

The City of Olympia Downtown Strategy



PROPOSAL June 29, 2015

MAKERS architecture and urban design, LLP

Property Counselors

SvR

Steinbrueck Urban Strategies, LLP

3 Square Blocks

Athena Group

DKS

Anchor/QEA

RECEIVED
JUN 26 2015
COMMUNITY PLANNING
AND DEVELOPMENT DEPT.

June 29, 2015

make (māk) vb 1 to bring into being by shaping or altering 2 to form in the mind, a judgement or plan 3 to put together by combining parts 4 to build, construct, formulate, devise, create 5 to prepare for use; arrange 6 to cause to happen

City of Olympia
Attn: Nancy Lenzi
601 4th Avenue E
Olympia, WA 98501

RE: The City of Olympia's Downtown Strategy

Dear Members of the Selection Committee:

We are pleased to submit this qualifications statement for Olympia's Downtown Strategy. To provide a full range of services, we have assembled the following team:

- MAKERS architecture and urban design – Prime consultant, public engagement lead and urban design
- Property Counselors – Development economics
- SvR – Street design and green infrastructure solutions
- Steinbrueck Urban Strategies – Public policy, land use, and development strategies
- 3 Square Blocks – SEPA strategies and special facilitation
- Kendra Dahlen – Special resource on public engagement
- DKS – Transportation policy and analysis
- Anchor QEA – Resource on shoreline design and engineering

This multi-disciplined team provides exceptional expertise. If selected, we will work with staff to assign tasks and level of effort for various members to fit the City's needs.

As the RFQ makes clear this project is directed toward a strategy, and implementation of a strategy requires a strong consensus for action and working partnerships among key parties. We believe that the project's core challenge will be to build that consensus and those partnerships. Therefore, we have included an integrated team of public engagement specialists, each with unique capabilities and roles. As MAKERS' assistant project manager, Rachel Miller will coordinate the public engagement effort. Kendra Dahlen will apply her knowledge of the local community and provide advice and facilitation, especially where sensitivity to specific interests is critical. We will ask Marcia Wagoner of 3 Square Blocks to facilitate, or, if necessary, mediate the events where the core planning team is engaged in extensive presentation or participating directly in workshop exercises – or where contentious issues threaten the process.

Sometimes having an "outside expert" provide participants with a broader perspective on challenging issues such as successful approaches to homelessness, public safety, gracefully accommodating growth, and gentrification can help build a consensus for a positive approach. For this reason, we have asked Peter Steinbrueck to be on our team. His experience

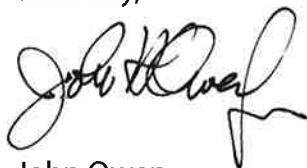
as a city council member and his study as a Loeb Fellow at Harvard enable him to provide strategic guidance at key points. For example, he will be able to empathetically address council concerns from a politically experienced and highly knowledgeable perspective during their deliberations.

Our team also includes the highest caliber technical capabilities. SvR is a national leader in multimodal street design and green infrastructure, and will take the lead when "shared" streets, urban storm water management tools, cutting edge engineering solutions, or environmental sustainability are considered. MAKERS' award winning urban design expertise will be employed to, for example, visualize view impacts, identify how to derive public benefit from development opportunities, refine design guidelines to make new development compatible with the existing context and maintain a human scaled and identifiable design character, plan improved connections to the waterfront, achieve a better fit between the Downtown, adjacent neighborhoods and the State Campus, and help the community define an appropriate vision for the isthmus. Economics analysis related to development, retail business strategies, and housing affordability will be provided by Greg Easton of Property Counselors. Greg has extensive real estate economics experience in Thurston County, including on the East Olympia Downtown Plan. Deborah Munkberg of 3 Square Blocks is our SEPA strategies Expert. DKS will provide transportation analysis as needed and Anchor QEA, who was extensively involved in Percival Landing projects, is listed as a resource if any special waterfront issues emerge. Additionally, Rachel Miller is a regional leader in issues related to social equity and will lead any work related to that issue.

MAKERS has collaborated with all team members except DKS (though DKS has partnered with other team members), and I know this team has the highest level of professional capabilities specifically fitting the needs of the Downtown Strategy project.

Besides our technical capabilities, I would like to mention that we bring a personalized approach to professional services. We work closely with staff in a team setting. As consultant team leader, I will always be directly available to City staff and actively engaged in all aspects of the work. This project is of highest importance to us. Many of us have previously worked in Olympia, and understand that this is a critical point in the Downtown's and the city's evolution. Therefore, we will give your project the highest priority. We hope for the opportunity to discuss the project with you further.

Sincerely,

A handwritten signature in black ink, appearing to read "John Owen". The signature is fluid and cursive, with a large initial "J" and "O".

John Owen
Partner

Key Personnel

As the cover letter indicates, our team is structured to provide the City with a broad array of facilitation and technical capabilities. John Owen, assisted by Rachel Miller, will ensure that individual team members are brought in at appropriate times. In addition, regular team meetings will keep everyone up to date on the overall process. John will work with the City's project manager to frame a work plan indicating when each team member is involved and their level of effort.

John Owen, MAKERS

Project Role: Partner-in-Charge and Consultant Team Leader

John will lead the consultant team, providing direct communication with City Staff and participating in all aspects of the work, including public engagement. John has assisted numerous communities in building successful downtowns. The common thread running through this work is an emphasis on public participation and strategic implementation of community objectives through a combination of public and private efforts. Several of John's community revitalization projects have won national and local awards, including the downtown/town center plans for Everett, Mill Creek, Redmond, Wenatchee Waterfront, Burien, SeaTac, University District, Renton, Chelan and Auburn. These projects involved the issues relevant to Downtown Olympia, including urban design/building form/view



Rachel illustrated amenable future development for Kirkland.

protection, housing and redevelopment strategies, public realm improvements, multi-modal transportation, design guidelines and implementation measures. John is familiar with downtown Olympia, having worked on the Eastbay Marina, East Downtown and Capitol Way projects.

Rachel Miller, MAKERS

Project Role: Assistant Project Manager, Public Engagement Lead and Urban Designer

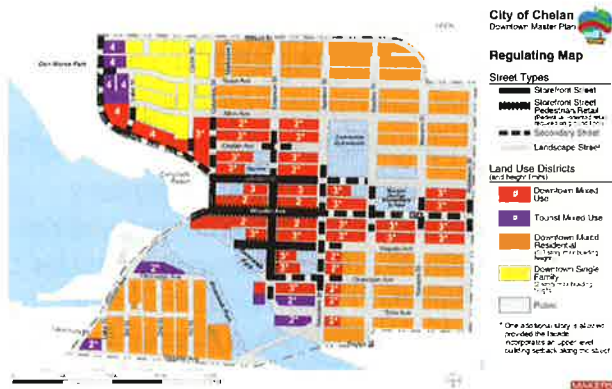
Rachel will lead the public engagement process and bring her urban design abilities to help Olympia's downtown communities solidify a common vision and hone their strategies. Rachel managed Renton's Benson Hill Community Plan and Tumwater's Capitol Boulevard Plan and in-progress Citywide Design Guidelines. These included comprehensive, strategic, and meaningful public engagement, including focus group meetings, public workshops, online surveys and activities, neighborhood events, and interviews to develop community-backed plans. She uses clear diagrams and vibrant visualizations to illustrate options and interests (e.g., Kirkland's Houghton-Everest Neighborhood upzone illustrations, viewshed analyses for Port Angeles and Port of Edmonds, and Boise's Downtown and Citywide Design Guidelines). Rachel is also a leader in planning and design for social equity, from publishing on supporting small, immigrant-owned businesses in South Seattle to chairing APA Washington's Social Equity Working Group.

Bob Bengford, MAKERS

Project Role: Design Regulations and Urban Design

Bob will contribute substantially to the land use and urban design elements. In his 18 years at MAKERS, Bob has become an expert

in regulatory issues, completing over 40 sets of form-based zoning codes and design guidelines for a wide range of communities and development types, including Tacoma, Boise, Sumner, Bonney Lake, and Ellensburg. Bob recently led Lacey's ground-breaking sign code update and is currently assisting Olympia with their Neighborhood Center planning efforts.



Map summarizing Bob's design guidelines for Downtown Chelan

Sean McCormick, MAKERS

Project Role: Viewshed Modeling and Graphics

Sean is MAKERS' specialist in digital graphics. He led the view analysis for the Bellevue Downtown Livability Initiative and prepared graphics for last fall's Capitol Way project.

Gregory R. Easton, Property Counselors

Project Role: Lead Economic Analyst

Greg is a founding principal of Property Counselors and has over 35 years of experience in providing economic advice related to land use and facility development, especially in planning for commercial and residential development. He brings extensive experience structuring joint public and private development projects and has provided real estate advisory services for large-scale developments such as urban mixed-use projects, recreational resorts, master planned communities, large industrial

parks, and major cultural and recreational attractions. His clients include the cities of Seattle, Tacoma, Olympia, Bellevue, Mercer Island, SeaTac, and Bainbridge Island; the Ports of Seattle, Everett, Edmonds, and Bellingham; Edmonds and Seattle School Districts; and the US Postal Service.

Kendra Dahlen, Athena Group

Project Role: Special Resource on Local Issues and Public Engagement

Kendra's expertise is facilitation, process improvement and public engagement founded upon clarity of purpose, mutual respect, informed decision making and shared ownership. Kendra has worked closely, extensively and enjoyably with the City of Olympia staff, City Council, Planning Commission and Parking, Business Improvement Area advisory committee to clarify roles, improve operations, plan and facilitate retreats, and strengthen relationships to foster viable and sustainable outcomes. John met Kendra while preparing for the Vision2Action Symposium in Olympia.

