

# TOWN OF FAIRFAX SUPPLEMENTAL STAFF REPORT August 3, 2016

TO: Mayor, Town Council

FROM: Jim Moore, Director of Planning and Building Services

Garrett Toy, Town Manager (

SUBJECT: Discuss/consider options regarding use of planning facilitator and land use

design firm for the Town Center Plan Workshop #2 (scheduled for Oct. 1)

#### RECOMMENDATION

Discuss/consider options regarding use of planning facilitator and land use design firm for the Town Center Plan Workshop #2 (rescheduled for October 1) and direct staff as appropriate.

#### **BACKGROUND**

At its July 13th meeting, the Council expressed concern with using an out-of-the-county land use design firm and suggested that staff find a local firm with experience in Marin County. The Council also indicated that it would prefer if the facilitator was independent of the land use design firm. The Council also requested that the August 6<sup>th</sup> workshop be rescheduled to October 1<sup>st</sup> to address the community's concerns about lack of attendance due to August vacations. Workshop #2 is now set for October 1, from 9 a.m. to 1:00 p.m.

Staff has been working diligently to obtain proposals and qualifications from the Marin-based planning and design firms or firms with experience in Marin. Unfortunately, the three local firms that we contacted indicated they would not be submitting a proposal at this time. However, we are waiting for proposals/letters of interest from WRT and the M Group. We have also included qualifications for Taecker Planning and Design.

We did have better luck with finding potential facilitators for the workshop. Attached are qualifications for two firms: The Grove Consulting and Hughes Collaboration (a new Fairfax resident). We are also waiting for a letter of interest from Common Knowledge, another local firm. In general, the cost will depend on the level of preparation required. We believe we can keep facilitation costs below \$3,000 for the workshop Two of the firms indicate they also can provide planning and design services.

The options available to the Council are as follows:

- 1) Staff would act as the facilitator and retain a planning and design firm to assist us with materials for the workshop, but staff would conduct the workshop. This is clearly the most cost effective approach, but probably not the most effective in terms creating energy and obtaining input from the community.
- 2) Retain a planning and design firm to prepare the materials as well as conduct and facilitate the workshop.

SUPPLEMENT TO AGENDA ITEM # 16

3) Retain a planning and design firm to prepare the materials and conduct the workshop. The Town would contract with a separate firm to facilitate the meeting or staff could facilitate the meeting. It should be noted that the staff facilitator would not be able to participate in discussions because of the need to remain impartial.

The goal is to keep the cost for the planning and design under \$15,000, including material production cost.

Staff would recommend the Council provide staff the flexibility to select the facilitator and the planning and design firm based on the parameters set by the Council. We have not had an opportunity to check references or negotiate a specific scope of work with any of these firms, so it would be difficult to recommend a firm at this time.

Please note that we expect to receive additional proposals and will distribute them to the Council prior to the meeting.

## **FISCAL IMPACT**

Workshop costs are included in the FY16-17 Planning Division budget.

#### **ATTACHMENTS**

The Grove
Hughes Collaboration
Taecker Planning & Design

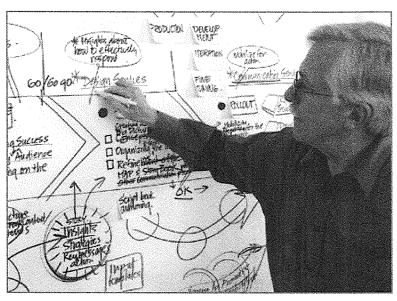


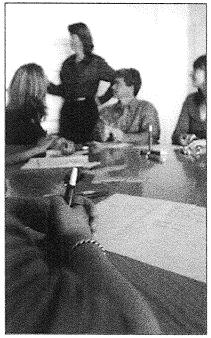
# Meeting Facilitation & Recording

Achieve Your Meeting Outcomes With The Grove's Visual Approach









Now, more than ever, face-to-face and virtual meetings need to be run efficiently and achieve agreed-upon objectives. Skilled meeting facilitation makes all the difference, and is at the heart of what The Grove brings to all its work. The Grove's approach to graphic facilitation provides focus, supports effective participation, and incorporates big-picture visuals that allow everyone to see and understand what is happening and reach common understanding.

Because The Grove's methodology is highly visual in nature, our facilitation services often include the use of professional graphic recorders to assist in capturing critical information during meetings. In addition, we also bring this visual methodology to distributed meetings through web conferencing and tablet technology. Our approach stimulates creative contribution and big-picture thinking among participants while producing an engaging record to share with others.

There are many ways to support you with meeting facilitation, each tailored to fit your needs and tailored for your budget.

Visualizing Change®

# How Grove Consultants Work With You

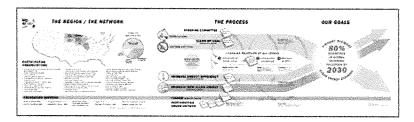
#### PRE-MEETING

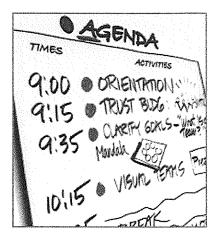
### Meeting Design & Coaching

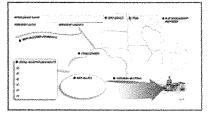
Our consultants assist you in understanding your needs and help to clarify and refine your strategy or message. The Grove draws on a wealth of experience to design a meeting targeted to achieve your desired results.

## Meeting Media

Our consultants and design studio can develop customized visual templates to help you run your meetings in a big-picture format, designed to achieve your stated outcomes. We also can help you create multimedia presentations that bring meeting presentations to life with video, audio, animation, and other technologies.



