

proposal for

CITY OF RAPID CITY, SOUTH DAKOTA DOWNTOWN AREA MASTER PLAN & DESIGN GUIDELINES



Prepared by:

PROGRESSIVE URBAN MANAGEMENT ASSOCIATES

1616 17th Street, Suite 262 | Denver, Colorado 80202
303.628.5554 | www.pumaworldhq.com

in association with
GOULD EVANS



gouldevans

May 29, 2015



May 27, 2015

Community Planning and Development Services Department
Long Range Planning Division
300 Sixth Street
Rapid City, SD 57701

RE: **RFP – Rapid City Downtown Area Master Plan**

Progressive Urban Management Associates (P.U.M.A.) is pleased to submit the attached RFP response to complete a Rapid City Downtown Area Master Plan.

To capitalize on a window of market opportunity for urban districts that is unprecedented in our lifetimes, we have assembled a team that includes expertise in the areas of real estate economics, market based planning, urban design, land use regulations, community development finance and community outreach. By blending these disciplines, we aim to meet the goals of creating a visionary Downtown Area Master Plan that will be transformative, pragmatic and unique to Rapid City. Our team includes the following firms and expertise:

Firm/Location	Role
Progressive Urban Management Associates, Inc. (P.U.M.A.) Denver, CO www.pumaworldhq.com	<ul style="list-style-type: none">• Project Management• Real Estate Economics• Market-Based Planning• Development Finance & Implementation• Zoning & Land Use Regulations• Community Engagement
Gould Evans Kansas City, MO www.gouldevans.com	<ul style="list-style-type: none">• Urban Design & Design Guidelines• Landscape Architecture & Planning• Zoning & Land Use Regulations• Community Engagement Support

Our suggested approach will result in a Downtown Vision, Framework, Action Plan and Design Guidelines. This robust approach to the planning process creates a product that can guide public/private investment decisions for the next ten years and beyond. Our approach is rooted in an understanding of local real estate economics and market fundamentals, which drive decisions on design, public realm and infrastructure to support Rapid City's best chances for success.

As president of P.U.M.A., and principal-in-charge of the Rapid City Downtown Area Master Plan, I will be the primary contact person and will be authorized to make presentations on behalf of our firm and sub-consultants. Furthermore, this proposal and its representations provide a firm offer of services good for 90 days from submittal. Thank you for your consideration.

Brad Segal, President

Progressive Urban Management Associates
1616 17th Street, Suite 262, Denver, CO 80202
Tel: 303-628-5554; Email: brad@pumaworldhq.com

TEAM QUALIFICATIONS

The lead firm for this project is Denver-based **Progressive Urban Management Associates, Inc. (P.U.M.A.)**. P.U.M.A., incorporated in 1989, is a real estate economics and planning firm that specializes in downtown and community development. We bring experience serving more than 200 clients in 35 states, Canada and the Caribbean. Our services include:

- Market-based planning for downtowns
- Community-based economic development strategies
- Participatory community engagement processes
- Strategic planning for downtown and community development organizations
- Innovative community financing techniques.

In recent years, we have led market-based downtown strategic planning processes in a diverse portfolio of client cities including Cedar Rapids, Cleveland, Covington, Denver, Grand Rapids, Indianapolis, Long Beach, Milwaukee, Norfolk, Sacramento, San Diego, Seattle and Sioux Falls, and many college towns including Berkeley, Boulder, Columbia, Fort Collins, Greeley, Lincoln, Missoula, New Haven and Stillwater. For this project, we later highlight relevant projects and references from Cleveland, Sioux Falls, Greeley and Denver.

For Rapid City, we have joined with Kansas City-based **Gould Evans**, a full service urban design, landscape architecture and planning firm with extensive experience throughout the Midwest. Established in 1974, Gould Evans has 109 associates across six studios. The company’s portfolio is intentionally diverse, encompassing civic buildings, housing, higher education projects, cultural institutions, athletics facilities, workplaces, environmental branding and urban planning. This diversity is a strength that encourages critical thinking and discourages formulaic tendencies.

Gould Evans’ Urban Planning and Design Studio is comprised of a multidisciplinary team of professionals with deep municipal experience, including certified planners, landscape architects, urban designers, and an attorney specializing in development regulations. To complement the services of the Urban Planning and Design Studio, Gould Evans offers the support of a leading full-service design firm providing building design, landscape architecture, environmental graphics, interior design, marketing communications, and construction management services.

The key strengths of each firm can be summarized as follows:

Firm/Location	Key Strengths for the Rapid City Downtown Area Master Plan
<p>P.U.M.A./Denver, CO www.pumaworldhq.com</p>	<p>Real estate economics firm specializing in downtown and community development. P.U.M.A. has experience throughout North America and has a track record of developing downtown strategic plans that create tangible change in communities. For this planning effort, P.U.M.A. will provide overall project management, evaluate local economic conditions and trends, manage an inclusive community outreach process, manage the creative process to develop the Downtown Rapid City Master Plan and craft a public/private approach to implementation.</p>

<p>Gould Evans/ Kansas City. MO www.gouldevans.com</p>	<p>A multi-disciplinary urban design, landscape architecture and planning firm, Gould Evans will be the primary creative influence to define, visualize and rationalize planning concepts and projects, and will prepare the Design Guidelines component of the scope. Specialties of the firm include urban design, planning and development regulations. Gould Evans will also support P.U.M.A. in areas of stakeholder engagement and project implementation.</p>
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Personnel summaries for the Downtown Rapid City team follow.

Progressive Urban Management Associates

- **Brad Segal**, president of P.U.M.A. and *Principal-In-Charge*, will lead all components of the project, including stakeholder outreach, plan development and facilitation of workshops and other public forums. Brad brings nearly 30 years of experience in the downtown management field as both a consultant and practitioner. He is one of the nation's leading authorities on downtown trends and issues, strategic planning for organizations involved in downtown and community development, and creating and renewing business improvement districts. Prior to forming P.U.M.A., he served as the senior director of the Downtown Denver Partnership, one of the nation's premier downtown management organizations.
- **J.J. Folsom, AICP**, senior associate, will be the **Project Manager** for the Rapid City Downtown Area Master Plan, providing ongoing communications and logistical coordination with the client team. J.J. leads place-making planning and design services at P.U.M.A. to create healthy places and more livable downtowns. A seasoned urban designer and transportation planner, J.J. brings 20 years of experience that includes transit oriented development, downtown planning, community outreach, streetscape design, complete streets and alternative transportation projects. Prior to joining P.U.M.A. last year, J.J. opened the Denver office for MIG and was a project manager for the Denver urban design firm of Civitas. In these prior capacities, J.J. has worked with P.U.M.A. on a variety of downtown planning projects prior to joining our team. In addition to project management, J.J. will serve as the teams lead transportation planner and will also assist Gould Evans with design tasks.
- **Erica Heller, AICP**, senior associate with P.U.M.A., provides project management, plan development and research and offers experience in land use policy, sustainability practices, redevelopment and neighborhood planning. Erica joined the P.U.M.A. team at the beginning of 2011 after serving as a consultant for the land use and zoning firm of Clarion Associates. Erica has prior experience working for both redevelopment and planning functions in local government. Erica will compile the market assessment and provide recommendations regarding land use and economic development.
- **Erin Lyng**, associate, will provide market research, website content, survey and project support for the P.U.M.A. team.

