

RFP # 22-73

# COMPREHENSIVE LAND USE PLAN

## CITY OF ANN ARBOR

INTERFACE STUDIO LLC

WITH:  
SMITHGROUP  
NINIGRET PARTNERS  
&ACCESS

PREPARED FOR:  
CITY OF ANN ARBOR PLANNING SERVICES





**LITTLE MUSIC STUDIO** for the Parkway and Love Park in Philadelphia (Interface Studio)

# table of contents

<b>COVER LETTER</b>	<b>1</b>
<b>PROFESSIONAL QUALIFICATIONS</b>	<b>2</b>
<b>PAST INVOLVEMENT WITH SIMILAR PROJECTS</b>	<b>16</b>
<b>PROPOSED WORK PLAN</b>	<b>39</b>
<b>AUTHORIZED NEGOTIATOR</b>	<b>53</b>

**ATTACHMENTS:**  
**RESUMES**  
**FORMS**

**FEE PROPOSAL (SEPARATE SEALED ENVELOP)**



jumped in a  
time machine and  
traveled to the year  
**2028**

What  
do you hope  
to see in your  
neighborhood  
?

\$\$\$  
Your neighborhood  
won the  
LOTTERY!  
How would you  
spend that  
money to  
improve your  
community  
?

Yay! Choose **2**  
Pick any 2 questions to answer.

YOU'RE TRYING TO  
CONVINCE A FRIEND  
& FAMILY TO MOVE  
TO THE NEIGHBORHOOD.  
WHAT  
would you  
say?

**PLAY STREET ENGAGEMENT** in Millville, NJ  
(Interface Studio)

November 17, 2022  
City of Ann Arbor  
301 East Huron Street  
Ann Arbor, MI 48107

## RE: RFP No. 22-73 – COMPREHENSIVE LAND USE PLAN

On behalf of Interface Studio LLC and our team, I am pleased to submit our proposal to develop a city-wide comprehensive land use plan that can serve as a consolidated and streamlined roadmap for Ann Arbor's future. This is work we are keenly interested in and intersects with our team's experience around neighborhood planning and development, citywide comprehensive planning and policy work, engagement and effective communications, and implementation.

**INTERFACE STUDIO LLC**, a planning and urban design practice based in Philadelphia, is the lead firm for this proposal. Since opening the firm in 2004, we have dedicated our practice to addressing with creativity the challenges and opportunities unique to active and diverse urban environments. Our ability to blend research and analytical thinking with design and public visioning has been recognized with seven **APA National Planning Awards** since 2009 and our work supporting equity has been recognized with a **2017 Pinnacle Award from the International Downtown Association** and a **2020 National Recreation and Parks Association Equity Award**. Stacey Chen, a Principal with Interface Studio, will serve as Principal-in-Charge and Jamie Granger, a Senior Associate with Interface Studio involved in citywide work in Grand Rapids and Detroit, will serve as project manager.

We have a **range of citywide experience** across the country. These include leading vision and land use plans for Binghamton (NY), Detroit (MI), Suwanee (GA) and Wilmington (DE) as well as projects focused on equitable service provision in Philadelphia, Pittsburgh, Louisville and Baltimore. We designed Philadelphia's Rebuild program – a \$500 million initiative to improve parks and libraries across the City which led to the nation's first soda tax. We co-wrote the economic growth chapter of Detroit Future City and are leading citywide strategies to address housing in Fort Worth, economic development in Garland (TX), commercial retail strategy in Evanston, commercial corridor design guidelines in Detroit, and participatory budgeting in Memphis. Our current work in Cambridge, MA, a university city grappling with rapid growth and affordability challenges, gives us a unique window into the downstream effects of comprehensive planning. Tasked with applying the City's Comprehensive Plan to Cambridge Street, we are looking at how to increase residential density while also maintaining affordability on a beloved commercial corridor.

