The Town will provide direction for the preferred format, graphics, and content for milestone documents.
- » All document formatting, including summary elements from prior deliverables, will be associated with the Draft and Final Standards Document. Deliverables prior to the Final Standards Document will remain in the native format (Word, Excel, etc.) unless otherwise noted.
- » If available, Town staff will provide the MIG Team with graphics (e.g., logos, photographs) of local scenes, landscapes, and other applicable imagery to support producing work products, documents, and outreach materials.

- » The Town will conduct one round of review of each administrative draft, screen-check draft, and public-facing document unless otherwise noted in the Scope of Work. The Town staff Project Manager will coordinate document review by necessary departments, individuals, and organizations.
- » The Town will provide a single, consolidated and reconciled set of comments in electronic format on all documents. The Town will review all comments to resolve inconsistencies and provide clear directions. Changes will be provided using track changes or a similar digital comment format if possible.
- » The Town will not distribute working draft or administrative draft documents to decision-makers or the public.
- » The MIG Team will provide Town staff with digital files (InDesign) of all documents and products suitable for posting on the Town website and printing paper copies. Unless otherwise noted in the Scope of Work, the Town will be responsible for printing and distributing paper copies of all documents.
- » Graphic products, including visualizations and renderings, will be commensurate with the quality of work produced by MIG. Examples will be provided upon request.

GIS AND MAPPING

- » The Town will provide current and available GIS data and maps that is reasonably accurate for completing the project. These maps will be provided at the outset of the project.
- » The MIG Team will not produce any new GIS data as part of this project.

TRAVEL

- » Locally-based subconsultants may attend a greater number of in-person meetings. This will be determined in discussion with MIG, Town staff, and the larger project management team.
- » Direct costs identified in the project budget include airfare, lodging, meals per diem, and local transportation and/or mileage.
- » As noted above, mileage will be reimbursed at the current IRS rate. Travel time and direct project expenses will also be billed. All reimbursable expenses will be passed through at cost, with a standard 5% markup.

Project Schedule

[illegible]

Team Qualifications and Experience

About MIG, Inc.

Moore Iacofano Goltsman, Inc. (MIG), improves, adapts, and creates organizations, environments, and tools for human development. We are a community of designers, planners, engineers, scientists, and storytellers who engage people in creative problem-solving and collective action. We believe that the physical and social environment around us have a profound impact on our lives, and this belief shapes the principles that guide our work:

- » Communities can plan their own futures;
- » The world needs an ecological perspective;
- » Great projects work for everyone;
- » Elegant design inspires new thinking;
- » Every project presents an opportunity to advance racial and social equity; and
- » All work must be context driven.

MIG is at the forefront of innovation. We are leading local, regional, and national planning and design initiatives to provide accessibility and equity; engage, educate, and empower people through participatory processes; facilitate strategy development for social change; create playful and inclusive communities; reimagine streets and repurpose infrastructure; revitalize cities and restore ecosystems; and promote environmental stewardship by recognizing that the health of the natural and built world is mutually dependent.

For nearly four decades, MIG has worked with public, private, and nonprofit agencies and their constituents worldwide to craft spaces where people walk, drive, gather, play, explore, work, learn, and live.

Our Cultural Places Studio integrates natural and built environments to connect people to place, nature, history, culture, and each other. We have nationally recognized expertise in historic resource preservation planning and design, including cultural landscapes, historic districts, and historic buildings.

Because dynamic change is inherent in the environment, our work is guided by the principle that historic preservation requires managing rather than halting that change.

From Yosemite and Crater Lake National Parks to Lithia Park and Washington Place, our team helps you preserve historic character and adapt cultural places for vibrancy and resiliency. Our team of nationally recognized experts conduct research, analysis, outreach, planning, and design for historic and cultural places throughout the country—meeting the Secretary of the Interior’s Standards for Professional Qualifications. We are well versed in identifying, creating, and implementing the full range of tools needed to plan for their future. Our approach is integrated—considering all aspects of a project from vision to construction to ongoing maintenance; collaborative—partnering with clients and communities to foster stewardship and advocacy; creative—striving for innovation in design, preservation, and implementation; and cross-generational and universal—enabling all ages and abilities to share in the experience.

Our Subconsultants

FORM+WORKS DESIGN GROUP, LLC

Form+Works Design Group, LLC (Form+Works) is a Denver-based architecture firm with over 50 years of combined experience. They are passionately committed to strengthening our cities and neighborhoods by understanding and celebrating their unique character. Their design approach respects context and community identity to engender creativity and resiliency in the buildings we design today. **Form+Works is 100% Women owned and WBE, SBE, EBE and DBE certified.**

GBSM

GBSM is a multi-disciplined consulting firm with nearly 40 years of success helping clients with a wide variety of challenges and opportunities. GBSM’s expertise includes complex stakeholder engagement, community consensus building, facilitation, policy analysis, government affairs, media strategy, grant-funding support, crisis and issues management, and many other disciplines.



We believe that the environment around us has a profound impact on our lives. We plan, design, and sustain environments that support human development.

The MIG Team

MIG is proud to present an experienced and highly qualified team to provide design and planning services for this project. Our team members have been selected for their strong expertise in their fields of work as well as for their passion for this project. Our proposed team is available for the duration of this project.

Project Management

Project Director/Director of Preservation Planning and Design **Laurie Matthews, FASLA**, is a nationally recognized expert in preservation planning and cultural landscapes. Her work has helped to maintain and manage some of the most iconic and precious historical sites in the country such as Hearst Castle, Ellis Island, and Yosemite National Park. Laurie will provide overall project oversight and quality control, so that adequate resources are made available to the project and all contractual requirements are met.

Project Manager/Urban Planner **Marcia Boyle, AICP**, will be the day-to-day contact for this project responsible for the direction of the team. Marcia Boyle is an accomplished urban planner impassioned about creating vibrant places and inspired by the clients and communities she works with to bring recommendations and policies to life. As a project manager, she keeps all the wheels turning at the same pace to arrive at a destination that balances vision with implementation for communities of every size.

Deputy Project Manager/Planner **Allison Lee** will support Laurie and Marcia with managing the project. Allison brings diverse professional experience to her planning and design work. She integrates years of teaching, research, managing and assisting projects, and working with communities across the United States and Asia on a variety of initiatives related to planning, development, and cultural resource protection.