Peter Steinbrueck, Steinbrueck Urban Strategies, LLC

Project Role: Strategic Advisor

Peter Steinbrueck, FAIA, founded Steinbrueck Urban Strategies in 2008. He is a nationally recognized architect, urbanist, and public policy thought leader. As a former three-term Seattle city council member from 1997 to 2007, Steinbrueck led numerous legislative efforts in Seattle to advance innovative urban policies in comprehensive planning, land use and development, parks, housing, energy, water conservation, municipal waste reduction, transportation and urban mobility. In 2009-2010, Steinbrueck was a Harvard Loeb Fellow, where his independent research focused on urban environmental policy in the U.S. Steinbrueck is a sought after speaker, writer, and thought leader on urban policy

and innovative strategies for advancing sustainable cities and walkable, livable neighborhoods. Peter and John worked together to resolve community issues related to Virginia Mason Medical Center expansion.

Deborah Munkberg, 3 Square Blocks

Project Role: SEPA Lead

Deborah Munkberg will conduct a programmatic SEPA review, evaluating thresholds and exemptions and addressing environmental issues in the development code to reduce permitting and development uncertainties. Deborah's 25 years of environmental review experience includes transportation, mixed-use development, comprehensive and subarea plan, and planned action projects.

Marcia Wagoner, 3 Square Blocks

Project Role: Special Resource on Facilitation

Marcia Wagoner will provide strategic facilitation at key public events. Marcia masterfully draws out real life solutions from participants in highly visible, technically and politically complex projects.

Tom von Schrader, SvR

Project Role: Principal Civil Engineer and Multimodal Street Design

A founding principal of SvR Design Company, Tom brings 31 years of experience in implementing sustainable visions that balance community development needs, right-of-way demands, and environmental objectives in corridor, streetscape, and civic enhancement projects. Working from high-level concepts to technical solutions, Tom integrates green and restorative methods such as green infrastructure and non-motorized transportation systems to imagine community-centered infrastructure.

Calder Gillin, SvR

Project Role: Street Design and Green Infrastructure Lead

Calder is a senior landscape designer with eight years of experience, focused on urban public realm projects that range in scale from district vision plans to small plazas to street furniture designs, always with the basic goal to dignify people's experience outside. Calder has developed pragmatic, flexible design strategies for long-term neighborhood improvements in San Francisco, Seattle, Cleveland and Bellingham.

Elisabeth Schuck, DKS

Project Role: Transportation Lead

Elisabeth is a senior planner at DKS and brings considerable experience in preparing multimodal transportation plans with emphasis on downtown and activity center sub-areas to the City of Olympia Downtown Strategy. Elisabeth combines technical expertise with policy guidance to identify solutions that not only improve mobility options, but also integrate land-use considerations to enhance livability and economic development. She brings experience updating local policies and procedures to streamline transportation concurrency and the development review process based on the community's development and economic goals.



Tom's Winslow Way design expresses Bainbridge Island's vision for a vibrant pedestrian downtown with upgraded and relocated utilities, multimodal and multiuse functionality, gathering areas, and green stormwater infrastructure.

Project Experience

Everett Downtown Plan, Code Update, and Rucker/Hoyt Improvements

Client
City of Everett

MAKERS Fee
\$60,400

Project Duration
2005-2006

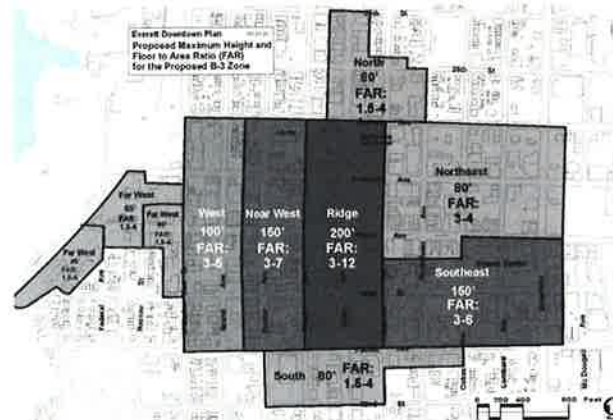
MAKERS led a multi-disciplined team, including Greg Easton, in preparing an award-winning plan for Everett's downtown that is transforming the area from an aging mill town into a dynamic, multifaceted metropolitan center. The team conducted several public work sessions, interviews with individual stakeholders, and extensive review sessions with the Planning Commission. Recommendations were based on a market study analyzing the feasibility of various development types and opportunities.

As a result of the plan, the City adopted substantial zoning changes and new design standards to address identified development opportunities and ensure quality design. Several plan recommendations have been completed or are now in the works. Adopted zoning and follow up projects include:

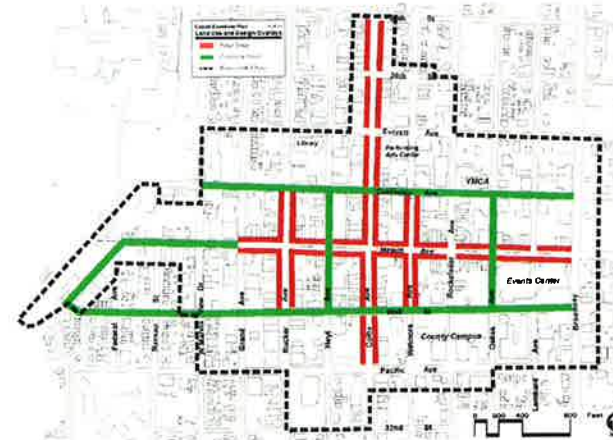
- Changes to maximum building height and massing to preserve views and enhance the character and livability of downtown.
- Floor area ratio bonus system with incentives for public space, distinct building geometry, public benefit uses, historic preservation, below grade parking, public art, LEED certification, and off-site open space.



Everett community members map their interests at a workshop.



Height and bulk regulations to maximize view potential



Street classifications for walkability and business fronts



MAKERS' Hoyt Street design and the completed festival street (during a festival).



Recently completed and underway Downtown Everett projects.

- Downtown Streetscape Design Plan, with major emphasis on Rucker and Hoyt Avenues.
- Transit improvements.
- Planned Action EIS.

As a follow up to the Downtown Plan, MAKERS performed the urban design work as part of a team redesigning Rucker and Hoyt Avenues. These streets were identified as the best streets to focus early mixed use development as a "seed" in developing a downtown residential community. Hoyt Avenue, in particular, provided an excellent opportunity to create an arts and festival street. The design provided numerous locations for art objects and accommodated a variety of community activities. Concurrent with the street improvements completed in 2011, Artspace Everett Lofts, an artists' housing and work space, was developed and the street became the focus for the City's celebrations and arts community.

A major focus of the plan was to bring residents, property owners, developers and civic leaders together to collaborate on building a more vibrant downtown. The result of these planning, capital improvement and partnering activities has been dramatic. Several new mixed use and residential projects have sprung up and the downtown has seen growth in its street activity and commercial attractions. Most exciting, are a new downtown hotel and the Pagoda Place farmers market.

Like Downtown Olympia, Downtown Everett had been seeking to grow its downtown to provide housing choices, improve social conditions, enhance its economy and serve as the urban focus for Snohomish County. The results that city leaders and their partners achieved demonstrates that such efforts can be successful.

Wenatchee Waterfront Plan

Client

City of Wenatchee and Chelan County Public Utility

MAKERS Fee

\$61,000

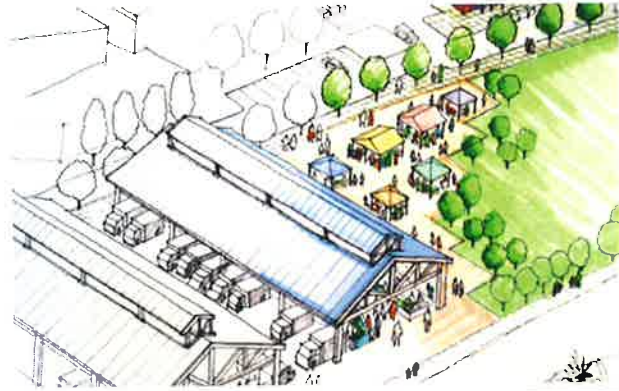
Project Duration

2002, plan and code adopted 2003

This project is featured because like Olympia's waterfront assets, Wenatchee's riverfront was a magnificent amenity, but poor connections made it difficult to leverage for the downtown's vitality. Additionally, Wenatchee was facing potential growth and needed a strategy to accommodate residents and also create a focus for the region. MAKERS led a group of subconsultants and worked closely with City staff, the Chelan County PUD, business and property owners, applicable public agencies, and community groups throughout the process to develop a vision for the waterfront that was ambitious, yet realistic and implementable. The existing shoreline trail and park system was underutilized due to poor access, limited amenities, and a lack of adjacent open space. MAKERS identified opportunities for improving the system, providing much needed connections, and identified opportunities for new development.

The plan included the adoption of new zoning and design guidelines to provide both private incentives and public benefits. A critical and ambitious plan element was the construction of Riverside Drive, an important connection between waterfront amenities and neighborhoods, with space for new development.

Perhaps the project's most catalytic aspect was the process itself, which helped bring together and motivate civic leaders and



MAKERS illustrated the community-envisioned market and residential developments.



New residential development followed the community's desired character due to design provisions MAKERS developed.



Public open houses and other engagement activities built partnerships and enthusiasm behind the plan.