We have developed an innovative practice around **listening and engaging** in ways that are creative and participatory. We collaborate closely with our clients and on-the-ground partners to craft an engagement plan that can reach a diverse cross-section of the city. Our work is carefully designed. It is fun, playful, interactive and always meaningful. Most importantly,

our activities are designed to educate, clearly communicate what are often complicated issues, and help explore the potential solutions and trade-offs based upon the real facts-on-the-ground. Our engagement yields an important form of data, carefully collected and re-presented to keep the conversation moving toward actual policies and strategies that comprise the plan.

To fully realize the potential of this plan, Interface Studio has teamed with **SmithGroup**, **Ninigret Partners**, and **&Access**. Collectively, our team has extensive expertise in urban design and planning, land use and zoning, equitable economic development, market analysis, implementation, sustainability, streetscape design, mobility, graphic design, public engagement, and specific experience with both community planning and citywide plans. But beyond the technical skills, these are all firms that have built their reputations as mission-driven innovators in their respective disciplines.

The Comprehensive Plan is a living document that will guide the future of the city for the next few decades. It needs to be clear, it needs to be bold, and it needs to be effective. Our team has the capacity to deliver on all three fronts. The Plan will create the framework for change, stability, growth and preservation, and will provide the guidance needed to sustain and celebrate what's great about Ann Arbor today.

We will design the process with you and enlist the support of our team members to carry out specific aspects of the work. Our reputation as effective collaborators enabled us to assemble, what we believe, to be the best team to address all elements of the Plan, bring local knowledge and new thinking to Ann Arbor, and meet both your high expectations and ours.

We have received and reviewed Addendum No. 1 and appreciate the opportunity to present our proposal for this very exciting project. Please don't hesitate to contact me with any questions.

Sincerely,



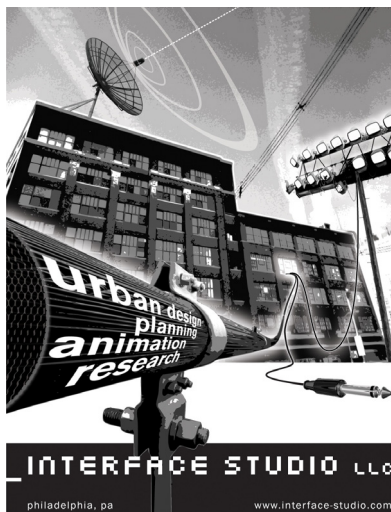
Scott Page, Founder & Principal  
scott@interface-studio.com  
**INTERFACE STUDIO LLC**  
215.370.6807  
340 N 12th Street #419  
Philadelphia, PA 19107  
**WWW.INTERFACE-STUDIO.COM**

# PROFESSIONAL QUALIFICATIONS

## LEAD CONSULTANT INFO

### CONTACT

Scott Page, Principal  
340 N 12th Street, #419  
Philadelphia, PA 19107  
Cell: 215.370.6807  
Fax: 215.754.4993  
scott@interface-studio.com



## INTERFACE STUDIO LLC

Interface Studio LLC is a full-service planning and urban design practice based in Philadelphia, with offices in Chicago and Brooklyn. Founded in 2004 with the intention to start as a small, collaborative office and remain so, we are today a successful company of 11 professional planners working together on a diverse array of projects including neighborhood plans, corridor studies, city-wide comprehensive plans, strategic plans, and economic development studies.

We believe the process of urban planning is evolving, becoming increasingly graphic, grassroots-driven, and interactive. With the growing presence of technology in our world comes near-constant visual stimulation, unprecedented access to information, and an empowered generation of do-it-yourself activists. Planning is a form of advocacy – for a better future and for engaged, equitable communities. Our practice and approach celebrate these shifts.

**Our mission is to help communities, large and small, think about where they are now, what they would like to become, and which steps are needed to get there.** We strive to make planning and design accessible to all audiences with a style that is approachable, artistic, playful, and intended to welcome the public into the planning process. We listen to people from all walks of life through nuanced engagement that shapes the recommendations and builds local capacity. Our mutual exchange with residents and stakeholders is one of trust and respect. We actively listen and develop relationships with the people and places where we work.