Expert Technical Support

Senior Visualizations Specialist **Evan Lanning** has a range of experience in the planning and design of natural and built environments. His expertise includes community planning and design, parks, pop-up parks, and plazas, complete streets.

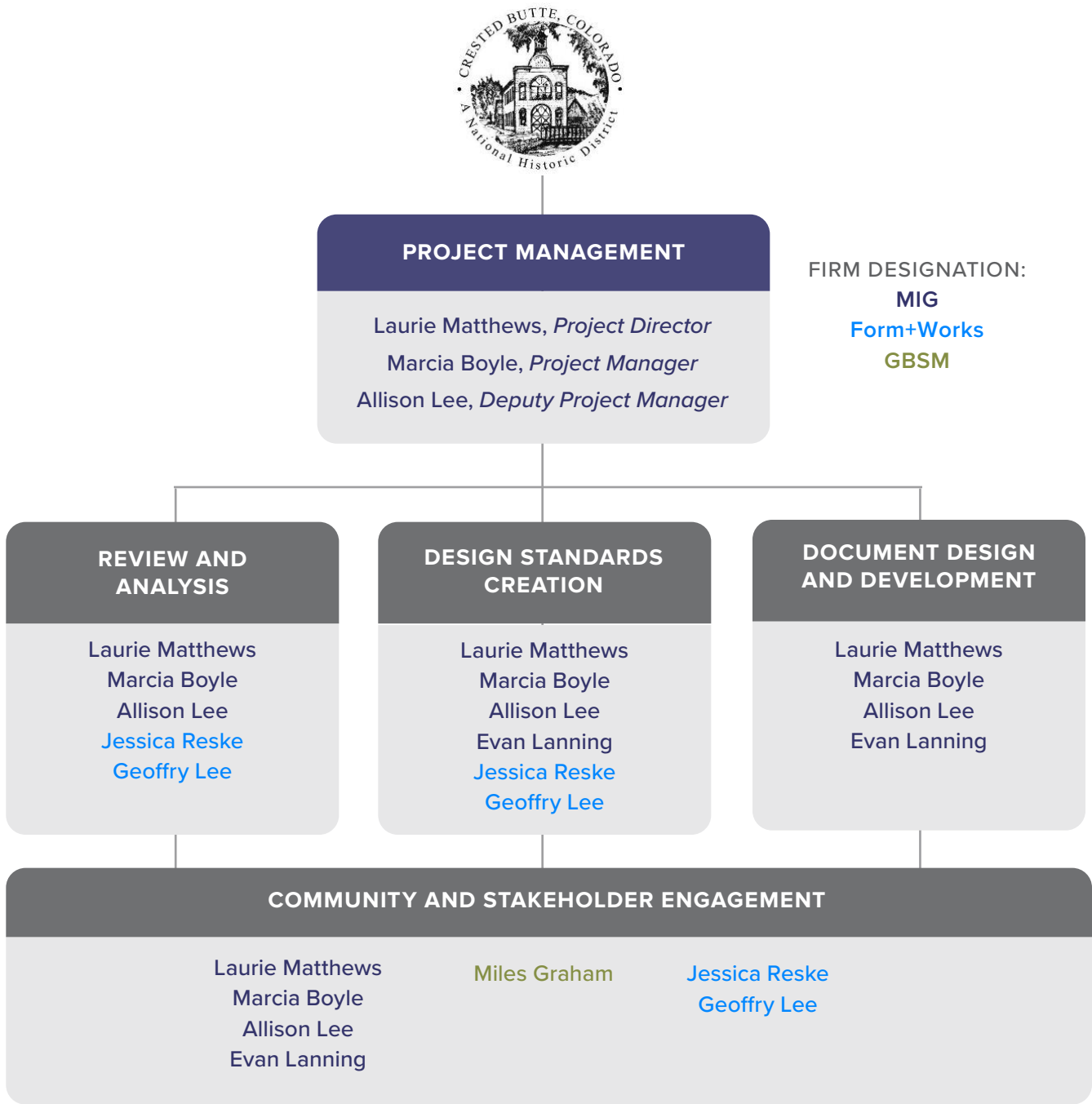
Preservation Architect **Jessica Reske, AIA, LEED AP** of **Form+Works** has experience with a variety of technical preservation and adaptive re-use projects. She enjoys the challenges that working with historic buildings presents, particularly those which involve working with historic buildings to meet current and future needs.

Historic Preservation Specialist **Geoffrey Lee** of **Form+Works** has experience with project planning, historic preservation, and grant writing through production of construction documents and provision of construction administration services.

Strategic Planner **Miles Graham** of **GBSM** is a strategic planning executive with decades of experience in infrastructure development, coalition building, facilitation, and issues management.

Team Organizational Chart

The key personnel on the MIG Team are identified below and resumes for individual staff are included on the pages that follow. Most importantly, the Town of Crested Butte is shown at the top of this organizational chart, illustrating that the project will be community-driven in all aspects.





Laurie Matthews, FASLA

M I G

PROJECT DIRECTOR / DIRECTOR OF PRESERVATION PLANNING AND DESIGN

PORTLAND, OR

EDUCATION

- » MLA, University of Oregon
- » BLA, University of Oregon
- » BFA, Lewis & Clark College, Portland, Oregon

PROFESSIONAL AFFILIATIONS

- » American Society of Landscape Architects, Fellow
- » Alliance for Historic Landscape Preservation
- » Restore Oregon, Board Member

AWARDS

- » Oregon ASLA Distinguished Practitioner Award, 2022
- » Oregon Recreation and Parks Association, South Park Blocks Master Plan, 2022

PRESENTATIONS

- » Expanding Preservation's Role in Mitigating Climate Change Through a Cultural Landscape Framework, National Trust for Historic Preservation
- » A Path Forward: Identifying Accessibility Challenges and Solutions for Historic Places, ASLA

Laurie Matthews is a nationally recognized expert in preservation planning and cultural landscapes. Her work has helped to maintain and manage some of the most iconic and precious historical sites in the country such as Hearst Castle, Ellis Island, and Yosemite National Park. Laurie is fascinated by the complexities and stories associated with landscapes and the history they reveal. Her expertise and experience are invaluable in assisting clients interpret and apply The Secretary of the Interior's Standards and the National Register of Historic Places guidelines to the cultural properties under their stewardship. Laurie's analytical and communication skills enable her to readily identify issues and clearly outline potential choices and tradeoffs related to design and management. She is inspired by the passion of her public and private clients and recognizes the impact the planning and design projects she prepares have on cultural places. Laurie has garnered national and regional awards for her work, and she frequently speaks at national conferences on historic preservation and design.