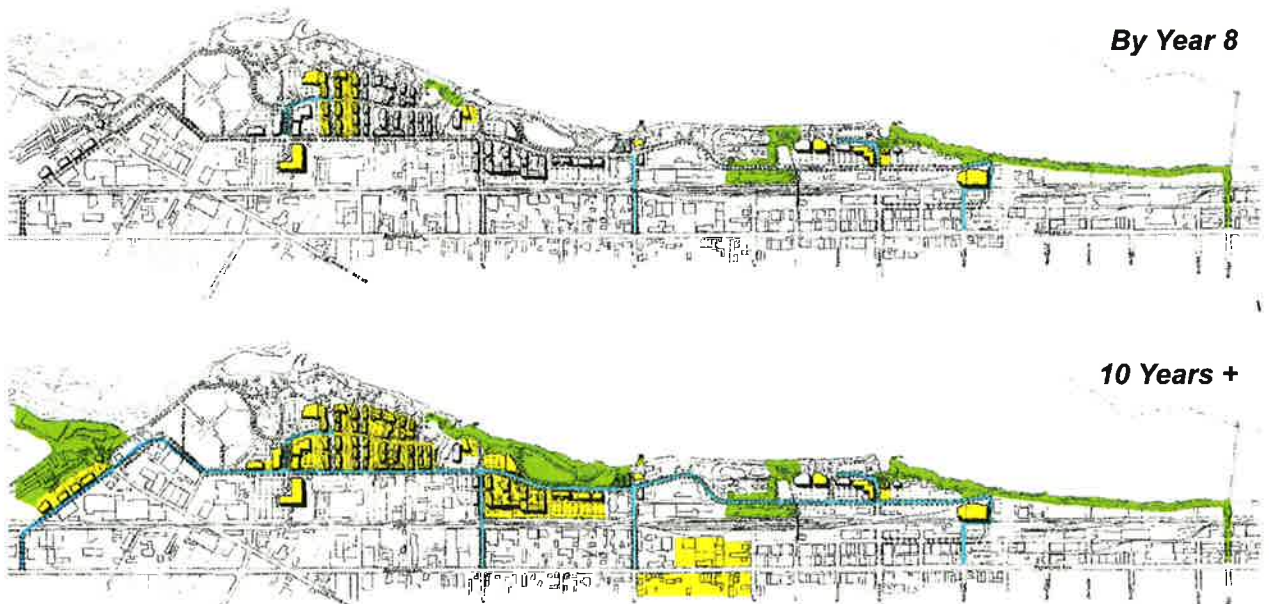
MAKERS' conceptual design for riverfront moorage led to grant funding and construction of this dock.

property owners to take advantage of emerging opportunities.

The project has been aggressively implemented in accordance with the plan's redevelopment strategy. After quickly adopting the zoning and design guidelines, the City used the plan's conceptual design for riverfront transient moorage to obtain an ALEA grant and constructed the dock. Next, the City designed and constructed the Riverside Drive and improved the waterfront park. A partnership between the Port of Chelan County (a planning team participant) and a local foundation created the Pybus Market, now a destination for people from throughout the state. During the plan, the wastewater treatment facility was identified as a hindrance to development, but it has now been functionally upgraded and largely submerged and landscaped so that it is no longer a significant intrusion. Finally, the new residential neighborhood envisioned in the plan is under construction. Now, instead of the waterfront being a backwater, it is truly the region's most important attraction and an integral part of the downtown.



Pybus Market was developed by a team engaged in the Waterfront Plan.



Phasing scheme that the City has essentially adopted.

Renton North Downtown Redevelopment and City Center Community Plan

Client
City of Renton

MAKERS Fee
43,500

Project Duration
2009-2010

Renton's City Center has been designated as a Regional Growth Center and is, like downtown Olympia, expected to experience considerable growth and change in the next 20 years. MAKERS was hired to assist the City in developing a community plan intended to help shape and direct that growth in a way that reflects the vision of the people who live, work, and play there. This work built on earlier work by MAKERS and City staff that established a framework and guidelines for the northern City Center.

MAKERS engaged residents, business owners, and property owners in a series of meetings to understand their needs and vision for the City Center. From this, MAKERS developed a series of proposals related to transportation, neighborhoods, economic development, and parks and open space. Based on the results of public comments and feedback from City staff, MAKERS drafted a Community Framework Plan for the City Center that was adopted in 2010.

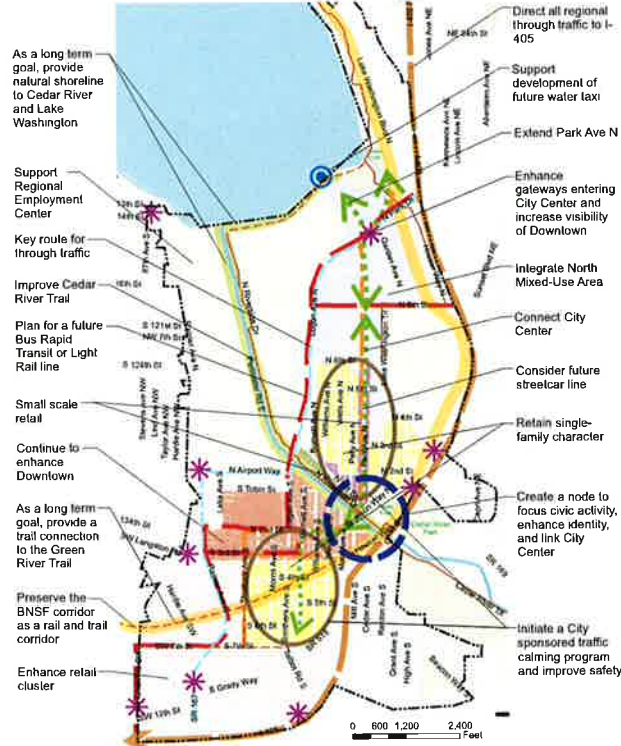
During the project's second phase, MAKERS worked closely with an inter-departmental team to develop strategies to implement the Framework Plan. The resulting product—the Community Plan—lays out a vision, goals, policies, and implementation strategies.



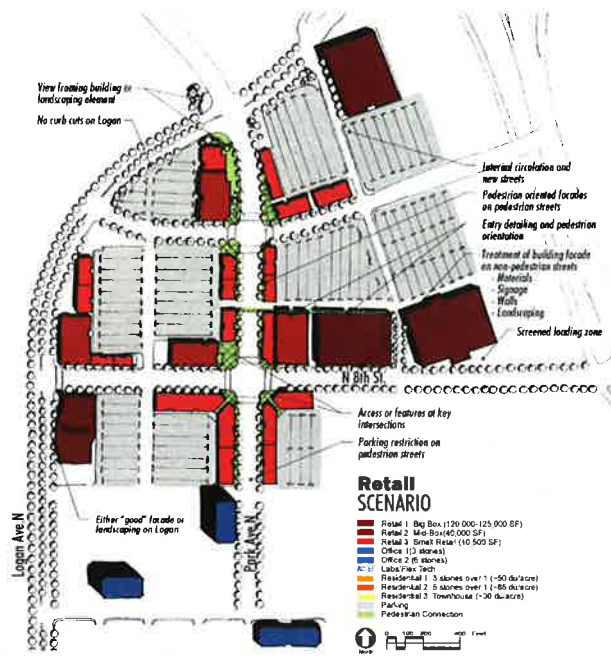
MAKERS solicits community input about the City Center at a neighborhood picnic. The process incorporated a number of different opportunities for public engagement.



Participants at an open house reviewed proposals for parks and open space and filled out detailed comment forms to identify their priorities.



Summary graphic of plan concepts



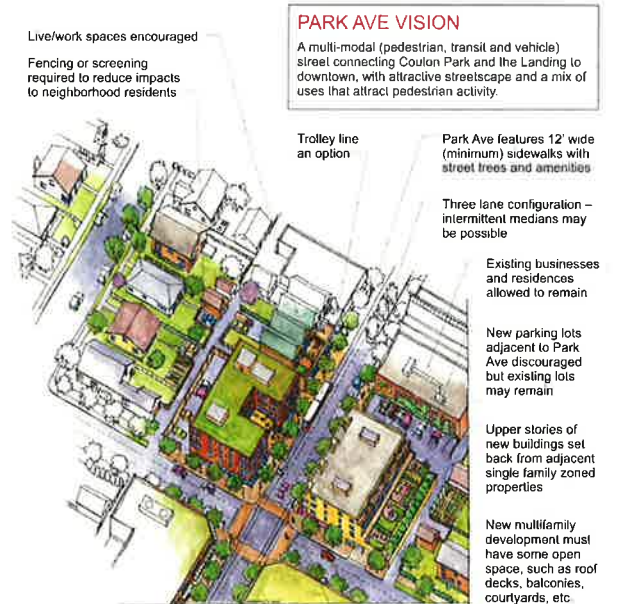
Renton Landing: MAKERS' planning concept (top) led to the completed development (above).



Concept design for Main Street improvements and Heritage Home development. Rendering by KPG.

This project is relevant to Downtown Olympia (beyond the public process) in that private development in Downtown Renton had been relatively stagnant in spite of significant public investments. However, Renton's planning helped them to leverage new development as the market became more active. The North Downtown work directed the new Renton Landing mixed-use development that has catalyzed that section of town. And, some of the recommended downtown street improvements are currently being implemented. The conversion of Main Street to two-way traffic is in design and it appears that WSDOT will soon permit the decoupling of the one-way streets through downtown to allow a more pedestrian-friendly network. Finally, new private development has been proposed, including a six-story mixed-use building and two hotels.

MAKERS is currently working on streetscape design standards to ensure that new development includes improvements to public realm features in accordance with the City's vision.



MAKERS graphics clearly illustrate community interests.

Approach

With new public investments, increased growth targets, and an emerging south Puget Sound real estate market, Downtown Olympia is poised to realize its vision for a more fully developed urban center. But these new potentials can only be realized if residents, business interests and government work collaboratively to attract new development and direct it in a way that reflects the community's values. This is particularly true when community members have divergent opinions about Downtown's character, the size and location of new buildings, how to address social equity while accommodating growth, the amount of change to accept, and other key issues. Our approach focuses on a process that will prepare the city and the community to undertake such collaborative action by:

- Translating the vision into achievable actions,
- Addressing the fundamental controversies that divide the community, and
- Increasing trust in local government and building partnerships among stakeholders.

Particularly in Downtown Olympia, **what** the City decides to do is important, but **how** the City makes that decision—in partnership with those participating in the process—is just as important to the strategy's success. The diagram at right illustrates our suggested work plan that involves setting goals and objectives, identifying opportunities and translating them into alternatives, combining the preferred alternative elements into a planning concept and then formulating an implementation strategy. The staff-consultant team will support this process in three ways: by facilitating the process itself, producing relevant information to inform

decisions, and providing design solutions that integrate different objectives and serve as an implementation tool kit.