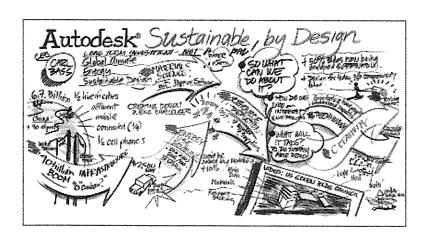




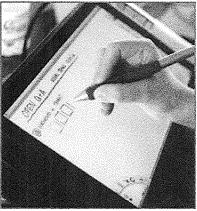
#### **MEETING**

#### **Graphic Recording**

Graphic recording refers to the drawing of words and icons on flip charts, large poster paper, graphic templates, murals, tablets and other visual media. Graphic recording captures the conversation and energy of the group, therefore providing a record of ideas and agreements that may otherwise be difficult to follow and retain.







#### MEETING, continued

#### **Graphic Facilitation**

As experienced meeting facilitators, our consultants focus and energize participants. Graphic facilitation combines skilled facilitation with the benefits of graphic recording: big-picture, visual displays to support collaborative communication. Using these techniques, we create a shared picture for groups to literally see what they are saying, uncover previously unseen patterns of behavior, align to agreed-upon objectives and move to action.

We facilitate several types of meetings in both face-to-face and virtual settings, including:

- · Planning meetings
- · Alignment sessions
- · Annual events
- · Large public meetings
- · Retreats

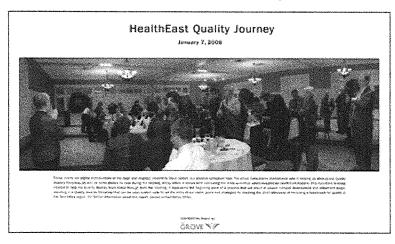


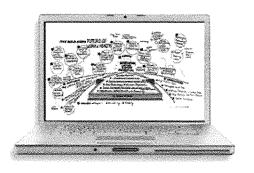


#### **POST-MEETING**

#### **Graphic Meeting Documentation Services**

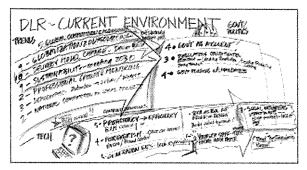
The large visual displays created during meetings become the record for the group and containers for data, agreements and decisions that the group reaches collectively. The resulting storyboard of charts can be used to create a variety of reports and media. These highly visual tools can extend the dialogue, leverage meeting results for more effective change, and continue the momentum generated.





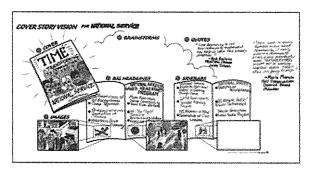
# Grove Graphic Facilitation and Recording Samples

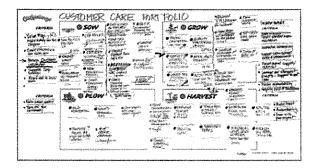
#### FACE-TO-FACE GRAPHIC FACILITATION



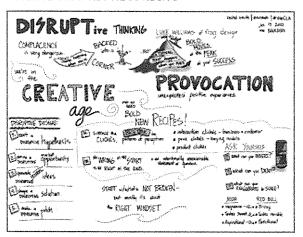


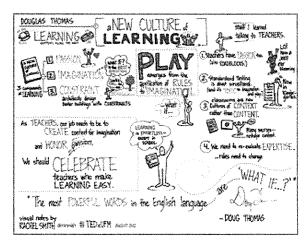
Sample 4'x 8' meeting charts. Grove facilitators create visual records on large blank sheets of white paper or on the Grove's Graphic Guide® templates (shown below). These large visual displays encourage lively discussion and agreements.





#### DIGITAL GRAPHIC RECORDING





Sample digital charts. These conversations were recorded in real time on an iPad. Skilled graphic recorders and facilitators pull out key points to aid meeting participants in understanding and remembering discussions.



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T (415) 561-2500 F (415) 561-2525

www.grove.com

# Laurie A. Durnell, Vice President of Consulting and Training

Laurie Durnell, Vice President of Consulting and Training with The Grove Consultants International, applies more than twenty-five years of diverse experience in facilitation, strategy formation, team development and management training to her work in organizational consulting and information design. Her clients include public, private, and public benefit organizations.

Laurie is known for her strategic acumen, visual facilitation mastery, and results-driven collaborative style. At the heart of this work is her appreciation that people's ability to understand and respond to complexity is greatly enhanced when they can literally see what is happening and are directly involved in the process.

#### REPRESENTATIVE WORK

- Developed a strategic vision for a global manufacturing organization. The
  process and rollout to align the organization around a new strategic
  direction was so successful that she facilitated on-going development of a
  strategic business framework for the senior division management team.
- Facilitated culture development with a senior management team to: agree on the major elements of a corporate culture for the merged enterprise; identify how this target culture could be conveyed to the organization at large; identify key initiatives that could begin to seed the target culture during the merger process; and identify a process for stewarding the evolution of the target culture.
- Co-facilitated a 250-person visioning process entitled "Winning Through Innovation" in a highly successful division of a technology company balancing mature and entrepreneurial businesses. Participants envisioned success strategies within four economic scenarios ranging from boom to bust. Collaborated with groupware firm Covision® to support productivity, forthrightness and fast response.

- Led the launch and on-going facilitation, coaching and support of a senior management group facing a merger. Regular meetings were split between a primary focus on work issues and just-in-time training, dialogue, and coaching on team development issues.
- Led six strategic initiative teams in an insurance company to develop six Grove Storymaps® illustrating the company's vision and the case for change: roadmap for an ERP implementation, culture change, the sales organization, distribution strategy, new product rollout, and branding.

#### **BACKGROUND**

Prior to joining The Grove Consultants, Laurie was Managing Partner of Toland Associates, a management consulting firm focused on strategy development.

In entrepreneurial and turn-around situations Laurie has successfully managed rapidly changing organizations. As Executive Director of Pro-Action Associates, a leading experience-based training company specializing in team development, she designed and delivered training programs for a variety of high-performance teams: executive, cross-functional, self-managed and project teams.

