

PROPOSAL

parkside at brisbane village precise plan



City of

BRISBANE

CALIFORNIA

scope of work, budget and schedule

City Council September 17, 2015



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In association with:
Hexagon Transportation Consultants, Inc. | Strategic Economics

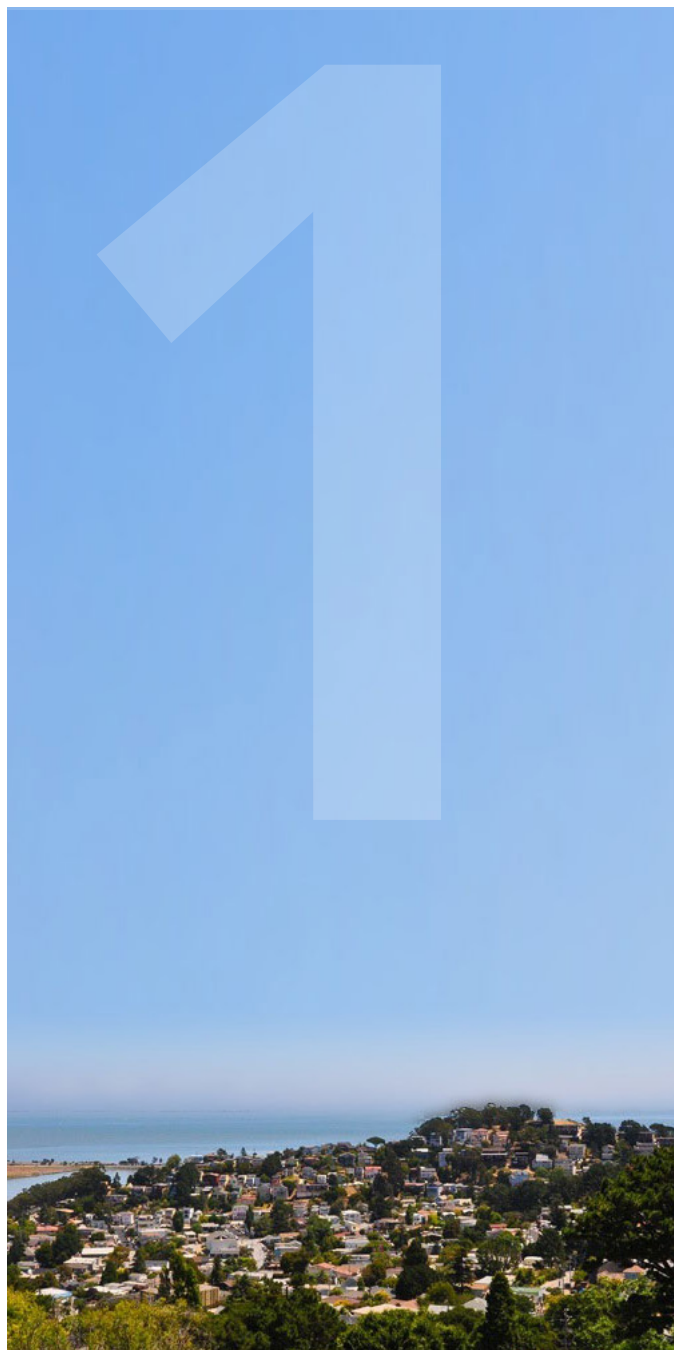
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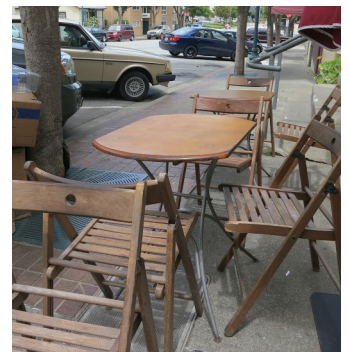
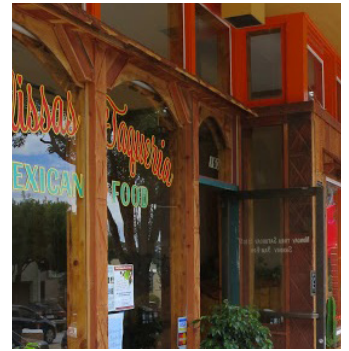
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SECTION ONE

Project Understanding





Project Understanding

Nestled along the slopes of the San Bruno Mountains and overlooking San Francisco Bay, Brisbane is **a distinct place committed to retaining its small-town quality amid the busy urban landscape**. Residents value the sense of community, cultural diversity, parks and open space, and mountain and ocean views, along with the natural environment and resources that contribute to the cohesion and character of this community of nearly 4,500 residents.

The City of Brisbane is taking definitive steps to enhance its central core that serves as a community gathering place, and to create new housing opportunities close to local shops and Community Park. Through preparation of the Parkside at Brisbane Village Precise Plan, the City will establish a clear vision and the zoning regulations that will move that vision toward reality.

In 2004, the City initiated this effort with an update of the General Plan and a series of community workshops. In 2005, at the request of the City, Project for Public Spaces (PPS) conducted “place evaluation” workshops and prepared *“Brisbane is Awesome! Defining the Core Places in Downtown Brisbane,”* a report brimming with ideas to improve Brisbane’s key public spaces, including Community Park and the Brisbane Village Shopping Center. The report included recommendations for short-term and long-term physical improvements, including the concept of enhancing the relationship between central Brisbane, the shopping center and the edge of Crocker Industrial Park.

The Green Marketing Plan, prepared in 2011, provides marketing strategies to attract new businesses that have a sustainability model built into their organizational culture and offer “green” products and services. In 2014, the City partnered with the San Francisco chapter of the Urban Land Institute (ULI) to evaluate land uses and design issues at Crocker Industrial Park, and to provide professional findings and recommendations for reinventing this industrial district to allow it to thrive during economic ups and downs. Most recently, the City adopted its 2015-2022 Housing Element, which identifies the locations for new mixed-use and residential infill development sites in the central city area. While designation of housing sites is required to comply with state housing law, the City looks to use this opportunity to reinvigorate conversation about the gateways, social gathering opportunities, housing, community amenities, and economic future of this key area.

The Parkside at Brisbane Village area includes approximately 25 acres of public and private properties strategically positioned between central Brisbane, Crocker Industrial Park and the primary gateway into Brisbane. The Parkside at Brisbane Village Precise Plan will:

- Lay the foundation for future private and public investment;
- Provide guidance for the use of underutilized City-owned properties;
- Beautify the physical appearance of the City entry;
- Improve pedestrian and vehicular circulation;
- Attain economic and design opportunities for the Brisbane Village Shopping Center/bank site; and
- Incorporate housing and mixed-use development to fulfill the City’s housing obligation under the 2015-2022 Housing Element.

The MIG Team has unmatched imagination, experience and technical ability to provide a coordinated approach to the Parkside at Brisbane Village Precise Plan, and to address all components that will help achieve this vision, including: land use mix and intensity, economic insights, urban design and placemaking, landscape architecture, mobility, healthy communities considerations, and community engagement.

METHODOLOGY

MIG is a multidisciplinary consulting firm that specializes in urban planning and design, multimodal transportation planning, public engagement, consensus building, communications and technology tools as well as environmental review.

The MIG Team will build upon and augment work already completed. We will provide a Precise Plan that is practical and implementable, and that can guide immediate action. This will include developing a plan that emphasizes a walkable, healthy and equitable community that offers accessibility, affordability, stability, diversity, safety and equity. The project will create strong district cohesion using urban design approaches and placemaking strategies for both private properties and the public realm.

Currently, the City's zoning regulations do not define the contents of a Precise Plan, nor does the zoning code establish the authority of a Precise Plan to regulate future development. Based on our experience with Precise Plans in other Bay Area cities, we anticipate preparing the Parkside at Brisbane Village Precise Plan as a document that serves as zoning for the project area, replacing the current underlying zoning. As an alternative, the Precise Plan can serve as an overlay zone, providing additional options for property owners/developers beyond those afforded by the underlying zone. Definition of street and public realm improvements will be included in a stand-alone chapter of the Precise Plan so that the City can incorporate them into its Capital Improvement Program as desired.

With regard to the approach/structure, we envision using a form-based coding approach for illustrating expected outcomes for new development. This will allow the Precise Plan to show clearly the City's expectations in terms of building form and massing, architectural detail, relationship to streets, integration of public and private open spaces, streetscapes, entry treatments and transition to industrial areas. In this proposal, we provide examples of how we have used this approach in specific plans and other land use regulatory and vision documents.

To augment the capabilities of MIG staff for this project and ensure implementable development, design and mobility strategies, we have teamed with our frequent partners Strategic Economics and Hexagon Transportation Consultants. Strategic Economics will provide insight into economic opportunities and constraints, market-supported land uses and intensities, efficient timing and coordination of infrastructure development and perspective on economic development strategies. Hexagon will assist with analysis of any proposed street and property access improvements.

The MIG Team believes that the Parkside at Brisbane Village Precise Plan process must:

- **Result in a concise, action-oriented implementation plan** that clearly outlines strategies, timeframes, responsibilities and funding sources

- Build upon the existing **foundation of studies, plans, frameworks and regulations** in the City of Brisbane, including the *"Brisbane is Awesome! Defining the Core Places in Downtown Brisbane,"* ULI's Crocker Technical Assistant Paper, the Housing Element and the Green Marketing Plan
- **Leverage the knowledge base** and experience of City staff and community members
- **Provide opportunities for integrated housing** that is stable and affordable, and appropriate for all income and generational levels
- **Identify comprehensive multimodal street design** strategies to enhance automobile circulation, transit, walkability and bikeability as well as identify gateway and entries into the community
- **Create a great urban "people-centered" design environment** that results in a beautiful, vibrant, healthy and sustainable place for people shopping, living, working and relaxing
- **Identify policies, programs and initiatives** to ensure economically realistic and sustainable improvements
- **Establish design guidelines** that ensure the Parkside at Brisbane Village Precise Plan creates a strong sense of place and district cohesion
- **Develop zoning standards** that include straightforward administrative provisions

The City has asked that this program reflect countywide healthy community initiatives promulgated by **Get Healthy San Mateo County**. The **healthy community** approach to planning and community development focuses on the recognition of the critical link between the built environment and public health, which drives decisions regarding land use, transportation systems, economic development and natural resources protection. Healthy communities planning strives to increase people's activity levels, offer access to healthy and fresh foods, reduce pollution, provide easily accessible health care, and reduce stress. MIG has been at the forefront of the healthy community movement, having produced the first Community Health and Wellness Element in California, for the City of Richmond General Plan in 2012.

As identified in **Get Healthy San Mateo County**, the Precise Plan will incorporate best practices in land use and design to **ensure a healthy community outcome**.

Finally, the Parkside at Brisbane Village Precise Plan must result in more than just the planning and design of this central area; it must set in motion an ongoing public-private partnership that will **energize and boost Brisbane in all of its endeavors for years to come**.

KEY ISSUES AND UNIQUE CHALLENGES

A range of issues will surface during our interactive outreach events. However, based on our review of the Request for Proposals (RFP) and discussion with City staff, combined with our research, we have identified several issues the community will wish to address as the Precise Plan is crafted. Preliminary issues include:

Brisbane's primary gateway and main entrance is from Old County Road off Bayshore Boulevard. The City's gateway is currently represented by the monument sign for the Brisbane Village Shopping Center, located on Bayshore Boulevard approximately 300 feet north of Old County Road. The entrance has the potential to become an attractive, distinctive gateway that identifies Brisbane to visitors. Landscaping, signage, trails/sidewalks and other physical design improvements which provide beautification should be addressed. During the planning process we will address questions, such as:

How might the entrance into Brisbane include an entry statement that is inviting and attractive? Can/should this be accomplished on both the east and west sides of Bayshore Boulevard and Old County Road?

How can the publicly owned properties on the east side of Bayshore Boulevard be developed or otherwise improved contribute to the sense of arrival?

Brisbane Village Shopping Center is an auto-oriented strip mall located on the northwest corner of Old Country Road and Bayshore Boulevard. The site is approximately two acres in size and developed with a one- to two-story L-shaped building occupied by a mix of local restaurants, retail and assorted services as well as a stand-alone commercial bank building. No major retail use has occupied the shopping center in years. The shopping center is architecturally outdated, shows signs of aging, and tends to have high turnover and lengthy vacancies. Additionally, the center is difficult to access from Bayshore Boulevard and Downtown Brisbane. Viable long-term land uses, alternative design options, alternative site access, economic vitality and development incentives need to be considered to catalyze reinvestment and/or redevelopment.

Vacant and underutilized sites are found in several locations. Property owners and developers can be expected to want to maximize development potential on the remaining infill vacant lots and underutilized properties. Requests for a charter high school, a full-service grocery store or pharmacy have been repeatedly requested. However, due to Brisbane's small population, lack of retail dollars and inconsistent commercial tax receipts, the amount of revenues to provide needed upgrades is greatly reduced. Therefore, these services cannot be achieved without significant residential growth and private investments. The MIG Team will consider:



How planning can promote and encourage the highest and best use to underutilized and vacant properties? What type of development, consistent with community character, could help maintain and diversify the City's tax base and sustain a healthy local economy? What types and levels of development should be planned based on the MIG Team's knowledge/research regarding local markets and property values? How can the City ensure attractive, high-quality private development to promote economic development and Integrate sustainability and healthy community measures to comprehensively meet the community needs? How can the properties on the east side of Bayshore Boulevard be utilized in a more productive and/or beneficial manner for the community? Should the City consider land trade to meet overall goals? How should stakeholders be involved to balance the community vision with future private and public developments? What type of commercial economic viability can the City realistically expect? What can be done to upgrade and maintain existing infrastructure, including water, sewer and storm drains? What can the City do to develop a retention framework to support and encourage sustainable practices and transition for existing businesses? What type of procedures should be created that would protect the interests of residents and business, as well as a streamlined approval process for business tenants and developers?

Design and connectivity are key concerns. Community Park is the focal point of the town center. It is a natural gathering spot, where many City activities occur, including concerts and community events. The park is physically separated by Old County Road and San Francisco Avenue; this creates visible isolation and safety issues due to the road width, speed of traveling cars and lack of signalized crosswalks. In close proximity to the community park are other community uses, including the skate park, dog park, City Hall, Post Office, community gardens, Brisbane Village Shopping Center and Vistacion Avenue local commercial district. The area has insufficient interconnection access, trails and/or crosswalks.