Public engagement facilitation

Several key considerations promote successful public/stakeholder participation. The first is to engage the full spectrum of interested parties, and we have found that the best way to do this is to provide for a number of different participation channels. Highly participatory public workshops with opportunities for creative interaction are essential, but not everyone enjoys or is able to participate that way. We have found that interactive web-based tools are becoming more effective and can provide for broader input. And, a lot can be accomplished in smaller work sessions dealing with special topics such as business development, equity, or neighborhood impacts. Such smaller sessions were very effective in resolving long term conflicts on Tumwater's Capitol Boulevard plan, particularly because public officials attended and listened and responded to participants' concerns.

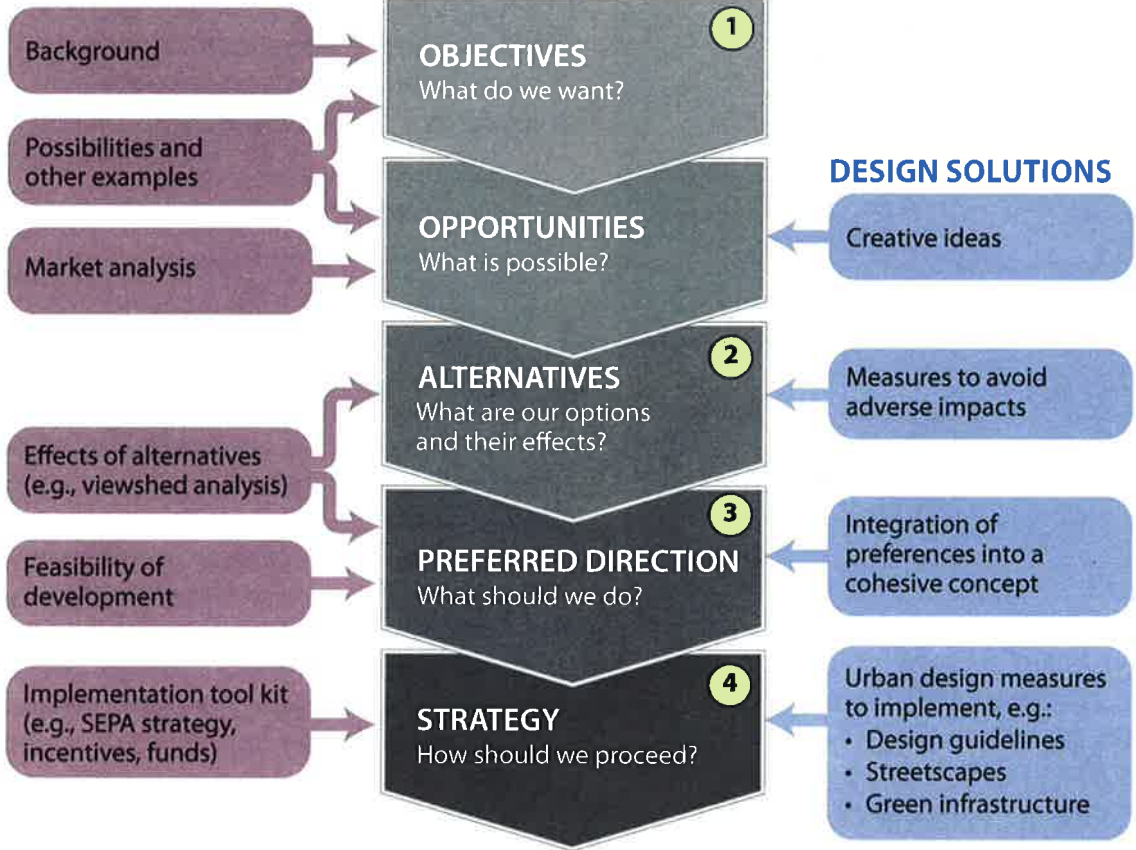


Community functions such as this neighborhood picnic are useful engagement opportunities

FACILITATION

- Expand participation through different modes
- Highly participatory open houses
- Special meetings on key topics and concerns
- Excellent communication and graphics
- Demonstrate that input influences decisions
- Teamwork with staff
- Build partnerships

INFORMATION



- Key public process steps
- Where staff and consultant team input is most useful
- 1** Important points for effective public workshops (additional engagement measures occur throughout the process)

SUGGESTED PUBLIC WORKSHOP ACTIVITIES

- 1** Brainstorm objectives and identify visual preferences
- 2** Review options and frame alternatives
- 3** Identify preferred alternative elements and sketch concept
- 4** Review strategy, set priorities, and ratify commitments

Proposed process and team inputs



Public workshops should encourage creativity.

Especially important when there is some latent distrust in the process and government in general is to show how public input from one session influences the directions taken in subsequent steps. We will be careful to document participants' input, publicize "what we heard" and reflect the objectives, ideas and preferences in planning level decisions. Informing Council at each step is important so that they can see where the recommendations come from and will be less likely to be swayed by "loud voices" with minority opinions. Working directly with the Planning Commission and Council appointed advisors will be key in this effort.

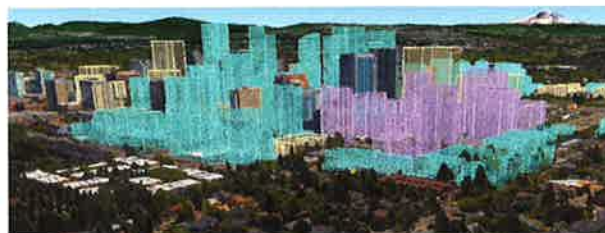
Finally, since this is an implementation strategy, the City must work in partnership with various community-based organizations. A large part of our effort will be to work with the Stakeholder Work Group and applicable organizations to build "social capital" and establish the partnerships that are necessary for success. Of course, the first step will be to work with staff to outline a

work plan to engage all parties noted in the RFP Roles and Tasks section.

Information and materials for decision making

The consultant team will be ready with information and materials as needed to help participants make informed decisions. This means providing:

- A highly graphic "community mirror" of background information to help participants understand their context,
- Successful measures from other cities,
- An analysis of current market conditions that specifically outlines the Downtown's development and retail sales opportunities, as well as conditions affecting residential development economics and housing affordability issues,
- Visualizations of the proposed alternatives and evaluation analysis. For example, MAKERS utilizes a 3-D modeling tool combining SketchUp and Google Earth to allow anyone online the ability to navigate through the downtown and see what proposed development looks like. Also, DKS can analyze the transportation impacts of different development scenarios,
- Development feasibility analysis combining MAKERS site design skills with Greg Easton's fiscal analysis, such as was done for the Olympia East Downtown Study. We also propose a "developers' forum" in which developers review planning proposals and provide



Interactive model used to evaluate urban form and view alternatives for Downtown Bellevue

their perspective on the incentives and regulations that would achieve desired results.

- An implementation tool kit identifying development incentives, regulatory measures, public/private actions, programmatic activities and SEPA strategy. These will also be integrated into a comprehensive strategy, identifying actions, time frames, participants, necessary resources and potential funding sources. MAKERS will also provide visualizations of the envisioned improvements.

Design solutions

One reason for our team's past successes is the application of creative design solutions to address objectives and issues such as walkability, downtown character, use and building compatibility, human and architectural scale, safety, security, and residential livability. SvR will bring its nationally recognized expertise in green infrastructure improvements that have produced award winning projects such as Bell Street Park and the Nord Alley. If needed, Anchor QEA can assist with waterfront restoration and engineering. With capabilities in form-based design guidelines, urban open space planning, collaboration with artists, MAKERS will focus on integration of new and old features, connecting the Downtown core to the waterfront, enhancing Downtown's neighborhood and campus edge conditions and enhancing the Downtown's identity. We believe that there are ample opportunities to apply design creativity, such as pedestrian connections between Percival Landing and the Market, safety improvements to Sylvester Park, and enhancing the downtown's unique urban design character. We will engage the community to explore these and/or others that arise.



SvR's Bell Street Park provides gathering spaces, natural stormwater drainage, and multimodal shared space, resulting in a livelier street.



Facade improvement guidelines for Downtown Chelan

References

MAKERS

City of Everett (also a reference for Property Counselors)

Allan Giffen, Planning Director
(425) 257-8731
AGiffen@everettwa.gov

City of Tumwater (also a reference for Athena Group and Property Counselors)

John Doan, City Administrator
(360) 754-4120
jdoan@ci.tumwater.wa.us

City of Renton

Chip Vincent, CED Administrator
(425) 430-6588
cvincent@rentonwa.gov

Property Counselors

Port of Olympia

Heber Kennedy,
Former Director of Real Estate
(360) 791-3400

City of Olympia

Steve Friddle, Principal Planner
(360) 753-8591
sfriddle@ci.olympia.wa.us

Athena Group

Lott Clean Water Alliance

Lisa Dennis Perez,
Public Communications Manager
(360) 528-5718
LisaDennis-Perez@lottcleanwater.org

Port of Olympia

Mike Reid, Senior Manager Business Development
(360) 528-8076
miker@portolympia.com

SvR

Seattle Parks and Recreation

Patrick Donohue, Senior Project Coordinator
(206) 684-9286
patrick.donohue@seattle.gov

City of Paso Robles

Matt Thompson, Wastewater Manager
(805) 227-7200 x7716
MThompson@prcity.com

City of Bainbridge Island

Chris Hammer, Project Engineer
(206) 780-3740
chammer@ci.bainbridge-isl.wa.us

3 Square Blocks

City of Seattle (for Deborah Munkberg and John Owen)

Dave LaClergue, Planner
(206) 733-9668
dave.laclergue@seattle.gov

Seattle Housing Authority (for Marcia Wagoner)

George Nemeth, Senior Housing Developer
(206) 615-3415
gnemeth@seattlehousing.org

Steinbrueck Urban Strategies, LLC

City of Seattle

Tom Hauger, Senior Planner
(206) 684-8380
tom.hauger@seattle.gov

Seattle Children's Hospital

Suzanne Peterson-Tanneberg, VP
(206) 987-2125
suzanne.peterson@seattlechildrens.org

Pike Place Market PDA

Ben Franz-Knight, Executive Director
206-774-5232
ben@pikeplacemarket.org



John Owen, AIA

partner

Experience

MAKERS, 37 years

Other, 4 years

Education

Master of Architecture, University of Washington, concentration in Urban Design, 1975

Bachelor of Science, Case Institute of Technology, Structural Engineer, 1969

Registration

Architect, Washington, 1980

As an architect and urban designer for the past 37 years, John Owen has assisted numerous communities in building successful downtowns. His experience has included downtown plans, streetscape improvements, historic preservation plans, waterfront development, parks and public facilities design, highway corridor revitalization, transit facilities and design guidelines. The common thread running through this work is an emphasis on public participation and strategic implementation of community objectives through a combination of public and private efforts. John led the three award-winning projects highlighted in the submittal body.