Laurie has an MBA from Simmons Graduate School of Management, with an organizational behavior emphasis and awards in Marketing and Management. Her bachelor's degree is in Conservation of Natural Resources from University of California, Berkeley.

When she isn't facilitating, Laurie thrives on bird watching, sea kayaking, coaching soccer, and gardening with native and edible plants.

#### Laurie Durnell Clients - Partial List:

#### TECHNOLOGY

- Agilent Technologies
- Applied Materials
- Cisco Systems
- Freescale
- Hewlett-Packard
- Mentor Graphics
- Microsoft
- Tribal Digital Village

# SERVICES - Finance, Insurance, Consulting

- Anderson DDB
- Bank of Montreal
- Business for Social Responsibility
- CA State Automobile Association
- Deloitte
- Farmer Mac
- Skandia
- The Tom Peters Group/Learning Systems

#### **CONSUMER PRODUCTS**

- EDS Food & Consumer
   Products Group
- General Motors
- Institute for the Future
- Nike
- Procter & Gamble
- Swift Newspapers

#### **HEALTHCARE**

- Intrabiotics
- GE Medical Systems
- Kaiser Permanente
- National Cancer Institute
- Novartis
   Pharmaceuticals

# PUBLIC BENEFIT & GOVERNMENT

- Calif. Academy of Sciences
- Comprehensive
   Transportation Mgmt
   Plan
- National Parks
   Conservancy
- Save the Redwoods League
- Shaping America's Youth
- The Natural Step
- The Wilderness Land Trust

#### **UNIVERSITIES**

Stanford, UMBC, CSUMB, Golden Gate University, Cal Poly College of Agriculture



# Client List

#### **BUSINESSES**

**Advent Software** 

**Agilent Technologies** 

**Apple Computer** 

Autodesk

Becton, Dickinson and Company

Blizzard Entertainment

Carolinas Health Care

**DLR Group** 

eBay

**Education Elements** 

**Electronic Arts** 

Ford Motor Company

Gap, Inc.

Genentech

**General Motors** 

Google

HealthEast Care System

Hewlett-Packard

Intel

Juniper Networks

Kaiser Permanente

Ford Foundation

Levi Strauss & Co.

Lowe's

Mylan, Inc.

National Semiconductor

Nationwide Insurance

Nestle

Nike

Nortel Networks

Novo Nordisk

Otis Spunkmeyer

PayPal

**Price Waterhouse Coopers** 

Procter & Gamble

**SBC Communications** 

**Sutter Health** 

UnitedHealth Group

Visa Corporation

W. L. Gore & Associates, Inc.

#### **FOUNDATIONS**

California Health Care Foundation

Energy Foundation Fetzer Foundation Ford Foundation

**Garfield Foundation** 

**Gates Foundation** 

MacArthur Foundation

Ford Foundation

National Science Foundation

Packard Foundation

W. K. Kellogg Foundation

#### GOVERNMENT

California Independent System Operators

City of Vacaville

Golden Gate National Recreation Area

National Park Service

New York City Department of Education

Oakland Unified School District

San Jose State University

U.S. Department of Education

Veterans Administration

Yosemite National Park

#### **NETWORKS & ASSOCIATIONS**

Ag Innovations Network

American Institute of Architects

American Institute of CPAs

American Society for Training & Development

Consultative Group For Biological Diversity

Educause

National Academy Foundation

National Breast Cancer Coalition

Professional Golf Association

RE-AMP

#### **NONPROFITS**

California Academy of Sciences

California Poets in the Schools

Crystal Bridges Museum of American Art

**Environmental Defense Fund** 

Golden Gate National Parks Conservancy

Greater Baltimore Committee Leadership

Institute for the Future

Johns Hopkins University

Natural Step

NeighborWorks America

Pacific Forest Trust

Stanford University

The Unity Council



July 27, 2016

Jim Moore
Director of Planning & Building Services
Town of Fairfax
142 Bolinas Road
Fairfax, CA 94930

Hi Jim,

I am pleased to submit the following scope and budget for the Fairfax Town Center Workshop #2, to be held October 1st, 2016 from 9:00 am to 1:00 pm.

The services listed are a fair representation of our time and hourly rates, which could also be applied to Workshop #3 as well as the Draft Plan Roll-Out moving forward.

Please know that everything we have listed represents a first attempt at capturing the Town's needs; we're happy to expand or pull back our services accordingly—whatever works best for you.

We look forward to hearing from you and would be honored to help you and all who have a stake in the Fairfax Town Center Plan.

All the best, Justin

Justin Almase-Ruschell

103 Porteous Avenue

Fairfax, California 94930

(415) 580-8893 - justin@hughes-collaboration.com

Mike Hughes

40 South Bellaire Street

Denver, Colorado 80246

# Preparation Prior To Workshop #2

I. Outreach/Communication with key stakeholders between now and Workshop #2 8hrs Justin @ \$125/hr = \$1,000; 2hrs Mike @150/hr = \$300

#### Scope:

- Outreach to key stakeholders by a neutral third party prior to the workshop will create a "safe environment" which will encourage greater long-term stakeholder engagement and participation in the process
- Outreach to key stakeholders at this stage will enable us to gain a better understanding of potential obstacles and roadblocks the city faces
- Outreach to key stakeholders will help us to build trust between Hughes Collaboration, the Town, the residents and the business owners, which will enable Workshop #2 (and subsequent TCP Workshops) to flow more smoothly and to be more productive.