SELECTED PROJECT EXPERIENCE

- » Wildwood Historic Preservation Plan, Wildwood, MO
- » National Western Center Campus Placemaking Study, Denver, CO
- » Sand Creek Cultural Landscape Inventory, Sand Creek Massacre National Historical Site, CO
- » Yosemite Lodge Cultural Landscape Report, Yosemite National Park, CA
- » South Park Blocks Long Range Plan, Portland, OR
- » Dorris Ranch Long Range Plan, Springfield, OR
- » Lithia Park Long Range Plan, Ashland, OR
- » Point Reyes Light Station Cultural Landscape Report and Rehabilitation, Point Reyes National Seashore, CA
- » Capitol Park Landscape Treatment Plan, Sacramento, CA
- » Denali Park Road Cultural Landscape Report, Denali National Park and Preserve, AK
- » Marblemount Ranger Station Cultural Landscape Report, North Cascades National Park, WA
- » Fort Vancouver Cultural Landscape Report, Fort Vancouver National Historic Site, WA
- » Curry Village Cabins Rehabilitation, Yosemite National Park, CA
- » Gaiety Hollow Cultural Landscape Report, Salem, OR
- » Brandy Station Battlefield Cultural Landscape Report, VA



Marcia Boyle, AICP

M I G

PROJECT MANAGER / URBAN PLANNER

DENVER, CO

EDUCATION

- » MURP, University of Illinois, Urbana-Champaign
- » BA, St. Olaf College

CERTIFICATIONS

- » American Institute of Certified Planners (AICP), Member #32882

PROFESSIONAL AFFILIATIONS

- » American Planning Association (APA)
- » Downtown Colorado, Inc. (DCI)
- » International Downtown Association (IDA)

AWARDS

- » "Public Outreach Award - ReflectDSM: Des Moines Historic Preservation Plan," Iowa Chapter of the American Planning Association, 2023

PRESENTATIONS

- » "Magic Happens When You Give Community A Voice," National Alliance of Preservation Commissions Conference, August 2024
- » "Getting Equity and Engagement Right in City Preservation Planning," California Preservation Foundation Conference, May 2024

Marcia Boyle is an accomplished urban planner, and historic preservation specialist impassioned about creating vibrant public spaces. Her journey began in architecture, but she quickly realized her interest in the larger picture of the community, focusing on character and understanding how people interact with their environment and public realm design. With a graduate degree in urban planning and a focus on historic preservation, Marcia continues championing the importance of public gathering spaces in her projects. Her work often involves preserving and celebrating historical elements, but what sets her apart is her innovative approach to highlighting a community's character and incorporating design features that breathe new life into more comprehensive planning efforts. She believes that the character of the built environment is a powerful tool for shaping communities.

Her desire to connect with communities and reflect their vision in planning tools drives Marcia. She accomplishes this by engaging with diverse stakeholders, listening to their visions for the future, and understanding their desires and needs. She then translates the information gathered into actionable recommendations for her clients. She balances various community desires and needs, providing a direction that thoughtfully reflects community input.

SELECTED PROJECT EXPERIENCE

- » Historic Preservation Plan, Wildwood, MO
- » Design Review Assistance for Historic Architectural Review Board, State College, PA
- » Historic Residential Infill Design Standards, Breckenridge, CO*
- » Design Standards and Guidelines, Winter Park, CO*
- » Preservation Strategy and Code Update, Jackson, WY*
- » Residential Historic District Design Guidelines, Waxahachie, TX*
- » Downtown Historic District Design Guidelines, Benicia, CA*
- » Downtown Residential Overlay District Design Standards, Broken Arrow, OK*
- » Historic Preservation Ordinance and Design Guidelines, State College, PA*
- » Downtown San Marcos Design Standards and Guidelines, San Marcos, TX*
- » Lowertown Historic District Design Guidelines, St. Paul, MN*
- » Adaptive Reuse Program, Denver, CO*
- » ReflectDSM, Historic Preservation Plan, Des Moines, IA*
- » Preservation Plano 150, Heritage Preservation Plan, Plano, TX*
- » Historic Preservation Plan, Corvallis, OR*

** Projects completed prior to joining MIG*



Allison Lee

M I G

DEPUTY PROJECT MANAGER / PLANNER

SAN DIEGO, CA

EDUCATION

- » MCP, Massachusetts Institute of Technology
- » MS, Architectural Conversation, The University of Hong Kong
- » BA, Social and Cultural Analysis, New York University

CERTIFICATIONS

- » Meets the Secretary of the Interior's Professional Qualification Standards in History

Allison Lee brings diverse professional experience to her planning and design work. She integrates years of teaching, research, managing and assisting projects, and working with communities across the United States and Asia on a variety of initiatives related to planning, development, and cultural resource protection. Allison uses data and GIS to analyze existing conditions and to strategize best operations. Building on her teaching experience, she develops innovative methods of communicating complex city and regional issues to stakeholders using research, writing, and design. Allison is an advocate for community self-determination, and her work aims to provide research and tools for the creation of better societies.