**Every place has a story to tell.** Planning and design, for us, is a means of storytelling. Interface Studio has always grounded its practice in understanding the needs and aspirations of local businesses and residents, and we are finely attuned to the specific and granular qualities of the places we work. Our work is to mine for data, both quantitative and qualitative, to help uncover the trends that shape our cities. We translate data into compelling graphics that enable residents and stakeholders to see their communities with fresh eyes.

**We help communities prioritize and take action.** We believe that early actions and incremental steps are critical to build confidence and momentum. We are as interested in what happens in the next 6 months as we are over the next 6 years and beyond. Changing places for the better is a process that requires a unifying vision, partnerships and clear pathways to guide us from today towards our goals.

We place a high value on creative thinking, client service, and enthusiasm, and we always strive to exceed the expectations of our clients and users. We view each project as a unique challenge, merging our extensive experience with new and achievable ideas to create strategies grounded in the real issues of each community.

### NATIONAL AWARDS:

- > **7 National APA awards** since 2007
- > **National equity award** in 2020: Pittsburgh Equitable Parks Investment Strategy
- > **Pinnacle award for equity** from the International Downtown Association (IDA): GR Forward

### CITYWIDE EXPERIENCE:

Recent experience arranged according to city size:

- |                    |                       |
|--------------------|-----------------------|
| > Philadelphia, PA | > Garland, TX         |
| > Fort Worth, TX   | > Rochester, NY       |
| > Memphis, TN      | > Grand Rapids, MI    |
| > Detroit, MI      | > Evanston, IL        |
| > Baltimore, MD    | > Wilmington, DE      |
| > Louisville, KY   | > Binghamton, NY      |
| > Pittsburgh, PA   | > Burlington, VT      |
| > St. Louis, MO    | > North Kingstown, RI |

## CORE SERVICES

Interface Studio has a unique combination of experience in both site-specific, community-oriented urban design projects as well as large-scale, city-wide analysis and policy plans. Below is a list of services we provide directly through our in-house staff:

- > Comprehensive planning
- > Downtown planning
- > Public participation
- > Industrial strategies
- > Open space planning
- > Innovation districts
- > Transit oriented design
- > Community revitalization
- > Commercial corridors
- > Housing strategies

## AWARDS

- > **2021 APA Texas Chapter Economic Development Planning Achievement Award** - IH-35 Corridor Vision Study
- > **2020 NRPA Equity Award** - Pittsburgh Parks Conservancy, An Equitable Parks Investment Plan
- > **2020 APA National Award for Sustainability** - Pittsburgh EcolInnovation District
- > **2019 APA Texas Chapter for a Plan** - Collins / Arapaho Innovation District and TOD Plan, Richardson, TX
- > **2018 APA Pennsylvania Chapter for a Plan** - Pittsburgh EcolInnovation District
- > **2017 International Downtown Association Pinnacle Award**, Grand Rapids Forward
- > **2015 APA National Planning Achievement Award for a Best Practice**: Realizing the Potential of the Porch - A Case Study in Data-Driven Placemaking
- > **2014 APA Pennsylvania Chapter Daniel Burnham Award for a Comprehensive Plan** - Dream Dormont
- > **2013 APA Michigan Chapter Daniel Burnham Award for a Comprehensive Plan** - Detroit Future City
- > **2013 APA National Planning Excellence Award for an Emerging Planning & Design Firm**
- > **2012 APA National Planning Excellence Award for a Grassroots Initiative** - Yorktown 2015
- > **2012 APA Pennsylvania Chapter Planning Excellence Award for a Best Practice** - Philadelphia Industrial Land Use and Market Strategy
- > **2010 ASLA National Honor Award for Planning** - Transit Revitalization Investment District Master Plan
- > **2010 APA National Planning Excellence Award for Public Outreach** - Wicker Park Bucktown Master Plan
- > **2010 APA Illinois Chapter Excellence Award for Public Outreach** - Wicker Park Bucktown Master Plan
- > **2009 APA National Planning Excellence Award for a Grassroots Initiative** - Lower Italian Market Revitalization Plan