Gould Evans

- **Graham Smith, AICP**, Associate Vice President of the Urban Planning and Design Studio of Gould Evans, focuses on providing policy and urban design guidance to communities and clients. Through the preparation of community, area, neighborhood, corridor, special project plans, design guidelines and regulations, Graham provides the clients he engages with visionary, implementable plans for the future. A significant portion of Graham's work has emphasized infill and redevelopment strategies within urban

settings to create and reinvigorate places for people. Prior to joining Gould Evans, he worked in the long-range planning division of the Planning and Development Department for the City of Kansas City, Missouri. For the Rapid City Downtown Area Master Plan, Graham will lead the Gould Evans team and coordinate all urban design elements with P.U.M.A.

- **Chris Brewster, AICP**, project manager, specializes in integrating physical planning policies, urban design principles, and form-based development strategies into development regulations and capital improvement policies. As a planner and an attorney, Chris provides a creative approach to planning, development and urban design issues that need legal and technical solutions. Since joining Gould Evans in 2001, he has worked on all scales of planning and urban design issues, from regional and comprehensive plans focusing on policy, to neighborhood and streetscape plans that focus on design and implementation. Before joining the firm, Chris served as the Assistant City Attorney for the City of Lee's Summit, Missouri, and previously worked for Johnson County, Kansas, Transit.
- **Robert Whitman, ASLA, AICP, LEED AP**, urban designer, has considerable experience in site development, landscape architecture, urban design and community planning projects. For the last 16 years, he has worked with several institutional clients to plan and design community spaces, such as playgrounds, arboretums, gardens, and parks, trails and open space. Robert is an expert on regional plant materials having developed a catalogue of plant material, growing criteria and other pertinent information. Robert frequently shares his design and horticultural expertise as a speaker or panel member at regional events. He also consults with communities on their street tree programs and similar endeavors.
- **Christina Henning**, urban designer, brings planning and graphic experience with comprehensive plans, GIS analysis and mapping, urban design, streetscape and site planning illustrations. She supports the Urban Planning and Design Studio on a variety of projects, from comprehensive plans to development regulations, and she is proficient in a wide variety of graphic and mapping programs.

Firm descriptions and team resumes are provided within the following pages.

Hours of Effort and Existing Project Commitments: The projected allocation of hours for each team member is provided within the project budget exhibit. The projected hours as represented in the budget exhibit are anticipated to be delivered for the Rapid City Downtown Area Master Plan and balanced with the following major project commitments currently being undertaken by the P.U.M.A. team.

Description: Active Projects	Duration (through summer of 2016)	P.U.M.A. Project Manager
Colorado Health Foundation Healthy Places Initiative: Denver, Arvada & Lamar	Through Summer 2016	J.J. Folsom
Colorado Housing & Finance Authority Fresh Food Financing Fund	Through Summer 2016	Erica Heller
City of Fort Collins Downtown Master Plan	Through Summer 2016	J.J. Folsom
Norfolk Market-Based Downtown Strategic Plan	Through Summer 2015	Erica Heller
Colorado Scenic Byways Economic Development Plan	Through Fall 2015	Erica Heller
Downtown Berkeley BID Strategic Plan & Renewal	Through Fall 2015	Brad Segal
Downtown Las Vegas BID Feasibility	Through End of 2015	Brad Segal



Progressive Urban Management Associates (P.U.M.A.) is a national leader in advancing downtown and community development. We advise clients on a wide range of management, marketing, financial and implementation tactics that help communities and organizations create and sustain thriving places.



MEET PUMA

J.J. Folsom, AICP Senior Associate

J.J. Folsom leads placemaking planning and design services to create healthy places and more livable downtowns. He facilitates community outreach processes, conducts quantitative and qualitative best practice research and participates in strategic planning projects.

A seasoned urban designer and transportation planner, J.J. brings 20 years of experience that includes transit oriented development, downtown planning, streetscape design, complete streets and alternative transportation projects. J.J. has worked in several of Colorado's most respected transportation planning and urban design consulting firms, including Charlier Associates, Civitas and MIG.

J.J. is an active member of the Colorado Chapter of the Urban Land Institute and serves on both the transit-oriented development and healthy places committees. He holds a master's degree in urban and regional planning from the University of Colorado Denver and a bachelor's degree in landscape architecture from the University of Arizona.

Anna Jones Vice President

Since 2000, Anna has managed P.U.M.A. community development, downtown planning, healthy communities and business improvement district projects. Her specialties include community outreach, plan development, public policy formation and special district creation.

Anna recently completed her second term as a member of the Denver Planning Board and was appointed to the Mayor's Bicycle Advisory Committee. She is a past president of Downtown Colorado, Inc. and is an active volunteer in a variety of community development organizations. Anna is a co-lecturer for graduate level economic development classes at the University of Colorado at Denver, along with P.U.M.A.'s president Brad Segal.

Prior to joining P.U.M.A., Anna worked in the legal profession and she spent several years in Sri Lanka as a Peace Corps volunteer. Anna has a bachelor's degree in history from Western State College of Colorado.

Brad Segal President

Brad Segal has nearly 30 years of downtown management and community development experience as both a practitioner and consultant. He is one of the nation's leading authorities on downtown trends and issues, strategic planning for organizations involved in downtown and community development, creating and renewing business improvement districts and pioneering efforts to create healthy communities.

Prior to establishing P.U.M.A., he designed and managed economic development programs as senior director of the Downtown Denver Partnership.

Brad holds a master's degree in business administration from Columbia University and a bachelor's degree in urban analysis from the University of California at Berkeley. He is currently serving his fourth term on the board of directors of the International Downtown Association and is a past president of Downtown Colorado, Inc. Brad has been a featured speaker on downtown issues in regional, national and international forums.

Erin Lyng Associate

Erin Lyng provides communications, marketing, research, logistics and administrative support to P.U.M.A.'s healthy community, economic development and downtown improvement initiatives.

Prior to joining P.U.M.A., Erin worked for a non-profit public relations firm that specializes in communication strategies for environmental and public health groups. Before that, she handled communications for the Weatherization Assistance Program in the Colorado Governor's Energy Office and worked for an advertising agency known for digital media strategy.

Erin holds a degree in economics and German from Boston College and is currently pursuing a master's degree in urban and regional planning from the University of Colorado at Denver.

Erica Heller, AICP Senior Associate

Erica Heller provides expertise in strategic planning, urban renewal and revitalization, neighborhood involvement, healthy food financing, sustainability, alternative energy, and tailored district development standards.

Erica has more than a dozen years of experience in economic development and planning. Prior to joining P.U.M.A., she worked for Clarion Associates, a planning and zoning consulting firm, assisting communities to craft land use policies, plans and regulations. Before that, she was a redevelopment specialist for the Lakewood Reinvestment Authority and a neighborhood planner for the City of Lakewood, Colo.