SELECTED PROJECT EXPERIENCE

- » San Diego County Environmental Justice Element, San Diego County, CA
- » Carlsbad Growth Management Plan, Carlsbad, CA
- » Compton General Plan Update, Compton, CA
- » Lakewood Parks, Recreation, and Community Services Master Plan, Lakewood, CA
- » Paramount Parks and Recreation Master Plan, Paramount, CA
- » Bakersfield Recreation and Parks Master Plan Update, Bakersfield, CA
- » Sacramento Parks Plan 2040, Sacramento, CA
- » Hercules Parks and Recreation Facilities Master Plan, Hercules, CA
- » Pinnacles National Park Bear Gulch Developed Area Cultural Landscape Report, San Benito County and Monterey County, CA
- » Regional Food Hub Strategic Planning, North Central Massachusetts, MA*
- » Living Wage Calculator, Massachusetts Institute of Technology, MA*
- » Cultural Mapping Workshops and Public Exhibition, HKICON, Hong Kong SAR*
- » Historic Context Research for the Protection of Fung Shui Woods, The University of Hong Kong, Hong Kong SAR*
- » Historic Context Statement for the Fung Ping Shan Building (Declared Monument), Hong Kong University Museum and Art Gallery, Hong Kong SAR*
- » Downtown Yangon Cultural Mapping Community Survey and Documentation, The University of Hong Kong / Yangon Heritage Trust, Myanmar*
- » Khaplu Palace Restoration Project Report, UNESCO Asia Conserved III, Pakistan*

* Projects completed prior to joining MIG



Evan Lanning

M I G

SENIOR VISUALIZATIONS SPECIALIST

DENVER, CO

EDUCATION

- » MLA, Kansas State University

CERTIFICATIONS

- » FAA Remote Pilot Certification, 2021

AWARDS

- » Downtown Excellence Award for Best Places: Durango Downtown's Next Step, Downtown Colorado Inc., 2024
- » Excellence Award: SA Tomorrow Regional Centers Planning, International Downtown Association, 2021
- » Governor's Award for Downtown Excellence, Alamosa Downtown Plan, Alamosa, CO, 2020

Evan Lanning brings with him a range of experience in the planning and design of natural and built environments. His expertise includes community planning and design, parks, pop-up parks, and plazas, complete streets. Evan is motivated by the power of well-designed public space, and its ability to shape society for the better. He pushes for all individuals to benefit from this effect, striving towards a more equitable future.

Evan's design and planning processes pull from his rigid understanding in social and environmental systems paired with a wealth of knowledge in software and technology. In doing so he adapts to unique design dilemmas and produces innovative results. What motivates Evan everyday is the opportunity to address unique challenges within communities, and recognize them as places with unique stories, memories, and identity.

SELECTED PROJECT EXPERIENCE

- » Downtown Boulder Vision Plan, Boulder, CO
- » Downtown Greensboro 2030 Plan, Greensboro, NC
- » Downtown KC 2030 Vision Plan, Kansas City, MO
- » Denver Upper Downtown Plan, Denver, CO
- » Main Avenue Streetscape Design, Durango, CO
- » Heart of Golden Plan, Golden, CO
- » Downtown Design Plan, Alamosa, CO
- » Fort Collins City Plan, Fort Collins, CO
- » Ken Pratt Boulevard Widening, Longmont, CO
- » 30th and Colorado Underpasses, Boulder, CO
- » Regional Transportation District—Theatre District Convention Center Station, Denver, CO
- » San Antonio VIA Transportation Master Plan, San Antonio, TX
- » San Marcos Downtown Plan, San Marcos, TX
- » Helena Multimodal Transportation Study, Helena, MT
- » Charlotte Center City 2020 Vision Plan, Charlotte, NC
- » Denver Neighborhood Planning Initiative—Far Northeast Neighborhoods, Denver, CO
- » New Castle County Reality Check and Planning Game, New Castle County, DE
- » SA Tomorrow Sub Area Plans—Phases 1 and 2, San Antonio, TX



Jessica Reske, AIA, LEED AP

FORM+WORKS

PRESERVATION ARCHITECT

DENVER, CO

Jessica Reske is a founding partner of Form+Works Design Group, LLC. Her passion for historic preservation led her to start the firm, focusing on historic preservation projects throughout Colorado.

Prior to form+works design group, Jessica was a Senior Associate and Preservation Architect in the Denver office of Hord Coplan Macht for over 10 years. She has direct experience in all phases of the design and construction process and has completed extensive research for a wide variety of historic preservation and adaptive re-use projects.

Jessica has led assessment projects for a variety of building types, from small one-room schoolhouses to large, multi-building complexes. In addition, she has served as Project Manager / Project Architect for a variety of technical preservation and adaptive re-use projects. She enjoys the challenges that working with historic buildings presents; particularly those which involve working with historic buildings to meet current and future needs.

EDUCATION

- » MArch, Certificate in Historic Preservation, University of Wisconsin, Milwaukee
- » BA, Music, Valparaiso University
- » BS, Education, Valparaiso University

REGISTRATIONS

- » Registered Architect: Colorado, 2011
- » LEED Accredited Professional

PROFESSIONAL AFFILIATIONS

- » American Institute of Architects (AIA) 2011-present
- » Association for Preservation Technology International (APTI)
- » Association for Preservation Technology (APT) Rocky Mountain Chapter

SELECTED PROJECT EXPERIENCE

- » Crested Butte Barn Schematic Design, Crested Butte, CO
- » Crested Butte Mountain Heritage Museum Historic Structure Assessment & Rehabilitation, Crested Butte, CO
- » Crested Butte Town Hall Rehabilitation, Crested Butte, CO
- » 4 Bar 4 Ranch - Ford Barn & Stagecoach Hotel Rehabilitation, Fraser, CO
- » Bosler House Historic Structure Assessment & Exterior Rehabilitation, Denver, CO
- » Belmar Farm Caretaker's Residence Historic Structure Assessment & Rehabilitation, Lakewood, CO
- » Briggsdale Work Center Historic Structure Assessments & Rehabilitation, Briggsdale, CO
- » Colorado Center for Women's History Rehabilitation, Denver, CO
- » Como Hotel Rehabilitation, Como, CO
- » DeLaney Farm Historic Structure Assessments & Loafing Shed Rehabilitation, Aurora, CO
- » North London Mill Historic Structure Assessment & Rehabilitation, Alma, CO
- » Paris Mill Rehabilitation, Alma, CO
- » Ponderosa Lodge Historic Structure Assessment & Rehabilitation, Colorado Springs, CO



Geoffrey Lee

FORM+WORKS

HISTORIC PRESERVATION SPECIALIST

LEADVILLE, CO

Geoffrey Lee is a project manager with Form+Works. He has worked in and around historic preservation projects in Colorado since 2008.