There is little relationship or connectivity to move from one place to another. Consideration should be taken to create nonvehicular access and linkages between the proposed residential and mixed-use site, central Brisbane, the Brisbane Village Shopping Center and the properties on the east side of Bayshore Boulevard. The Precise Plan will provide amenities, landscaping, trails/sidewalks, and other physical design improvements along key corridors and corners to create a safe and socially cohesive community. The MIG Team will:

Consider relocating the post office or provide incentives to trade vacant and/or underutilized public properties. How can future plans for this area promote community health and create a more walkable and livable neighborhood? What measures can be used to strengthen the identity and entry to the City, increase pedestrian and bike connectivity as well as improve and integrate open space throughout the area? What measures can be taken to design Complete Streets, physical intersection geometry, reduce traffic speed and segregate truck routes from local traffic? How can infrastructure and public facilities be designed to be efficient and cost-effective, to contribute to the cohesion, character and entry into the community?

Housing and mixed-use development presents a range of opportunities. The City has identified the southeasterly edge of Crocker Industrial Park for future mixed use and residential development. The identified sites are located at the entrance of Crocker Industrial Park, a 355-acre business park originally developed in the 1960s as a garden-style mixed industrial-use park. Over time, Crocker Industrial Park has evolved into a warehousing and distribution-driven center, leading to increased truck traffic and declining City revenues. Due to its close proximity to residential uses and the intermediate school, increased truck traffic and night operations have become sources of periodic friction with the adjacent residential communities.

The Precise Plan provides the opportunity to re-zone the identified sites currently zoned Trade Commercial (TC-1), and provide mixed-use and residential development to accommodate the City's share of regional housing needs (in compliance with the Housing Element). Further, it also provides an opportunity to use existing infrastructure more efficiently and reduce potential greenhouse gas emissions.

Given the recent change in land use policy, the shifting nature of industrial business, the poor condition of some properties and the lack of pedestrian connectivity and amenities, how can existing Industrial uses not conflict with the proposed residential and mixed uses?

Further, we will address how the existing and future mix of uses — office, retail, mixed-use, residential — can be balanced and seamlessly blended to provide an inviting and unique district? What design considerations should be considered for the planned mixed-use opportunity site to take advantage of its key location as a gateway to Brisbane? How the mixed-use development might create a thriving and inclusive economy? What opportunities exist to enhance economic vitality and increase the range of locally available goods and services, promote private investment and incorporate a mix of land uses to best serve its citizens? How might redevelopment and increased densities and intensities of land uses be promoted within existing infrastructure? Will the community support the City of Brisbane’s affordable housing goals and create funding sources and incentive structures to subsidize affordable housing?

The Parkside at Brisbane Village Precise Plan provides an ideal opportunity for the City and community to work together to proactively define the community vision and establish clear land use direction, design standards and procedural requirements for future development, with a focus on preserving what makes the City of Brisbane great. Thoughtful planning, tailored policies, and valued community input will allow City leaders to set the course for many years to come.





SECTION TWO

Work Program



Scope of Services

Our Scope of Services details the proposed tasks the MIG Team will undertake to produce a comprehensive, community-supported and action-oriented Precise Plan for the Parkside at Brisbane Village. We anticipate that further scope refinements may occur upon collaboration with City staff, and we can make any scope adjustments needed to meet the City's needs.

Our team will e-mail regular electronic updates as drafts are revised and finalized, and we will provide files on CDs where required by the City. During the course of preparing the Precise Plan, we will prepare revisions to technical studies and other draft documents using a red-line/ strike-out format for ease of review by City staff. MIG will supply copies of all agendas, handouts, display exhibits, Powerpoint presentations and other core documents to support the planning process. Specific scope tasks include:

Task 1 – Discovery: Scope Refinement and Initial Public Participation

1.1: PROJECT KICK-OFF AND SITE TOUR/REVIEW OF BACKGROUND DOCUMENTS

The MIG Team will meet with City staff at project initiation to refine the work program, schedule and deliverables. This will include confirming the objectives and structure for the planning process. This meeting will be followed by a walking tour of the planning area with City staff to begin an interactive discussion about preliminary assets, opportunities and vision for the Parkside at Brisbane Village. MIG will document existing conditions in photos that will be used throughout the planning process.

MIG will prepare a data request list and submit it to City staff. MIG will establish a project FTP site that will be the ongoing repository for all project-related documents, images, photos and other materials. City staff and the consultants will have access to the site and will be able to review, post and download all files. MIG will review documents provided and identify any gaps in information required.

Deliverables:

- Kick-Off Meeting Agenda and Data Request List (5 hard copies/PDF)

1.2: DEVELOP PUBLIC PARTICIPATION CAMPAIGN

To ensure that the Parkside at Brisbane Village Precise Plan truly reflects the community's vision and priorities, the public outreach and community engagement approach needs to be inclusive and transparent, with multiple opportunities for input. Below we present an approach we believe will meet the City's objectives, as outlined in the RFP. This can be refined and will be detailed based on discussions with staff during the project kick-off meeting. The detailed outreach plan will include a description of all outreach activities, schedule of events, process and timing for releasing collaterals and project information materials, as well as team roles for implementation. MIG will lead the public participation campaign based upon the structure of the outreach plan.

Deliverables:

- Outreach Plan (PDF)

1.3: COMMUNITY VISIONING SESSIONS/STAKEHOLDER INTERVIEWS

The MIG Team will conduct one full day of stakeholder interviews with individuals and small focus groups (up to 10 participants per group). These interviews will be informal and tremendously useful in understanding local perceptions; discussing the study area's assets, challenges and opportunities; and providing insights for the broader community engagement beginning in Task 2.3. Potential interviewees will be identified cooperatively with City staff and could include community leaders, elected officials, property and business owners, real estate professionals, neighborhood representatives, major employers in Crocker Industrial Park, the Chamber of Commerce, and others. Stakeholders will be asked what they think currently works and does not work in the area, and to share aspirations, future plans and other topics that may influence the Precise Plan.

MIG will provide materials to support the interviews and will follow up with a summary of feedback provided during the stakeholder interviews/focus groups.

City staff will prepare an initial list of key community stakeholders and will be responsible for scheduling all stakeholder interviews and meetings.

Deliverables:

- Stakeholder Interview Summary (Word/PDF)

Task 2 – Foundation: Documentation, Outreach and Analysis of Planning Area

2.1: BASEMAPPING

MIG will collaborate with the City staff to produce existing conditions maps of the planning area. Staff will provide GIS data, including the most recent zoning, existing land use, General Plan land use designations, business license and sales tax data (as available), assessor's data regarding improvements, street centerlines, building footprints, height attributes (as available) and other relevant shape files and information. All GIS information will be assumed to be accurate and up to date. If GIS data requires updating beyond the detailed land use survey and the urban design survey discussed in the following tasks, it will be performed on a time/materials basis with prior written authorization from the City.

MIG will prepare a project base map that will be used throughout the project to develop various maps, diagrams and figures for the planning process and project deliverables.

Deliverables:

- Project Base Maps (GIS/Illustrator/PDF)

2.2: PROJECT AREA CONTEXT SUMMARY DOCUMENTATION AND TECHNICAL MEMORANDUM

MIG will complete a review and analysis of base maps, existing reports and information provided by City staff. In addition, the MIG Team will prepare a project area analysis, including an inventory and assessment of existing buildings and parks/recreation facilities (Community Park and Old Quarry Road Trail). A photographic record of streets within the study area will be completed. The analysis will include the general condition of buildings, access to properties, sidewalk (width and materials) and crosswalk conditions (and presence of curb ramps), street lighting, street furniture, location, type and general condition of street trees and understory planting as well as wayfinding signage. As part of the assessment, we will report on Community Park and other nearby public uses (skate park, City Hall) to better understand connectivity among these uses, and we will look at the physical relationship of the project area to the Visitacion Avenue commercial district.

The analysis will include preparation of key corridor sections (up to five) that depict corridor width (building to building), approximate building heights, sidewalk widths, and curb-to-curb dimensions that depict width of travel lanes, turning lanes and parking (angled and parallel). These will be utilized during the planning process for the possible redesign/restriping of key corridors and corners. To summarize existing conditions, the MIG Team will prepare a Technical Memorandum summary document in the form of a PowerPoint presentation.

Deliverables:

- Project Area Context Technical Memorandum (PPT/PDF)

2.3: DAY IN THE PARK AND DERBY

MIG will attend the October 3, 2015 "Day in the Park and Derby", and begin engaging the community and informing them about the planning process. The approach and outreach methods will be developed collaboratively with City staff.

Deliverables:

- One Meeting and Meeting Materials as defined in collaboration with City staff

2.4: PUBLIC WORKSHOP #1: VISIONING

This workshop will focus on identifying community values, issues, opportunities, neighborhood assets and connectivity. The Visioning Workshop will have an open house structure that will allow participants to directly experience conditions in the Parkside at Brisbane Village area and share their unique visions for the district. Workshop objectives include:

- Orient the community to the current Precise Plan project and process, and share the work performed in 2005 by PPS and the January 2014 ULI TAP study
- Gather input related to big-picture vision, goals and recommendations for the area, as expressed by the community
- Review existing conditions materials
- Share highlights from early outreach with focus groups/stakeholder interviews
- Identify additional planning and design issues, opportunities and concerns expressed by the broader public, including land use and zoning, access, building



intensity (FAR and density, particularly pertaining to Housing Element requirements), parking and loading, urban design, multimodal circulation, parks, urban design and development standards

- Identify and prioritize potential community benefits to be achieved through the plan
- Engage the community in defining what a “healthy community” means in the context of the Parkside at Brisbane Village, and identify particular approaches that can help promote positive health outcomes

As noted previously, meaningful analysis has been completed for this area, including the Project for Public Spaces 2005 report and the Urban Land Institute TAP 2014 report. The RFP also outlines clear preliminary goals for the Precise Plan process to be used as a starting point to engage the community. We anticipate using these efforts as a foundation to build upon through our public outreach to identify what continues to resonate in these plans, any elements in these plans that the community does not support and new ideas to implement a broadly supported community vision for the area that can reasonably be implemented. To encourage robust participation, we recommend that this workshop be held in conjunction with another event in the City (such as the Farmer’s Market, Day in the Park and the Derby).

MIG, in coordination with City staff and the project team, will develop the workshop content, print materials and facilitate the workshop. MIG will design the workshop to include activities to capture feedback and comments. Up to three MIG project team members will staff the

workshops, anticipated to be no more than three hours in length. City staff will be responsible for securing the workshop location, printing and mailing announcements and providing any refreshments. Following the workshop, we will provide a bullet-point memorandum/summary.

Deliverables:

- One Workshop
- Exhibits and Visual Aids for the Workshop
- Workshop summary (PDF)

2.5: ONLINE FORUM AND COMMUNITY VISIONING

The City is currently developing a “Brisbane Town Hall” online forum and community visioning model. MIG will provide material (content and images in the form of Word documents, PDFs and non-web ready images) from Public Workshop #1 for posting on the online forum to provide an additional avenue of input for people unable to attend in person. The City will be responsible for creating, maintaining and posting information to the online forum, per the RFP.

Deliverables:

- Materials for Online Forum (Word/PDF/JPEG)



2.6 VISION AND TRANSFORMATIVE STRATEGIES FRAMEWORK

Based on the input received from the community and in close coordination with City staff, MIG will develop a Vision Framework for the Parkside at Brisbane Village Precise Plan area. The framework will include a vision for future development and a series of transformative strategies that can create positive change in the area. The transformative strategies will inform the more detailed goals and objectives in the Precise Plan. The MIG Team will submit a draft for City staff review and will produce a final version that reflects City staff comments.

Deliverables:

- Vision and Transformative Strategies Framework (Word/PDF)

2.7 PLACEMAKING TOOLKIT FOR BUILDINGS, STREETS AND SPACES

Brisbane’s “hometown” aesthetic is an important part of what distinguishes the City and charms its residents. Using input from the community outreach and existing conditions summary, the MIG Team will create a Placemaking Toolkit highlighting the area’s existing character-defining attributes and illustrating means of preserving and enhancing the area’s sense place through design. The toolkit will be a graphically rich portfolio of design concepts tailored to the Parkside at Brisbane Village that covers buildings, streets and public spaces. This toolkit will serve as the basis for design guidelines and development standards to be developed for the Precise Plan.

Deliverables:

- Placemaking Toolkit for Buildings, Streets and Spaces (PDF files)

TASK 2.8: DEVELOPMENT FEASIBILITY ASSESSMENT

Future transformation in the project area will rely on a combination of public and private actions and activity. However, the public sector actions may be relatively small in scale, especially with respect to financial investments. In fact, most of the transformative activity will be undertaken by the private sector, primarily because most of the study area properties are in private ownership. Therefore, it is essential to understand the development/real estate investment process and to match the general parameters of this process with conditions in Brisbane to clarify what types of future investments are more or less likely to occur.

To this end, Strategic Economics will prepare a Development Feasibility White Paper focusing on the main real estate product types that match with the community’s goals and policy objectives. Potential product types will be refined in discussion with City staff and based on input from the community.

For each product type, the white paper will address such issues as optimal location factors or characteristics, general sources of demand, likely construction costs (as a range), rents or sales prices required to make buildings financially feasible, etc.

In addition, the paper will address whether or not the study area offers high, medium or low opportunities for future development for each product type, given market/trade area conditions. The paper will include recommendations as to what the City could do to increase the development potential for any or all uses under consideration. To the extent possible, the paper will also discuss the potential community benefits or overall implications of each development type for Brisbane and for meeting the community’s goals as identified through the visioning process.

Deliverables:

- Development Feasibility White Paper defining the market parameters for land use alternatives for the Precise Plan (Word/PDF)

Task 3: Concept Alternatives Development

3.1: INTERNAL TEAM PLANNING CHARRETTE

Building upon the Vision and Transformative Strategies Framework, previous technical assessments conducted to date and feedback from the community outreach, MIG will host (and City staff and other MIG team members will participate) a team charrette in MIG's Berkeley office to develop draft Precise Plan concept alternatives. The charrette will be a three-hour morning session followed by a three-hour afternoon session. MIG will prepare agenda and materials for the charrette. MIG will record and photo-document all discussion points.