## CONTACT INFORMATION

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Philadelphia, PA 19107  
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fax: 215.754.4993

Principal-in-Charge: Stacey Chen  
email: stacey@interface-studio.com

Project Manager: Jamie Granger  
email: jamie@interface-studio.com

## ESTABLISHING A LOCAL PRESENCE

Interface Studio has strategically partnered with SmithGroup who have a local presence and deep knowledge of Ann Arbor to enable our team to hit the ground running. Through such partnering and local relationship-building, Interface Studio has successfully led large-scale plans outside of our home in Philadelphia. We establish a strong communication plan with our clients, carefully plan the outreach and engagement process, and constantly create new graphic materials to keep the public involved. We expect that toward the end of the process we should be able to walk into a public meeting and know the majority of people in attendance because they've been a part of the process. This is the model we use throughout our work resulting in successful outcomes in Chicago, Grand Rapids, and Rochester to name a few.

## PEOPLE

Interface Studio is an office of 12 people. We rarely experience turnover, with over half of the staff employed with Interface Studio for over seven years. Below is a full list and titles of Interface Studio employees (proposed for this plan are in bold).

- > **Scott Page, Founder & Principal**
- > **Stacey Chen, Principal**
- > **Jamie Granger, Senior Associate**
- > **María González, Urban Designer**
- > **Tobin Stuff, Urban Designer**
- > Ben Bryant, Senior Associate
- > Ashley Di Caro, Senior Associate
- > Chris DiStasi, Associate
- > Sarah Kellerman, Chicago Studio Director
- > Lisa Lobree, Office Manager
- > Mindy Watts, Principal
- > Akshay Yeleswarapu, Urban Designer

# A COLLABORATIVE TEAM APPROACH

Interface Studio has demonstrated the ability to complete large-scale and complex projects within tight timeframes. This is due to the size and staffing flexibility of our office. As an office of eleven planners and designers, everyone is aware of ongoing project work and able to lend extra hands when necessary to achieve project milestones. For this reason, we have been called “nimble” in our approach and ability to meet major deadlines. We are committed to exceeding both your expectations and ours for this important project.

Interface Studio will serve as the lead planning and urban design firm for the team. Interface Studio will guide the planning process and serve as the central point of contact for the work. We will collaborate with the City and each team member to produce the technical analysis, strategies and documents necessary to develop the Plan. In addition, our role is focused upon developing graphic standards and branding for the plan, collecting key data on the state of Ann Arbor today, and developing land use, zoning and other recommendations that will shape investment and growth. Our graphic capabilities will be put to use in designing the final documents.