EDUCATION

- » MS, Historic Preservation, University of Denver Colorado
- » BS, Architectural Technology, Waikato Institute of Technology

CERTIFICATIONS

- » LEED Accredited Professional

PROFESSIONAL AFFILIATIONS

- » Colorado Preservation Inc.
- » Association for Preservation Technology (APT) Rocky Mountain Chapter

Prior to Form+Works, Geoffrey managed the design studio of Neils Lunceford Landscaping where he worked to rehabilitate the gardens at the Beaver Creek home of Gerald and Betty Ford. Prior Geoffrey managed numerous architectural preservation projects at Hord Colpan Macht (formally Slaterpaul) from 2008 until 2016.

Geoffrey participates in all phases of projects, from project planning and grant writing through production of construction documents and provision of construction administration services. He enjoys the community and teamwork it takes to complete preservation work. His broad experience provides great leadership for project teams.

SELECTED PROJECT EXPERIENCE

- » Crested Butte Mountain Heritage Museum Historic Structure Assessment, Crested Butte, CO
- » Crested Butte Town Hall Rehabilitation, Crested Butte, CO
- » Ault Area Pump House Exterior Rehabilitation, Ault, CO
- » Boggsville Historic Site Rehabilitation, Las Animas, CO
- » Church in the City Masonry Rehabilitation, Denver CO
- » Costilla County Courthouse Rehabilitation, San Luis, CO
- » Crosby Nichols House Rehabilitation, Central City, CO
- » Denver City and County Building Exterior Rehabilitation and Interior Renovation, Denver, CO
- » First United Methodist Church of Denver Rehabilitation, Windsor, CO
- » Fitzsimons Building Window Rehabilitation, Aurora, CO
- » Geneva Lodge Rehabilitation, Littleton, CO
- » Grant Humphrey's Mansion Rehabilitation, Denver, CO
- » Hildebrand Ranch Planning & Schematic Design, Littleton, CO
- » La Alma Lincoln Park Amphitheater Rehabilitation, Denver, CO
- » Manzanola United Methodist Church Rehabilitation, Manzanola, CO
- » Masonic Euclid Lodge #64 Rehabilitation, La Junta, CO
- » Taylor Chapel Rehabilitation, Colorado Springs, CO



Miles Graham

GBSM

STRATEGIC PLANNER

RIDGWAY, CO

EDUCATION

- » B.A., Leeds School of Business, University of Colorado at Boulder

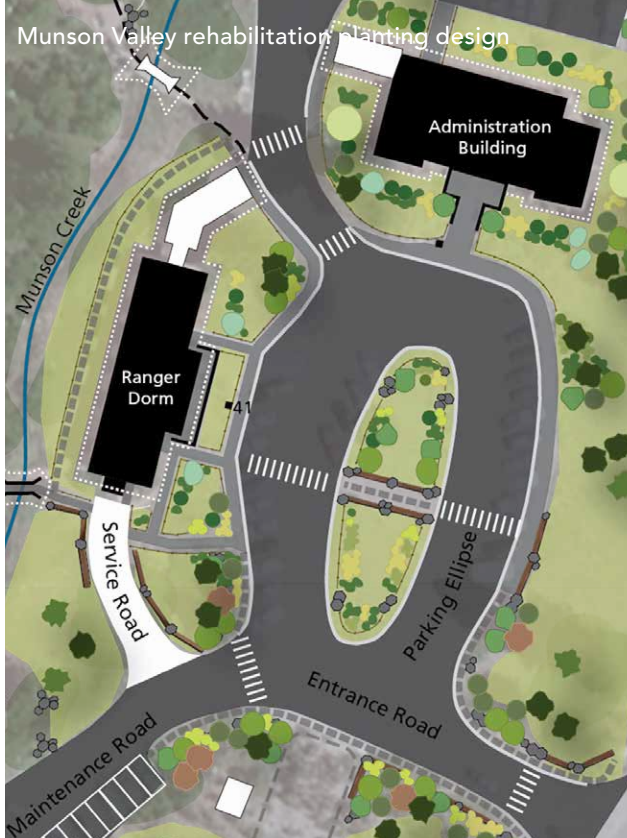
Miles Graham is a strategic planning executive with decades of experience in infrastructure development, coalition building, facilitation, and issues management. Throughout his career, Miles has advised a wide range of public, private, and non-profit entities on the most complex and challenging situations facing the Rocky Mountain West. His expertise in government affairs and community building spans the transportation, water, land use, public health, natural resource, and outdoor recreation sectors.

Miles is actively leading a number of large-scale and long-range transportation infrastructure initiatives, including the Telluride Mountain Village Gondola, Colfax Bus Rapid Transit, the Aspen/Pitkin County Airport Redevelopment, and the Town of Crested Butte's Transportation and Mobility Plan. He is also facilitating a number of other multi-jurisdictional planning efforts, such as the Project 7 Water Authority Regional Drinking Water Resiliency Program in Ouray, Montrose and Delta Counties, as well as the Denver One Water Plan—the Denver metro region's first inter-agency water management strategy.

Miles joined GBSM in 2006 and has a proven track record of driving measurable results and delivering transformational projects. Prior to GBSM, Miles began his career in the outdoor recreation industry as a terrain park builder for Beaver Creek and Eldora Mountain resorts.

SELECTED PROJECT EXPERIENCE

- » Crested Butte Community Compass, Crested Butte, CO
- » Telluride/Mountain Village Gondola Long-Term Plan, Town of Telluride, Town of Mountain Village, San Miguel County, CO
- » Community Growth Advisory Committee Land Use Plan, Pitkin County, CO
- » Blueprint Denver, City and County of Denver, CO
- » Denver One Water Plan, Denver, CO
- » Colfax BRT, Denver, CO



Crater Lake National Park Historic Districts Cultural Landscape Reports

MIG completed two cultural landscape reports (CLRs) for historic districts at Crater Lake National Park, at Rim Village and Munson Valley. The CLRs will inform future planning, design, and detailed planting rehabilitation at the Park's primary visitor destination and headquarters area of Crater Lake National Park. Primary design problems addressed by the CLRs include degraded vegetation from heavy visitation, mitigating the risk of wildfire to historic buildings, accessibility and connectivity to public buildings, erosion along the caldera and potential loss of characteristic stone walls and viewing bays, and damage to stone curbing—a signature design detail in both districts.