Erica has published and spoken on numerous topics including neighborhood involvement strategies, market-based planning, and development regulations for alternative energy. She currently serves on the Board of the Colorado Chapter of the American Planning Association. She holds a master's degree in public policy from the University of Colorado at Boulder and a bachelor's degree in political science from Yale University.



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CONSULTING SERVICES



Economic Development Strategies

P.U.M.A.'s economic development strategies merge an understanding of the marketplace with organizational development to create realistic action plans and the tools to implement them.

Downtown Action Plans:

Market-based downtown action plans evaluate trends, demographics, community priorities, stakeholder perspectives and place-making opportunities to create a distinctive niche and positioning strategy for downtown. Recommendations are developed for public/private partnerships to mobilize leadership and capital for implementation.

Neighborhood-Based Economic Development:

We tailor neighborhood economic development strategies to capitalize on local market opportunities. In addition to extensive community outreach, the process may include a market analysis, resident survey and/or development feasibility analysis. Implementation tactics are designed to best fit the unique economic, political and budgetary characteristics of communities.

Strategic Planning

P.U.M.A. helps create, grow and refocus organizations that advance downtown and commercial corridor revitalization, community health and development and other civic agendas.

Strategic Plans:

P.U.M.A.'s approach identifies business centers within community development organizations and seeks operational solutions to improve effectiveness, accountability and fiscal sustainability. We engage our clients in building consensus among board members, staff and constituents, resulting in a seamless transition from plan to implementation.

Community Engagement:

P.U.M.A. designs and facilitates a variety of engagement techniques that are tailored to fit each project and community. Options include one-on-one and roundtable discussions, online and social network applications, and a variety of interactive public forums. Leadership retreats and workshops gain consensus and alignment for strategic plans, providing the vision and focus necessary for success.

Creating Healthy Communities

P.U.M.A. makes the economic case and develops strategies to implement active living and fresh food access initiatives.

Healthy Places:

P.U.M.A. is the technical assistance provider for the Colorado Healthy Places Initiative, a pioneering effort designed to encourage active living and improve health outcomes through changes to the built environment. We employ our market-based philosophy to develop and execute plans that will create healthier communities.

Fresh Food Access:

P.U.M.A. brings an economic and community development perspective to the challenge of eliminating "food deserts". We work with communities to increase access to fresh food and serve as the marketing and technical assistance provider for the Colorado Fresh Food Financing Fund.

Community Development Tools

Changing economies require innovative public/private financing approaches to advance projects and programs.

BID Creation, Expansion and Renewal:

P.U.M.A. is acknowledged as an international leader in business improvement districts (BIDs), bringing experience from throughout North America and a track record of success to BID development, start-up and operations. We facilitate a participatory process with property owners, merchants, residents and other stakeholders to determine priorities and develop an overall management game plan. The result is a BID crafted to fit local legislation, markets and other realities.

Community Development Financing:

We have worked with a variety of community development financing tools and special districts, including downtown development authorities and tax increment financing. To help attract and direct investment, we have helped form community development corporations, multi-bank loan programs and other grassroots approaches.



M. BRADLEY SEGAL

President

Real Estate Economics | Strategic Planning | Leadership Facilitation | Community Engagement | Community Development Finance | Creative Problem-Solving

Founder and president, Brad Segal has more than 30 years of downtown management and community development experience as both a practitioner and consultant. A self-proclaimed "urban therapist," Brad is one of the nation's leading authorities on downtown trends and issues, reinventing downtown management organizations and forming business improvement districts to finance them and pioneering efforts to create healthy communities.

Expertise

Progressive Urban Management Associates, Inc., Denver, Colo. – 1993 to present

- Global trends and their effect on center city development
- Business Improvement District (BID) feasibility, formation and renewal
- Market-based downtown planning
- Strategic planning for organizations involved in downtown and community development
- Community-based economic development strategies
- Tailored approaches to create healthy places
- Participatory community outreach techniques
- Retreat facilitation for public/private management organizations

Representative projects include:

Building consensus and forming business improvement districts in Santa Monica, Calif.; Cleveland, Ohio; Oklahoma City, Okla.; San Antonio, Texas; and Boulder, Colo.

Directing the public process and developing market-based downtown plans in Grand Rapids, Mich.; Rochester, Minn.; Wailuku, Hawaii; Covington, Ky.; and Greeley, Colo.

Creating strategic plans to guide center city public/private partnerships in Colorado Springs, Colo.; Seattle, Wash.; Long Beach, Calif.; Columbia, Mo.; and Nassau, Bahamas.

Designing and implementing community-based economic development strategies for New Haven, Conn.; San Diego, Calif.; Portland, Ore.; Milwaukee, Wis.; and Denver, Colo.

Facilitating strategic planning retreats for public/private management organizations in Hollywood, Calif.; Denver, Colo.; Springfield, Mo.; Phoenix, Ariz.; and Washington D.C.

Past Experience

Downtown Denver Partnership, Inc., Denver, Colo. – 1987-1993

Senior Director Designed and managed business development and marketing programs to attract jobs and investment to downtown Denver. Highlights included directing the Lower Downtown Business Support Office, which is credited with helping to revitalize Denver's premier urban historic district, and being part of the management team that re-engineered the Downtown Denver Partnership's operations, structure and organizational culture.

Program areas included:

- Managing business support offices in the Lower Downtown and Five Points neighborhoods
- Creating and administering innovative community lending programs
- Developing new approaches to office retention and recruitment
- Managing business improvement district programs and assisting with BID renewal

Progressive Urban Management Associates, Inc., Denver, Colo. – 1985-1989

President The first incarnation of P.U.M.A. provided program management, business counseling and resource development for Denver area community development organizations and Colorado American Indian tribes.

Port Morris Local Development Corporation, South Bronx, N.Y. – 1984-1985

Associate Director Formed and managed a local development corporation to pursue industrial revitalization and represent 450 businesses.

City of Martinez, Calif. – 1979-1983

Coordinator of Housing and Economic Development Directed the commercial revitalization of a 10-block Main Street area. Coordinated research, policy formation and implementation of an affordable housing program cited by the International City Management Association as one of 15 national models for housing development reform.

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P. U. M. A.

Recognition, Affiliations, Publications

Honors:

International Downtown Association awards for projects in Grand Rapids, Mich. (Downtown Framework Plan), Denver, Colo. (Downtown Denver Area Plan); Lincoln, Neb. (Downtown Investment Strategy); and Sacramento, Calif. (Downtown Management Plan & Business Improvement District)

Recognized by the International Downtown Association for work performed as a volunteer for Historic Denver for formation of the Downtown Denver Historic District, 2001

Acknowledged as one of the Denver area's Forty Under 40 for commitment to professional excellence and contributions to community by the Denver Business Journal, 1997

Named Entrepreneur of the Year for the Rocky Mountain region in the category of Supporter of Entrepreneurship, sponsored by Inc. Magazine, Ernst & Young and Merrill Lynch, 1992

Professional Affiliations:

American Planning Association

Downtown Colorado Inc, Board Member (2000-2009) and President (2007-2008)

Downtown Denver Partnership, Inc.