Total Time: 10 Hours Total Budget: \$1,300

II. Three (3) In Person meetings with Jim Moore, Garrett Toy and Justin Almase-Ruschell prior to Workshop #2 to stay on task and on track

3hrs Justin @ \$125/hr = \$375

#### Scope:

- Meeting with Jim and Garrett early on in the process, prior to the workshop will allow Justin to build rapport with Town leadership
- Jim and Garrett will be instrumental in introducing Justin (by name) to key stakeholders
- Jim and Garrett will be able to provide Justin with necessary history and relevant backstories between the Town, the residents and business owners—all of which will help Hughes Collaboration *and* the Town to better understand areas of potential agreement as well as issues to potentially avoid/steer clear of

Total Time: 3 Hours Total Budget: \$375

III. Review Town Center Plan Workshop #1 Issues and Opportunities 3hrs Justin @ \$125/hr = \$375; 2hrs Mike @ \$150/hr = \$300

## Scope:

- What happened in Workshop #1?
- What were the most prevalent issues and opportunities and which of those do the Town and key stakeholders anticipate engaging in more deeply in Workshop #2?
- Have we properly identified the five (5) breakout groups for Workshop #2 or do we need to reconsider our categories?

Total Time: 5 Hours Total Budget: \$675

# Workshop #2 Saturday October 1st, 2016 from 9:00am to 1:00pm

I. Introduction/Welcome and Review Town Center Plan Workshop #1 Issues and Opportunities from 9:00am to 9:30am

.5hrs Justin @ \$125/hr = \$62.50

### Scope:

- Introduce Hughes Collaboration to the participants *in person* (Justin has likely spoken to/emailed with many of the participants prior to today)
- Set the agenda and ground rules for the day

Total Time: .5 Hours Total Budget: \$62.50

II. Breakout Sessions from 9:30am to 12:00pm

3hrs Justin @ \$125/hr = \$375

### Scope:

- Create five (5) breakout sessions covering the following issues and opportunities from TCP Workshop #1: (1) Multi-Modal Circulation (2) Development Standards and Design Guidelines (3) Infrastructure Improvements (4) Use of Bolinas Road (5) Connectivity
- Builds synergy from TCP Workshop #1 and helps participants to feel heard and understood—the above five categories came from their participation in Workshop #1
- Allow for small group participation and dialogue
- Enables participants to be heard and listen to others in a more intimate setting
- Encourages participants to take ownership of the outcome and next steps
- Ideally begins to weed out weaker options/issues and allows others to rise to the surface

Total Time: 3 Hours Total Budget: \$375

III. Plenary with presentations from each breakout group from 12:00pm to 12:45pm 1.5hrs Justin @ \$125/hr = \$187.50

#### Scope:

- Encourages buy-in from the participants and each of their break out groups, since something needs to be presented to the overall group
- Designating a facilitator/presenter from each group allows the overall group to hear the "same message" from a different person—not the Town, not Hughes Collaboration—rather, their neighbor, etc.

• Helps to remove/reduce "us against them" mentality stakeholders can bring to the process

Total Time: 1.5 Hours Total Budget: \$187.50

IV. Conclusion, Questions, Next Steps from 12:45pm to 1:00pm .25hrs Justin @125/hr = \$31.25

#### Scope:

- Reiterates transparency and informs participants of what's to come
- Encourages participants to stay engaged in the process and subsequent workshops

Total Time: .25 Hours Total Budget: \$31.25

## Follow-Up To Workshop #2

I. Analysis and Feasibility Report 16hrs Justin @ \$125/hr = \$2,000; 4hrs Mike @ \$150/hr = \$600

#### Scope:

- Allows the Town to take a dedicated look at next steps
- Gives the Town concrete direction for Workshop #3 and the Town Center Plan as a whole
- Provides something tangible for the Town to present and share with stakeholders moving forward

Total Time: 20 Hours Total Budget: \$2,600

#### **Project Totals**

Total Hours: 43.25
Total Budget: \$5,606.25

## **Hughes Collaboration Qualifications**

I. Experience in similar projects

Cherry Creek Zoning Task Force: Mike worked with Community Planning and Development and the Cherry Creek Zoning Task Force that produced changes to the zoning code and the design standards and guidelines for the Cherry Creek District, in Denver Colorado, in a project very similar in scope to this one. In addition to the work in Cherry Creek, Hughes Collaboration has extensive experience working on land use and planning questions over two decades.

Delta Protection Commission – Delta Placemaking: Justin joined the project in August of 2015, in order to provide support to the Center for Collaborative Policy on this on going project with the Delta Protection Commission (DPC), as they continue to identify and implement solutions for Sacramento River delta communities in California. Justin has interviewed prominent stakeholders in multiple delta communities, has drafted necessary documents and has met with DPC leadership in order to keep the project on track and on task.

II. Ability to facilitate meetings in complex public projects with multiple stakeholders

# Building A Better Colorado (BBCO):

Justin and Mike worked with Regis University's Institute on the Common Good facilitating a series of meetings throughout Colorado, in order to help Colorado's citizens discuss big picture, Statewide issues such as financial futures, ballot initiatives and the election process, with the intention of placing one or more measure on the State's 2016 Ballot. Justin provided meeting summaries and analysis for each of his facilitations.

## Regional Transportation District (RTD) Denver:

Mike is experienced in leading large task force and public meetings and helping participants examine complicated public questions. Recently, Mike facilitated six public meetings for RTD, to gather input into the agency's efforts to change the fare system for bus and rail travel. Mike helped agency staff produce and deliver presentations that conveyed the complex information about the fare structure in ways that the members of the public could understand and react to and helped the meeting participants convey their perspectives constructively to the RTD staff.

Hughes Collaboration is eager to help all who have a stake in the Fairfax Town Center Plan to address the necessary standards and guidelines that will realize the Plan's vision and the Town's aspirations.

#### III. Core Values

Our project management approach flows from the following set of deeply held values that we believe align with what the Town of Fairfax needs to move the process forward:

#### The People are the Town

The single most important thing we must do: demonstrate, through every element of the planning process, our belief that the wisdom of the Town is in the people of Fairfax. The new Fairfax Town Center Plan must reflect our shared values and must be the summation of the history, creativity and aspirations of our community.