Deliverables:

- Internal Charrette Summary (PDF)

3.2 CONCEPT ALTERNATIVES REPORT

MIG will develop a Concept Alternatives Memorandum that identifies and analyzes three unique alternatives for the Parkside at Brisbane Village. The MIG Team will evaluate the concept alternatives in terms of implications of:

- Land Use (including options for compliance with Housing Element requirements)
- Mobility (including opportunities to enhance active transportation, connectivity, intersection and roadway design and complete streets applications)
- Site Planning (including the reconfiguration of the existing Brisbane Village Shopping Center and adjacent sites)
- Economic Development
- Community Benefits
- Healthy Community Outcomes
- The Natural Environment

Based on the evaluation, we will prepare a Concept Alternatives Memorandum that includes text, graphics, images and maps. An underlying objective of this report is to communicate technical and policy issues in a manner easily understood by community members and decision-makers. Team member Hexagon Transportation Consultants, Inc. will review preliminary concepts for any proposed street improvements and property access ways to assess potential impacts.

Deliverables:

- Concept Alternatives Report (PDF files)

3.4: PUBLIC WORKSHOP #2: PRELIMINARY PLAN CONCEPTS

MIG will facilitate the second community workshop to present and solicit input on the Concept Alternatives. Workshop objectives, format and flow will be refined per discussions with City staff. Initial objectives for the workshop include:

- Provide an update on the project
- Review the Vision and Transformative Strategies Framework and design concepts from the Placemaking Toolkit
- Present the Concept Alternatives
- Discuss alternatives, land use concept preferences, adjustments to intensity/density to achieve community vision and Housing Element requirements, potential reconfiguration ideas for the existing Brisbane Village Shopping Center and development and design standards
- Identify community preferences



The Concept Alternatives and design concepts from the Placemaking Toolkit will be reviewed as poster-sized exhibits and/or as part of a PowerPoint presentation. MIG will provide one facilitator and one additional staff to assist with graphically recording participants' ideas. MIG uses a technique called "facilitation graphics" that combines the leadership skills of an in-house professional facilitator with graphic note taking. The discussion is recorded on large wall-sized sheets of paper (wallgraphics) that help to establish the group's memory of both the flow and the content of discussions. In our experience, this method of meeting facilitation encourages interaction and leads to more productive discussions because participants are able to "see" the discussion as it takes place and can refer to the wallgraphics to build upon each other's comments. A snapshot of the finished wallgraphic becomes a graphic-style record of each workshop or meeting discussion.

MIG will be responsible for developing content (with coordination from City staff) and printing all materials. City staff will be responsible for securing the workshop location, providing any refreshment and printing and mailing announcements.

After the workshop, MIG will provide (via email) a follow-up bullet point format memorandum with the wallgraphic image. City staff will be responsible for securing workshop location, printing and mailing announcements as well as providing refreshments.

Deliverables:

- One Workshop
- Exhibits and Visual Aids for the Workshop
- Workshop summary (PDF)

3.5: ONLINE FORUM: CONCEPT ALTERNATIVES

MIG will provide material from Public Workshop #2 for posting on "Brisbane Town Hall" online forum and community visioning model (content and images in the form of Word documents, PDFs and non-web ready images) to provide an additional avenue of input for people unable to attend in person. Per the RFP, the City will be responsible for creating, maintaining, and posting information to the online forum.

Deliverables::

- Materials for Online Forum (Word/PDF/JPEG)

3.6 CITY COUNCIL CHECK IN

Midway through the work program, MIG will meet with the City Council to 1) provide an update on the planning process, 2) present the Concept Alternatives Summary and 3) provide a synopsis of feedback to the Alternatives (from Community Workshop #2 and the online forum). This session will help to ensure policy-makers are comfortable with the emerging direction for the Precise Plan and allow them to provide feedback that will go directly into the plan development. MIG will provide a PowerPoint presentation for the meeting. City staff will be responsible for any required public noticing. City staff will also provide an update to the Planning Commission (without MIG) around this point in the process.

Deliverables:

- One Meeting
- Session Presentation (PPT/PDF)



Task 4 – Plan Preparation

4.1: ESTABLISH PRECISE PLAN DOCUMENT ORGANIZATION

MIG will work with City staff to develop an organizational structure and outline for the Parkside at Brisbane Village Precise Plan. City staff will review and provide comments on the Precise Plan Document Organization (this scope and budget assumes one round of review and comment).

Deliverables:

- Precise Plan Organizational Structure (Word)

4.2: DRAFT PRECISE PLAN

Currently, the City's zoning regulations do not define the contents of a Precise Plan or the expectation of the authority of the Precise Plan regarding future property development.

Based on our experience with Precise Plans in the City of Redwood City and others, we anticipate preparing a Precise Plan that serves as zoning for the project area, replacing the current underlying zoning. As an alternative, the Precise Plan can serve as an overlay zone, providing additional options for property owners/developers beyond those afforded by the underlying zone. Definition of street and public realm improvements will be included in a stand-alone chapter of the Precise Plan so that the City can incorporate them into its Capital Improvement Program as desired.

With regard to the approach/structure, we envision using a form-based coding approach for illustrating expected outcomes for new development. This will allow the Precise Plan to clearly show the City's expectations in terms of building form and massing, architectural detail, relationship to streets, integration of public and private open spaces as well as transition to industrial areas.

Following City staff's confirmation of the Precise Plan document organization (Task 4.1), the MIG Team will prepare an Administrative Draft Precise Plan for the Parkside at Brisbane Village. Through text and highly illustrative graphics, the Precise Plan will provide clear direction for new development and redevelopment within the Precise Plan area, providing clarity for property owners, developers and City decision-makers.

As a starting point, we anticipate that the Precise Plan will include the following major sections/components:

- **Introduction** - MIG will prepare an introduction to the Precise Plan that includes an executive summary, description of the Planning Area, the Vision for the area, the relationship to the Brisbane General Plan and a summary of the community outreach process. This introduction will also include a brief summary of each section of the Precise Plan.
- **Vision and Transformative Strategies** - This section will state and illustrate the long-term vision, objectives and transformative strategies for the Planning Area. The transformative strategies will act as broad policy statements that define the future of this critical gateway to the City of Brisbane.
- **Development Regulations** - MIG will prepare regulations for allowed uses, height and density standards, parking, setbacks and sustainability measures for the Precise Plan area. As described above, we will use a form-based coding approach that integrates stated development and design standards with images and illustrations as appropriate. We will develop specific standards and requirements necessary to ensure a consistent, identifiable design throughout the Planning Area.
- **Implementation Action Plan** - Strategic Economics will develop an implementation action plan for the Precise Plan that focuses on near- to mid-term strategies for moving particular projects or opportunities forward. Because moving development forward in areas like this often require many small incremental steps, this Action Plan will be very focused, and will likely identify additional studies that need to be completed or kinds of exploration the City can undertake to facilitate future reinvestment. For example, in developing the Action Plan, Strategic Economics will use existing contacts and relationships to explore options for the 125 Valley Drive property, which is owned by STRS. We know through previous discussions that the Strategic Growth Council (SGC) has been working with the California public pensions to identify opportunities to collaborate on projects and activities that would contribute to reducing

the state's green house gas emissions.

Strategic Economics would reach out to the SGC to explore options for working with STRS to test the potential for creating transaction structures that would allow STRS to continue to own this property and achieve an acceptable return, but would also allow for redeveloping the existing industrial use into some form of housing or mixed use.

City staff will provide the MIG Team with one set of consolidated comments on the Administrative Draft Precise Plan. This scope and budget assumes one round of review and comment. MIG and SE will then prepare a Preliminary Draft Precise Plan that reflects City staff comments. The Preliminary Draft Precise Plan will be in a Word format with graphics attached and referenced in a PDF file.

Deliverables:

- Administrative Draft Precise Plan (Word/PDF)
- Preliminary Draft Precise Plan (Word/PDF)

4.3: PUBLIC WORKSHOP #3: PRELIMINARY DRAFT PRECISE PLAN

MIG will hold a meeting on the Preliminary Draft Precise Plan to review and discuss Draft Plan components, provide an update on the project, and solicit feedback and direction. MIG will facilitate discussion regarding the content of the Preliminary Draft Precise Plan. The culmination of this meeting will be direction on changes or revisions to the Draft Precise Plan. The format of this session will be determined in consultation with City staff. City staff will organize and schedule the meeting, and will be responsible for printing all materials.

Deliverables:

- One Meeting
- PowerPoint Presentation and workshop materials (comment card, agenda, posters)

4.4: PUBLIC DRAFT PRECISE PLAN

Following Public Workshop #3, MIG will conduct a call with City staff to discuss all input received on the Draft Precise Plan. The team will discuss necessary revisions to the Plan

to ensure it reflects community needs and desires. Based upon this direction, MIG and SE will prepare a complete Public Draft Precise Plan.

This version of the Precise Plan will be formatted and fully laid out in InDesign, and delivered to the City in a PDF format.

Deliverables:

- Public Draft Precise Plan (Word/PDF)

4.5: PUBLIC HEARING WITH PLANNING COMMISSION (1)

MIG will meet with the Planning Commission to present, discuss and receive input/direction on the Public Draft Precise Plan. This hearing will provide an opportunity for the Planning Commission to receive public comments on the draft document. City staff will be responsible for preparing the formal hearing notice and agenda, staff report and printing all materials. City staff will also be responsible for preparing and processing any environmental documentation required pursuant to the California Environmental Quality Act (CEQA) for adoption of the Precise Plan. As an optional task not included in this work scope, MIG can undertake the CEQA compliance.

Deliverables:

- One Meeting
- PC Hearing Presentation (PPT/PDF)

4.6: PUBLIC HEARING WITH CITY COUNCIL (1)

MIG will prepare materials for and attend a public adoption hearing with the City Council to review and discuss the Public Draft Precise Plan, including Planning Commission comments. City staff will be responsible for preparing the formal hearing notice and agenda, staff report and printing all materials.

Deliverables:

- One Meeting
- CC Hearing Presentation (PPT/PDF)

4.7: FINAL PRECISE PLAN

Based on direction received from the City Council, the MIG Team will prepare a Final Precise Plan. City staff will provide MIG with one set of consolidated City comments and edits. We will work collaboratively with City staff on one round of revisions/refinements.

Deliverables:

- Final Precise Plan (InDesign/Illustrator/PDF)

Task 5 – Project Management

5.1: PROJECT MANAGEMENT

Throughout, the project, MIG will provide strong, hands-on management. This will involve regular communication with City staff and project team members to review project concepts and keep the project on schedule and budget. This subtask includes internal and external project coordination and management activities, including meetings, emails and phone calls with the City and other public agencies. This subtask also includes internal coordination and management between MIG, Strategic Economics and Hexagon.



SECTION THREE

Project Staffing



Downtown Hawthorne Specific Plan
Community Workshop



C. Hawthorne Mall Site
Corporate Off. Tower
Hidn. Res.
M.U.
Performing Arts Hall

PARKS + PLAZAS

CIVIC

CIVIC

RESIDENTIAL PLAZAS

RESIDENTIAL

OFFICE

MIXED-USE

RESIDENTIAL

HOTEL

HOTEL

HOTEL

Key Personnel

MIG has carefully selected a highly experienced team of professionals to prepare the Parkside at Brisbane Village Precise Plan, representing the full range of expertise needed to conduct planning, design, zoning and community engagement as well as deliver an implementable plan that the City desires. MIG's project management team will guide the entire effort, and is specifically crafted to include the depth and breadth of experience needed for this project to be a success.

Chris Beynon, AICP, Principal-in-Charge/Project Manager will provide overall project management, strategic thinking, process design and quality assurance. He is a national leader in urban planning, community design, strategy and implementation. Chris has a proven record of developing successful plans for downtowns, transit-oriented development and urban districts based on creatively developing design solutions that meet multiple objectives; synthesizing analyses and inputs to ensure sound technical foundations; understanding and applying development requirements and regulations; and translating visions and concepts into action-oriented projects, policies and programs. He has unparalleled experience in facilitation, public outreach and information, urban design and community planning. Chris has combined his planning expertise with public involvement and facilitation techniques to assist numerous communities in articulating goals, visions and strategies for future planning. Chris is located in our Berkeley, California office.

Christina Paul, Deputy Project Manager will assist Chris with day-to-day project management, team coordination, technical analyses and document preparation. Christina has expertise in urban design and planning, land use and modeling. She will also support the project by providing her expertise in healthy, sustainable communities planning, a creating comprehensive approach to analyzing and improving the health of a community. Christina is adept at developing and implementing effective communications approaches around health issues. At MIG she provides planning, project management and urban design expertise for diverse projects. She is located in our Berkeley, California office.

Supporting the Project Management Team are a series of highly experienced and dedicated technical team members. Each member will provide his or her unique insights and help develop specific processes and products throughout the project. Given the complexity of the project, each of these team members will interact with both City staff and the community as needed.

Laura Stetson, Strategic Advisor, is a Principal with MIG and has nearly 30 years of experience managing and preparing general plans, zoning codes, precise and specific plans and special planning studies for diverse cities throughout California. In this capacity, she has worked with advisory committees, commissions and councils to develop long-range goals, policies and programs, and to craft the regulatory tools to implement those programs. She will have a core role in developing all planning and zoning documents, and ensuring they are comprehensive, legally adequate and internally consistent. Laura is located in our Pasadena, California office.

Philip Myrick, AICP, Placemaking Specialist is an expert in public space planning, downtown revitalization, transportation and land use planning, livable street design and facilitation. Phil recently joined MIG after 18 years with Project for Public Spaces, renowned placemaking experts. He has extensive expertise in development, design and delivery of major projects, building and working with teams of designers and planners around the world. Phil's recent efforts includes a detailed precinct plan for the Marina District of Saadiyat Island, Abu Dhabi; a vision for Houston's new Discovery Green park; a concept plan for the 300-acre Metropolitan Park of Guadalajara, site of the 2011 Pan-American Games; and the placemaking master plan for Harvard University's new campus in Allston. Phil is located in our New York office.

Fiona Cahill and Lillian Jacobson, Project Associates will provide community outreach and engagement, graphic, writing and ideation support for the Parkside at Brisbane Village Precise Plan project. Both are located in our Berkeley, California office.