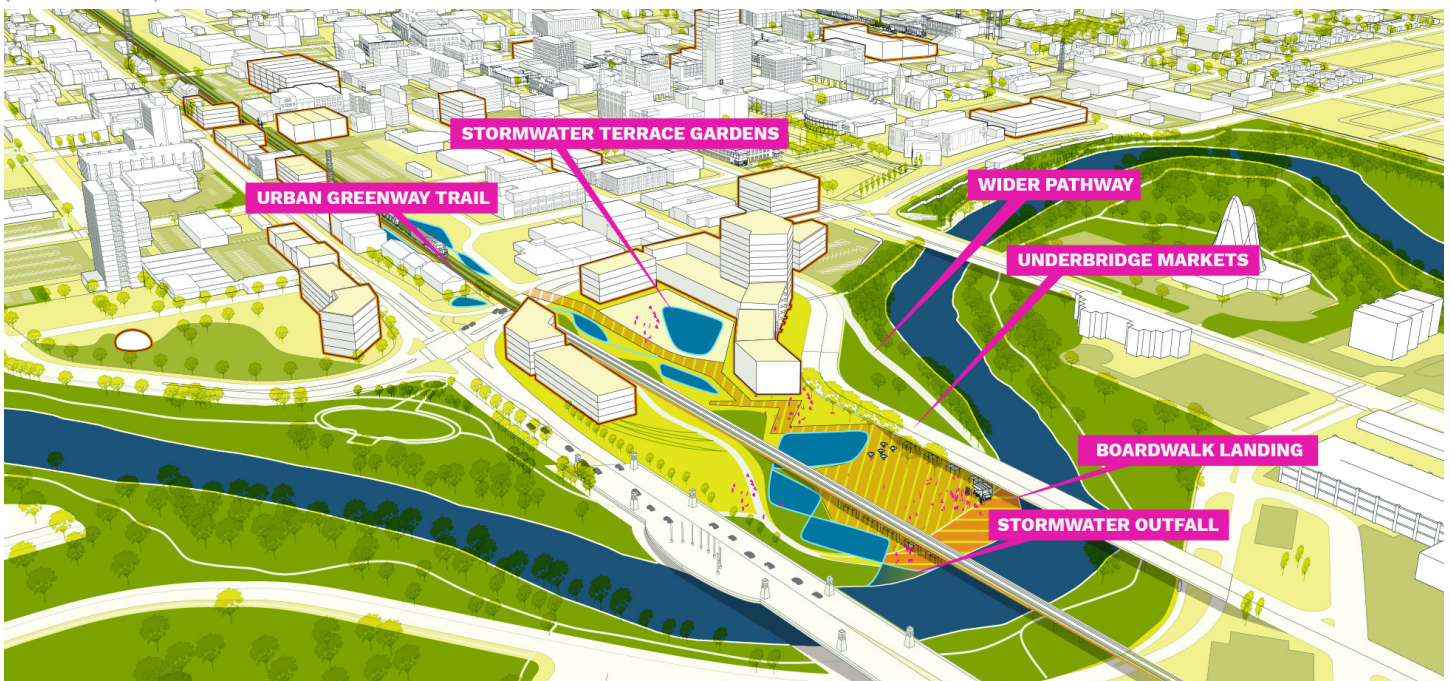
To fully realize the potential of this work, Interface Studio has teamed with **SmithGroup**, **Ninigret Partners** and **&Access**. This is a team that knows each other well. Interface Studio has completed over 10 projects with Ninigret Partners and is working with SmithGroup in Detroit on the Joe Louis Greenway and commercial corridor design guidelines. Our team’s collective expertise includes urban design, planning, public engagement, housing, economic development, market analysis, climate resilience and sustainability, and mobility.

Our roles include:

- > **Interface Studio LLC** will serve as the lead planning and urban design firm for the team. Interface Studio will guide the planning process and lead the graphic design and report production.
- > **SmithGroup** will focus on integrating sustainability and climate resilience, support on land use planning and housing, and lead the public outreach and engagement.
- > **Ninigret Partners** will provide a detailed economic development and housing strategy for the City which will help to shape our team’s approach to land use and development.
- > **@Access** will focus on how retail and small business strategy shape land use particularly in downtown and along commercial corridors.

Each team member is focused and dedicated to each project we undertake and has proven capacity to complete large, forward-thinking plans on time. We invite the selection committee to review our work and talk with our clients about the quality and depth with which we address each problem.

Below: Development option for Downtown Fargo, ND on a former industrial property. (Interface Studio)



ANN ARBOR  
COMPREHENSIVE  
LAND USE PLAN

RESIDENTS,  
BUSINESSES,  
EMPLOYEES,  
VISITORS,  
LEADERS,  
STUDENTS  
& SO MANY  
MORE

CITY OF ANN ARBOR

Client

Steering Committee + Working Groups

INTERFACE STUDIO LLC

Team Lead, Planning & Urban Design, Project Management

Scott Page\* - Principal | Philadelphia

Stacey Chen\* - Principal | New York

Jamie Granger\* - Senior Associate | Philadelphia

María Gabriela González Rausell - Urban Designer | Philadelphia

Tobin Stuff - Urban Designer | Philadelphia

SMITHGROUP

Sustainability, Planning & Engagement (Local)