#### Shared Decision-Making

It is impossible to live out the first principle if we construct a planning process that is top-down, tightly controlled and centralized. We know that we can bring together individuals, neighborhoods, council members, advocates for Town needs, key stakeholders, young people, long-time residents, new arrivals, city staff, and those of every economic status from every part of Fairfax into a fully engaged, fully alive, democratic effort.

# Participation that Changes Fundamental Beliefs About Who Matters

We know how to create events that welcome those who have never participated in a planning process, who have no idea that they can and should be a part of the decisions that impact their lives, and who don't think that they can influence the future of the place they live, work and raise their families. We will not ask anyone to come to a typical public meeting; we know that the usual approach will bring a very small number of participants who are already engaged, who have a vested interest and who hold a preconceived idea of what the plan should contain. We will engage those who already care deeply about our community, and we will engage those who are put off by public meetings – those who believe that they don't know enough or who believe that their opinions don't matter, or who would never imagine that the Town actually belongs to them.



August 2, 2016

Fairfax Town Council c/o Garrett Toy, Town Manager Fairfax Town Hall 142 Bolinas Road Fairfax, CA 94930

Dear Members of the Town Council,

Thank you for considering my firm's qualifications, as you develop your vision for downtown Fairfax and translate that vision into design features and paths to implementation. I understand that the principal role would be to engage the community in an educative and constructive conversation around your downtown's potential, particularly in ways that can make it more walkable and can reinforce its historic character.

My thirty year career has focused to a great extent on how to preserve and enhance the character and charm of small towns and historic downtowns, while simultaneously helping them embrace community change and aspirations. In 1987, I submitted my Masters Thesis:

Tradition and Change in a Small Town: Community Engagement and Design Guidelines for Glen Ellen, California

I authored the Town Plan for Glen Ellen, which led to the creation of a new town square within this scenic setting. Since then, I have authored numerous town and small-city plans and guidelines (in reverse chronological order):

- Downtown Marysville California Revitalization Plan,
- Marin County Multifamily and Town Center Design Guidelines,
- Watsonville California Urban Design Element,
- Bremerton Washington Downtown Plan,
- Windsor California Urban Design Guidelines,
- Prescott Valley Arizona Town Center Plan,
- Ontario California Historic District Guidelines,
- Hershey Pennsylvania "Chocolate Ave." Street & Land Use Plan.



I am well versed in and able to address the wide array of challenges that downtowns face, including public spaces, built character, land use, parking, and transportation demand management. In 2013, my firm received the **National American Planning Association Award for Best Practices** for downtown planning in Berkeley California, which includes a comprehensive policy plan along with the schematic design of downtown plazas and streets. Taecker Planning and Design excels at transportation planning and street design, and recently completed the "**Public Realm Plan**" Berkeley's iconic Telegraph Avenue.

I also bring a wealth of experience around **community engagement**. I have literally led hundreds of public workshops. Workshop formats will vary with each situation but generally include: educations, opportunities for direct input, and issue-focused discussion. No one knows a community like its residents, and workshops help retain what's best, while allowing for beneficial and appropriate change.

Each place is unique, and small town America is especially cherished. I would consider it as a privilege to work with Fairfax as you consider your downtown's potential and envision its future. If you have questions or concerns, please don't hesitate to ask.

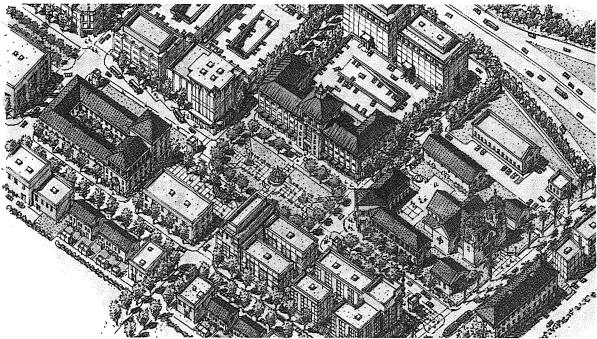
Sincerely,

Matthew Taecker AIA AICP

California Architecture License # C34493

matthew arelin

# Taecker Planning and Design Firm Profile

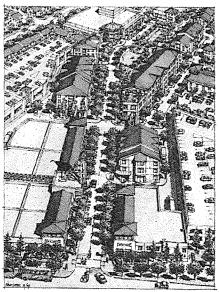


Alum BART design concept (Five Wounds Plan, San Jose)

Taecker Planning and Design delivers effective and innovative urban design solutions. The firm focuses on urban place-making and excels at resolving complex design and policy problems with community engagement. It navigates economic, environmental and social challenges by applying the leading edge of best practices.

Principal Matt Taecker has worked with public agencies and private developers across the nation, and has Taecker has devoted the largest part of his 25-year career toward the challenges — and unique opportunities — presented by economic revitalization, infill development, and transitoriented development. His portfolio demonstrates technical proficiency applied in innovative, holistic, and place-specific ways. (See sidebar on expertise.)

For community engagement efforts, Taecker is joined by fellow Principal, Peter Bluhon, a licensed landscape architect and organizational development specialist who has navigated successful outcomes for extremely challenging community agreement efforts. We bring



Cornerstone Town Center reorganizes conventional retail-entertainment building blocks as a pedestrian-friendly "main street."