For these projects, MIG completed field documentation, site analysis of landscape characteristics and features (with a focus on the historic character of vegetation), facilitated on-site and online workshops with NPS staff, created period plans, and developed detailed treatments. Treatment identifies a range of rehabilitation projects compatible with their respective cultural landscape. A main focus for each includes a schematic rehabilitation planting plan which includes plant lists, details, specifications, maintenance plan, and implementation schedule. The planting plans made it possible for the Park to immediately begin rehab of the districts' primary planting areas, which were a focus of the original designs. Plants were chosen and sited to reflect those that were used historically, but would be resilient to future climatic changes.

Other Munson Valley recommendations include compatible walkways to connect visitor arrival points and the visitor center; use of low, temporary fencing to protect establishing planting areas; and re-establishment of a historic road axis for overflow parking and an all-season comfort station. At Rim Village, recommendations include guidance for relocating stone walls away from the caldera edge; realignment of the entry road; compatible safety railings; and restoration of historic carved stone fountains; among many others.



Location: Crater Lake National Park, OR

Client: National Park Service, Interior Regions 8, 9, 10, and 12, Crater Lake National Park; FFA Architecture + Interiors

Reference:
Vida Germano, NPS
vida_germano@nps.gov

Dates: 2022 – 2024



ReflectDSM: Des Moines Historic Preservation Plan

In 2022, the City of Des Moines, Iowa contracted with Kendig Keast Collaborative (KKC) to create an equity-focused historic preservation plan for the City of Des Moines. While with KKC, Marcia Boyle served as Project Manager for the project team, working closely with City and SHPO staff to follow grant guidelines and timing.

The Plan process began with a series of community and stakeholder meetings to understand the existing historic preservation program. An Advisory Group (AG) consisting of preservation professionals, City officials and staff, and preservation advocates convened multiple times throughout the project to guide the process and review draft Plan content. With the City's focus on equity as part of this effort, an Outreach Coordinator Cohort (OCC) was also formed. This paid group of students and young adults assisted the project team in reaching beyond traditional preservation advocates to provide a wider community perspective in the Plan document.

Through outreach efforts, storytelling, and pushing beyond traditional preservation approaches, the Plan expanded considerations of historic resources to those of cultural heritage and intangible resources. Expanding the definition of preservation led to a more comprehensive approach to planning for preservation in the community. While actions included many traditional recommendations such as the importance of surveying potential resources, this approach expanded to be more inclusive of stories that may not always be told. Also crucial to this approach is the importance of continued community-wide engagement during the implementation phase—capitalizing on the success of the AG and OCC collaboration so that implementation continues to reflect the goals and desires of the community.

Individual: Marcia Boyle while employed at Kendig Keast Collaborative

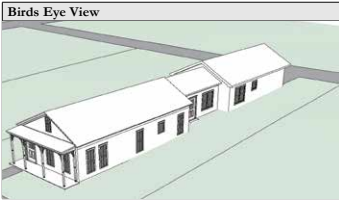
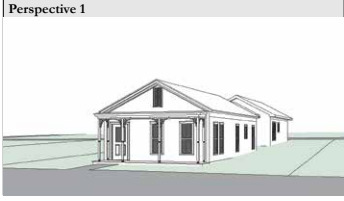
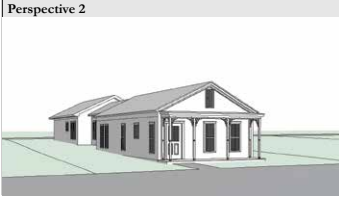
Location: Des Moines, IA

Client: City of Des Moines

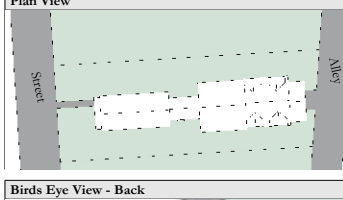
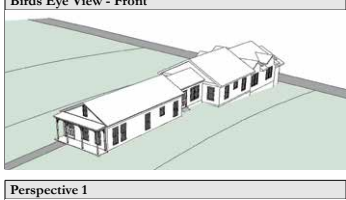
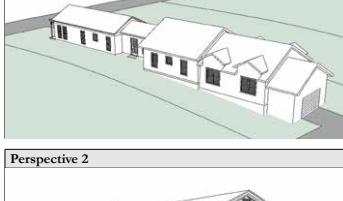
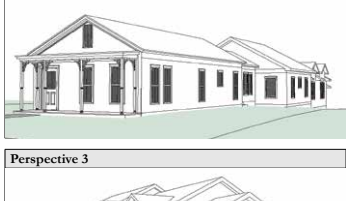
Reference: Stacey Hanley, Urban Designer
City of Des Moines
srhanley@dmgov.org

Dates: 2022 – 2023

Scenario 1

Information	Quick Facts
- Site » Slight upward slope in rear of lot - Connector » Short - Addition » One-story, walls even with those of historic building - Parking » Alley access rear garage - Roof Form » Front Facing Gable	- Approximate lot dimensions » 50'x124' - Approximate square footage of historic building » 800sq.ft. - Approximate square footage of addition: » 940sq.ft. (20'x35' + 12'x20') - Dimensions of Connector » 12'x20' - Lot Size » 0.14 acre - Approximate UPA » 7.7 UPA
Plan View	Birds Eye View
	
Perspective 1	Perspective 2
	
Comments from SHPO - Overall comment: <i>This is the most appropriate of the additions shown (although all the additions shown are too large)</i> - Reads as an addition - Maintains the ridgeline and sidewall planes of the historic building - Side-facing gable dormers on the addition would be appropriate, if desired	

Scenario 6

Information	Quick Facts
- Site » Steep slope in rear of lot - Connector » Short - Addition » One story addition split into sections stepping with slope - Parking » Alley access to attached garage - Roof Form » Front Facing Gable with side-facing dormers	- Approximate lot dimensions » 60'x160' - Approximate square footage of historic building » 800sq.ft. - Approximate square footage of addition: » 1,970sq.ft. (30'x28' + 30'x28' + 5'x13' + 12'x20') - Dimensions of Connector » 12'x20' - Lot Size » 0.22 acre - Approximate UPA » 7.9
Plan View	Birds Eye View - Front
	
Birds Eye View - Back	Perspective 1
	
Perspective 2	Perspective 3
	

Study of Historic Structures and Handbook of Design Standards

Following a survey of properties and recommended change in rating for some historic buildings from contributing to non-contributing, the Town of Breckenridge contracted with Winter & Company to review the existing Handbook of Design Standards and provide recommendations to determine potential methods to ensure new structures and changes within the historic district do not compromise the ratings. While with Winter & Company, Marcia Boyle served as the Project Manager for this analysis and review.