Dena Belzer, Lead Economic Development Specialist, is the founding Principal of **Strategic Economics** and has over 30 years of experience working on economic issues ranging in scale from regional growth management to individual development projects. She is a national leader in developing innovative urban economics research techniques that guide local public policy decisions which are based on sound market principles, help foster sustainable communities and create places with lasting value. This work has included a wide range of clients including cities, counties, transit agencies, metropolitan planning organizations, councils of governments, economic development organizations, developers and a number of community-based organizations. She will have a core role preparing all economic research, analysis and policy/strategy/incentives development. Dena is located in Berkeley, California.

Lead Transportation Planner Gary Black is the founding Principal of **Hexagon Transportation** and has prepared transportation plans for the cities of San Jose, Palo Alto, San Mateo and San Carlos, as well as area-wide plans for reuse of the Bay Meadows racetrack site in San Mateo, the Cargill salt ponds site in Redwood City and many parts of San Jose (North San Jose, Downtown, Edenvale and Evergreen). He has prepared traffic studies for new development in most cities within the Bay Area. He also has prepared numerous parking studies, including downtown parking studies for San Carlos, San Mateo, Gilroy and San Jose. He will have a core role in evaluating the roadway and access modifications considered during the analysis process. He is located in San Jose, California.

Project Organization

The chart below depicts the overall MIG Team structure and how we will interact with City staff and decision makers.





SECTION FOUR

Project Budget

4



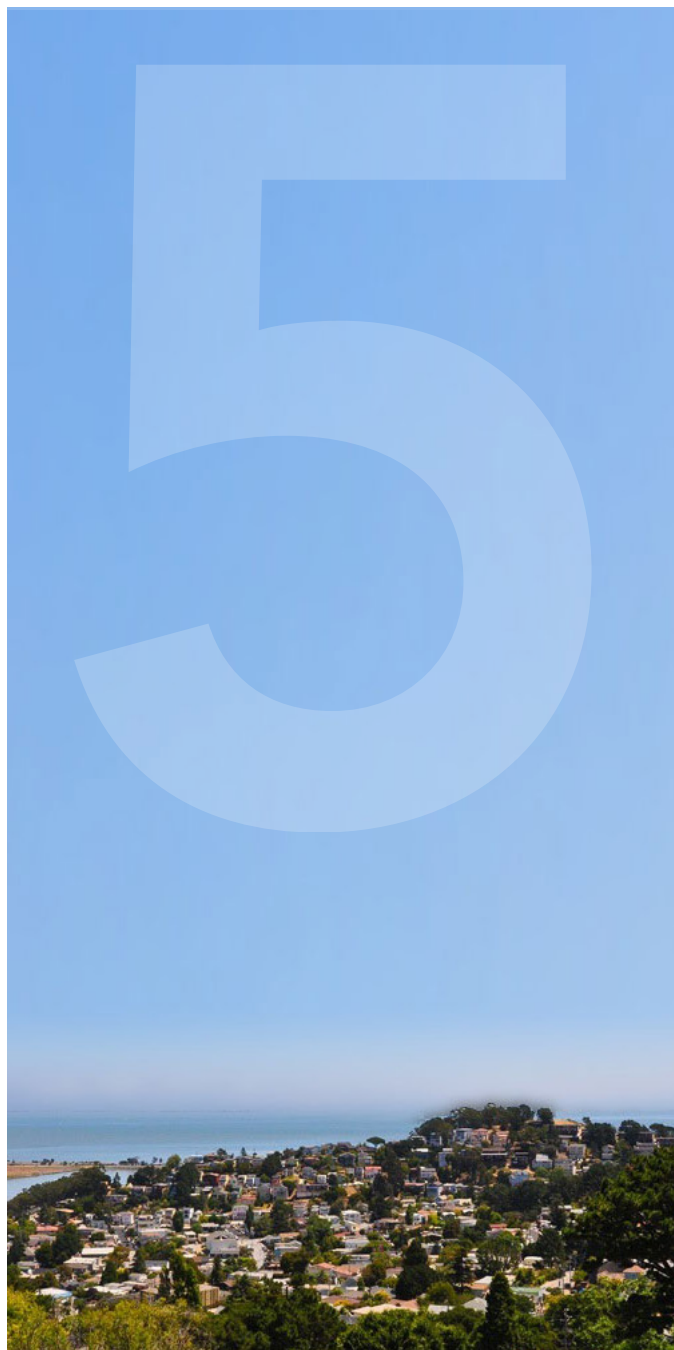
fee proposal

| | | MIG, Inc. | | | | | | | | | | Subconsultants | | | | | |
|--|--|---|-----------------|---|----------------|--|-----------------|---|-----------------|--|-----------------|----------------------|------------------|------------------------|-----------------|-----------------|-----------------------------|
| | | C. Beynon <i>PIC/Project Manager</i> | | L. Stetson <i>Consulting Principal</i> | | C. Paul <i>Deputy Project Manager</i> | | Cahill/Jacobson <i>Planner/ Urban Designer</i> | | P. Myrick <i>Urban Design/ Placemaking Expert</i> | | MIG <i>Totals</i> | | Strategic Economics | Hexagon | Sub Totals | Professional Fees Totals |
| | | Hrs@ | \$230 | Hrs@ | \$195 | Hrs@ | \$130 | Hrs@ | \$95 | Hrs@ | \$190 | | | | | | |
| Task 1: Discovery: Scope Refinement and Initial Public Participation | | | | | | | | | | | | | | | | | |
| 1.1 | Project Kick-off/Site Tour and Document Review | 8 | \$1,840 | | \$0 | 12 | \$1,560 | 8 | \$760 | | \$0 | 28 | \$4,160 | \$2,540 | \$1,500 | \$4,040 | \$8,200 |
| 1.2 | Develop Public Participation Campaign | 2 | \$460 | | \$0 | 6 | \$780 | 6 | \$570 | | \$0 | 14 | \$1,810 | | | \$0 | \$1,810 |
| 1.3 | Community Visioning and Stakeholder Interviews | 8 | \$1,840 | | \$0 | 12 | \$1,560 | 4 | \$380 | | \$0 | 24 | \$3,780 | | | \$0 | \$3,780 |
| Subtotal | | 18 | \$4,140 | 0 | \$0 | 30 | \$3,900 | 18 | \$1,710 | 0 | \$0 | 66 | \$9,750 | \$2,540 | \$1,500 | \$4,040 | \$13,790 |
| Task 2: Foundation: Documentation, Outreach and Analysis of Planning Area | | | | | | | | | | | | | | | | | |
| 2.1 | Base Mapping | 2 | \$460 | | \$0 | 2 | \$260 | 12 | \$1,140 | | \$0 | 16 | \$1,860 | | | \$0 | \$1,860 |
| 2.2 | Planning Context and Existing Conditions Summary Documentation | 2 | \$460 | | \$0 | 8 | \$1,040 | 42 | \$3,990 | | \$0 | 52 | \$5,490 | | \$2,500 | \$2,500 | \$7,990 |
| 2.3 | Day in the Park and Derby | 8 | \$1,840 | | \$0 | 8 | \$1,040 | 12 | \$1,140 | | \$0 | 28 | \$4,020 | | | \$0 | \$4,020 |
| 2.4 | Public Workshop #1: Visioning | 10 | \$2,300 | 2 | \$390 | 24 | \$3,120 | 40 | \$3,800 | 8 | \$1,520 | 84 | \$11,130 | | | \$0 | \$11,130 |
| 2.5 | Online Forum and Community Visioning | 1 | \$230 | | \$0 | 2 | \$260 | 8 | \$760 | | \$0 | 11 | \$1,250 | | | \$0 | \$1,250 |
| 2.6 | Vision and Transformative Strategies Framework | 12 | \$2,760 | | \$0 | 16 | \$2,080 | 16 | \$1,520 | 4 | \$760 | 48 | \$7,120 | | | \$0 | \$7,120 |
| 2.7 | Placemaking Toolkit for Buildings, Streets and Spaces | 4 | \$920 | | \$0 | 8 | \$1,040 | 20 | \$1,900 | 20 | \$3,800 | 52 | \$7,660 | | | \$0 | \$7,660 |
| 2.8 | Development Feasibility Assessment | 2 | \$460 | | \$0 | 4 | \$520 | | \$0 | | \$0 | 6 | \$980 | \$22,875 | | \$22,875 | \$23,855 |
| Subtotal | | 41 | \$9,430 | 2 | \$390 | 72 | \$9,360 | 150 | \$14,250 | 32 | \$6,080 | 297 | \$39,510 | \$22,875 | \$2,500 | \$25,375 | \$64,885 |
| Task 3: Concept Alternatives Development | | | | | | | | | | | | | | | | | |
| 3.1 | Internal Team Planning Charrette | 6 | \$1,380 | | \$0 | 10 | \$1,300 | 10 | \$950 | 6 | \$1,140 | 32 | \$4,770 | \$1,500 | \$1,000 | \$2,500 | \$7,270 |
| 3.2 | Concept Alternatives Report | 4 | \$920 | 3 | \$585 | 20 | \$2,600 | 80 | \$7,600 | 12 | \$2,280 | 119 | \$13,985 | | \$10,000 | \$10,000 | \$23,985 |
| 3.3 | Public Workshop #2: Preliminary Plan Concepts | 10 | \$2,300 | | \$0 | 16 | \$2,080 | 32 | \$3,040 | | \$0 | 58 | \$7,420 | | | \$0 | \$7,420 |
| 3.4 | Online Forum: Concept Alternatives | 1 | \$230 | | \$0 | 2 | \$260 | 4 | \$380 | | \$0 | 7 | \$870 | | | \$0 | \$870 |
| 3.5 | City Council Check In | 6 | \$1,380 | | \$0 | 8 | \$1,040 | 16 | \$1,520 | | \$0 | 30 | \$3,940 | | | \$0 | \$3,940 |
| Subtotal | | 27 | \$6,210 | 3 | \$585 | 56 | \$7,280 | 142 | \$13,490 | 18 | \$3,420 | 246 | \$30,985 | \$1,500 | \$11,000 | \$12,500 | \$43,485 |
| Task 4: Plan Preparation | | | | | | | | | | | | | | | | | |
| 4.1 | Establish Precise Plan Document Organization | 2 | \$460 | 1 | \$195 | 4 | \$520 | | \$0 | | \$0 | 7 | \$1,175 | | | \$0 | \$1,175 |
| 4.2 | Draft Precise Plan | 16 | \$3,680 | 8 | \$1,560 | 42 | \$5,460 | 112 | \$10,640 | 8 | \$1,520 | 186 | \$22,860 | \$8,000 | \$3,500 | \$11,500 | \$34,360 |
| 4.3 | Public Workshop #3: Preliminary Draft Precise Plan | 10 | \$2,300 | | \$0 | 16 | \$2,080 | 20 | \$1,900 | | \$0 | 46 | \$6,280 | | | \$0 | \$6,280 |
| 4.4 | Public Draft Precise Plan | 6 | \$1,380 | 2 | \$390 | 16 | \$2,080 | 40 | \$3,800 | | \$0 | 64 | \$7,650 | | | \$0 | \$7,650 |
| 4.5 | Public Hearing with Planning Commission (1) | 6 | \$1,380 | | \$0 | 2 | \$260 | | \$0 | | \$0 | 8 | \$1,640 | \$2,000 | \$1,500 | \$3,500 | \$5,140 |
| 4.6 | Public Hearing with City Council (1) | 6 | \$1,380 | | \$0 | 2 | \$260 | | \$0 | | \$0 | 8 | \$1,640 | | | \$0 | \$1,640 |
| 4.7 | Final Precise Plan | 12 | \$2,760 | | \$0 | 12 | \$1,560 | 8 | \$760 | | \$0 | 32 | \$5,080 | | | \$0 | \$5,080 |
| Subtotal | | 58 | \$13,340 | 11 | \$2,145 | 94 | \$12,220 | 180 | \$17,100 | 8 | \$1,520 | 351 | \$46,325 | \$10,000 | \$5,000 | \$15,000 | \$61,325 |
| Task 5: Project Management | | | | | | | | | | | | | | | | | |
| 5.1 | Project Management | 20 | \$4,600 | | \$0 | 44 | \$5,720 | | \$0 | | \$0 | 64 | \$10,320 | | | \$0 | \$10,320 |
| Subtotal | | 20 | \$4,600 | 0 | \$0 | 44 | \$5,720 | 0 | \$0 | 0 | \$0 | 64 | \$10,320 | \$0 | \$0 | \$0 | \$10,320 |
| SUBTOTAL | | 164 | \$37,720 | 16 | \$3,120 | 296 | \$38,480 | 490 | \$46,550 | 58 | \$11,020 | 1,024 | \$136,890 | \$36,915 | \$20,000 | \$56,915 | \$193,805 |
| MIG Direct Costs | | | | | | | | | | | | | \$3,000 | | | | \$3,000 |
| Subconsultant Administration | | | | | | | | | | | | | \$3,053 | | | | \$3,053 |
| FINAL TOTAL | | 164 | \$37,720 | 16 | \$3,120 | 296 | \$38,480 | 490 | \$46,550 | 58 | \$11,020 | 1,024 | \$142,943 | \$36,915 | \$20,000 | \$56,915 | \$199,858 |