#### Firm Profile

## Taecker Planning & Design Expertise

#### Mixed-Use District-level Plans

- downtown plans
- Specific Plans.
- Station area plans
- private master plans
- urban revitalization plans

#### Public Improvements

- street & open space improvement plans,
- complete streets design,
- green infrastructure,
- corridor plans
- financing & phasing strategies

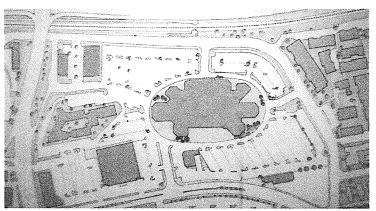
#### Design Guidance

- design guidelines
- contextual/historic design,
- building pattern books,
- site-specific design

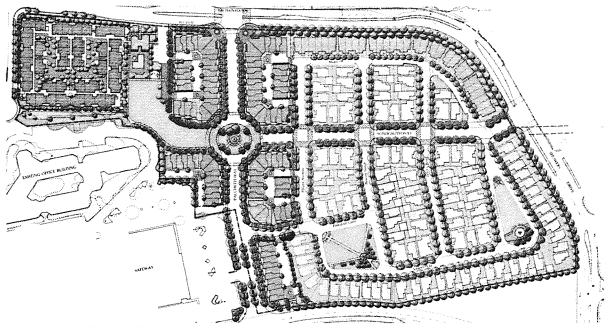
a proven record of facilitating meaningful community engagement informed by analysis and alternatives. And our expertise with implementation strategies allows us to connect a community's vision to concrete actions.

Taecker Planning and Design relies on key principles to guide its work:

Support Community Decisions. Good planning embodies a community's values in physical form. Communities can create their own vision through meaningful debate and informed consideration of options. Arriving at broadly held and lasting commitments requires many conversations. Initial conversations develop trust and



Crossings before



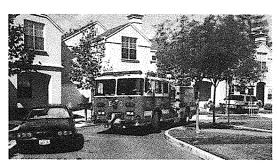
Crossings Masterplan; at Calthorpe Associates, Taecker was project manager and principal designer for "The Crossings." This award-winning TOD replaces an aging shopping center with diverse urban housing options and tree-lined "skinny" streets.

rapport, as participants become oriented and diverse perspectives are respected and recorded. On this foundation, participants can succeed in developing their vision directly and in their own voice.

Respect Each Place. Taecker believes in grounding planning and design solutions in the local culture and setting, while simultaneously addressing real-world financial and technical demands. This approach will allow Berkeley to remain true to its history and to what people love today, while setting a foundation for their future.

Make Connections. Projects should enhance the larger urban, natural, and social systems to which they are connected. Plans should be considered in the context of the transportation network, the watershed and drainage system, the marketplace, citywide affordable housing goals, and the other systems that cross project and jurisdictional boundaries.

Promote Sustainability. Projects should address both short-term outcomes and long-term economic, social, and environmental health. The arrangement and constitution of built environments can dramatically affect greenhouse gases generated by transportation, resources used for construction, on-going building energy use, on-going infrastructure costs, and the whether people feel invested in their community.



Crossings as built, narrow street



Crossings as built, townhouses

#### Brogerus commuse

#### Development Regulations

- form-based codes (with high rise and cluster development expertise),
- allowable and conditional use provisions,
- green building and site requirements,
- transportation demand management provisions,
- development incentive strategies

#### Stakeholder Engagement

- community education and outreach,
- technical coordination with city departments,
- workshops and charrettes.
- visual preference surveys.
- prioritization of public improvements and programs,
- agreements and conflict resolution

#### Environmental Review

- visual impact simulations and analysis,
- shadow simulations and analysis,
- wind analysis (with Professor Bruce White, UC Davis)

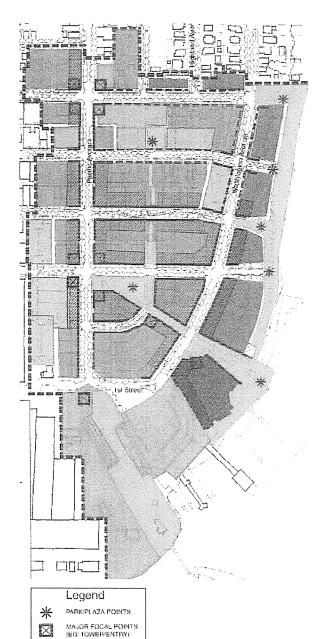
#### General Reference

Leonard Corsi, NexTerra Development Company, 913-209-7569

See following pages for additional references

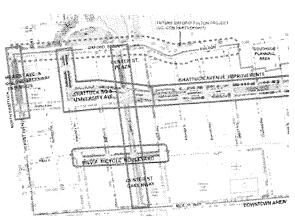
# Land Use & Urban Form Downtown Brementon WA

# Streets & Open Space Downtown Berkeley CA

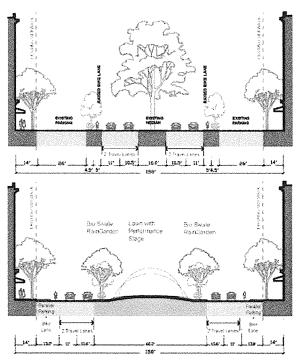


75% BUILD - 10<sup>4</sup> 50% BUILD - TO GROUNO FLOOR RETAIL

DOWNTOWN CORE HESIDENTIAL CIVIC PARKING GARAGE PARKS & PLAZAS



streets & open space projects

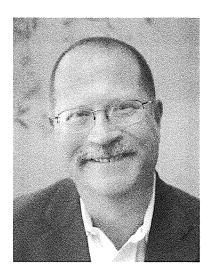


street design (before & after)

# Matthew Taecker AIA AICP

For three decades, Matt Taecker has been a leader in urban placemaking and transit-oriented development (TOD). He authored some of the nation's first TOD guidelines and is coauthor of the Transportation Research Board's "Livable Transit Corridors Handbook." As a Principal at Calthorpe Associates, he has articulated and illustrated concepts for Congress for the New Urbanism publications including: "Codifying New Urbanism: Reforming Development" and "Principles for Inner City Design."

Taecker has developed plans for urban sustainability using in a full spectrum of settings, including downtown infill, urban revitalization and large-scale redevelopment. He has "green" portfolio throughout the United States and internationally. His on-line journal focuses on the importance of mixed-use city centers (go to <a href="https://www.centersandedges.org">www.centersandedges.org</a>).



