

Memorandum

To: New Castle Planning and Zoning Commission
From: Tim Cain and Tom Baker
Date: July 13, 2016
Re: Preparation for Joint Meeting P&Z/Council regarding Comprehensive Plan Update

Purpose: The purpose of this item is two-fold: first, to request that the joint meeting be scheduled for the regular P&Z meeting of August 10th. (The original requested date of July 27th was in conflict with other scheduled events.) Second, to discuss and develop a beginning list the issues that P&Z wishes to address in the Comprehensive Plan update and prepare a brief outline of those issues for Council as food for thought for the joint meeting. Clearly other issues will evolve as P&Z works through the process of updating the Comp Plan, but this will give us all a starting point.

In order to provide P&Z with support for this effort, I have asked Doug Dotson to work with P&Z and Tim Cain at the meeting to develop a rationale for updating the Comp Plan and be prepared to assist with a presentation at the joint meeting. Please utilize Doug to assist in identifying issues and offering thoughts on a process that P&Z may want to utilize for the Plan update, i.e., does P&Z wish to create a specific Comp Plan committee or be the lead committee on this effort?

As the topic of a Comprehensive Plan update has been brought to Council's attention a variety of issues have been mentioned: affordable housing, update of Trails Master Plan to include the soft trails on BLM land, marketing of outdoor recreation and coordinating website to reflect Comprehensive Plan, and south alley commercial (storefronts with entrances on the south alley in downtown).

Doug Dotson has worked as a planner in the valley, Colorado and Utah for 30+ years in both the private sector and public sector. During that time Doug has developed numerous Comprehensive Plans, strategic plan, subarea plans, etc. Attached is a brief bio and resume for Doug.

DOUG DOTSON

Visioning, Design + Action

Doug Dotson is a community and resort planner. He is a creative thinker and a collaborative problem-solver. He has provided over 30-years of visionary leader to resorts and tourism-impacted communities in Colorado and Utah.

Doug specializes in strategic planning - community visioning and branding. He has guided many community plans and improvement efforts, downtown design and development/infill, traditional neighborhood designs, highway corridor improvements and land use guides, gateways and wayfinding experiences, river corridor experience and design, major community facility design, trails and recreation plans and improvements and community revenue and economic growth strategies. He has led the design and land use entitlement processes for small to large scale residential subdivisions, resort ownership clubs, commercial and light industrial, live/work, high-end ranch and golf development, and affordable housing.

Doug has led and facilitated many successful retreats to establish and refine public policy, team-building and community visioning and consensus building.

He has great initiative and gets communities to take action.

DOUGLAS "DOUG" DOTSON

315 Bellows Court Cañon City, CO 81212 970-309-0801 ddainc@yahoo.com

QUALIFICATIONS AND VALUE

Visionary leader with over 30-years of experience in public administration, guiding resort communities in strategic planning and improving vitality, quality of life, tourism and economic stability. Proven record of fiscal management and quality service and amenity delivery in communities that expect quality. Proactive, approachable and results-driven Administrator with good common sense and excellent decision-making skills, a strong work ethic, professional demeanor, great initiative and the ability to resolve complex issues. Extensive public and private sector experience with land use regulations, processes and administration. Ability to guide complex public - private ventures.

KEY SKILLS

- Strategic planning, visioning and branding
- Financial management and budgeting
- Community and economic development and revitalization
- Aligning public policy, budgets and organization work programs
- Organizational analysis and refinement
- Land use regulatory structures and design standards
- Public policy development and implementation
- Citizen engagement and process facilitation
- Project management
- Customer relations
- Team building skills
- Staff leadership, development and motivation

ACCOMPLISHMENTS

- Transformed municipal government from a controlling, poor community service organization into a user-friendly and can-do team, provided leadership and vision that had been missing, and revamped citizen's perception of staff and elected officials.
- Developed successful revenue and economic growth strategies to overcome revenue shortfalls that did not allow for adequate infrastructure maintenance.
- Successfully guided the development review, design and entitlement processes for a wide range of residential, commercial, industrial, and mix-used projects, from small to large projects including thousands of acres and as many as 32 property owners within the same project plan.
- Led and facilitated many successful retreats to establish and refine public policy, team-building and community visioning and consensus building.

PROFESSIONAL EXPERIENCE

CITY ADMINISTRATOR AND COMMUNITY DEVELOPMENT DIRECTOR
CITY OF CAÑON CITY, CO 2011 to Current

Recruited by City Council to serve as City Administrator and to change the culture of government in a community of 16,000. Manage a \$27 million annual budget, with 12 departments and 150 full-time employees. Also serve as Community Development Director with oversight and leadership for planning, zoning, building and code enforcement.

- Guided all strategic planning, including the Community Vision and Branding Plan, Downtown Strategic Plan, Highway Corridor Design and Land Use Plan, River Corridor Concept Master Plan, Carnegie Library and Heritage Center Strategic Plans, Royal Gorge Park Area Master Plan, Trails and Open Space Master Plan and Macon Plaza Design Plan.
- Guided and served as chair of the city's public art commission.