International City Management Association

International Downtown Association, Board Member (1998-2004) and (2010-present)

National Main Street Center

Urban Land Institute

Featured Speaker:

Frequent workshop presenter and panelist in conferences sponsored by the International Downtown Association, National Main Street Center, American Planning Association, California Downtown Association and Downtown Colorado, Inc.

Annual meeting keynote speaker for downtown organizations in Dallas, Texas; Madison, Wis.; Phoenix, Ariz.; New Haven, Conn.; Memphis, Tenn.; and Seattle, Wash.

International Cities, Town Centres & Communities Society, in Geelong, Australia

International Federation for Housing and Planning, in Gothenburg, Sweden

Lecturer:

Along with P.U.M.A. vice president Anna Jones, develop content and teach economic development and urban revitalization courses at the University of Colorado Denver Graduate School of Architecture and Planning (2012-present)

Expert Witness:

Expert Witness testimony in support of community planning and development approach to congressional redistricting, State of Colorado, October 2011

Selected Publications:

Top Ten Global Trends Affecting Downtown and How to Respond at Home, 2007 and 2011. 2014 revision developed in collaboration with the University of Colorado Denver School of Architecture and Planning.

The ABC's of Creating BIDs, published by the International Downtown Association, September 2002

Ten Keys to Creating a Competitive Downtown, co-authored with Arnold Ray, published in Colorado Municipalities, June 2002

A New Generation of Downtown Management Organizations, published in Urban Land, April 1998

Frequent contributor to the *Downtown Idea Exchange* and the *Denver Business Journal*

Education

MBA, Columbia University, New York

BA, Urban Analysis, University of California at Berkeley

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P.U.M.A.



J.J. FOLSOM, AICP

Senior Associate

Placemaking | Healthy Communities | Downtown Planning | Transit Oriented Design and
Multimodal Transportation

Expertise

J.J. Folsom is a senior associate at Progressive Urban Management Associates with 20 years of experience focused on creating visionary, realistic and successful solutions for transit oriented developments, mixed use healthy communities, urban infill and downtown regeneration projects across the country. He has extensive experience with transit oriented design, urban design, downtown planning, complete streets and alternative transportation projects.

J.J. leads placemaking planning and design services for P.U.M.A. to create healthy places and more livable downtowns. He participates in and leads community outreach processes, including facilitating one-on-one and group interviews and discussions. In addition, he conducts quantitative and qualitative best practice research and participates in strategic planning projects providing creative input into processes and recommendations.

Past Experience and Representative Projects

Senior Associate, MIG, Denver, Colorado, 2012 - 2014

- Led the urban design, public process, and project management for transit oriented design and implementation for four RTD FastTracks rail stations in metro Denver that included:
 - 72nd and Colorado Blvd on the North Metro line in Commerce City
 - Lucent Blvd. and C-470 for the Southwest Line extension in Douglas County
 - Sheridan Station on the West Line in the Cities of Lakewood and Denver
 - Federal and Clear Creek Station on the Gold Line in Adams County
- Managed the 2014 Denver TOD Strategic Plan update in which he analyzed 42 rail stations throughout Denver that led to the prioritization of the top eight stations for infrastructure funding to help spur private development.
- Designed over a dozen concepts for major downtown street, trail, plaza, and transit improvements for the City of Rifle, Colo. TOD Strategic Plan.
- Responsibilities for all projects included project management, interviewing stakeholders, community meeting facilitation, conceptual design, council and commission presentations and writing and design for project reports.

Project Manager/Associate, Civitas, Denver, Colorado, 2001 - 2011

Provided conceptual design and planning for over 25 jurisdictions concentrating on neighborhoods and downtowns throughout the United States. Led all aspects of design including urban design, planning, infill redevelopment, parks, multiuse trails, transit-oriented development, transportation planning, and complete streets. Prepared for and led community, planning commission, and city council presentations. Specific projects included:

- Developed numerous concept plans for mixed use development and multimodal street enhancements for 1,500 acres for the North St. Louis Revitalization plan in St. Louis, Mo.
- Planned mixed use neighborhood infill and park rehabilitation concepts for the Riverfront Neighborhood and Berkeley Park in Kansas City, Mo.
- As part of P.U.M.A.-led teams, planned infill development and street design for three blocks of downtown Grand Junction, Colo. that included the main library, senior housing facility, and community center, and a comprehensive downtown plan for Stillwater, Okla.

Transportation Planner, Charlier Associates, Boulder, Colorado, 1996 - 2001

Assisted with multimodal transportation planning and urban design in over a dozen cities and towns throughout the intermountain west. Prepared designs for streets and trails, Transportation Demand Management Plans (TDM's) as well as shared parking studies for existing and proposed mixed use developments.

Presentations and Affiliations

Workshop and Panel Speaker:

Urban Land Institute Technical Advisory Panel
Downtown Colorado Inc.
Urban Land Institute Fall Meeting 2012

Professional Affiliations

American Institute of Certified Planners (AICP)
American Planning Association
Urban Land Institute (Colorado Chapter TOD subcommittee 2013- current)
International Downtown Association
Downtown Colorado, Inc.

Personal Interests

Avid cyclist, outdoor enthusiast, family camping and outdoor activities

Education

Master of Urban and Regional Planning, Magna Cum Laude, University of Colorado, Denver
Bachelor of Landscape Architecture, Magna Cum Laude, University of Arizona

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P. U. M. A.



ERICA HELLER, AICP

Senior Associate

Healthy Communities | Downtown Planning | Market Analysis | Land Use Regulations | Sustainability

Expertise

Erica Heller is a senior associate with Progressive Urban Management Associates managing and providing support for economic development, planning, healthy communities and reinvestment projects. Her areas of expertise include urban renewal and revitalization, neighborhood involvement, sustainability, retail food access, alternative energy and tailored district development standards.

Representative projects include:

- Developed livability, housing, sustainability and public spaces components of market-based plans for downtowns in San Diego, Calif. and Indianapolis, Ind.
- Recommended revisions to development regulations that facilitate implementation of downtown strategic plan goals in Covington, Ky. and Lamar, Colo.
- Provided marketing and loan development services for the Colorado Fresh Food Financing Fund, a public-private fund that provides financial incentives for grocery stores and other food retailers in underserved communities throughout Colorado.
- Provided research, group facilitation and business plan development for community development organizations, including the Cherry Creek Area Business Alliance, Denver Housing Collaborative and Colorado Health Foundation.
- Prepared market assessments for downtown planning efforts in Cleveland, Ohio and Greeley, Colo.
- Crafted economic development strategies for three communities within the Sangre de Cristo National Heritage Area.

Past Experience

Associate, Clarion Associates, Denver, Colorado, 2006-2010

Assisted local government clients with a wide range of land use planning and zoning projects. Responsibilities included evaluating planning documents; interviewing stakeholders; distilling themes and trends; researching appropriate tools and strategies; drafting analyses, plans, and regulations; facilitating meetings; and presenting products in public adoption hearings.