Taecker has special expertise with downtowns and transit corridors. He directed Berkeley's Downtown Area Projects, winner of APA's 2014 "Best Practices" award, which included a policy plan, innovative zoning, transportation demand program, and a street and open space improvement plan. Additionally, Taecker has developed numerous plans that promote infill development and revitalization along transit corridors.

Taecker co-chairs the California Planning Roundtables "Infill Project" for overcoming barriers, AIA East Bay's "Regional and Urban Design Committee." He has degrees from UC Berkeley and University of Chicago. Taecker is a licensed California architect (#C34493) and certified city planner (AICP).

# Professional Practice (partial list of projects)

Owner & Principal, Taecker Planning & Design, Berkeley, CA, 2013-present

Downtown Marysville Revitalization Plan -

Taecker developed the revitalization plan for central Marysville. A historic town in the Central Valley, the Plan embodies the community's vision and connects it to street improvements and other forms of implementation.

Telegraph Avenue Public Realm Plan -

Taecker developed a comprehensive vision for both long-term and near-term improvements, which are accompanied by design schematics and specifications.

**Livable Transit Corridors Handbook** – Transportation Research Board research and guidance to promote full-spectrum livability along high-functioning transit corridors (with CFA Consultants).

**Telegraph Avenue Public Realm Plan** – transformative street improvement plan with long-range vision and short-term perception-changing interventions.

**Volcano Heights Sector Plan** – comprehensive plan for 5 square miles of new growth on Albuquerque's western edge, with transit-oriented development, open space network, and land conservation.

Principal, Dyett & Bhatia, San Francisco, CA, 2012

Marin County Multi-Family Design Guidelines – design guidance for promoting high-quality pedestrian-oriented development and to streamline project approvals by establishing clear standards.

**Appian Way Complete Streets Plan** –multimodal design improvements for an arterial defined as a "route of regional importance" by the Contra Costa Transportation Authority.

Principal Planner for the Downtown Area, City of Berkeley, CA, 2005-2011

Comprehensive advanced planning & urban design for transit-oriented city center. Directed & managed:

- policy-level area plan;
- streets & open space plan;
- development code;
- · design guidelines;
- design review;
- parking & transportation demand program (with Nelson/Nygaard);
- building- height feasibility study (with Strategic Economics);
- finance plan for public improvements (with Economic & Planning Systems); and
- extensive community engagement.

Co-Owner & Principal, Catalyst, San Francisco, CA, 2001-2005

**Cornerstone Town Center & Schematic Architecture –** developer masterplan and schematics for a new urban center with a wide range of commercial and residential uses.

**San Jose Strong Neighborhoods Plans** – community-based plans for distressed neighborhoods to promote transit use, community programs, livable streets, and infill development.

**Watsonville General Plan** – policies and implementing actions for urban design, open space, natural resources, and land use (with Fregonese Associates).

**Santa Ana Specific Plan** – area plan for revitalization and redevelopment between the city's downtown and a major regional transit center.

Principal, Calthorpe Associates, Berkeley, CA, 1990-2001

**Revitalization & Redevelopment Projects** 

**Bremerton WA Downtown Plan** – area plan for encouraging development near this regional transit hub, with parking masterplan and a form-based development code.

Crossings Neighborhood Plan & Schematic Architecture – developer master plan and architectural design for a high-density neighborhood adjacent to rail service.

**Mountain Village Specific Plan** – award-winning masterplan & streetscape design for the redevelopment of a strip commercial corridor as a mixed-use town center.

Rio Vista West Specific Plan & Architectural Guidelines – transit-oriented development standards and design guidelines for infill growth around San Diego light rail station.

#### City Projects

**Windsor California. General Plan & Design Guidelines –** authored community character element and guidelines to promote walkable mixed-use neighborhoods.

**Green City, Philippines** – master plan for new city of 500,000 organized along a transit-rich spine of mixed-use towns and villages.

#### **Eco-Residential Projects**

**Firestone Woods Master Plan** – conservation development masterplan with environmental analysis and resource protection strategy.

**East Sunnyside Village Plan** – neighborhood framework for transit-oriented suburban growth near Portland OR with open space network and natural resource protection.

**Prairie Crossing (Phase 2) –** award-winning conservation development project with compact development and protected open space.

#### Regional Projects

**St. Louis Major Transportation Investment Study –** directed analysis for light rail investments using transit-oriented land-use factors (with Parsons Brinkerhoff).

Transit - Oriented Design Guidelines for the Twin Cities, San Diego and Santa Clara Counties – for guiding development adjacent to rail stations and bus stops.

**Metro Vision 2040** – district-level capacity analysis of Portland Oregon's regional growth alternatives, accompanied by illustrative master plans.

Metro Streets – a handbook giving context-sensitive design guidance for regional roadways.

# Education

Master of City Planning (M.C.P.), UC Berkeley, 1983-1987.

Master of Architecture (M. Arch.), UC Berkeley, 1983-1987.

Design Certificate, International Laboratory of Urban Design, Siena, Italy, 1987. Architecture Student, Rhode Island School of Design, 1982-1983.

Bachelor of Arts (B.A.), University of Chicago, 1978-1982, summa cum laude.

# **Publications**

Toward Transit Corridor Livability: The Transportation/Land Use/Livability Connection, Journal of Transport & Health, Volume 3, Issue 2, Supplement, June 2016, pages S10-S11.

Toward a Typology of Transit Corridor Livability: The Transporation/LandUse/Livability Connection (with Bruce Appleyard & Chris Ferrell), 2016.

Examining Obstacles to Infill Development (with Stan Hoffman), www.cproundtable.org/infill, 2015.

Toward a Typology of Transit Corridor Livability: A Framework to Guide Planning, Design and Engineering Decisions (with Bruce Appleyard & Chris Ferrell), 2014.

**Downtown San Jose Progress as a Vibrant Urban Center** (with Tony Lashbrook), Northern News, California APA, http://norcalapa.org/about/northern-news/northern-news-archives/, September 2014.