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- Guided the master planning and architectural redesign of the visitor center and facilities at the Royal Gorge Bridge and Park, a major tourist attraction, to National Park-like standards, receiving acclaim by the City Council and community.
- Designed downtown streetscape improvements, including sidewalk and landscape design, public information, heritage displays, public art, and custom banner designs.
- Developed the City's economic development strategy to grow primary jobs, capture pass-through tourist market estimated at 1.5 million per year, reinvest in infrastructure improvements, develop and market the many underdeveloped historical, cultural and recreational resources, and build a resort amphitheater and lodge on the rim of The Royal Gorge.
- Organized a downtown development authority to promote private property reinvestment, expand existing businesses and to attract new businesses to the district.
- Assembled developers, building contractors and businesses to assess the impact of adopted codes on commercial, industrial and residential development and led the rewrite of many regulations and design standards to meet community goals.
- Prepared numerous successful grant applications, serving as grant manager for a range of projects, including recreational improvements, historic building restoration and economic development and tourism recovery and development.
- Conducted community dialogues that identified and resolved community problems and rebuilt the reputation of staff perceived as "part of the problem."
- Helped City Council understand and fulfill its policy-making role, a role previously usurped by City staff.
- Established a 360-degree performance evaluation and an organization-wide incentive program to improve on-job safety, reducing performance issues and improve morale and team-build.
- Reorganized community police department from one poorly perceived to one viewed as progressive and successful (written about in state and national law enforcement publications), established community policing objectives, personnel expectations, and accountability reviews at all levels in the police department and developed close communication with the Fraternal Order of Police to ensure excellent labor relations.
- Create annual work programs for each department in line with the community vision, eliminating the "that is the way we have always done it" syndrome.
- Revamped the City website and instituted a strategy to effectively use public access television and technology to improve public information and gather input.
- Conducted periodic customer surveys that now show a 98% favorable rating of City services.
- Cut \$900,000 from departmental operating budgets, not required to provide adequate service, and redirected funds to previously underfunded infrastructure improvements.
- Operationalized a 16% reduction in revenues, necessitated by a June 2013 wildfire that destroyed 90% of the buildings and facilities at the Royal Gorge Bridge and Park (one of the City's largest revenue generators).
- Reduced the size of the organization and contracted some services to private providers as cost-cutting measures, using the savings to expand the Parks Department from a maintenance role to include new services (trail and recreational amenity construction) in line with the community vision.
- Instituted an internal risk management committee that produced significant reductions in employee and public injuries and insurance costs.

DDA INC OWNER

SALT LAKE CITY, UTAH AND CARBONDALE, CO 1996 to 2011

Directed the design and sub-consultant work for small to large scale residential subdivisions, resort ownership clubs, commercial and light industrial, live/work, high-end ranch and golf development, and deed restricted affordable housing and successfully guided land use applications and entitlement processes and agreements with municipal and county officials.

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COMMUNITY DEVELOPMENT DIRECTOR TOWN OF CARBONDALE, CO 2005 to 2010

Oversee building, planning, zoning, code enforcement and flood plain management functions.

- Helped organized a community dialogue to define the criteria for a "sustainable community" and prepared the Economic Development and Community Sustainability Plan to avoid division over decisions related to growth including community workshops to reformulate divisive big-box development proposal to a supportable traditional neighborhood mixed-use development framework.
- Directed review and approvals of real estate development projects, including shopping centers, mixed-use buildings and neighborhoods, and residential subdivisions, and negotiated all entitlement agreements.
- Conceived the Community Sustainability Center, for innovation and nonprofit organizations, 120-units of affordable housing in a traditional neighborhood format by reprocessing of a vacant public school site.
- Designed and supervised construction of extensive downtown streetscape improvements.
- Assessed land use and infill potential and zoning regulation effects; revamped codes to optimize infill and mixed-use development and developed incentives for upper-level residential density to promote financially viable development.
- Developed infill plan for a key area downtown, including the design for a new community and recreation center, stimulating downtown revitalization and achieving LEED Platinum design.

OFFICE MANAGER AND SENIOR PLANNER OTAK, INC – PORTLAND, OR 2001 to 2005

Managed the Carbondale, Colorado office of a land planning and landscape architecture office within a large Architectural and Engineering organization with 300 employees across five different locations.

- Resolved organization personnel and performance problems that had resulted in a significant financial loss to the office.
- Cut overhead expenses and developed an office philosophy for driving work productivity, re-established client relations, expanded the client base and achieved profitability for the office.
- Conducted studies related to socio-economic trends that affect future real estate development and property ownership and value in mountain resorts.
- Managed successful project design dialogues and charrettes involving stakeholders, citizens and a variety of consultants in interactive and participatory planning to build consensus and create supportable planning initiatives.
- Project manager for major real estate development projects, designer and entitlement processor for master planned residential subdivisions, planned developments and a golf resort community of over 6,000 acres.
- Conducted many environmental reviews and endangered species studies for the Bureau of Land Management.