University District has turned around due to a comprehensive planning/improvement/business enhancement strategy.



Mill Creek's town center has been a model for other communities.



Juanita has developed an exciting new center.



Tacoma's Foss Waterway has blossomed into one of the region's most exciting waterfronts since the 1993 plan.



Relevant Projects

John is especially proud of the number of projects that have been successfully implemented, which include:

- **Seattle's neighborhoods.** Revitalization of several of Seattle's neighborhoods—including Columbia City, Capitol Hill, Greenwood, and Belltown,—have implemented MAKERS' plans and are now thriving. Most notable is the University Community. The 2000 plan won multiple awards and has resulted in street improvements, new mixed use development and increased retail sales.
- **Mill Creek's town center.** Mill Creek's town center development which provides a regionally recognized focus for that rapidly growing community. MAKERS prepared the award winning plan and Guidelines in 1996.
- **Kent's downtown.** The 1997 Subarea Plan and planned action EIS for Downtown Kent set the framework for a new Sounder Rail station with a public garage, the Kent Station redevelopment with Green River Community College, new shops, and new downtown housing.
- **Juanita's town center.** The design plan for Juanita which led to a dramatic redevelopment of an old strip commercial area into an exciting mixed use center.
- **Tacoma's Foss Waterway.** The plan for Tacoma's Foss Waterway which was instrumental in the city council's decision to purchase large shoreline properties and initiate an ambitious and successful effort to redevelop not only the waterfront but the museum district and UW Tacoma area as well.

John's work in South Puget Sound includes the Olympia East Downtown Development Plan (team leader), Tumwater's Capitol Boulevard Corridor Plan (Team leader) and Capitol Way (urban designer) He also has contributed design work on the Bridging the Gap trail segment and made a presentation on TRPC's Urban Corridors initiative. He has served on the Seattle Planning Commission for 6 years and currently is a member of the University of Washington Department of Urban Design and Planning Professionals Council.



Rachel Miller

senior associate, urban design and planner

Experience

MAKERS, 5 years

Other, 4 years

Education

Master of Urban Design and Planning,
University of Washington, 2011

Master of Landscape Architecture,
University of Washington, 2011

Urban Design Certificate, UW, 2011

BS Architecture, Geography minor,
Ohio State University, 2003

Rachel combines an extensive educational background in the built environment with broad experience in community development and design. She applies strong community engagement, graphics, mapping, writing, and analytical skills to help communities understand their options and visualize ways forward. As an urban designer, she is committed to enhancing each community's understanding of its place and itself through context-sensitive and culturally-appropriate designs. Prior to joining the MAKERS team, she provided technical assistance and mapping analysis in the Seattle Community Planning and Development HUD office; interned in the City of Columbus, Ohio Planning Division; coordinated urban design visioning processes in Fairbanks and North Pole, Alaska; and managed community development projects as a Peace Corps volunteer in Mali, West Africa.



Benson Hill Community Plan public engagement at neighborhood movie night



Clip of Tumwater's Capitol Boulevard land use and transportation concepts



Rendering of a Kirkland main street water view corridor with proposed redevelopment

Relevant Publications and Presentations

- *Achieving Social Equity around Light Rail*, Mobile Workshop, APA National Conference, 2015. As APA Washington's Social Equity Working Group leader, Rachel organized this South Seattle workshop to share best practices around preventing displacement and serving all community members with socially equitable development. Balancing long-time resident and business needs with newcomers' desires will be important for Olympia, as well.
- *Measuring Urban Design and Social Equity*, Washington APA Conference, 2013 and Walkable Washington Symposium, 2015. Rachel used the STAR Communities Rating System to analyze urban design and social equity characteristics of three station areas.
- *Engaging Benson Hill: Successes and Challenges*, Washington APA Conference, 2012. Rachel and Erika Rhett (a former Renton planner) innovated a range of in-person and online engagement tools and shared their successes and drawbacks.

Relevant Projects

Renton's Benson Hill Community Plan

As the project manager, Rachel engaged traditionally hard-to-reach communities through a representative focus group, neighborhood events, and online activities to result in a community-backed plan. She developed maps, streetscape graphics, and site plans to illustrate the community's interests, options, and preferred vision.

Tumwater's Capitol Boulevard Plan and Design Guidelines

Rachel managed this APA/PAW award-winning project, which included extensive business and property owner interviews, public workshops, focus group meetings, and online surveys to establish common goals. She illustrated the community's visions for walkable and bikable neighborhood centers. She and John were hired again to develop citywide guidelines for pedestrian-oriented buildings and streets.

View Corridor Analyses

Rachel developed the Port Angeles Visual Impact Analysis to test the effects of future development at increased heights on water views and landmarks. Similarly, as part of a study to upzone Kirkland's Houghton-Everest Neighborhood center, she illustrated desired character and the preserved water view. She also worked with Sean to develop the Port of Edmond's Harbor Square Viewshed Analysis.



Bob Bengford, AICP

partner, urban designer

Experience

MAKERS, 19 years
Bonner County, ID, 2 years

Education

BS City and Regional Planning,
Cal Poly San Luis Obispo, 1992

Certifications

American Institute of Certified
Planners (AICP), 1999
Commercial Real Estate Certificate,
University of Washington Extension, 2004

Bob provides award-winning expertise in master planning and development regulations. Bob is a partner at MAKERS and certified planner with over 20 years of planning and urban design experience including work in Washington, California, and Idaho. Bob manages a variety of complex projects including community design guidelines and development regulations, downtown urban design plans, neighborhood plans, streetscape design plans, and rural area plans. Bob has become an expert in development regulations, having crafted more than 30 sets of development codes and design guidelines at MAKERS. Bob and John Owen frequently team on projects such as Olympia's Downtown Strategy.



Boise, ID's Citywide and Downtown Design Standards

Bob collaborated with city staff, public officials, stakeholders, and citizens in crafting ambitious form-based design standards for the City of Boise: Downtown Design Standards and Citywide Design Standards, both adopted in 2013. The project follows the recent completion of Blueprint Boise, the City's comprehensive plan, and was coordinated with the citywide land use code update. Key features of the project include integration of form-based code elements, special downtown provisions, and guidelines to address open space and public realm improvements.



Chelan regulating map with street designations and land use districts

Chelan Downtown Master Plan and Development Code

Bob's work on this master plan builds on local efforts by the City and volunteers. Through this plan he built upon those efforts and integrated them into an effective revitalization strategy. Like Olympia's Downtown Strategy, this project involved a substantive economic development component, and MAKERS prepared site development concepts to test feasibility of different scenarios

The plan's strategy consists of protecting and enhancing Chelan's existing strengths, connecting assets such as parks, trails and amenities for greater impact, addressing key issues such as parking and traffic movement that constrain economic opportunities and reinforcing Chelan's identity as a recreational destination and a great place to live. As a major implementation tool, Bob crafted form-based regulations that reinforce historical development patterns and encourage compatible housing and mixed-use infill development in the areas surrounding the historic core.



Bob and staff conducted an open house to present preliminary code concepts to the public for review and discussion. Over 100 residents attended the meeting and provided valuable input in refining the code.

Ellensburg Land Development Code

Bob led the award-winning effort to transform Ellensburg's land use code to make it consistent with their recent comprehensive plan update. The code update, adopted November 2013, was undertaken simultaneously with the development of an energy efficiency strategy. The new land development code integrates procedures, zoning, subdivision design, project design standards, and environmental provisions into a user-friendly and heavily illustrated code. Working closely with staff, planning commission members, and the development community, Bob helped to overhaul permit review procedures, refine zoning, permitted uses, and density provisions, and integrate form-based development standards for their historic downtown, commercial corridors, and residential neighborhoods.



Sean McCormick, LEED AP BD+C

designer

Experience

MAKERS, 9 years

Education

University of Oregon Architectural Studies

Certifications

Leadership in Energy and Environmental Design Accredited Professional Building Design + Construction (LEED AP BD+C)

Sean brings his 2D and 3D computer-aided design and hand drawn graphics to urban design projects. Working at MAKERS has provided an opportunity to develop his knowledge of buildings, building design and site planning while framing those elements within the context of well thought out, conceptual and strategic planning efforts.

At MAKERS, Sean was the assistant designer and in-house drawing document manager for the E Street Downtown Corridor Enhancement project in Anchorage, AK and the City of Des Moines Marina Improvements project. His current work includes the Broadway Bridge Replacement project in Everett, WA, Bellevue 120th Avenue NE Corridor Improvement Project and the Bellevue Downtown Livability Initiative-Land Use Code Update project.



Shared street concept sketch for Greening America's Capitols - Olympia, WA

Greening America's Capitols - Olympia, WA

The EPA funded a design team to assess the Capitol Way corridor and collaborate with city staff, local business owners, residents, and other stakeholders to develop and identify design options to revitalize and green Capitol Way. Sean's work on this report included a three-day intensive design charette where he helped to develop and visualize conceptual design alternatives.