The project began with a review of the existing Handbook of Design Standards, the Town's Historic Preservation Ordinance, and the survey work and recommendations leading to this project. Early conversations with the Town and the Colorado State Historic Preservation Office (SHPO) were also held to understand the contributing and non-contributing attributes and to determine the SHPO's flexibility. These efforts culminated in a memo of recommended changes to the Handbook of Design Standards, with the goal of maintaining the integrity of Breckenridge's historic resources.

Recommended changes included edits to the language in Handbook policies to require, rather than recommend specific direction to receive design approval; reductions to the above ground units per acre permitted within the historic district to better align with the densities historically experienced; include more specific guidance (and graphics) for additions to historic structures to illustrate the appropriate size and location; limit the amount of non-porous paving materials allowed on the site; prohibit the relocation of historic buildings unless a hardship is demonstrated; and consider expanding the period of significance for the district.

Individual: Marcia Boyle
while employed at Winter & Company

Location: Breckenridge, CO

Client: Town of Breckenridge

Dates: 2018



Lincoln City Design Standards

MIG provided zoning and urban design services to help the City of Lincoln City with new design standards and zoning requirements for multi-family and commercial uses. The City had previously adopted design standards for commercial uses in different sub-areas but development was not resulting in the desired form and many new projects did not match the scale, form, or design of surrounding uses. In addition, the city did not have design standards for multi-family uses, including multi-family development in commercial areas or mixed-use development.

A primary goal of this project was to provide a consistent set of standards built around the recent city-wide visioning process, as well as resulting ordinance that could be easy to understand and implement by staff. MIG began with a series of community-wide and neighborhood-specific meetings using visual preference surveys to understand desired elements of future multi-family and commercial uses. A major challenge of this process was to translate technical information and potential code changes to a non-technical audience, including several members of the project's advisory committee and newly appointed planning commissioners who were not familiar with zoning and development standards.

Through close coordination with city staff, MIG provided several unique solutions towards this project. These included a series of 2D and 3D plan graphics to illustrate the application of standards in different character areas of the city; precedent images used from the visual preference surveys to show the desired form of new development; and, new objective standards for development review types and procedures, site plan requirements, and other policies. An additional result was new incentives and improvements to procedures to make regulations more effective.

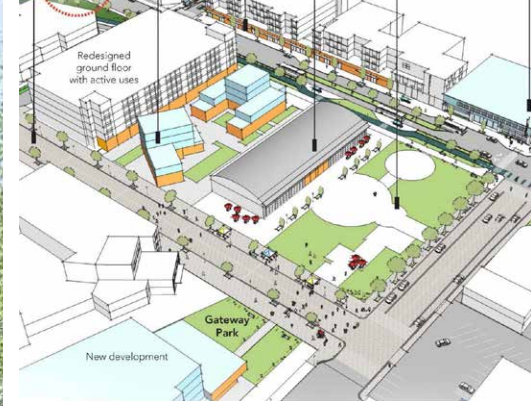


Location: Lincoln City, OR

Client: City of Lincoln City

Reference: Alison Robertson,
City of Lincoln City
(541) 996-1095
ARobertson@LincolnCity.org

Dates: 2019



Renton Downtown Civic Core Vision and Action Plan

MIG led a consultant team to create a vision and action plan for Renton's Civic Core and Downtown district that identified a community-supported vision and actions to take advantage of Renton, Washington's central location in the region. Renton had invested a significant amount of money in its Civic Core but had not attracted the anticipated investment or community interest in the district. This project assessed all public facilities, including parks and publicly-owned spaces, the street and built environment, transit, and bicycle and pedestrian accessibility to identify specific interventions needed to create a true town center that links a number of the community's public facilities.

Public engagement was a critical element of the process. MIG developed a project brand, interactive website (rentonciviccore.com), and facilitated multiple individual and large community conversations to identify critical placemaking attributes, key features and identity elements, and strategic implementation strategies that could be adopted over time. Translation and materials were provided in Spanish and Vietnamese.

Award: 2018 Washington Chapter of the American Planning Association Top Prize, Comprehensive Plan/Development Regulations – Large City and County Category



Location: Renton, WA

Client: City of Renton

Reference: John Collum, AICP
Economic Development
Redevelopment Manager
City of Renton
(425) 430-7358
jcollum@rentonwa.gov

Dates: 2016 – 2018



Crested Butte Mountain Heritage Museum

The Crested Butte Mountain Heritage Museum is located on Elk Avenue in downtown Crested Butte. The building is one of three remaining structures from 1883. It was originally home to a blacksmith's shop, but for much of its life has been used as a hardware store. It functioned as a garage beginning in 1911, when the Town's first gasoline pump was installed outside the building. It operated as a hardware store and garage until 1996. In 2003, the Crested Butte Mountain Heritage Museum opened in the building.

In 2017, Form+Works Design Group, LLC worked with the Mountain Heritage Museum to complete Phase 1 of the building rehabilitation. This initial phase included HVAC system upgrades, accessibility upgrades, roof rehabilitation, and exterior siding and trim rehabilitation. Phase 2 was completed in 2018 and included rehabilitation of historic wood windows and doors, interior rehabilitation work, and foundation repairs. Both phases of work as well as the HSA were funded through grants from History Colorado.