Michael Johnson\* - Principal | Ann Arbor

Dan Kinkead - Principal | Detroit

Oliver Kiley - Principal | Ann Arbor

Kathleen Duffy\* - Associate | Ann Arbor

Kendra Hyson -Senior Landscape Architect | Washington DC

Alicia Adams - Resilient Climate Strategist | Detroit

Carolyn Lusch - Planner | Ann Arbor

Rachel Smith - Planner | Ann Arbor

Catherine Clarke - Planner | Ann Arbor

NINIGRET PARTNERS

Economic Development & Housing

Kevin Hively\* - President | Boston

Julia Farr - Analyst | Boston

&ACCESS

Retail Strategy & Entrepreneurial Ecosystems

Bobby Boone\* - Chief Strategist | Washington DC

Solomon McKenzie - Junior Strategist | Washington DC

\*key team member for meetings

## A PROVEN, TRUSTED TEAM

United in mission, purpose, and voice, we are resolved to build upon our legacy. We promise to create a better tomorrow—for clients, employees, the community, and the environment.

### SMITHGROUP

SmithGroup is an award-winning, national design and planning firm that utilizes thoughtful design, research, data, advanced technologies, and design thinking to help clients and communities solve their greatest challenges.

Based in Ann Arbor, we work across a network of 19 offices, and our team of 1,300 experts is committed to excellence in strategy, design, and delivery—giving rise to new, innovative and equitable processes and methodologies that are redefining the way we work as teams and support the communities we serve. Our specialists— from artists and planners, to data analysts and beyond—develop beautiful, sustainable, future-focused solutions for urban environments, healthcare providers, science and technology organizations, higher education and cultural institutions, diverse workplaces, mixed-use and waterfront developments, and parks and open spaces.





## FAST FACTS

### YEARS IN SERVICE

169 years

### STAFF SIZE

1300 employees

### LOCAL OFFICE

201 Depot Street  
Second Floor  
Ann Arbor, MI 48104

### OFFICE LOCATIONS

Ann Arbor, Atlanta, Boston,  
Chicago, Dallas, Denver, Detroit,  
Houston, Los Angeles, Madison,  
Milwaukee, Phoenix, Pittsburgh,  
Portland, Sacramento, San Diego,  
San Francisco, Shanghai,  
Washington DC

### SERVICE OFFERINGS

Architecture; Building Enclosure  
Consulting; Campus Planning;  
Civil Engineering; Coastal  
Engineering;  
Energy & Environmental  
Modeling; Facility Condition  
Assessment; Fire Protection  
& Life Safety Engineering;  
Historic Preservation; Interiors;  
Lab Planning; Landscape  
Architecture; Lighting Design;  
Medical Planning; MEP  
Engineering; Programming;  
Strategy; Space Utilization;  
Structural Engineering;  
Sustainable Design; Urban  
Design; Urban Planning

# WHY SMITHGROUP?

WE WANT TO WORK WITH YOU!



## COMMUNITY & CITY PLANNING

Our work is client-focused and based on a building an understanding and deep appreciation for community context. We analyze existing conditions and rapidly iterate future opportunities, including physical form and relationship of buildings, streets and open spaces in the context of historical patterns, existing situations and future needs. We improve communities and cities through design guidelines, development projects, and refined details that strengthen and identify values and a unique sense of place. We capitalize on the economic value of existing infrastructure including government, institutional, cultural, and natural assets. Our approach results in plans and projects that promote activity and enjoyment, support business development, and achieve exciting and livable environments.



## CONNECTING ASPIRATION & OPPORTUNITY

Urban development projects depend on collaborative networks for success: forging local partnerships and building community coalitions, drawing on multiple funding sources, and securing agency support and regulatory approvals, to name just a few. SmithGroup teams help navigate this collaborative process with a strong sense of civic responsibility and stewardship. We listen first: gathering information and perspective from a diverse array of stakeholders. Then we work to help shape a shared vision for future priorities and outcomes, building a broad coalition of support. The result is planning and design that authentically reflects your community, and that connects your aspirations and assets with genuine opportunities.