Google Earth and SketchUp 3D Visualization of potential zoning changes in downtown Bellevue.

Bellevue Downtown Livability Initiative

Sean worked with Bob, John, and team to develop a 3D model to visualize and analyze the potential impacts of existing and proposed zoning changes to downtown. His model helped community members see effects on views to and from nearby neighborhoods. A unique aspect of this model is that anyone can use Google Earth to explore the model, allowing community members to virtually walk through their downtown with the proposed buildings.

Edmonds Harbor Square Master Plan and Viewshed Analysis

Sean worked with the design team to develop conceptual design alternatives and then visualize those plans in 3D. His 3D models and renderings illustrated the street level character of potential development, as well as its impact on views to Puget Sound.



Edmonds Harbor Square Master Plan 3D visualization



Harbor Square before and after photo-illustration shows potential changes to street level character.



Photo-illustration of potential changes to water views



GREGORY R. EASTON

Founding Principal

Education and Affiliations

MBA, Finance,
University of Washington, 1975

ScB, Applied Mathematics,
Brown University, 1971

Member of Lambda Alpha Honorary
Land Economics Society

Associate Member of
Urban Land Institute

Relevant Project Experience

- Tumwater Capitol Boulevard Plan
- Woodland District Plan
- Evergreen Way Corridor Plan
- Olympia Corridor Study
- Olympia Visual Arts and Conference Center Feasibility Analysis
- Olympia East Bay Properties Market Analysis
- Olympia East Downtown Plan
- Livable South Downtown Seattle Plan
- Mount Vernon Waterfront and Downtown Plan Olympia Corridor Study
- Olympia Market District Mixed Use Building Study
- Bellingham Old Town Urban village
- Aurora Corridor Improvements
- Puyallup Downtown Plan Market
- Evergreen Crescent Commercial Lands
- Woodinville Downtown Retail Center
- Puyallup south Hill Mixed Use Center
- Thurston Highlands Fiscal Analysis
- Bellingham Employment Lands Study
- Tacoma Mixed Use Centers Study
- South Kitsap Urban Growth Area
- Cascade Villages Planned Community
- Port Ludlow Retail Market Analysis
- Chambers Creek Properties Master Plan
- Lincoln High School Reuse Analysis
- Sumner Interchange Study
- Kittitas County Regional Retail Market

Gregory R. Easton is a founding principal of Property Counselors and has 40 years' experience in providing economic and financial advisory services to the real estate industry in the northwest and elsewhere in the United States. His clients include developers, financial institutions, public agencies, corporate landowners, and related professional firms. He has been involved with real estate projects of all types including office, retail, residential, industrial, transportation, recreation, and various special-purpose projects. He has managed consulting practices in Seattle, San Francisco, and Anchorage.

Mr. Easton has a variety of experience in the following types of real estate advisory services:

- Market and Feasibility Analysis
- Economic Development Planning
- Public Sector Planning Projects
- Regulatory Assistance/Public Policy Analysis

REPRESENTATIVE PROJECTS

East Bay Properties Master Plan, Port of Olympia

Property Counselors assisted the Port of Olympia in preparing a master plan for the Port's 17 acre East Bay Properties in North Downtown Olympia. The Port intends to redevelop the properties through a public private partnership. Property Counselors prepared a market analysis that considered the potential demand for development of additional retail, office, residential, lodging and marine services over a 20-year period. The original and updated analyses provided the Port with a framework for identifying the appropriate mix of uses, density of development, and inter-relationship of uses.

REFERENCE: Heber Kennedy
Formerly Director of Real Estate Port of Olympia
(360) 791-3400

City of Olympia Arts and Conference Center, City of Olympia

Property Counselors assisted the City of Olympia in soliciting private development proposals for a new conference center as part of a public private partnership. The requirements for the facility were based on previous studies we prepared for Thurston County. Property Counselors assisted the City in negotiating with the selected developer over facility characteristics and financial terms.

REFERENCE: Steve Friddle
City of Olympia Department of Community Planning and Development
(360) 753-8591

Evergreen Way Corridor Plan, City of Everett

Property Counselors prepared the economic analysis for the Corridor Plan. The Corridor benefits from a successful Bus Rapid Transit (BRT) system. The Plan will provide physical concepts and strategies for land use, transportation, and economic development to maximize the development opportunities related to BRT. The plan and associated improvements will increase the attractiveness of the Corridor as a place to live, shop, work, or visit. Property Counselors prepared a market analysis that considered the potential demand for development of additional retail, office, residential, and lodging over a 20-year period. Property Counselors also identified potential opportunity development sites, estimated economic benefits, evaluated development feasibility, and identified financial incentives and development strategies.

REFERENCE: Allan Giffen
City of Everett Department of Planning and Community Development
(425) 257-8731





TOM VON SCHRADER, PE, LEED AP

Principal Civil Engineer

Registration

Registered Professional Engineer, Washington #25844 and Oregon #19031

LEED Accreditation

Education

BA, Biology, Kenyon College

BS, Civil Engineering, University of Iowa

Certificate in Green Infrastructure and Sustainable Communities

Boards / Associations

Board Member and Committee Lead, National Complete Streets Coalition

Board Member, Futurewise

Member, Association of Pedestrian and Bicycle Professionals

Sustainable Sites Initiative, Lady Bird Johnson Wildflower Center, Austin, TX

Member, Cascade Bike Club

Member, Green Building Council

Presentations

"LID and Nonmotorized Systems for Street Regeneration," International Low Impact Development Conference, April 2010

"Sustainable Streets: Concepts, Metrics and Tools," New Partners for Smart Growth Conference, February 2010

Tom brings 34 years of experience in implementing sustainable visions that balance community development needs, right-of-way demands, and environmental objectives in corridor, streetscape, and civic enhancement projects. As an early implementer and thought-leader in Complete Streets and green infrastructure systems, his design experience encompasses streets that are complete, apply natural drainage systems and rainwater capture systems, and porous pavement designs. His experience has led to participation with cities and organizations across the country, including the Complete Streets Coalition, the Lady Bird Johnson Wildflower Center and the cities of St. Louis, San Francisco, Philadelphia, Pittsburgh, Paso Robles and Minneapolis. Tom's thoughtful leadership and collaborative management style help lead to cost-effective, sustainable solutions that meet public goals for the future. Representative projects include:

Winslow Way Street Planning and Design, Bainbridge Island, WA

Principal in Charge. Working closely with the City of Bainbridge Island, SvR helped realize the City's vision of creating a vibrant pedestrian downtown environment that enhances multimodal and multiuse activity. The design program for this half-mile of roadway addressed the reconstruction of failing utility infrastructure, relocation of overhead utilities, intersection improvements and the introduction of green stormwater infrastructure systems. The built street design reflects community values in providing wider sidewalks, gathering areas, bike facilities and site amenities while addressing overall accessibility.

Bell Street Park, Seattle, WA

Principal in Charge. SvR led a team redesigning Bell Street as an innovative "street park"—a hybrid public space that offers park experiences while retaining the street's mobility function. One traffic lane and one parking lane have been removed to allow an expanded pedestrian zone and plantings to enliven the street. Working with neighbors and adjacent businesses, the City and the design team achieved a new form of urban open space with flexible gathering areas, artful lighting, and green infrastructure and play elements to engage a variety of people.

21st Street Green & Complete Street, Paso Robles, CA

Principal in Charge. 21st Street is a commercial and residential street established decades ago in a natural drainageway. SvR's civil engineers and landscape architects prepared a concept plan for five contiguous blocks of 21st Street, between Vine Street and Riverside Avenue, transforming them into a green, complete street that meets several objectives, including Containing the 10-year storm within the street section and improving pedestrian and bicyclist mobility, among others. The project was awarded a \$1 million grant and is now complete.



Education

MLA
University of California
Berkeley

BA, Studio Art,
Wesleyan University

Associations

Instructor, College of
Environmental Design,
University of California
Berkeley

Awards

2014 ASLA (National) Honor
Award; Analysis and Planning:
Yerba Buena Street Life Plan

2012 ASLA (Northern
California) Merit Award;
Research, Planning, Analysis,
& Communication:
Yerba Buena Street Life Plan

2004-2007 Eight Graduate
Fellowships for Academic
Achievement

2002 Jessup Prize

CALDER GILLIN

Senior Landscape Designer

Calder is a senior landscape designer with eight years of experience. Since receiving his MLA from University of California, Berkeley, Calder has focused his work on urban public realm projects that range in scale from district vision plans to small plazas to street furniture designs, always with the basic goal to dignify people's experience outside. Calder has developed pragmatic, flexible design strategies for long-term neighborhood improvements in San Francisco, Seattle, Cleveland and Bellingham. He approaches his work with equal commitment to his clients, the public and his collaborators, recognizing the importance of each one to the pursuit of making places more useful and meaningful to a community. Calder's projects include:

Bellingham Downtown Streets Improvements, Bellingham, WA

Project Manager. Calder is working with the City of Bellingham's Public Works Department on four street improvement projects. The City Center Street Design Standards is a toolkit and guidebook for future capital improvements, including guidance on materials and streetscape elements, pedestrian access and green stormwater infrastructure. SvR is implementing these design standards on several blocks of Holly Street and Champion Street. In conjunction, Calder is leading concept design for State Street, which adjusts travel and parking lanes to improve access and create "sidewalk rooms" that foster commercial and social vibrancy along the 9-block corridor.

Yerba Buena Street Life Plan, San Francisco, CA

(with CMG Landscape Architecture)

Project Manager. The Street Life Plan is an award winning 175-page document to be a comprehensive road map for improving the Yerba Buena neighborhood's public realm over ten years. The result of a ten-month community engagement process, the Plan articulates long-range goals and practical strategies developed and vetted with a range of stakeholders, culminating in 36 specific design projects developed to a concept design level. Awards: 2014 ASLA (National) Honor Award, 2012 ASLA (North California) Merit Award.