COMMUNITY DEVELOPMENT DIRECTOR SUMMIT COUNTY, UTAH – COALVILLE, UT 1994 to 2001

Oversee building, planning, zoning, economic development, and code enforcement with 25 employees. Directed all phases of community development operations for one of the fastest growing counties in the country at the time, with two philosophically different sides - one rural agricultural and the other the successful Park City resort area.

- Guided visioning plans and development regulations, including oversight of two dissimilar planning commissions, for each side of the County.
- Coordinated 34 property owners in the design and approval of 8.2 million square feet of residential, lodging, and hotel accommodations, retail and support commercial uses, conference and meeting facilities, public infrastructure and ski area improvements and developed internal governance, design review and funding structures for resort public improvements, amenities and marketing. Secured development agreements with 32 of the 34 property owners to initiate the plan (The Canyons Resort)

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- Organized the rural community and with broad public support gained approval of a major downzoning of property to preserve the quality of life (an almost unheard of action in a very strong property rights area) and led the adoption of a comprehensive resort area strategic plan and rewrite of the development regulations for the Park City area.
- Guided more than 250-acres of master planned mixed-use development and traditional pedestrian-oriented villages, with over one million square feet of commercial, residential, and civic use, including site plans and design character.
- Led the County out of a litigious period that required substantial legal expenditures by the County, due to past zoning practices, by negotiating community-supported settlement agreements with owners of small to a large property holding of over 6,000 acres and helped resolve more than 30 lawsuits against the County.

TOWN PLANNER

TOWN OF SNOWMASS VILLAGE, CO 1983 to 1994

Oversight of planning, zoning, building, code enforcement, and community landscape program.

- Initiated the community's beautification, stream restoration and trail construction programs, including designing community wayfinding signs, gardens, and parks and gained about \$1 million in funding in the first three years of the programs.
- Oversaw the Snowmass Ski Area Master Plan and Burnt Mountain Expansion Plan, (the most extensive environmental evaluation of a resort expansion in the nation at the time), analyzing all environmental issues, all mountain improvements from snowmaking, trail development and construction projects, off-site impacts and mitigation and led the annexation of the ski area and final adoption of the Ski Area Master Plan.
- Wrote the zoning and subdivision regulations that still serve as the framework for Town regulatory and design structures.
- Guided deed restricted affordable housing development projects
- Guided negotiations with the Federal Deposit Insurance Corporation to settle disputes related to development potential on foreclosed properties throughout the community.
- Conducted development reviews for ten major residential and mixed-use developments, Snowmass Mall improvements, the redevelopment of the resort's major hotels and various other developments.

EDUCATION

Master of Science: City and Regional Planning and Public Policy
Southern Illinois University - Edwardsville, IL

Bachelor of Science: Geography
Illinois State University - Normal, IL

TECHNICAL SKILLS

Visualization

- Adobe Photoshop, Google/Trimble 3D SketchUp, Adobe Illustrator, Canvas, AutoCAD

Presentation

- Adobe Illustrator, PageMaker, Powerpoint

Office Productivity

- Microsoft Office Suite (Word, Excel, Access, and Project) and WordPerfect

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REFEREES

Current Position

Mayor Tony Greer
City of Cañon City, Colorado
(719) 671-5250

Dennis Wied
Council member, City of Cañon City
(719) 947-5378

Harry Patel
Finance Director, City of Cañon City
(719) 269-9011

Becca Cromer
Downtown Strategic Plan Committee
(719) 275-2251

Rob Smith
Chairman, Public Art Commission
(719) 214-2707

Patricia (Pat) Freda
Council member, City of Cañon City
(719) 275-9297

Ron Bates
Council member, City of Cañon City
(719) 4289-4491

Stephanie Masse
Human Resources Director, City of Cañon City
(719) 269-9011

Carie Canterbury
City Reporter, Canon City Daily Record
(719) 276-7643

Former

Thomas Baker
Former Town Manager, Town of
Carbondale, Colorado
Current Town Manager, New Castle,
Colorado
(970) 319-2697

Donna VanBuren
Summit County Planning Commission -
former
Park City, Utah
(435) 649-5351

James Soter
Former County Commissioner
Summit County, Utah
2685 N State Road 32
Kamas, Utah 84036
(435) 783-4462

Mercer Group, Executive Search
Consultants
Former Snowmass Village, CO Town
Manager
(970) 963-0752

James Hooker
Former Mayor
Town of Snowmass Village, Colorado
(970) 923-2777

Tiffanie Robinson, Planner
Summit County, Utah
60 N. Main Street
Coalville, Utah 84017
(435) 336-3139

Gary Suiter