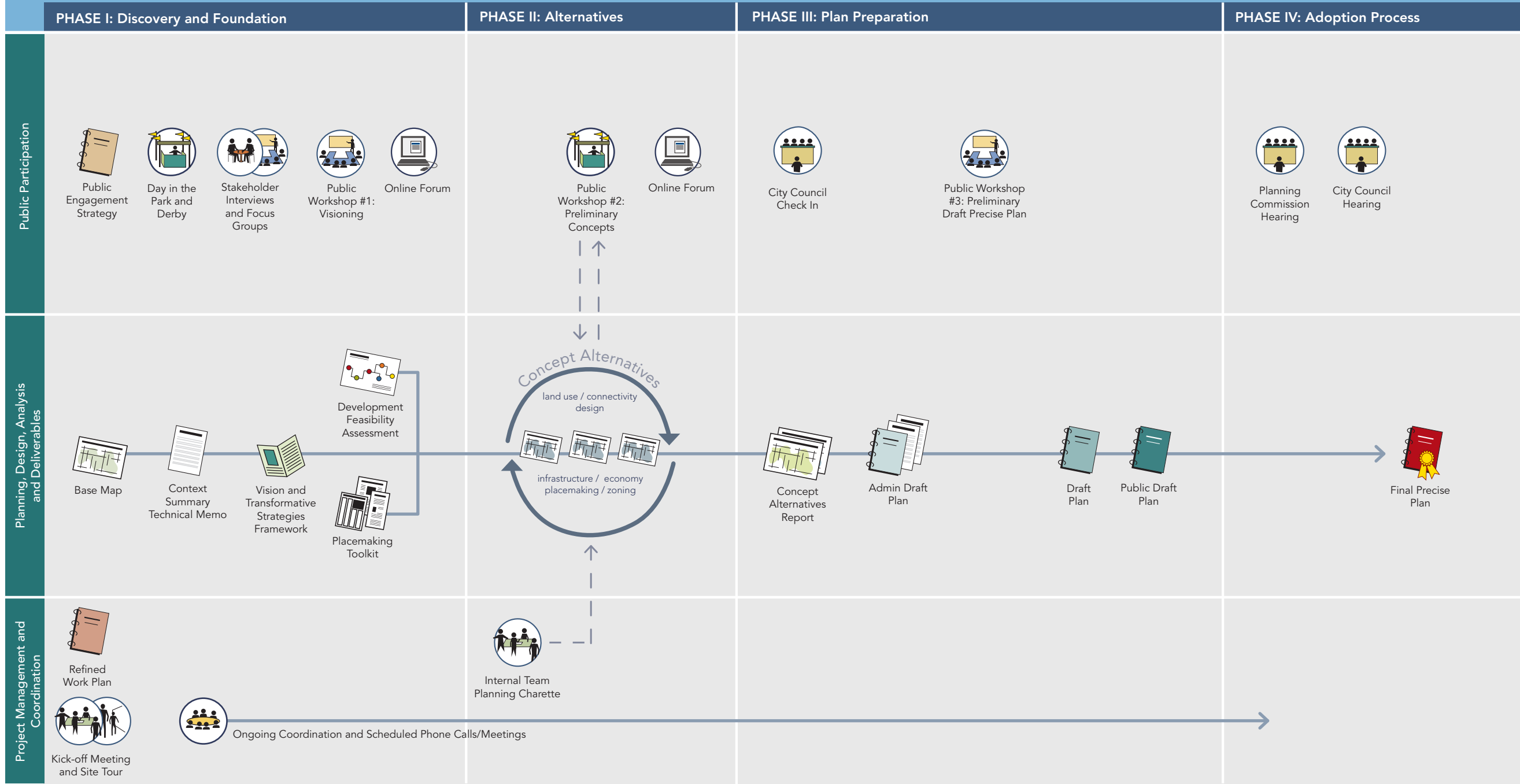


SECTION FIVE

Project Schedule



parkside at brisbane village precise plan



SEPTEMBER 2015 — MID-JANUARY 2016

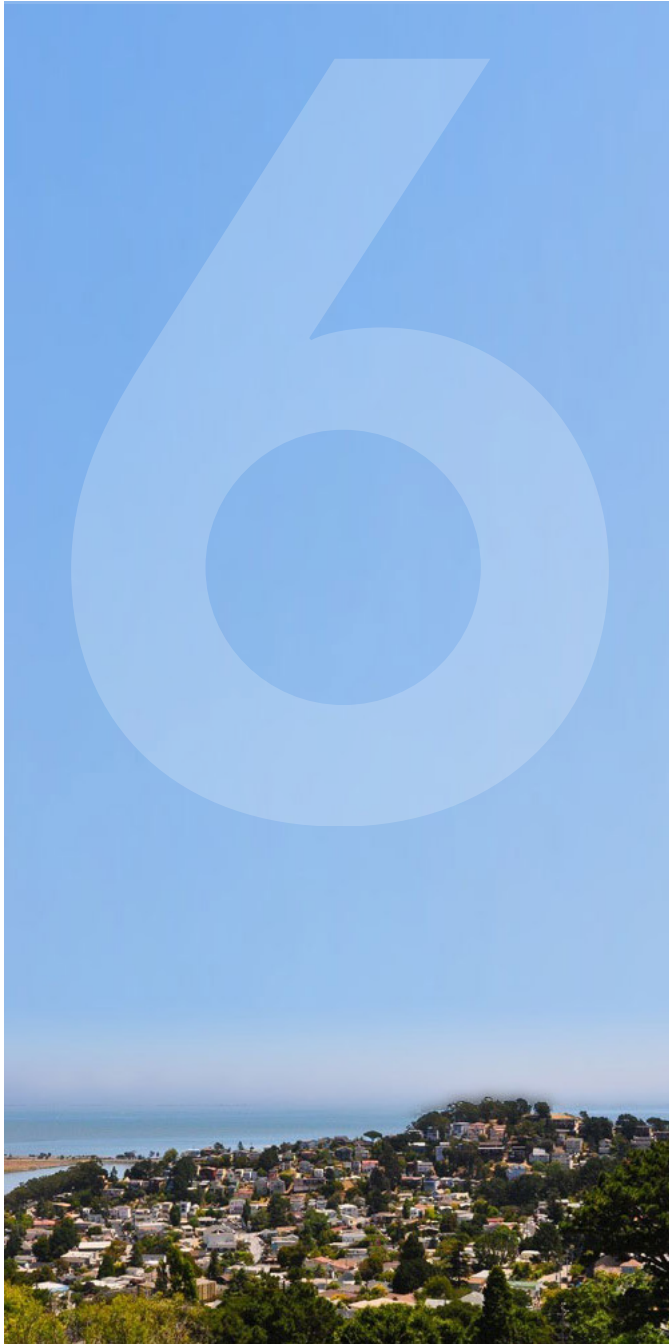
MID-JANUARY — APRIL 2016

* This schedule is subject to revision in consultation with City staff

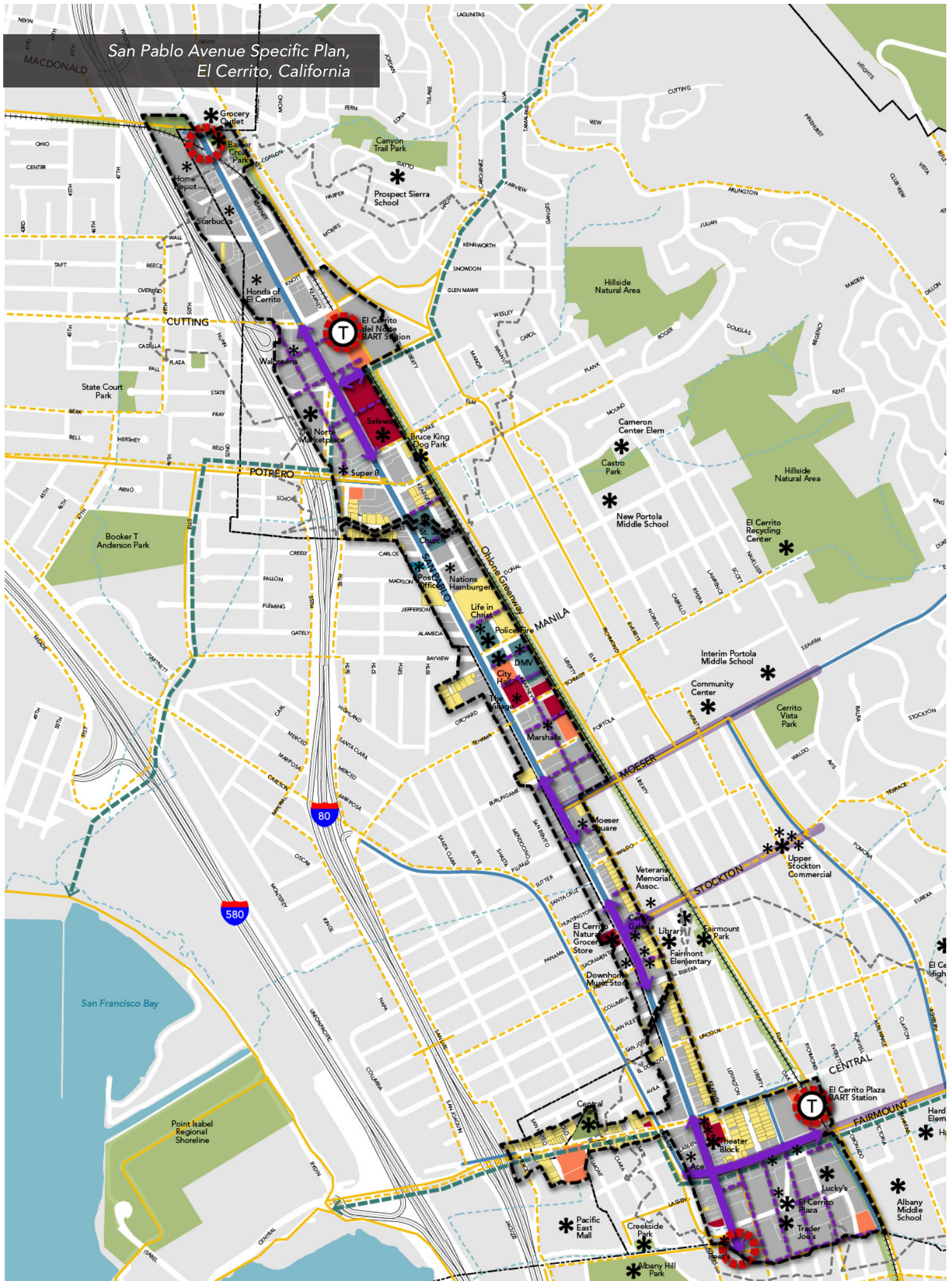


SECTION SIX

Statement of Qualifications



San Pablo Avenue Specific Plan, El Cerrito, California



MIG Overview

Since our founding in 1982, **MIG, Inc.**, has focused on planning, designing and sustaining environments that support human development and active lifestyles. Our team of professionals has assisted public agencies throughout the West and the nation in developing innovative plans and designs for 33 years—**our plans have produced results.**

MIG is a multidisciplinary firm that specializes in urban planning and design, public outreach and participation, consensus building and facilitation as well as communications. We offer a full range of services, including specific plans, site planning, streetscape design, zoning, conceptual design, transit-oriented development planning and policy planning. **Our work is characterized by a dedication to quality, a flexible approach and creativity in planning and design as well as a commitment to completing projects on time and within budget.**

The diversity of our staff of 200 provides a base of knowledge that bridges technical expertise and values and facilitates the exchange of information among all parties engaged in the planning process. Staff backgrounds encompass urban and regional planning, urban design, strategic planning, public participation, higher education planning, environmental design and research, landscape architecture, communications, graphic design and public policy.

MIG's unique combination of planning and design expertise allows us to conduct technical planning in a highly interactive process involving all constituent groups.

This process generates a clear and collective vision of development and growth in a dynamic, yet stable environment. Through MIG's participatory planning and design process, client goals and community interests work together to frame key issues. Plans created through this approach enjoy broad-based support and are readily implemented.

MIG's approach is inclusive and encourages community and stakeholder interaction in all of our projects. For each endeavor, our approach is strategic, context driven and holistic, addressing social, political, economic and physical factors to ensure our clients achieve the results they want.

AREAS OF EXPERTISE

Community-Based Planning

At MIG, every project is viewed as a new opportunity to apply our expertise and to collaborate on new approaches and techniques that advance the sustainability, livability and economic vibrancy of a community. **MIG's experience in creating integrated, forward-thinking and implementable plans and codes has resulted in noticeable, positive change for our client communities.**

MIG designs and implements multilevel, well-documented community engagement programs aimed at increasing public confidence in decision-making. MIG uses proven facilitation techniques and succinct, easily understood information to ensure that the community and stakeholders understand pertinent issues and that agencies receive meaningful community input. Our public engagement approach enables the community to contribute ideas, solutions and strategies for addressing issues, which results in supported and successful projects.

MIG will utilize a wide variety of proven public engagement techniques, including individual stakeholder/focus group check-ins, user surveys and community workshops to ensure that the design builds on the people's needs. Our interactive community workshops will use illustrative graphic recording, interactive break out group exercises, comment cards and notation to meaningfully engage the community. MIG documents input and methodically analyzes results to ensure a responsive and complete process.

Community Planning and Design

MIG offers a unique combination of community planning and urban design expertise that brings community interests together to frame land use, transportation and urban design issues. From concept development to final planning and construction documents, MIG has a successful track record in the planning and design of environments that contribute to community livability and enable residents to lead healthy and active lifestyles.

MIG's urban designers work on a wide range of projects, from streetscape design and downtown revitalization to city-wide visioning and regional planning projects.

Utilizing a variety of tools including land use exercises, GIS mapping and analysis, computer simulations and slide shows, MIG engages stakeholders and builds consensus to ensure that the end result is a successfully implemented project.

Complete Streets

Livable and prosperous cities in the 21st century will support a range of transportation modes—including autos, trucks, pedestrians, bicycles and public transportation—and seamlessly integrate them into the surrounding urban and suburban environments.

MIG's Complete Streets projects incorporate a balanced, context-sensitive approach, understanding that different circumstances require different solutions. We design places and streets that are inclusive and accessible for all, fostering social equity as well as environmental sustainability. Our expertise is in intensively analyzing conditions and designing creative solutions for not only the roadway and public realm, but also for the adjacent land uses and built environment.

Visualization Tools

Visualization tools can be a valuable aspect of an environmental review process that helps members of the public, decision-makers and staff compare development concepts to existing conditions. MIG has a range of computer simulation and visualization tools to create alternatives that test variations in structure use, height, massing, location and connectivity. The visualizations, computer simulations and shade/shadow analysis then become useful instruments for assessing visual impacts and evaluating project alternatives.

MIG staff are creative, have strong technical expertise and a thorough understanding of stakeholder engagement and public process. This approach consistently produces plans based on a strong foundation of facts that achieve a high level of community support for plan implementation.

Livable, Walkable and Bicycle-friendly Environments

One of the key elements of creating a successful place is making it a people-friendly environment. Successful streetscapes must be people places first. Creating pedestrian and bicycle-friendly places requires reorienting the development patterns to the human scale and controlling vehicular circulation so it can be in harmony with pedestrian patterns without hindering their movement.



Innovative Planning Solutions

Great places are attractive and innovative physical settings for human interaction. MIG's approach uses good planning and design to generate innovative solutions to the community's visual and functional order—creating a "sense of place" that helps make experiences memorable, functional and attractive to its many users. We take special care that our projects respond to the regulatory environment, regional and local climactic conditions, the ecological niche of the area and the cultures and history of place.