**Centers and Edges Journal** *www.centersandedges.org* (editor/author), 2009-present. The Telegraph Project, for Berkeley Design Advocates, June 2012.

**Democracy in Action: Berkeley's Downtown Area Plan, Northern News, California APA,** *http://norcalapa.org/about/northern-news/northern-news-archives/*, May 2012.

Reinventing the General Plan (contributor), California Planning Roundtable, 2009-11.

Santa Rosa's Southeast Greenway: A Vision for Community Open Space, AIA Communities by Design program, 2011.

Codifying New Urbanism: How to Reform Development (contributor), APA Press, 2005.

Transforming Retail, CNU Council Report on Retail, The Town Paper, 2004.

The New Urbanism and the Garden City, published in New Garden City in the 21st Century, University of Kobe, Japan, 2002

Alternative Views on Sustainable Design, Journal of American Planning Association, 2001.

**Urban Revitalization & Rural Restoration: Planning Rotterdam's Growth**, Environmental White Papers, EarthPledge Foundation, New York, NY, 2000.

Building for Transit, Building for People: The Benefits of Transit-Oriented Development, Urban Ecology Journal, Spring 2000.

**Principles for Inner City Neighborhood Design,** Hope VI and New Urbanism (contributor), HUD, 2000.

**Rising From the Ashes: Hope VI & Urban Revitalization** (with Tom Kegelman), Conservation Law Foundation, Boston, March 1998.

Vision/Reality: Strategies for Community Change (contributor), HUD, March 1994.

## Leciures

Livable Transit Corridors Methods, Metrics & Strategies: A Nationwide Analysis & Five Step Method, International Conference on Transport & Health (ICTH) and MINETA Transportation Institute, San Jose CA, June 2016

Retrofitting Streets in Suburban Centers, AIA East Bay, 2015.

Innovations in Downtown Planning, APA California, 2015.

Financial Obstacles to Infill Development, AIA East Bay, 2014.

A Historic Perspective on Transit-Oriented Development, BBC, 2014.

Next Generation Infrastructure: How will It Reshape Urban Form?, AIA East Bay, March 2014.

Oakland's Uptown: A Tale of Infill and Reuse, East Bay AIA, 2013.

Urban Housing for a Post-Carbon Future, Bioneers Conference, 2012.

**High-Density Centers & Transit-Oriented Development,** California Planning Roundtable, Berkeley, 2010.

**Densifying Historic Centers: Obstacles & Benefits,** New Partners for Smart Growth, Albuquerque, 2009.

Becoming Green: Sustainability & Historic Downtowns, CCAPA, West Hollywood, 2008.

New Towns in the Desert: Sustainability in the Southwest, National APA, Las Vegas, 2008.

Rational Nexus: Performance & Form-Based Codes, CNU, Sante Fe, 2006.

Transit-Oriented Development as Redevelopment Tool, Conference of Mayors, April 2003.

Effective Community Engagement in Urban Settings, ASLA National Conference, June 2003.

The Garden City and New Urbanism, Universities of Kobe & Tsukuba, Japan, Sept. 2001.

An Ecological Approach to Rotterdam's Growth, CNU, New York, June 2001.

Real Affordability: Integrating Housing & Neighborhoods, Monterey APA, June 2001.

TOD Principles for Sustainable Regions, Congress of the New Urbanism, Portland, June 2000.

How the West Will Be Won, Institute of Architects, Vancouver, British Columbia, April 2000.

We Have Feet and Other Amazing Insights for Sustainable Communities, Pacific Energy Center, San Francisco, March 2000.

**Toward a Rural/Urban Ecology: Innovations for Rotterdam's Growth,** at "Urbanisms: New and Other Conference," UC Berkeley, March 2000.

Principles for Downtown Revitalization, Nevada AIA, 1999.

**Urban Centers & Rural Edges: Alternatives For Growth,** CalPoly University & the County of San Luis Obispo, San Luis Obispo, 1998.

**Tradition and Innovation: Architecture & Urban Design in the Western Town,** "Meeting in the Mountains Conference," Montana AIA. 1998

# Teaching

Instructor, Urban Design Studio, Sonoma State University, 2016.

Instructor, Sustainable Planning, Design & Development, UC Davis Extension, 2015-2016.

Lecturer, Professional Practice in Environmental Design, UC Berkeley, 2010.

Advisor, Professional Development Program, San Francisco State University, 2008.

Instructor, Urban Design Studio, University of Southern California, 2001,

Instructor, Mixed-Use Typologies for Boulevards with Dan Solomon, UC Berkeley, 1998.

Instructor, Infrastructure for Community: Public Investments for Health & Sustainability, UC Davis Extension, 1997.

Instructor, Design Strategies for Infill Development, Cal APA, 1997.

Chair, Infill Development Conference, UC Davis Extension, 1996.

Instructor, Design for Transit-Oriented Development, UC Davis Extension, 1996.

# Affliations

American Institute of Architects (California architecture license #34493) AIA East Bay, Chairman, Urban Design Committee

American Institute of Certified Planners, 1993 to present.

California Planning Roundtable (2003-present)

SPUR (2001 to present)

Congress for the New Urbanism (1992-present).

American Planning Association (1994-present).

Berkeley Design Advocates (2003-present).

College of Environmental Design Alumni Board, UC Berkeley (2000-2005).

# Awards

American Planning Association (National and California Statewide Award of Excellence), Berkeley Downtown Area Projects, 2013

Mayor's Award, Richmond-Menker Community Commons, San Jose, 2005.

American Planning Association (No. Cal.), Five Wounds Improvement Plan, 2004.

American Planning Assoc. (Inland Empire), Mountain Village Specific Plan, 1998.

American Planning Association (California), Merced Villages Growth Strategy, 1996.

Livable Communities Award, Sunnyside Village Master Plan, 1996.

Eisner Prize for Urban Design, University of California, Berkeley, 1987.