Redevelopment Specialist, Lakewood Reinvestment Authority, Lakewood, Colorado, 2004-2006

Managed an educational and decision-making process that resulted in consensus recommendations for urban renewal. Oversaw urban renewal project designation and construction. Partnered with business associations and improvement districts. Administered annual budget, tax increment financing payments, grant program, and communications and marketing program.

Neighborhood Planner, City of Lakewood, Colorado, 2002-2004

Developed neighborhood plans, managed plan updates, and implemented projects. Fostered active neighborhood participation and improved communication with citizens.

Publications, Presentations, Affiliations

Selected Publications:

- "Planning for Wind Energy." Planners Advisory Service Report. American Planning Association. 2011.
- "Enhancing Airport Land Use Compatibility." Vols. 1 & 2. Airport Cooperative Research Program, Transportation Research Board. April 21, 2010.
- "Planning & Zoning for Geothermal Energy." Zoning Practice. American Planning Association. 2010.
- "Local Sustainable Energy Sources" in *Green Community*. American Planning Association. 2009.

Selected Presentations:

- Not the Usual Suspects – Colorado Environmental Health Association 2013
- Market-based Planning for Downtowns - Downtown Colorado, Inc. 2012
- Meeting the Food Access Challenge – American Planning Association of Colorado 2012
- Planning for Wind Energy - American Planning Association, 2011
- Renewables Scale Up - Rocky Mountain Land Use Institute Annual Conference, 2010
- Hottest Topics in Planning - Colorado Municipal League, 2008

Professional Affiliations:

- American Institute of Certified Planners (AICP)
- American Planning Association (Board Member, Colorado Chapter 2011-present)
- Women in Transportation Symposium, Programs Committee Member, Colorado Chapter 2013
- Downtown Colorado Inc.
- International Downtown Association
- Urban Land Institute

Education

- MA, University of Colorado at Boulder
- BA, Yale University, New Haven, Connecticut

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P. U. M. A.

P.U.M.A. PRIOR EXPERIENCE & REFERENCES



View the Step Up Plan at:
www.stepupdowntown.org

Step Up Downtown Vision & Tactical Plan (2014) Cleveland, Ohio

P.U.M.A. has enjoyed an ongoing relationship with the Downtown Cleveland Alliance (DCA) over the past ten years, including a series of strategic planning engagements and help in forming and later renewing the downtown Cleveland BID.

Last year, P.U.M.A. teamed with the Kent State University Cleveland Urban Design Collaborative to complete the “Step Up Downtown” vision and tactical plan for DCA. “Step Up” provides a road map for DCA through the next investment cycle and prepared the organization for its upcoming BID renewal process, offering recommendations for improving the downtown’s economy, environment and experience. The strategic plan included a robust public outreach process and a market analysis that looks at downtown’s investment opportunities within the context of global trends shaping American cities.

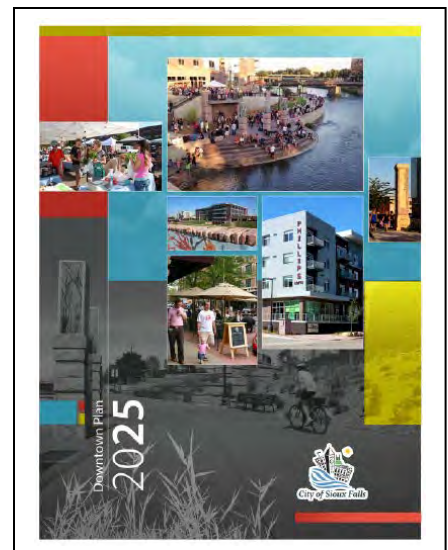
Joe Marinucci, President & CEO, Downtown Cleveland Alliance
216.736.7799 jmarinucci@dcacleveland.net

Downtown Plan 2025 (2014) Sioux Falls, South Dakota

P.U.M.A. assisted the City of Sioux Falls to complete a market analysis and develop the framework for an update to its downtown master plan. The market assessment, which was completed in partnership with Denver-based Arland Land Use Economics, included forecasts for future development and was influenced by P.U.M.A.’s global trends report. After completing the market analysis, P.U.M.A. was subsequently retained to work with city staff to help format and draft plan recommendations. In addition to the market assessment, the plan includes a physical framework and action plan with detailed recommendations for the city and its civic partners.

Dustin Powers, Economic Development Coordinator
City of Sioux Falls, (605) 367-8897, dpowers@siouxfalls.org

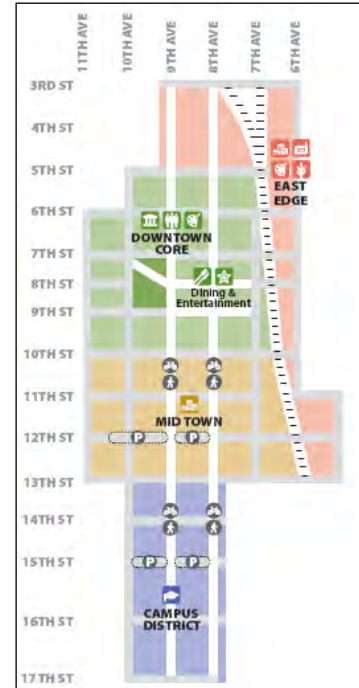
View the Downtown Plan 2025 at:
www.siouxfalls.org/en/community-development/economic-development/downtown



Downtown Investment Strategy (2011) | Greeley, Colo.

To help guide investment decisions and the evolution of downtown Greeley over the next ten years, P.U.M.A. completed the Downtown Investment Strategy for the Greeley Downtown Development Authority. The Investment Strategy process included the development of a complete economic profile to identify Greeley’s current and future market opportunities. Community outreach included a series of focus groups with key stakeholder groups and an online survey that secured more than 1,000 responses. To guide future investment, the Investment Strategy identifies four specific sub-districts within the downtown. Recommendations are provided in the areas of:

- **Economic Development**, including the identification of new business opportunities, creation of a formal dining and entertainment district and priorities for the use of City and DDA incentives;
- **Experience**, including recommendations to activate downtown ranging from special events to public safety to consumer branding;
- **Public Realm**, providing targeted investment strategies to improve overall connectivity, parking management and infrastructure.

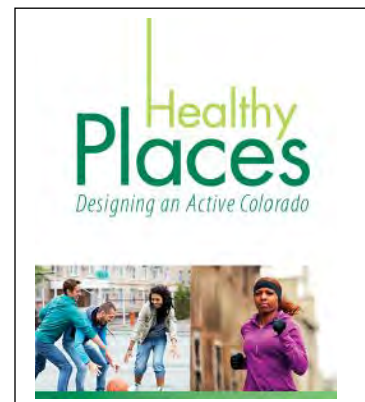


The implementation section of the Investment Strategy provides detailed recommendations for DDA budgeting, staffing and an investment filter for evaluating future developer inquiries. The plan was acknowledged with a Governor’s Award for Downtown Excellence in 2012.