Our goal is to provide a framework for the creation of well-designed places with pedestrian-scaled streets, thoughtful building form and scale and great public places that respect the historic traditions and environmental qualities of the setting. Our precise and specific plans and master plans are strategic as well as focused and turn-key, so that they don't just sit on a shelf. Instead, they are blueprints and guides that provide real results.

Environmental Planning Services

The MIG environmental team is comprised of highly experienced planners with expertise in the preparation and management of environmental impact assessments pursuant to CEQA/NEPA.

We have a proven record of quickly becoming familiar with, and adhering to, local jurisdictional requirements. We ensure that all environmental documents are prepared to meet legal requirements and withstand public scrutiny.

MIG staff have managed and prepared all types of CEQA/NEPA environmental documents, from simple Initial Studies and Addenda to complex, multi-phase Environmental Impact Reports.

From initial work scoping through final approvals, we develop defensible and cost effective solutions to guide projects more quickly through the increasingly complex environmental planning process.

Our staff has experience in environmental analysis of many forms of development and infrastructure plans and projects, in urban, suburban, rural, greenfield, brownfield and infill settings.

Sub-Consultants

STRATEGIC ECONOMICS

Strategic Economics (SE) was founded in 1998 and has 14 employees. The firm is a Berkeley, California-based corporation and a **certified Women-Owned, Small Business, Disadvantaged Business Enterprise, Alameda County Small Local Business and California Small Business Enterprise.**

Strategic Economics, Inc. is a national leader in providing the economic analyses and strategic thinking necessary to create sustainable, high-quality places for people to live and work. The firm guides governmental entities, developers, community groups and non-profit organizations in investment decisions and policy formulation.

Examples of their work include real estate market studies, infrastructure financing, financial feasibility analyses, economic development strategies, smart growth technical assistance and real estate transaction analysis and structuring.

They have worked with clients ranging from smaller cities learning about the pros and cons of using different public finance mechanisms to pay for needed capital improvements, to larger cities and regional agencies seeking to understand how to fund infrastructure

improvements and enable development in the midst of changing financial times and programs.

HEXAGON TRANSPORTATION CONSULTANTS, INC.

Hexagon Transportation Consultants, Inc. was founded in 1998 in San Jose, California with the goal of providing top-quality, professional transportation consulting services to private and public entities. Hexagon provides services in all major aspects of transportation planning and traffic engineering.

Hexagon's staff members have prepared thousands of studies, both large and small, over their professional careers. Hexagon's public clients include city, county and state agencies and regional planning organizations. Hexagon has a wide range of private clients including technology companies, developers, architects, civil engineers, and environmental firms.

Relevant Experience

The following pages contain examples of the MIG Team's experience completing similar projects. Throughout all of our projects, our team exhibits dedication to quality and creativity, a flexible approach and our commitment to completing projects on time and within budget.

Smoky Hollow Specific Plan

EL SEGUNDO, CALIFORNIA



The City of El Segundo, located just south of Los Angeles International Airport, has emerged as a very desirable location for knowledge and creative industries looking to avoid the high costs of establishing a new business—and the expensive housing and traffic congestion—associated with “Silicon Beach” (the coastal communities north of the airport). Many have looked to locate within the low-scale industrial buildings in the 94-acre Smoky Hollow district just north of El Segundo Boulevard.

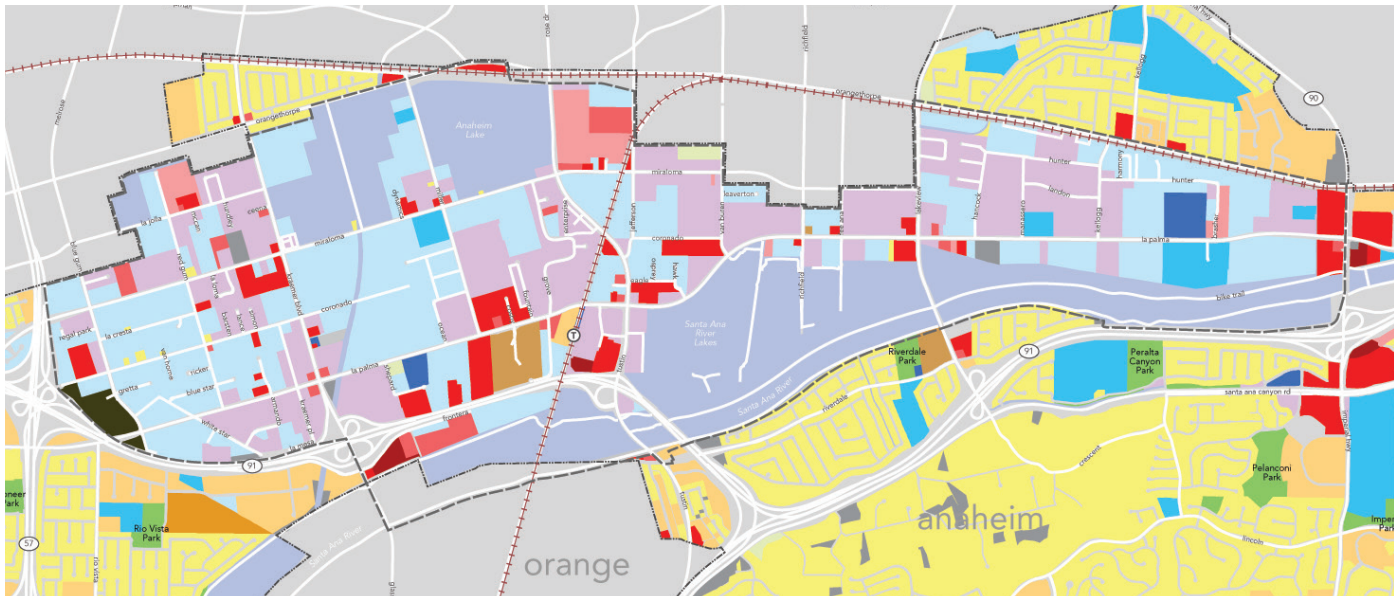
With its mix of lot sizes on narrow streets, Smoky Hollow’s land use pattern and character largely have been shaped by the original industrial uses developed between the 1940s and 1970s to serve the airport, aerospace/defense and refinery industries nearby. With the decline of these industries locally, new uses have moved in. Faced with space, regulatory and time constraints, many users have opted to modernize existing buildings rather than wait for new, ground-up development. This has resulted in the preservation of many original brick industrial buildings in Smoky Hollow, juxtaposed against more modern and sleeker office developments. This eclectic and casual vibe appeals to today’s creative class of companies and their employees.

With demand for creative office space expected to continue to rise, the City determined that an updated land use framework is needed to sustain Smoky Hollow’s transformation into a regional hub for creative and cutting-edge businesses.

MIG is creating a new specific plan for Smoky Hollow that looks to address the conditions hampering broader-based desired change including lack of parking, aging infrastructure, outdated development regulation, and poor pedestrian and bicycle accommodation. The Smoky Hollow Specific Plan will establish new zoning standards that allow for adaptive reuse of the “funky” industrial buildings that characterize the district and encourage new construction consistent with look and feel of Smoky Hollow. Roadway and streetscape enhancements will be defined as part of the plan, with the goal of making the district much more walkable and bikeable, with good connections to Downtown El Segundo and nearby transit stops.

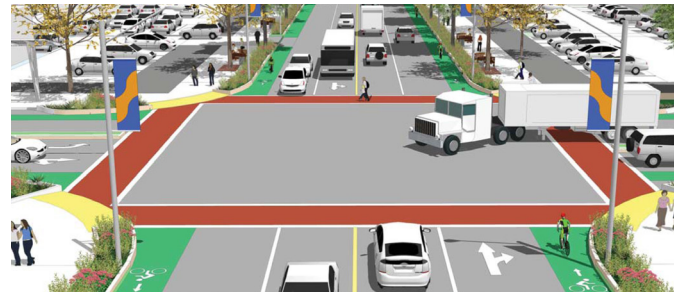
Anaheim Canyon Specific Plan

ANAHEIM, CALIFORNIA



Working with the City of Anaheim, MIG led a collaborative process to re-envision Anaheim Canyon, a 2,500-acre industrial area that is home to a third of the City's businesses and jobs. In an effort to emerge as the premier business center in northern Orange County, MIG developed a focused Specific Plan that establishes Anaheim Canyon as a "Green Zone" with a comprehensive package of programs and policies to encourage development of a unique eco-friendly business center.

This new identity is intended to make Anaheim Canyon very attractive to environmentally friendly and sustainable businesses and entrepreneurs. A key objective of this process was to identify and remove obstacles to reuse, and to create incentives to re-tool existing structures, promote infill development and ensure the long-term economic health of the region. To achieve this, MIG and the City reached out to area business and property owners to better understand their collective vision for the area's future and what they feel the City can do to assist economic development.

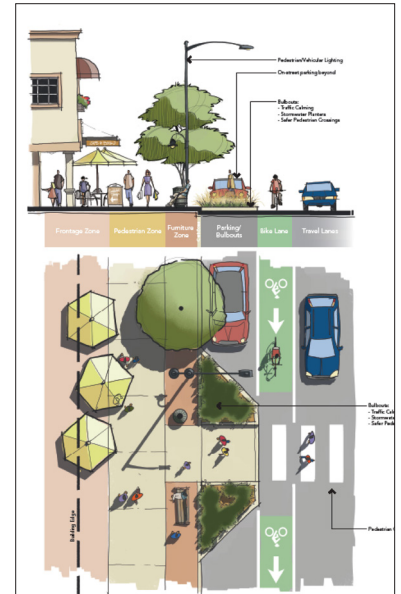


Another key objective was to expand the use of non-vehicular transportation by upgrading the Anaheim Canyon Metrolink Station, enhance the walkability of the area, add bike lanes and trails and offer other transportation options to reduce the number of vehicle miles traveled and congestion on the area's busy freeways.

During development of the Specific Plan, it became clear to the City and MIG Team that Anaheim's current Municipal Code needed to be substantially restructured to meet planning goals. MIG led a process to conduct a major restructuring of the code, which was well received by the community. This work was conducted for no additional cost to the client.

Baldwin Park Health and Sustainability Element

BALDWIN PARK, CALIFORNIA



In 2013, the City of Baldwin Park received a grant from the Strategic Growth Council to pursue a comprehensive strategy framework for improving community and environmental health which funded comprehensive bilingual community outreach and preparation of a Health and Sustainability Element for the General Plan. The City envisioned that this new work would build upon several initiatives underway focused on creating paths to better health for residents, who suffered from high rates of obesity, diabetes and asthma compared to Californians as a whole.

The Health and Sustainability Element recognizes and promotes the benefits of land use and transportation planning on community health and establishes policy direction for broader-based programs that will raise public awareness and lead to meaningful change in Baldwin Park. The Element structure emphasizes the interrelationships needed to accomplish City objectives.

In addition to defining the beneficial public policy reasons for addressing community and environmental health, the Element establishes clear goals and policies and includes a detailed Action Matrix that defines the timing for implementing over 50 health-related actions. The intent is for the City Council and department heads to use the matrix during the annual City budgeting progress.

To engage Baldwin Park residents in development of the Health and Sustainability Element, MIG trained a group of volunteers—with the training toolkits prepared in English and Spanish—to reach deep into the community to understand concerns and identify actions that residents could support. In addition, MIG worked with an advisory committee and facilitated two bilingual community workshops to test ideas.

Health and Sustainability Framework

| Our City | Our Environment | Our Health |
|--|---|--|
| <ul style="list-style-type: none"> • Compact and Equitable Development • Getting Around: Walking, Biking, and Using Transit • Modern and Green Infrastructure • Community Safety • Building Smart Buildings | <ul style="list-style-type: none"> • Reduce, Reuse, Recycle, and Compost • Energy Conservation and Alternative Energy • Being Water Wise • Appreciating and Enhancing the City's Natural Features • Contributing to Improved Air Quality • Addressing Climate Change • Good Chemistry: Environmentally Friendly Products | <ul style="list-style-type: none"> • Parks: Places to Play and Relax • Move It! Recreation for All Life Stages • Health Education: It Starts with the Kids • Access to Healthy Foods • Eat Local: Community Gardens and Urban Agriculture • Addressing Health Care Needs • Healthy Buildings and Places |

Laguna Beach Downtown Plan

LAGUNA BEACH, CALIFORNIA



Before - Existing Conditions (top) AFTER - Photo Simulation of Potential Improvements (bottom)

MIG is currently preparing an update to the Laguna Beach Downtown Specific Plan and Laguna Canyon Planning Study. Both efforts are being conducted simultaneously in this beautiful seaside community of 22,000 residents that swells to over 100,000 during the summer months. Currently downtown and the beaches are overwhelmed in the summer months when transportation and mobility options are most constrained.

To engage a deep and robust level of community input into both planning processes, MIG created a series of alternative outreach events as a counterpoint to the traditional workshops that occur at city hall on a weekly basis. These creative outreach events included the conversion of a Laguna Beach trolley to the "Plan Trolley" that allowed the MIG and city planning team to take the project to places where people shop and recreate. Engagement efforts also included a major downtown "pop-up" event, in which a downtown street was closed to traffic and transformed with temporary improvement ideas, including a bicycle lanes, curb bulb-outs, on-street parking stalls, and opportunities for community members to share their thoughts and contribute their own ideas.

Over 500 people attended this successful event, and one of the key outcomes of this event is the development of pilot projects that are being implemented in Laguna Beach in the summer and fall of 2015.

Planning concepts for the Downtown Specific Plan and Laguna Canyon Planning documents were the direct result of this extensive community engagement process. The ideas proposed are sensitive to the context and scale of the neighborhood, providing both incremental placemaking ideas, such as parklets, bicycle improvements, and pop-up retail, as well as longer-term strategies, such as combined park and parking facilities, and green streets with stormwater management infrastructure. The ideas in the two plans work together to celebrate the rich artistic history of the community, and to address the functional transportation and environmental needs of the city's current form.

San Pablo Avenue Specific Plan

EL CERRITO AND RICHMOND, CALIFORNIA



MIG was the prime consultant working with the Cities of El Cerrito and Richmond to create the San Pablo Avenue Specific Plan. The multi-jurisdictional Plan will standardize design guidelines and development regulations along a major commercial and transit thoroughfare, providing a unified look and feel along the Avenue while helping to maximize the development potential of opportunity sites near BART and regional bus facilities.