Downtown San Jose Street Life Plan, San Jose, CA

(with CMG Landscape Architecture)

Project Manager. Conceived to compliment the downtown Improvement District's successful Beautification Program, the Street Life Plan focuses on opportunities to build vibrancy in downtown's commercial center, adjacent neighborhoods, and existing open spaces. Working with the San Jose Downtown Association, Calder led a design process to propose and describes future district-wide site-specific projects, based on an assessment of Downtown's key defining assets—so that improvements over time are authentic and enduring.



PETER STEINBRUECK

Urban Strategist

Peter Steinbrueck, FAIA founding principal of Steinbrueck Urban Strategies, LLC, is a nationally recognized architect, design strategist, community planner, and thought leader on advanced sustainable practices in the urban environment. Peter's insights and expertise draw from a broad range of direct experience in government, public policy, scholarly academic research, community engagement, and professional practice in the design disciplines. As a former three-term Seattle city council member from 1997 to 2007, Peter led numerous legislative efforts in to advance innovative urban policies in comprehensive planning, land use and development, transportation and urban mobility, housing, parks, energy and climate, water conservation, municipal waste reduction, historic preservation, and parks. Peter is a Fellow of the American Institute of Architects, and as Harvard Loeb Fellow, Peter was appointed to the Harvard Working Group for Sustainable Cities.

Education

- 2010 Loeb Fellow, Harvard University Graduate School of Design
- 1995 Architect Registration, State of Washington, No. 6593
- 1988 Master of Architecture, University of Washington
- 1985 Architecture in Rome Program
- 1979 Bachelor of Arts, Government, Cum Laude, Bowdoin College
- 1975 High School Diploma, Lakeside School

Awards and Recognition

- Fellow*, College of Fellows, American Institute of Architects
- Outstanding Public Service Award*, U.S. Federal Executives Board
- Career Achievement in Historic Preservation*, Washington State
- Commuter Challenge Diamond Award*
- Municipal League of King County Outstanding Elected Official*
- Public Sector Achievement Award*, National Alliance to End Homelessness
- Young Architect Award*, American Institute of Architects

REPRESENTATIVE PROJECTS

Seattle Sustainable Neighborhoods Assessment Project (SSNAP)

The innovative, data driven SSNAP study was undertaken in the summer of 2014 by the Steinbrueck Urban Strategies' multi-disciplined research team to evaluate the results of Seattle's 1994 - 2014 Comprehensive Plan: Toward a Sustainable Seattle. Ten representative urban villages experiencing growth and change were assessed through the lens of 22 sustainability indicators developed by Steinbrueck Urban Strategies based on best practice sub-area neighborhood measures of performance. The SSNAP report's findings and conclusions are intended to inform the city's next 20 year comprehensive plan, Seattle 2035.

CLIENT: Department of Planning and Development, City of Seattle

Pike Place Market Waterfront Connections Project

With the impending removal of the Alaskan Way Viaduct, the Pike Place Market Preservation and Development Authority (PDA) hired Steinbrueck Urban Strategies to assist the PDA Council in the formulation of a community vision for the historic market and its future pedestrian connections to the central waterfront. Steinbrueck provided strategic planning, critical policy research, site analysis, community facilitation and design direction for the redevelopment of the PC-1 North parcel, the last remaining infill site in the Pike Place Market Historical district. The Market Waterfront Connections designed by Miller Hull Architects, completes a crucial component of the city's emerging waterfront plan and linkages to future pedestrian friendly waterfront promenade below the market.

CLIENT: Pike Place Market Public Preservation and Development Authority

Seattle Children's Hospital

Working with the senior leadership Seattle Children's Hospital, Steinbrueck was hired as strategic advisor and planner to in the development of its new 20 year Major Institution Master Plan (MIMP). The project was to develop and obtain city approval for a 20 year, four-phase campus facilities master plan to guide 1.4 million SF hospital expansion on a 21 acre urban campus. Developing Children's new master plan involved highly contentious and challenging community outreach, facilitation, and stakeholder review, environmental and site related issues, multiple agencies, Washington State's Department of Health approval, research and extensive studies, SEPA and EIS preparation, and complex discretionary approval process under the city of Seattle's Master Institution Master Plan Code. After extensive community review, the final master plan received strong support from the Citizen Advisory Committee, and was approved by the City of Seattle.

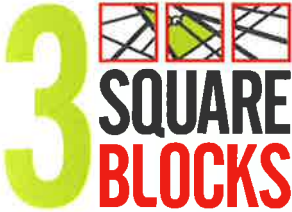
CLIENT: Seattle Children's Hospital



DEBORAH MUNKBERG, AICP

Urban Planner

Deborah is a career urban planner who specializes in guiding Northwest communities and local governments through complex multi-disciplinary and controversial projects. For 25+ years Deborah has provided leadership for comprehensive plans, environmental review, public policy analysis and public involvement programs. Deborah's leadership experience includes comprehensive and sub-area planning under the Growth Management Act, programmatic and project-level State Environmental Policy Act review, and volunteer service on the City of Kirkland Planning Commission and Growth Management Commission.



Education

M.P., Urban Planning
University of Minnesota

B.A., Urban Planning
University of Washington

Magna Cum Laude

Phi Beta Kappa

Memberships

American Planning
Association

American Institute of
Certified Planners

Former Chair, Kirkland
Planning Commission

Former Chair, Kirkland
Transportation
Committee

Citizens Advisory Board
Member, A Regional
Coalition for Housing

Expertise

complex multidisciplinary
project leadership

comprehensive plans

environmental review

public policy analysis

public involvement
programs

SEPA ENVIRONMENTAL REVIEW Deborah's SEPA EIS experience includes environmental documents for transportation corridor studies, interchange analyses, mixed-use and other development projects. Deborah has also prepared SEPA analyses and staff reports on private development proposals as a staff extension for several local municipalities. At the programmatic level, Deborah has expertise in integrated GMA/SEPA review. She has conducted environmental review for numerous comprehensive plan updates, subarea plans and planned action proposals.

WASHINGTON GROWTH MANAGEMENT ACT Deborah has extensive experience in Washington Growth Management planning, including annual updates, compliance efforts, 10-year updates and monitoring/benchmark programs. Selected project examples include analyses, elements and GMA plan updates for Bremerton, Edgewood, Everett, Sammamish, Snohomish County and Kitsap County.

SELECT PROJECT EXPERIENCE

City of Ferndale Main Street Corridor Planned Action EIS Deborah served as project manager leading a multi-disciplinary team to prepare a planned action EIS for the commercial area surrounding the main entrance to the City from Interstate 5. The project includes preparation of a master plan for the area that focuses retail, hotel, office, residential and open spaces within the master plan area in order to promote the City's economic development goals and create a clear entry and identity for the City's commercial center. Key issues include transportation, stormwater drainage, wetland and stream habitat, and land use.

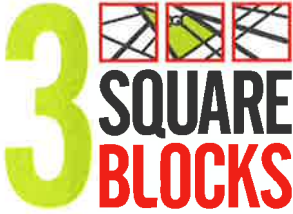
City of Bellevue Comprehensive Plan Update SEPA Review Deborah managed an integrated SEPA review process for the City of Bellevue Comprehensive Plan update. The review process consisted of a series of issue papers that address key environmental topics, potential impacts and recommended mitigating measures. The individual issue papers were used by staff and the Planning Commission as part of the Comprehensive Plan review process to help identify potential implications of and options for future policy changes. The final issue papers were compiled into a single document and integrated into an expanded SEPA Checklist.

City of Federal Way City Center Planned Action EIS As project manager, Deborah led a team to prepare a planned Action EIS for the City's central downtown core. The EIS addressed mix of uses, building heights, streetscape amenities and zoning code amendments and considered land use, transportation, air quality, aesthetics, public services and utilities. Mitigating measures incorporated a balance of specificity and flexibility to ensure that future project impacts were fully mitigated and allowed for long-term use of the ordinance as the downtown redevelops.



MARCIA WAGONER

Public Outreach Facilitator



Marcia leads outreach to help diverse and often divided groups find common ground, achieve agreement and shape decisions together for design, planning and environmental processes in Northwest communities. She has 40+ years of experience helping people collaborate on complex and highly visible public and private planning projects. Her portfolio includes public sector leadership as the Executive Director of the Seattle Design Commission for 13 years and another 15 years consulting with developers and public agencies throughout the region. Marcia engages communities—including culturally and linguistically diverse constituencies—in design and planning through internal development and visioning meetings, stakeholder groups, innovative community involvement strategies and charrettes.

Education

B.A., Urban Design,
University of Washington

L'École des Beaux Arts,
Avignon, France

Awards

APA Award for
"Connecting Bellingham
with the Bay"

Waterfront Center
Award for "Connecting
Bellingham with the Bay"

AIA Design
Organization Award

Howard S. Wright
Award for Outstanding
Support of the Arts

Expertise

design, planning
and environmental
process leadership

diplomacy

guidance for collaborative
decision-making

community involvement
strategies

visioning meetings and
design charrettes

PUBLIC OUTREACH Marcia's skills include designing and implementing innovative community involvement strategies, conducting charettes and visioning sessions, and integrating culturally and linguistically diverse constituencies into decision making processes. Recent work has included both public and private clients focused on siting and development of new facilities where active engagement of communities in meaningful participation is essential to establishing direction and ultimately to successful implementation.

FACILITATION Marcia regularly facilitates major planning projects that shape the future of cities and public facilities. These often involve building partnerships among local, regional and regulatory agencies, utilities, business communities, property owners and neighborhood and special interest groups. Marcia masterfully draws out of participants real life solutions for projects that are both technically and politically complex. Many are community-wide efforts that focus on coordinating public and private investments to improve a district or neighborhood while also shaping public policy, social service programs and maintenance of the public realm.