Pam Bricker, Executive Director, Greeley Downtown Development Authority
970-356-6775 pam@downtowngreeley.com

Healthy Places Initiative (*in process*) | Denver, Arvada & Lamar, Colorado

P.U.M.A. was selected by the Colorado Health Foundation to be the technical assistance provider for the Healthy Places Initiative, a ground breaking initiative that aims to encourage healthy lifestyles through changes to the built environment. Each of three communities received an initial evaluation from an Advisory Panel conducted by the national chapter of the Urban Land Institute (ULI) and a \$1 million grant from the Foundation to implement the ULI recommendations. P.U.M.A. has been working with Denver, Arvada and Lamar for the last two years on community consensus building, public/private financing, organizational partnerships, downtown revitalization and economic development through healthy places.



Hillary Fulton, Senior Program Officer, The Colorado Health Foundation
303.953.3626 hfulton@coloradohealth.org

Downtown Denver Development & Management | 1987 through Today



P.U.M.A. president Brad Segal has been involved in the revitalization of Downtown Denver for nearly 30 years as both a practitioner and consultant.

In 1987, Brad Segal was hired by the Downtown Denver Partnership to manage a revitalization program in Lower Downtown. The program was credited as the economic development stimulus that, combined with infrastructure improvements and historic designation, led to Lower Downtown's emergence as one of the most vibrant mixed-use urban districts in the nation. In addition to his work in Lower Downtown, Brad was part of the management team that created the business improvement district in 1992.

In 2007, P.U.M.A. was part of the team that created the **Downtown Denver Area Plan**. To create a new 20-year vision for Denver, P.U.M.A. served as the project's primary local sub-contractor, providing economic analysis, implementation expertise, and assistance in the community outreach process. Working with the Denver project team and the International Downtown Association, P.U.M.A. created an unprecedented body of research, examining ten key global trends that are affecting American downtowns, and their likely impact on Downtown Denver. The trend analysis provided the economic foundation and justification for subsequent land use, planning and investment priority elements of the plan. The Denver Plan vision is supported by a set of five values, "Prosperous, Walkable, Diverse, Distinctive and Green".

We have subsequently updated the Global Trends analysis and applied its findings to our downtown strategic planning work throughout the nation. In 2014, **P.U.M.A.'s Global Trends Report was awarded the prestigious President's Award from the International Downtown Association** in recognition for its contribution to the downtown management field.

Other notable Downtown Denver assignments have included a **Retail Market Demand Study** (2005) that focused on identifying the retail potential that could be generated by in-place markets and a **Parking Perception Survey** (2009) that looked at barriers and opportunities to parking from a variety of consumer markets. We are currently part of a team that is developing a Downtown Denver **Parks and Public Spaces Plan** (2015) with the role of determining the economic development benefits from new investments in downtown parks.

Downtown Denver References:

1987 to present

Bill Mosher, former President & CEO
Downtown Denver Partnership
Current Managing Partner
for Trammell Crow Denver
303.628.7439 bmosher@trammellcrow.com

2005 to present

John Desmond, Vice President
Downtown Denver Partnership
303.534.6161
jdesmond@downtowndenver.com



GOULD EVANS

Gould Evans is a design firm dedicated to using our creative powers to move the world forward. Our firm culture is built on using the design process to solve problems and improve our client's competitive edge. We reward thought leadership that aims high—from high-performance buildings to high-performance cities.

Established in 1974, Gould Evans has 109 associates across our six studios. Our portfolio is intentionally diverse, encompassing civic buildings, housing, higher education projects, cultural institutions, athletics facilities, workplaces, environmental branding and urban planning. This diversity is a strength that encourages critical thinking and discourages formulaic tendencies.

To complement the services of our Urban Planning and Design Studio, Gould Evans offers the support of a leading full-service design firm providing building design, landscape architecture, environmental graphics, interior design, marketing communications, and construction management services. We also have strategic and long-standing relationships with allied professionals that share our philosophy and passion for building strong and enduring communities, including transportation, economic development, and engineering specialists.

URBAN PLANNING AND DESIGN STUDIO

Gould Evans' Urban Planning and Design Studio is comprised of a multidisciplinary team of professionals with deep municipal experience, including certified planners, landscape architects, urban designers, and an attorney specializing in development regulations.

OUR VISION IS TO CREATE GREAT PLACES THAT ENDURE.

WE VALUE:

- Collaborative, multidisciplinary approaches that lend a variety of perspectives and professional expertise to the most challenging community development issues
- Project partners and community stakeholders who provide the critical insights that create commitment to innovative and pragmatic actions
- Comprehensive and long-range perspectives, and the power of leveraging incremental decisions into significant change



GRAHAM SMITH, AICP
Urban Planner

EDUCATION

Bachelor of Science in Geography,
Master of Regional & Community Planning;
Kansas State University

REGISTRATION

American Institute of Certified Planners

INVOLVEMENT

American Planning Association
Urban Land Institute

Graham, as the Associate Vice President of the Urban Planning and Design Studio of Gould Evans, focuses on providing policy and urban design guidance to communities and clients. Through the preparation of community, area, neighborhood, corridor, special project plans, design guidelines and regulations, Graham provides the clients he engages with visionary, implementable plans for the future. A significant portion of Graham's work has emphasized infill and redevelopment strategies within urban settings to create and reinvigorate places for people. One constant among Graham's projects has been the innovative and involved stakeholder engagement. From defining the vision to carrying out implementation actions, the stakeholders in any process are the key to success. With extensive professional planning experience in both the public and private sectors, Graham brings a unique perspective to projects. Prior to joining Gould Evans, he worked in the long-range planning division of the Planning and Development Department for the City of Kansas City, Missouri.

Unified Government of Wyandotte County and Kansas City, KS

Downtown Parkway District Master Plan; Downtown Neighborhoods Master Plan; State Avenue Transit Improvement Plan

City of Kansas City, MO

Midtown/Plaza Area Plan; Brush Creek Corridor Economic Development Plan; 63rd Street CIP Plan (Southtown Council)

City of Mountain Brook, AL

Commercial Villages Master Plan and Zoning Ordinance

City of Wichita, KS

Arena Neighborhood Plan

City of Parkville, MO

Highway 45 Plan

City of Blue Springs, MO

Unified Development Code and Comprehensive Plan

City of Cuyahoga Falls, OH

General Development Code and Sustainability Audit

City of Sedalia, MO

Comprehensive Plan

City of Hastings, NE

Comprehensive Plan, Subdivision Regulations, and Zoning Ordinance



CHRIS BREWSTER, AICP, JD
Project Manager

EDUCATION

Juris Doctorate
University of Missouri-Kansas City
BS in Business Administration/Marketing
University of Delaware

REGISTRATION

American Institute of Certified Planners
Missouri Bar

INVOLVEMENT

American Planning Association
LEED ND Corresponding Committee
UMKC Adjunct Faculty, Planning Law
MO APA County Statutes Committee
contributing author
Legal Guide to Urban and Sustainable
Development for Planners, Developers,
and Architects, John Wiley and Sons,
2008, contributing author

Chris specializes in integrating physical planning policies, urban design principles, and form-based development strategies into development regulations and capital improvement policies. As a planner and an attorney, Chris provides a creative approach to planning, development and urban design issues that need legal and technical solutions. Since joining Gould Evans in 2001, he has worked on all scales of planning and urban design issues, from regional and comprehensive plans focusing on policy, to neighborhood and streetscape plans that focus on design and implementation. Chris has managed several development regulation, design guideline and implementation projects for municipal clients, many of which have been recognized for awards and excellence among planning peers. Before joining the firm, Chris served as the Assistant City Attorney for the City of Lee's Summit, Missouri, and previously worked for Johnson County, Kansas, Transit.