MIG prepared El Cerrito's General Plan and updated Richmond's General Plan. The San Pablo Avenue Specific Plan will advance concepts described in both of these documents to provide the cities, and private developers, with a graphically-rich, user-friendly, document for all future land use and design decisions along the Avenue.

The Specific Plan includes standards and guidelines for residential, retail, office, mixed-use, public facilities, parks and open spaces that help revitalize San Pablo Avenue as an economic engine and a point of pride for both communities. In addition, the Specific Plan identifies catalytic opportunity sites for locations for specific types of business development, housing opportunities, public facilities and transit connections that help strengthen and enhance the Avenue as a community amenity.



Redwood City Inner Harbor Specific Plan and EIR

REDWOOD CITY, CALIFORNIA



The history of the City of Redwood City ties to San Francisco Bay and the harbor area where today, port operations reflect conditions dating to the 1800s, when early entrepreneurs established a port at the mouth of Redwood Creek to load redwood timber harvested from forests in the Peninsula hills. Redwood City's relationship to the Bay has evolved, and while the port continues to thrive as a deep-water shipping point for construction materials, uses along the waterfront now include high-tech business parks, residential communities, construction-related businesses, water-based recreation facilities and enhanced habitat. The Inner Harbor area between Seaport Boulevard and Redwood Creek supports the greatest diversity of uses, but the juxtaposition lacks cohesion, character and quality.

To address the Inner Harbor's potential as a waterfront community and great community gathering place, the City undertook development of a specific plan to guide the reinvention of this 100-acre area. Working with a 15-member task force representing economic, environmental, recreation and private property interests, City staff and MIG first developed a vision for the Inner Harbor. The specific plan reflects this vision.

The specific plan foremost provides for public access and connection to the water's edge along Redwood Creek and Steinberger Slough via paths, a grand promenade, and a boat-launch facility for human-powered watercraft. The plan provides for existing marginal wetlands to be enhanced and new wetland habitat created. Both passive and active recreational facilities will respond to public demand for connections to nature and places to engage in organized sports. Inland properties will support new housing and an office park with open space amenities. Along Steinberger Slough, accommodations are made for a marina for recreational watercraft and liveaboards.

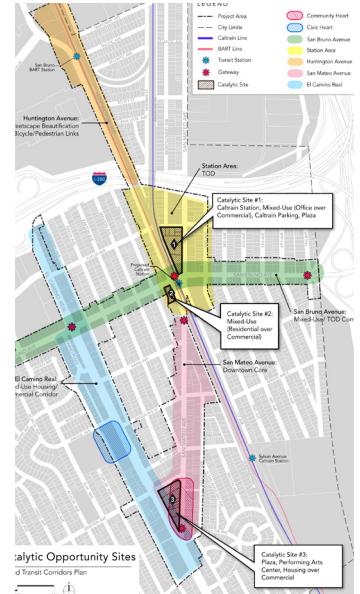
As part of the specific plan, missing connections of the Bay Trail will be established for pedestrians and cyclists, and improvements to the Maple Street bridge over US 101 will safely accommodate all travel modes and provide improved linkages to Downtown Redwood City. Also, the plan calls for pedestrian bridges over Redwood Creek and Steinberger Slough to intertie all neighborhoods and districts comprising Redwood City's waterfront.

San Bruno Transit Corridors Plan

SAN BRUNO, CALIFORNIA



Before - Existing Conditions (top) After - Photo Simulation of Potential Improvements (bottom)



The San Bruno Transit Corridors Specific Plan sets the stage to transform key corridors and the entire city center of this Bay Area community.

MIG led a four-phase process with the City of San Bruno and other partners such as the Grand Boulevard Initiative—a regional collaboration of 19 cities, counties, local and regional agencies—with the goal of improving the performance, safety and aesthetics of El Camino Real, a major regional corridor.

The Specific Plan provides definition of land uses and character of development along key corridors and in the downtown. Building on the planning area’s multiple transit opportunities, high-density, mixed-use transit-oriented development and inviting, walkable streetscapes are emphasized to capitalize on the proximity of San Bruno BART Station and the future Caltrain Station. Bus transit and innovative pedestrian and bicycle linkage are also key plan elements.

MIG prepared the EIR for the Transit Corridors Plan (TCP). The objective of the TCP is to facilitate future improvement of the Transit Corridors Area. The Plan establishes a clear vision and development framework, associated development standards and design guidelines for public and private realm improvements.

The project area for the Plan is a designated Priority Development Area (PDA). Its status as a PDA will qualify San Bruno for grants designed to foster complete neighborhoods with a range of housing choices and increased opportunities for walking, bicycling and transit use.

Millbrae Signage and Wayfinding Design Plan

MILLBRAE, CALIFORNIA



In close collaboration with city staff, officials and community constituencies, MIG designed and developed a comprehensive Signage and Wayfinding plan for the City of Millbrae. The intention of the plan was to provide an updated, unified signage system for the City and to design a wayfinding system that could lead visitors and residents to key city destinations, including a developing downtown neighborhood that is located just off of El Camino Real, the main local highway. The plan includes city entrance signs, directional signs for drivers, pedestrian wayfinding and map signs, parking directionals, Building identification systems and banners for the downtown area. The design program was developed through extensive interviews and community meetings. The plan also included a 100% bid package specifying all signage particulars and an estimated cost sheet.

The Signage and Wayfinding Design Plan represented an opportunity for the community to reflect on the City's unique history and character while creating an avenue for presenting Millbrae to local residents, the region and the world in years to come. The signage and wayfinding concepts in the plan build on the community's core values to create an identifiable, legible and well-connected city to enhance existing character, to position Millbrae as a regional destination and bolster its overall economic and community vitality.

Adeline Specific Plan

BERKELEY, CALIFORNIA



Streetscape design, transportation improvements, building form and other physical considerations in the Adeline Specific Plan are guided by community priorities. The Plan reflects efforts to prevent neighborhood displacement, support commercial innovation, provide universal accessibility for a large and active disabled community, and enhance a thriving arts district. MIG and a team of urban designers, architects, landscape architects, transportation planners, market analysts, and civil engineers is designing and creating a unique plan for the Adeline community in the City of Berkeley. The 85-acre, 1.3-mile long Plan area contains regional transportation facilities (the Ashby BART Station and State Route 13); facilities for bicycles, pedestrians and bus transit; two open air markets; historic resources; multiple theaters for performing arts; and a broad mix of commercial, residential and institutional uses. The Plan builds on and supports the community's history of maintaining socioeconomic and racial diversity while enhancing public space and supporting the use of private lands to address community needs.

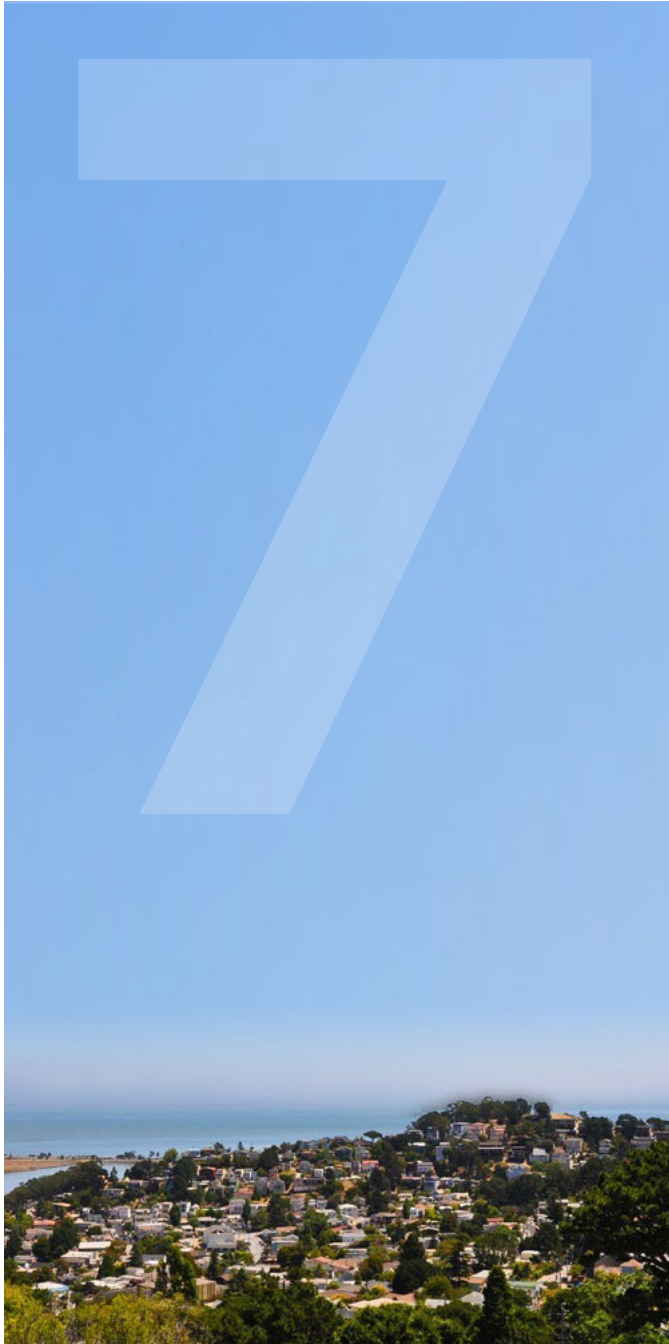
The foundation of the Plan is built on community input. By maintaining an "IDEA Center" in the Plan area, the project team was able to meet the community where they live and work and gather information from people who would not otherwise be able to participate in the planning process. Pop-up Events allowed people to experience different ways of using sidewalks, street medians, and travel lanes to activate the street. Through active participation in community fairs, events and meetings, more than 1,000 people were able to complete a survey identifying issues, opportunities and constraints that would govern the Plan. Project challenges include affordable housing, enhancing displacement prevention, historic preservation and enhancements to facilities that support all transportation modes while creating an urban form and land use framework that support creative commerce and community activities to revitalize the street.

By working with the City, neighborhood organizations, and individual business and property owners to address conflicts and capitalize on assets, the Plan will be an expression of community identity.



SECTION 7

References



Spokane Downtown Plan - Riverfront North



| | | | |
|---------------|---------------|--------------------------|--------------------------------------|
| Boundary | Transit Stop | Key Destinations | Gateway |
| Intersections | Interstate | Parcels | Major Gateway |
| Landmark | Parks | Opportunity Sites | Streetscape Enhancements |
| Transit | Spokane River | Opportunity Zones | Ped/Bike Bridge Addition/Enhancement |
| | Retail | Public Opportunity Sites | Underpass Enhancements |

References

Aaron Akin
Interim City Manager and Community Development
Director
City of Redwood (Formerly with City of San Bruno)
650-780-7293 | aakin@redwoodcity.org

Aarti Shrivastava
Director of Community Development
City of Cupertino
408-777-3308 | AartiS@cupertino.org

Gregg McClain
Director of Planning and Community Development
City of Hawthorne
310-349-2970 | gmcclain@cityofhawthorne.com



APPENDIX

Resumes

West Capitol Avenue



Chris Beynon, AICP

PRINCIPAL-IN-CHARGE / PROJECT MANAGER

AREAS OF EXPERTISE

Land Use Planning / Urban Design / Downtowns

QUALIFICATIONS

Chris Beynon has broad and deep experience in regional and urban planning, urban design, land use planning, development feasibility, community relations, public policy, group facilitation and consensus building. As MIG's Director of Planning Services, Chris manages and coordinates the firm's planning projects, from General Plans and urban revitalization strategies to large-scale master plans and streetscape designs.

Chris has particular expertise in city General Plans, Specific Plans and community development. In addition to project management responsibilities, he provides land use and transit planning analysis, public meeting facilitation, developer and consultant partnering, writing and mapping expertise as well as process strategy and management.

A renowned facilitator, consensus-builder, and strategist, Chris has also utilized his skills and knowledge to manage a variety of other community and land use planning projects, including higher education campus master plans, downtown plans, new community development plans and park master plans.

CERTIFICATIONS

- American Institute of Certified Planners

PROFESSIONAL AFFILIATIONS

- International Downtown Association, Board Member
- American Planning Association

EDUCATION

- Masters of Geography, Urban Planning Program, University of Utah, Salt Lake City
- Bachelor of Science, Journalism, University of Colorado, Boulder

RELEVANT EXPERIENCE

- Downtown Hawthorne Specific Plan, Hawthorne, California
- San Pablo Avenue Specific Plan, El Cerrito and Richmond, California
- Napa Downtown Specific Plan, Napa, California
- Burlingame General Plan, Burlingame, California
- Laguna Beach Downtown Specific Plan Update, Laguna Beach, California
- San Antonio Visioning, Mountain View, California
- Sonoma Boulevard Corridor Design Plan, Vallejo, California
- San Pablo Avenue Specific Plan and Bart Station Planning, El Cerrito and Richmond, California
- Dallas Streetcar Corridor Planning, Dallas, Texas
- Downtown Sacramento Strategic Action Plan, Sacramento, California
- Daly City and Lake Merritt BART Station Access Plans, San Francisco Bay Area, California
- eBART Corridor Conceptual Station Area Planning, Contra Costa County, California
- Los Angeles Downtown Development Strategy, Los Angeles, California
- Livermore Trails Specific Plan, Livermore, California
- Lodi Downtown Transit-Oriented Development Design Guidelines, Lodi, California
- San Bruno Downtown Transit Corridors Specific Plan, San Bruno, California
- Denver Downtown Area Plan, Denver, Colorado
- Boston Downtown Crossing Urban Design Plan, Boston, Massachusetts
- Lodi Downtown Transit-Oriented Development Design Guidelines, Lodi, California
- San Bruno Downtown Transit Corridors Specific Plan, San Bruno, California
- Denver Downtown Area Plan, Denver, Colorado



Laura R. Stetson, AICP

CONSULTING PRINCIPAL

AREAS OF EXPERTISE

Land Use Planning / General Plans / Zoning Codes
Specific Plans / Meeting Facilitation

QUALIFICATIONS

Laura Stetson has served as Principal or Project Manager on specific plans, zoning codes, general plans and special planning studies for diverse cities throughout California for nearly 30 years. In this capacity, she has worked with advisory committees, commissions and councils to develop long-range goals, policies and programs, and to craft the regulatory tools to ensure effective approval and implementation of various plans. She has conducted background research for planning, written plan elements, coordinated preparation of plans and related environmental documentation and presented recommendations to decision-making bodies. She also directs preparation of CEQA documents, either as part of planning programs or to address development projects.