Award: Stephen H. Hard Award in 2020

FORM+WORKS DESIGN GROUP, LLC

Location: Crested Butte, CO

Client: Crested Butte Mountain Heritage Museum

Reference: Shelley Popke,
Executive Director
Crested Butte Mountain
Heritage Museum
(970) 349-1880
director@crestedbuttemuseum.com

Dates: 2016 – 2018



Crested Butte Community Compass

Adopted in 2022, the Community Compass provides a framework for making complex and challenging decisions that is aligned with the core values of the Crested Butte community. GBSM facilitated a far-reaching and dynamic community engagement effort that was guided by Crested Butte's four core community values: Authentic, Connected, Accountable, and Bold. The Community Compass culminated in a thoughtful comprehensive plan that to date has helped the Town of Crested Butte to become the first municipality in Colorado to require new construction to be all electric, overhaul vacation rental regulations, implement mobility experiments, and more. The journey to create the Community Compass changed the game for the Town and its community to intentionally work through uncertain moments, complex decisions, and Crested Butte's most pressing challenges.

Award: APA Colorado Honor Award for Community Engagement

GBSM

Location: Crested Butte, CO

Client: Town of Crested Butte

Dates: 2022 – Ongoing

Project Budget

		MIG, Inc.														Subconsultants				MIG Direct Costs	Professional Fees Totals	
		Laurie Matthews <i>Principal-in-Charge</i>		Marcia Boyle <i>Project Manager</i>		Allison Lee <i>Deputy Project Manager</i>		Evan Lanning <i>Senior Visualization Specialist</i>		<i>Historic Preservation / Urban Design / Landscape Design Associate</i>		<i>Graphic Designer</i>		<i>Project Administrator</i>		MIG Totals	Form+Works	GBSM	Sub Totals			
		Hrs@	\$195	Hrs@	\$160	Hrs@	\$160	Hrs@	\$140	Hrs@	\$140	Hrs@	\$120	Hrs@	\$115							
Task 1: Kick-Off and Project Management																						
1.1	Project Kick-Off and Town Tour	2	\$390	30	\$4,800	2	\$320	0	\$0	32	\$4,480	0	\$0	0	\$0	66	\$9,990			\$0	\$2,400	\$12,390
1.2	Project Management (Ongoing)	9	\$1,755	27	\$4,320	9	\$1,440	0	\$0	0	\$0	0	\$0	9	\$1,035	54	\$8,550			\$0		\$8,550
Subtotal		11	\$2,145	57	\$9,120	11	\$1,760	0	\$0	32	\$4,480	0	\$0	9	\$1,035	120	\$18,540	\$0	\$0	\$0	\$2,400	\$20,940
Task 2: Strengths and Weaknesses Assessments																						
2.1	Town Document + Code Review Gap Analysis & Consistency Assessment	1	\$195	4	\$640	8	\$1,280	0	\$0	8	\$1,120	0	\$0	0	\$0	21	\$3,235	\$1,000		\$1,000		\$4,235
2.2	Architectural Review & Administrative Procedures Assessment	1	\$195	4	\$640	8	\$1,280	0	\$0	8	\$1,120	0	\$0	0	\$0	21	\$3,235			\$0		\$3,235
2.3	Graphic Legibility & Best Practices Assessment	1	\$195	4	\$640	6	\$960	2	\$280	8	\$1,120	4	\$480	0	\$0	25	\$3,675			\$0		\$3,675
2.4	Stakeholder Interviews (6) & Focus Group (1)	4	\$780	20	\$3,200	24	\$3,840	2	\$280	8	\$1,120	0	\$0	0	\$0	58	\$9,220	\$1,000		\$1,000		\$10,220
Subtotal		7	\$1,365	32	\$5,120	46	\$7,360	4	\$560	32	\$4,480	4	\$480	0	\$0	125	\$19,365	\$2,000	\$0	\$2,000	\$0	\$21,365
Task 3: Community Engagement & Decision-Making Framework																						
3.1	Public Meetings (3)	4	\$780	60	\$9,600	60	\$9,600	2	\$280	80	\$11,200	40	\$4,800	0	\$0	246	\$36,260		\$10,440	\$10,440	\$4,800	\$51,500
3.2	Advisory Committee Meeting (5)	5	\$975	16	\$2,560	16	\$2,560	2	\$280	24	\$3,360	12	\$1,440	0	\$0	75	\$11,175	\$1,000	\$2,320	\$3,320		\$14,495
3.3	Joint BOZAR/Town Council Work Session (2)	4	\$780	12	\$1,920	12	\$1,920	0	\$0	24	\$3,360	12	\$1,440	0	\$0	64	\$9,420		\$2,320	\$2,320		\$11,740
3.4	Approval Meetings (2)	4	\$780	12	\$1,920	8	\$1,280	0	\$0	24	\$3,360	0	\$0	0	\$0	48	\$7,340			\$0		\$7,340
Subtotal		17	\$3,315	100	\$16,000	96	\$15,360	4	\$560	152	\$21,280	64	\$7,680	0	\$0	433	\$64,195	\$1,000	\$15,080	\$16,080	\$4,800	\$85,075
Task 4: Design Standards																						
4.1	Document Design + Outline	4	\$780	8	\$1,280	18	\$2,880	2	\$280	24	\$3,360	4	\$480	0	\$0	60	\$9,060			\$0		\$9,060
4.2	Graphic Production	2	\$390	4	\$640	8	\$1,280	8	\$1,120	8	\$1,120	80	\$9,600	0	\$0	110	\$14,150			\$0		\$14,150
4.3	Draft Design	4	\$780	16	\$2,560	24	\$3,840	4	\$560	80	\$11,200	8	\$960	0	\$0	136	\$19,900	\$8,000		\$8,000		\$27,900
4.4	Final Design Standards	4	\$780	16	\$2,560	24	\$3,840	2	\$280	40	\$5,600	16	\$1,920	0	\$0	102	\$14,980	\$4,000		\$4,000		\$18,980
Subtotal		14	\$2,730	44	\$7,040	74	\$11,840	16	\$2,240	152	\$21,280	108	\$12,960	0	\$0	408	\$58,090	\$12,000	\$0	\$12,000	\$0	\$70,090
SUBTOTAL		49	\$9,555	233	\$37,280	227	\$36,320	24	\$3,360	368	\$51,520	176	\$21,120	9	\$1,035	1086	\$160,190	\$15,000	\$15,080	\$30,080	\$7,200	\$197,470
5% Markup (on Subconsultants and Direct Costs)																					\$1,864	
TOTAL PROJECT COSTS																					\$199,334	

Optional Tasks		
4.5	Web-Based Guidelines	30-50k
Optional Tasks Subtotal		30-50k