City of Fairway, KS

Zoning Ordinance

Mid-America Regional Council – Greater Kansas City

Model Sustainable Development Code and Code Audits

City of Lenexa, KS

Unified Development Ordinance Sustainability Audit

City of North Kansas City, MO

Burlington Corridor Overlay Ordinance, Design Guidelines;
Sign Ordinance; On-Call Services (past 15 years)

City of Cheyenne, WY

Unified Development Code/Form-Based Code

City of Parkville, MO

Highway 45 Plan

City of Blue Springs, MO

Unified Development Code and Comprehensive Plan

City of Cuyahoga Falls, OH

General Development Code and Sustainability Audit

Shelby County, AL

Subdivision Regulations



**ROBERT WHITMAN, ASLA, AICP,
LEED AP**
Landscape Architect/Urban Designer

EDUCATION

Bachelor of Landscape Architecture;
Minor in Community and Regional
Planning; Certificate in Land Use Planning;
Kansas State University

REGISTRATION

Licensed Landscape Architect
Certified Planner
LEED Accredited Professional

INVOLVEMENT

American Society of Landscape Architects
American Institute of Certified Planners
Empire Estates Homes Association,
President, 2000-present
Legacy of Greenery Committee, City of
Overland Park Tree Board, 2002-2008
Community Advisory Committee for Vision
Metcalf, City of Overland Park
Steering Committee,
Heartland Tree Alliance, 2012

Robert has considerable experience in site development, landscape architecture, urban design and community planning projects. For the last 16 years, he has worked with several institutional clients to plan and design community spaces, such as playgrounds, arboretums, gardens, and parks, trails and open space. Robert is an expert on regional plant materials having developed a catalogue of plant material, growing criteria and other pertinent information. For several years, he has worked with the City of Overland Park and community volunteers to inventory street trees and develop strategies for preserving the City's green space legacy. Robert frequently shares his design and horticultural expertise as a speaker or panel member at regional events. He also consults with communities on their street tree programs and similar endeavors.

City of Kansas City, MO

Midtown/Plaza Area Plan; Kansas City Sculpture Garden at the Nelson-Atkins Museum of Art; Broadway Streetscape; Nelson-Atkins Museum of Art Bloch Building Site Development; Liberty Memorial Improvements, Penn Valley Park; Riverfront Heritage Trail; Independence Boulevard Streetscape Improvements

City of Overland Park, KS

Overland Park Arboretum and Botanical Gardens Master Plan; Welcoming Garden, Iris Garden and Train Garden; Campus Master Planning (Including Trails and Arboretum); Courtyard; and Japanese Garden Concept Design

City of Cheyenne, WY

Citywide Park Standards

City of Blue Springs, MO

Unified Development Code and Comprehensive Plan;
Adam's Pointe Golf Club

City of Independence, MO

Soccer Fields, Metropolitan Community College - Blue River

City of Westminster, CO

Westminster Promenade

Various Air Force Bases

Neighborhood Parks and Playgrounds at Whiteman Air Force Base;
Seymour Johnson Air Force Base, NC; Dyess Air Force Base, TX



CHRISTINA HENNING
Urban Designer

EDUCATION

Master of Architecture
University of Kansas

INVOLVEMENT

Better Block KC
Bike/Walk KC
50/50 Gallery
Kansas City Design Center Graduate

Christina's planning and graphic experience includes comprehensive plans, GIS analysis and mapping, urban design, streetscape and site planning illustrations. She supports the Urban Planning and Design Studio on a variety of projects, from comprehensive plans to development regulations, and she is proficient in a wide variety of graphic and mapping programs.

Unified Government of Wyandotte County and Kansas City, KS

Downtown Parkway District Master Plan

City of Blue Springs, MO

Unified Development Code and Comprehensive Plan

City of Cheyenne, WY

Unified Development Code/Form-Based Code

City of Kansas City, MO

Midtown/Plaza Area Plan

City of Cuyahoga Falls, OH

General Development Code

Cerner Corporation – Kansas City, MO

Trails Campus Phases 1–2

Graceland University – Lamoni, IA

Briggs Hall Renovation

University of Central Missouri – Warrensburg, MO

The Crossing Housing and Mixed-Use Development Design

Emporia State University – Emporia, KS

150th Year Campus Master Plan

Fort Hays State University – Hays, KS

Campus Master Plan

Missouri University of Science and Technology – Rolla, MO

Campus Master Plan

Research Project: Future Faculty Workplaces

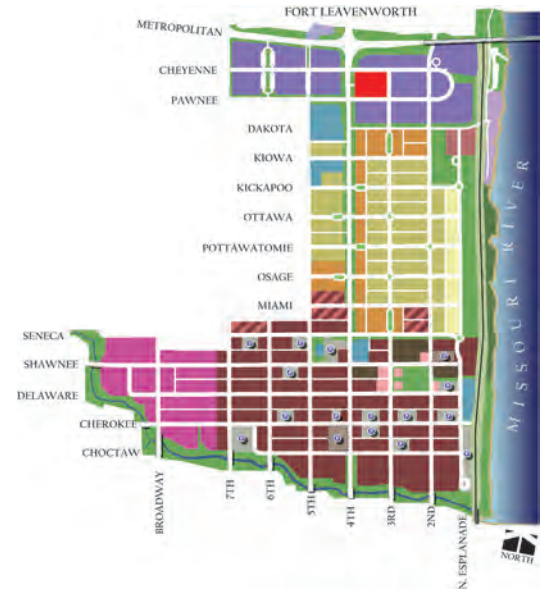
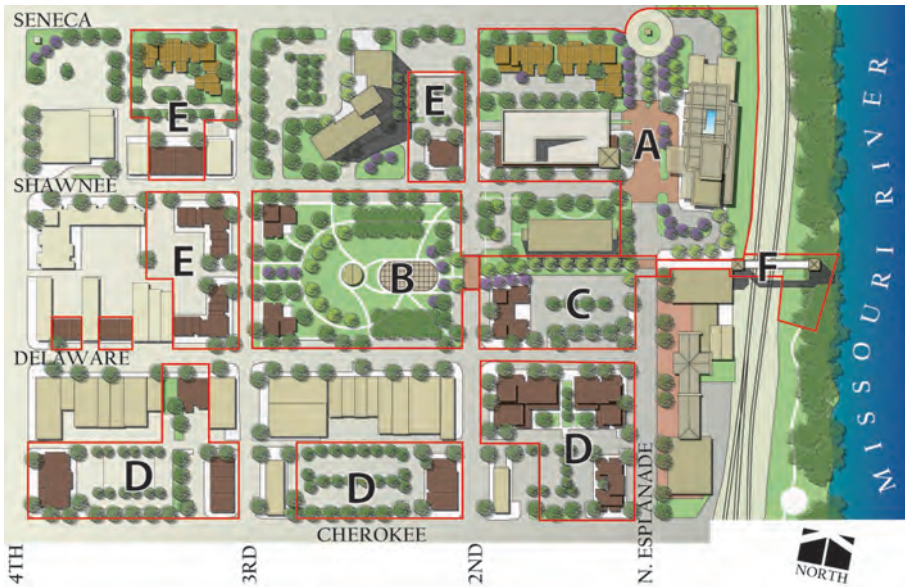
In partnership with Herman Miller