SELECT PROJECT EXPERIENCE

Bellingham Waterfront Vision, Framework Plan and Action Plan Marcia directed a community-wide planning effort to set the groundwork for creating a healthy and accessible waterfront in Bellingham. She led a consultant team of experts to craft the vision, framework plan and action plan and facilitated the community stakeholder process with representatives from the Waterfront Futures Group, the Port of Bellingham, the City of Bellingham, and members of the public. She developed and facilitated weekly work sessions, organized multiple open houses, tours and other events and secured extensive media coverage and public feedback. The vision and plans received strong support from the public, yielding significant and ongoing public investment in the downtown waterfront district.

Yesler Terrace Redevelopment Marcia chartered and supported the Yesler Terrace Citizen Review Committee to develop a shared vision for transforming Yesler Terrace into a mixed-income community. To give all an equal opportunity to contribute, a variety of tools and techniques were used to gather information about shared values, important amenities and best methods to achieve social equity, economic opportunity, environmental stewardship and one-for-one replacement housing. The draft community vision was translated into nine languages to gather input on the definitions, principles and community values being considered. A final vision was crafted by the review committee and adopted by the Seattle Housing Authority Board.

Kendra I. Dahlen

Principal, The Athena Group, LLC

Kendra Dahlen has over 25 years' experience managing complex, sensitive and high-priority policy and planning issues for the Washington State Legislature, the City of Seattle and numerous local jurisdictions. She has facilitated numerous retreats, managed advisory boards and conducted public engagement processes to integrate public priorities with government goals and objectives. Kendra appreciates that each project is unique, requiring customized approaches and strategies to meet the needs of the client, their stakeholders and community. Her facilitation and process improvement skills are an asset to strengthening organizations, improving relationships through authentic engagement, and building valuable, sustainable community partnerships.

Kendra served as Executive Director to the City of Seattle's Planning Commission, leading complex analysis and robust public engagement on projects ranging from core policies for the Comprehensive Plan to establishing the City's Department of Neighborhoods. Kendra has managed high level committees to produce plans and consensus based recommendations on major city wide projects. Kendra welcomes every opportunity to team with local leaders, the public and stakeholders to find solutions that improve, enhance and enrich the plans and projects that support essential services and programs for thriving communities.



YEARS OF EXPERIENCE: 25

EDUCATION

Bachelor of Arts
School of Architecture,
Department of Urban Planning, 1981

Master of Arts
Evans School of Public Affairs, 1985
University of Washington
Member IAP2, ASPA

Selected Relevant Project Experience

PUBLIC ENGAGEMENT AND FACILITATION

City of Olympia 2012 - 2015

Retreat Planning and Facilitation; Process Improvement
City Council

Plan and facilitate annual and mid-year retreats to establish citywide priorities and goals, council committee assignments, and collaborative processes with staff to develop strategies/workplans.

Planning Commission

Evaluate Planning Commission roles and responsibilities to improve productivity, strengthen relationships with City Council and refine structure to support leadership and decision making. Design and facilitate retreat for Commissioners and Councilmembers. Provide support for Leadership Team development and implementation, and ongoing support to the Commission as needed.

Parking, Business Improvement Area Advisory Committee

Plan and facilitate retreat to evaluate roles and responsibilities, streamline and strengthen leadership structure and workplans. Facilitate joint meeting with PBIA and ODA leadership to discuss and define ways to improve collaboration, communication and coordinated services to the downtown community.

LOTT Clean Water Alliance, 2014 - 2015

Design and lead focus groups to develop recommendations for a complex multi-year scientific study regarding groundwater. Facilitation of two public workshops to introduce the study to the public. Facilitation of Countywide Summit of elected officials to consider health impacts of septic systems and mitigations.

Port of Olympia, 2014

Facilitation of Port Commissioners Workshop to review status of current strategic plan, focus for an update of the plan, and determine next steps and planning process.

Former Olympia Brewery Community Visioning Project; Lead Public Engagement Consultant

- Develop and manage Public Engagement Plan for City of Tumwater's Brewery Visioning Project.
- Coordinate and facilitate Mayor's task force and public meetings.
- Implement myriad of methods for broad based public outreach including website materials, surveys, press releases, comment boxes presentations and interviews.
- Over 700 public comments and robust public meetings resulted in highly supported Community Values, Visions and Scenarios for development of the iconic Olympia Brewery site.

COMMUNITY DEVELOPMENT

City of Seattle Planning Commission, Executive Director

Guide and manage city agency comprised of 14 Commissioners and staff. Conduct extensive evaluation and public outreach to advise Mayor, City Council and departments on broad-planning goals, policies, and projects. Engage citizens in planning for the city's future by dynamic and targeted public engagement.

PERFORMANCE EVALUATION AND ANALYSIS

King County Housing Authority

Plan and lead interactive focus groups with Seola Gardens residents to evaluate success of re-development, the impact on the lives of residents, and provide recommendations for future improvement.

Washington State Joint Legislative Audit and Review Committee, Senior Performance Management Auditor: Conducted multiple performance audits on a range of topics assigned by the Legislature. Provided research and evaluations to produce recommendations on effectiveness of agency and program operations, services, policies, coordination and outcomes.



ELISABETH SCHUCK, AICP, LEED GA SENIOR PLANNER

Education: MA, Geography, University of South Florida | 2009
BS, Environmental Studies, Stetson University | 2003

Registrations: AICP | #21945 | 2007
LEED GA | #10609088 | 2010

Years of Experience: 12

Elisabeth is an experienced senior planner whose background lies in multimodal planning and analyses projects, impact fees, and policy planning studies. She will work with the project team and the City of Olympia to ensure potential transportation impacts within downtown Olympia are quantified and understood by the community. Elisabeth will leverage her experience in preparing multimodal transportation plans, with emphasis on downtown and activity center sub-areas, to ensure the City's policies and development review process complements recommendations stemming from Olympia's Downtown Strategy, thereby reducing development uncertainties. Her multi-disciplinary background with regards to multimodal transportation planning, public finance, and community policy provides a unique approach to this type of work.



Areas of Expertise:

- Corridor Studies
- Multimodal Plans
- Community Vision Plans
- Comprehensive Plans
- Development Review and Concurrency Policies
- Pedestrian Safety Analyses
- Public Stakeholder Outreach
- Public Finance Studies/ Impact Fees
- Revenue Forecasting/ Capital Improvement Programming

RELEVANT PROJECT EXPERIENCE

Community Vision Plan - Lakewood, WA

City of Lakewood

Elisabeth served as project manager for the update to the City of Lakewood's community vision plan. This community plan resulted in a comprehensive, prioritized action plan to implement 65+ strategies under five identified community goals to make the City a more attractive and sustainable place to live, work, and play. The community vision statement and five community goals were produced through a comprehensive public process, analysis of community issues and opportunities, and community scenario planning efforts to identify targeted areas for growth and redevelopment, including the central business district. Strategies to reduce development uncertainties, create a more balanced and connected multimodal network, and strengthen the economic base within Lakewood's central business district are key outcomes of this community vision.

Mobility Plan and Multimodal Impact Fee Study - Sarasota, FL

City of Sarasota

Elisabeth served as project manager responsible for preparing a citywide mobility plan that identified unique strategies to address auto, transit, bike, and pedestrian travel while accounting for planned growth and land-use changes within different sub-areas of the city, including the downtown core and waterfront. This project included restructuring the City's transportation concurrency management system and impact fee program based on the mobility goals of each sub-area to reduce development uncertainties, as well as incorporating supporting land-use and transportation policies into the City's comprehensive plan. This redefined and made the development review process more predictable for projects under identified traffic generation thresholds within the downtown core and waterfront district, which was anticipated to grow considerably from both commercial and multi-family residential development, similar to the City of Olympia's downtown.

Downtown Multimodal Plan - DeLand, FL

City of DeLand

Elisabeth served as project manager for the City of DeLand's downtown multimodal plan with the goal of attracting new development to increase the density within the downtown core. Downtown DeLand is an award-winning mainstreet community and is the county seat and home to a growing university campus. Elisabeth worked with the City to quantify the impacts of this growth to the transportation system and identified non-auto transportation options for residents and patrons due to the main streets and downtown intersections already being congested. In preparing the downtown multimodal plan, Elisabeth identified strategies to integrate land-use and transportation planning within key areas of the city. This included integrating a multimodal support overlay into the comprehensive plan as a tool to facilitate an incentive-based redevelopment and mobility program that interconnects the downtown core, key mobility corridors, and activity/employment centers.

make (māk) vb 1 to bring into being by shaping or altering 2 to form in the mind, a judgement or plan 3 to put together by combining parts 4 to build, construct, formulate, devise, create 5 to prepare for use; arrange 6 to cause to happen

MEMORANDUM

To: Amy Buckler, Senior Planner, City of Olympia

From: John Owen, Partner, MAKERS

Date: July 6, 2015

Re: **Downtown Strategy Submission**

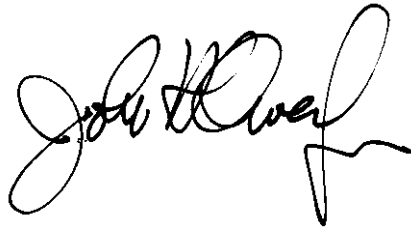
Dear Ms Buckler,

With regard to the submission for the Downtown Strategy project:

- We have received the addendum (FAQ) posted July 18
- The conditions of the City of Olympia's contract for consulting services are acceptable to us.
- Our billing rates are attached in this email.

Thank you for your consideration.

Sincerely,



MAKERS TEAM BILLING RATES FOR OLYMPIA DOWNTOWN STRATEGIES PROPOSAL

John Owen, MAKERS	\$180
Rachel Miller, MAKERS	\$110
Bob Bengford, MAKERS	\$180
Sean McCormick, MAKERS	\$90
Greg Easton, Property Counselors	\$200
Kendra Dahlen, Athena Group	\$190
Peter Steinbrueck, Steinbrueck Urban Strategies	\$200
Deborah Munkberg, 3 Square Blocks	\$155
Marcia Wagoner, 3 Square Blocks	\$155
Tom von Schrader, SvR	\$225
Calder Gillin, SvR	\$136
Elisabeth Schuck, DKS	\$160