Ms. Stetson oversees and manages projects for a variety of public sector clients. Experience includes general plan updates in Vernon, Monterey Park, Baldwin Park, Rialto, Colton, Rancho Cucamonga, Long Beach, Torrance, Redwood City, Claremont, Arcadia and currently in Costa Mesa, and comprehensive zoning code updates for the cities of Duarte, La Puente and Baldwin Park.

AFFILIATIONS

- American Planning Association (APA)
- American Institute of Certified Planners (AICP)
- California Planning Roundtable

EDUCATION

- Bachelor of Science, Environmental Earth Science, Stanford University
- Graduate Coursework in Public Administration, American University

RELEVANT EXPERIENCE

- Lincoln Avenue Specific Plan, *Pasadena, California*
- Redwood City Inner Harbor Specific Plan, *Redwood City, California*
- Rancho Cucamonga General Plan Update, *Rancho Cucamonga, California*
- Brea General Plan, *Brea, California*
- Claremont General Plan, *Claremont, California*
- Baldwin Park General Plan and Zoning Code and Sustainability Element, *Baldwin Park, California*
- Rialto General Plan, *Rialto, California*
- Riverside General Plan and Zoning Ordinance Update, *Riverside, California*
- Redwood City General Plan Update, *Redwood City, California*
- Colton General Plan, *Colton, California*
- Vernon Focused General Plan and Zoning Ordinance Update and EIR, *Vernon, California*
- Long Beach General Plan Land Use Element, *Long Beach, California*
- Manhattan Beach General Plan, *Manhattan Beach, California*
- Costa Mesa General Plan, *Costa Mesa, California*
- Torrance General Plan Update, *Torrance, California*

PROJECT AWARDS

- **Brea General Plan** - APA Award, California Chapter
- **Redwood City General Plan** - APA, California Chapter, Outstanding Achievement for Small Jurisdiction Planning Effort
- **Riverside General Plan** - APA Award, California Chapter
- **Claremont General Plan** - APA Award, California Chapter

Christina Paul, AICP

DEPUTY PROJECT MANAGER / URBAN PLANNING AND DESIGN / HEALTHY COMMUNITIES

AREAS OF EXPERTISE

Urban and Institutional Planning / Graphics
Community Engagement / Strategic Communications

QUALIFICATIONS

Christina Paul brings a wealth of knowledge and more than five years of experience and passion for healthy communities to her planning work. Ms. Paul has expertise in comprehensive approaches to analyzing and improving the health of a community, effective communications approaches around health issues, master planning, land use, urban design and modeling. At MIG, she provides planning, project management, urban design and communication strategies for public agency and institutional clients. She is responsive, personable and exacting, ensuring that plans and codes are expertly crafted and accompanied by strategies that ensure quick and effective implementation.

Ms. Paul has managed and participated on projects across California and the US, including the Health and Sustainability General Plan Element for Baldwin Park. She developed the City of Oakland's comprehensive sustainability framework, including multiple healthy community metrics. She is also co-editing a book on healthy streetscape design to be published by Rutledge Press.

CERTIFICATIONS

- American Institute of Certified Planners

PROFESSIONAL AFFILIATIONS

- American Planning Association

EDUCATION

- Master of City Planning and Urban Design Certificate, Massachusetts Institute of Technology
- Bachelor of Fine Arts, Graphic Design, The California College of the Arts
- Bachelor of Arts, Reed College

RELEVANT EXPERIENCE

- San Pablo Avenue Specific Plan, *El Cerrito, California*
 - El Cerrito Urban Greening Plan, *El Cerrito, California*
 - Health and Sustainability General Plan Element, *Baldwin Park, California*
 - Millbrae Signage and Wayfinding Plan, *Millbrae, California*
 - University of California, Davis Long Range Development Plan, *Davis, California*
 - Downtown Dallas 360 Plan Update, *Dallas, Texas*
 - Des Moines MPO Sustainable Community Plan (Tomorrow Plan), *Des Moines, Iowa**
 - Lowell Neighborhood Plan, *Lowell, Massachusetts**
 - City of Oakland Comprehensive Sustainability Framework, *Oakland, California**
 - City of Davis Drinking Water Quality Initiative Communications, *Davis, California*
 - Saint Mary's College Master Plan and Form-Based Code, *Moraga, California*
 - University of Missouri Master Plan, *Columbia, Missouri**
 - Re:Streets: Designing Streets for Living, not Just for Driving (Book), Rutledge Press, 2016
 - University of North Texas Research Park Master Plan and Form-Based Code, *Denton, Texas**
 - City of Oakland Zoning Update, *Oakland, California**
 - University of San Francisco Master Plan, *San Francisco, California**
 - University of Balamand Master Plan, *Kuora, Lebanon**
- * Work completed prior to joining MIG

Philip Myrick, AICP

PLACEMAKING EXPERT

AREAS OF EXPERTISE

Public Space Planning / Land Use Planning / Facilitation
Transportation Planning / Downtown Revitalization
Livable Street Design

QUALIFICATIONS

Philip Myrick, AICP is a certified planner whose expertise encompasses public space planning, downtown revitalization, transportation and land use planning, livable street design and facilitation.

Mr. Myrick recently joined MIG after 18 years with Project for Public Spaces, renowned placemaking experts. He has extensive expertise in development, design and delivery of major projects, building and challenging teams of designers and planners and presenting work to clients around the world.

Mr. Myrick's recent efforts include: a detailed precinct plan for the Marina District of Saadiyat Island, Abu Dhabi, anew community for 80,000 people; a vision for Houston's new Discovery Green park (opened in 2008); a concept plan for the 300-acre Metropolitan Park of Guadalajara, site of the 2011 Pan-American Games; an Urban Open Space Plan for downtown Tempe, AZ; the Placemaking master plan for Harvard University's new campus in Allston; and a training course in Transportation and Land Use for the National Highway Institute (NHI) and National Transit Institute (NTI) for which he is a certified trainer.

PROFESSIONAL AFFILIATIONS

- American Institute of Certified Planners (AICP)

EDUCATION

- Masters of Urban Planning, Hunter College, City University of New York
- Bachelor of Arts, Grinnell College, Grinnell, Iowa

RELEVANT EXPERIENCE

- Houston Discovery Green Park Master Plan Framework, *Houston, Texas*
- Houston Market Square, *Houston, Texas*
- Pittsburgh Market Square, *Pittsburgh, Pennsylvania*
- Arlington District / Vassar College Master Plan, *Arlington, Virginia*
- Marina District Precinct Plan, *Saadiyat Island, Abu Dhabi*
- Metropolitan Park (2011 Pan-American Games Site), *Guadalajara, Mexico*
- Downtown Urban Open Space Plan, *Tempe, Arizona*
- Allston New Campus Design at Harvard University, *Cambridge, Massachusetts*
- Transportation and Land Use for the National Highway Institute (NHI) Training Course
- Blount Street Commons guidelines, *Raleigh, North Carolina*
- Mississauga Downtown Civic Spaces Plan, *Mississauga, Ontario, Canada*

Fiona K. Cahill

PROJECT ASSOCIATE / URBAN DESIGNER

AREAS OF EXPERTISE

Urban Design / Spatial Analysis
Marketing and Outreach / Event Planning

QUALIFICATIONS

Fiona Cahill supports MIG's urban design and planning practice through innovation and implementation of community-oriented planning and urban design projects. Fiona provides graphic, writing and ideation support on a large range of projects, from general plans to cultural and arts district plans throughout the country. Prior to MIG, Fiona explored community involvement through design in a Scenario Planning Workshop in Davidson, North Carolina, working with her professor to test real-time geospatial analysis on design decisions. Her thesis work focused on appropriate urbanism in Chinese villages and allowed her to critically examine the social and physical urban ramifications of development in China through a number of different urban development lenses.

EDUCATION

- Master of Urban Design and Master of Architecture, University of North Carolina, Charlotte
- Bachelor of Science in Architecture, Ball State University, Indiana

RELEVANT EXPERIENCE

- Davis Nishi Gateway Plan, *Davis, California*
- University of California, Davis Long Range Development Plan, *Davis, California*
- Water Street Complete Street Project, *Mobile, Alabama*
- Burlingame General Plan and Zoning Ordinance, *Burlingame, California*

PROJECT AWARDS

- Excellence in Urbanism, Thesis Work, Spring 2015
- SoA Graduate Thesis Finalist, Spring 2015

Lillian Jacobson

PROJECT ASSOCIATE / URBAN DESIGNER

AREAS OF EXPERTISE

Urban Design and Planning / Community Engagement
Graphics

QUALIFICATIONS

Lillian Jacobson supports MIG's urban design and planning practice through innovation and implementation of community-oriented planning and urban design projects. She provides community outreach and engagement, graphic, writing and ideation support on a large range of projects, from general plans to cultural and arts district plans throughout the country. Prior to MIG, Lilly was Community Planner for the Fenway Community Development Corporation in Boston, Massachusetts and the Assistant City Planner for the City of Albany, California where she prepared the Housing Element for the Albany General Plan.

EDUCATION

- Master of City Planning and Urban Design Certificate, Massachusetts Institute of Technology
- Bachelor of Arts in American Studies, Minor in City and Regional Planning, University of California, Berkeley

RELEVANT EXPERIENCE

- Downtown Hawthorne Specific Plan, *Hawthorne, California*
- Burlingame General Plan, *Burlingame, California*
- Laguna Beach Downtown Specific Plan Update, *Laguna Beach, California*
- Adeline Corridor Specific Plan, *Berkeley, California*
- San Antonio Complete Streets, *San Antonio, Texas*
- American Canyon SR-29 Specific Plan, *American Canyon, California*
- Moorland Healthy Neighborhood Plan, *Sonoma County, California*

Dena Belzer

LEAD ECONOMIC DEVELOPMENT SPECIALIST

QUALIFICATIONS

Dena Belzer is the founder and president of Strategic Economics. She has over 30 years experience working on economic issues ranging in scale from regional growth management to individual development projects. Ms. Belzer's work has helped position Strategic Economics as a national leader in innovative urban economics research techniques that guide local public policy decisions based on sound market principles, while fostering sustainable communities and creating places with lasting value. This work has involved a wide range of clients including cities, counties, transit agencies, metropolitan planning organizations, councils of governments, economic development organizations, developers, and a number of community-based organizations. Ms. Belzer has recently completed a technical assistance to the City of Cincinnati as part of the EPA's Building Blocks program. This effort strove to demonstrate the benefits of transit and TOD in areas beyond the downtown area.

PROFESSIONAL AFFILIATIONS

- Urban Land Institute
- American Planning Association

EDUCATION

- Master of City Planning, University of California, Berkeley
- Bachelor of Arts, Psychology Pitzer College, Claremont, California

RELEVANT EXPERIENCE

- Urban Land Institute Crocker Industrial Park Technical Assistance Panel, *Brisbane, California*
- Fremont City Center Precise Plan, *Fremont, California*
- Economic and Housing Opportunities Study (ECHO II) for the Grand Boulevard Initiative, *San Mateo and Santa Clara Counties, California*
- Downtown Martinez PDA Implementation, *Martinez, California*

Derek Braun

ECONOMIC DEVELOPMENT SPECIALIST

QUALIFICATIONS

Derek Braun specializes in developing implementation strategies, analysis of market opportunities and demand, employment and industry trends, and the economic and fiscal impacts of development. Mr. Braun's market and employment analysis expertise includes assessment of how transit corridors re-shape market demand at the regional, corridor-wide, and station area scales – providing insight into how public policy can leverage transit-oriented development opportunities.

PROFESSIONAL AFFILIATIONS

- SPUR San Francisco

EDUCATION

- Master of Planning, University of Southern California, Los Angeles
- Bachelor of Science, Management Case Western Reserve University, Cleveland

RELEVANT EXPERIENCE

- Smoky Hollow Specific Plan, *El Segundo, California*
- Bayshore Multimodal Station Location Study, *San Francisco, California*
- Fremont City Center Precise Plan, *Fremont, California*
- Long Beach Boulevard / Midtown Specific Plan, *Long Beach, California*
- Downtown Menlo Park and El Camino Real Specific Plan, *Menlo Park, California*

Gary K. Black, AICP

LEAD TRANSPORTATION PLANNER

QUALIFICATIONS

Since 1982, Mr. Black has directed a number of transportation planning, traffic engineering, parking, and transit studies. He has prepared transportation plans for the Cities of San Jose, Palo Alto, San Mateo, and San Carlos, and areawide plans for reuse of the Bay Meadows racetrack site in San Mateo, the Cargill salt ponds site in Redwood City, and many parts of San Jose (North San Jose, Downtown, Edenvale, and Evergreen). He has prepared traffic studies for new development in most cities within the Bay Area. He also has prepared numerous parking studies, including downtown parking studies for San Carlos, San Mateo, Gilroy, and San Jose.

PROFESSIONAL AFFILIATIONS

- American Institute of Certified Planners
- Institute of Transportation Engineers

EDUCATION

- Master of City Planning in Urban Transportation, University of California at Berkeley
- Bachelor of Arts in Geography, University of California at Los Angeles

RELEVANT EXPERIENCE

- **Santana Row** – This project transformed a 1960's era shopping center into a mixed-use "Main Street" style shopping, entertainment and residential center.
- **Evergreen Specific Plan** - The plan called for the construction of over 4,000 dwelling units on about 600 acres. Hexagon staff analyzed both on-site and off-site traffic impacts of the plan and developed the circulation element of the EIR.
- **Bay Meadows** – Prepared the transportation plan for redevelopment of the Bay Meadows Race Track in San Mateo into a mixed-use, transit orientated development.
- **San Carlos** - Citywide study involved estimating and analyzing the traffic conditions that would occur from buildout of known development sites within the city. Intersection levels of service were calculated and recommendations were made for possible transportation network improvements. Also completed the parking study resulting in site identification and a three-level structure with two levels of housing above.
- **North San Jose** – Developed a revised development policy for North San Jose that included a long-range forecast of traffic conditions and development of a long list of necessary transportation improvements – both roads and transit. The policy resulted in the adoption of an impact fee to fund transportation improvements.
- **Redwood City** – Transportation planning for the proposed reuse of the Cargill salt ponds in Redwood City. The potential reuse includes essentially the development of a new town with 12,000 homes, office buildings, a shopping center, and schools.