Deanna Rose Children's Farmstead – Overland Park, KS

Master Plan; Administrative Farmhouse Building; Accessory Building

reStart – Kansas City, MO

Youth Shelter Renovations; Ground Floor Renovations



DOWNTOWN LEAVENWORTH REDEVELOPMENT PLAN

CHALLENGE

The Downtown Leavenworth Area Redevelopment Plan was challenged with creating a vision for a dynamic and thoughtfully designed place, strengthening the downtown economy, and coordinating implementation efforts.

ACTIONS

The plan establishes a foundation for an active, vibrant and diverse core by building upon downtown's history while exploring new economic opportunities. The plan provides a comprehensive approach to planning, urban design, economics, and development strategies. The plan deviates from conventional land use approaches and organizes the area around several urban design-themed districts. Within each district, "catalyst projects" are identified and outlined for specific economic development strategies. The plan is already establishing the reemergence of Downtown Leavenworth as the destination residents have envisioned.

The that was innovation offered by this project was the integrated approach to economic development, planning, urban design, and regulations which immediately led to identification of catalyst projects that are proactive economic development tools.

RESULTS

The plan immediately led to:

- Specific marketing products for catalyst projects that are being used as proactive economic development tools
- Creation of two new TIF Districts for catalyst projects.
- The City's retention of a Master Developer to oversee future development in downtown

We have recently been engaged to update the City's current zoning code.

LOCATION: Leavenworth, KS

CLIENT REFERENCE:

J. Scott Miller, City Manager
City of Leavenworth, KS
913.682.4232; jsmiller@firstcity.org

ARENA NEIGHBORHOOD PLAN



LOCATION: Wichita, KS

CLIENT REFERENCE:

Dave Barber, Planning Manager
City of Wichita
316.268.4490; dbarber@wichita.gov

CHALLENGE

Downtown Wichita, Kansas has seen the impact of disinvestment and suburbanization first hand, this is particularly true in the newly coined Arena Neighborhood. Once a thriving center of business and government hub the neighborhood is a mixture of vacant buildings, vacant land and surface parking lots. As the name would imply the construction of the new arena for the community has been built in the neighborhood. In order to maximize the impact of the new venue the city engaged Gould Evans to prepare a neighborhood plan that would also address the challenges of the area.

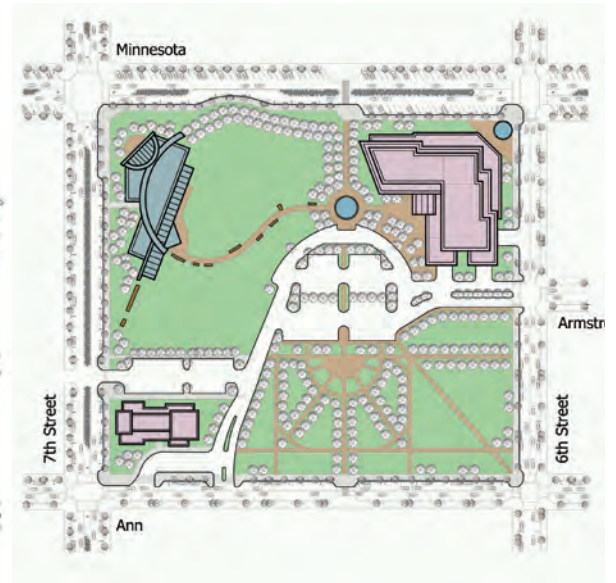
ACTION

Now, envision a neighborhood where people move about safely and comfortably; a place people want to come back to because of the experience of being there; a place you can choose to live-in or visit. The Arena Neighborhood is envisioned as that place. The vision of this plan takes advantage of the downtown neighborhood context and reinforces the key principles of creating successful places. The vision for the Arena Neighborhood is to create strong links to the assets that currently exist, are planned, or are possible, while simultaneously creating a unique place that is economically viable and vibrant.

RESULTS

Land Use and Development, Mobility, and Design are the foundation on which the neighborhood plan is built. The land use and development framework of the plan organizes the use and development patterns, by districts and blocks. The mobility framework defines how people will access and move throughout the neighborhood considering all modes of mobility - walking, bicycles, automobiles, and transit. The design framework provides definition to four distinct districts in which development will occur. The elements of design critical to future redevelopment in the Arena Neighborhood are building envelopes, street level design and streetscape character.

This plan promotes flexibility in the redevelopment of the Arena Neighborhood, while at the same time providing valuable guidance for public and private investment decision-making well into the future. The implementation objectives identified in the plan provide the guidance to create the vibrant urban experience and a successful place, based on the vision for the Arena Neighborhood.



DOWNTOWN KANSAS CITY, KS COMPREHENSIVE PLAN

CHALLENGE

The Unified Government of Kansas City and Wyandotte County has a traditional downtown core located adjacent to the confluence of the Missouri and Kansas Rivers. Many well-established, active neighborhoods are located adjacent to this area. As the primary seat of local, state and federal government offices, much of the downtown has been influenced by the continued placement of civic and institutional functions while other commercial activities have moved elsewhere. A key to success in downtown is changing the trends and perceptions that have negatively impacted the development of the area for years.

ACTIONS

As part of an update to the county-wide comprehensive plan, a downtown master plan effort was conducted to strengthen downtown Kansas City, Kansas' role in the regional economy and emphasize this urban environment as the heart of civic and community life for the region as well as adjacent neighborhoods. The recommended changes seek to diversify the marketplace through the development of commercial, residential and employment uses. Recreating such a unique mixed destination place

requires an understanding of the metropolitan context due to its proximity to downtown Kansas City, Missouri and the development initiatives occurring there.

RESULTS

Several concepts in the plan have reenergized many citizen, community and government based groups long engaged in downtown Kansas City, including the possibilities of a new international marketplace, new housing formats, and incorporation of community spaces and transit facilities as a critical urban design component. Since adoption of the plan, the City has been successful in developing portions of the East Bluff Area as well as along Minnesota Avenue. Furthermore, the City is in the process of implementing a bus rapid transit route that would connect Downtown to new growth in the City's western suburbs.

LOCATION: Kansas City, KS

CLIENT REFERENCE:

Rob Richardson, Director of Urban Planning and Land Use
 Unified Government of Wyandotte County
 913.573.5750; richardson@wycokck.org