## RESILIENT INVESTMENT

With each project, we have the chance to do something new and different, which is incredibly energizing and exciting. But mitigating risk and managing expectations also need to be part of the conversation, to ensure that it's a strong and sustainable investment for you. Our team can assist in safeguarding your investment, by ensuring that your project is planned with an innovative, pragmatic approach.



## MOBILITY & STREET DESIGN

We are leaders in the design of mobility systems that reflect and sustain land use, social activity, community events, pedestrian and non-motorized movement, outdoor dining and shopping, and community identity. Street design must accommodate multi-modal users of all ages and abilities and be flexible enough to adapt to evolving mixes of land use and activity. Resilient streets can better support civic activities, promote a stronger business environment, and build community through unique opportunities for interaction.



## PUBLIC REALM & PLACEMAKING

Our team is dedicated to creating great places, streets and waterfronts, and vibrant, sustainable cities. We know the key elements of creating active, people-focused places, and how to employ them in each part of a city. Our firm has designed signature public places for over 60 years, and we continue to be a leader in place creation for the public realm. Successful urban spaces anticipate and accommodate a wide range of users and use, creating vital public destinations.



## LAND USE & ZONING

SmithGroup's urban planners craft land use plans and zoning amendments that build off the local context, incorporating form-based techniques to realize a plan's vision. Our complete zoning ordinance rewrites focus on the end-user; we provide zoning audits and streamlined development review procedures to ensure an ordinance isn't a barrier to redevelopment.



## EQUITY MATTERS

SmithGroup's urban design and planning practice is built on the philosophy that equitable public engagement has the power to more inclusively shape the design of our communities. We believe in engaging the broadest range of perspectives and values to build a shared understanding of the forces that shape our communities. Over the years, our teams have done this in ways that meet people where they are and use multiple methods and tools to break down barriers.

# Firm Overview & History

*Ninigret Partners, LLC (NP) is an economic consulting firm founded in 2001 that specializes in the art and science of blending customer insights, economic data, and design principles to create effective strategies, products, programs, and business models for businesses, institutions, and communities.*

## Practice Areas



### Management Consulting

NP has over 20 years of experience providing management consulting services. Typically our private sector work is focused on business model design, market dynamics and customer economics. We've adapted this knowledge to help public agency and NGO clients understand the dynamics of their programs and services.



### Economic Development

NP has a unique approach to development strategy. In our view, economic development is much more than real estate development; it's the result of a robust, growing business sector. We start with a basic understanding of how businesses make investment decisions and the key success factors needed to build a competitive product or service. We break this knowledge into component pieces that align with areas that public policy can influence.



### Community Planning

NP focuses on three principles in its visioning and planning work. First, ask the right questions. We help our clients articulate what issue it is they are trying to address and target our approach to get the information they need to make the best decision. Second, see the whole board. We bring our combination of business, political and community experience to bear in all our projects, which opens up new understanding and potential opportunities. Third, focus on what you can control.

## Award Winning Projects

- National APA Economic Development Award, Mass TDI
- National APA Planning Excellence Award, Pittsburgh EcoInnovation District
- International Downtown Association Pinnacle Award, Grand Rapids Forward
- TX APA Economic Development Award, Arapaho TOD Innovation District, Richardson, TX
- North Texas CLIDE Award, Arapaho TOD Innovation District, Richardson, TX
- MI APA Best Comprehensive Plan, Grand Rapids Forward
- AL APA Outstanding Comprehensive Plan Project, Montgomery 2040
- Fast Company's United States of Innovation Top Projects, RISD Design for Manufacturing Program
- PA APA Best Plan for Pittsburgh EcoInnovation District
- Best in Class Firm, Indiana Regional Cities Program
- GA APA Best Project Process, Envision Athens

## Thought Leadership

Kevin Hively of NP is actively engaged in shaping the national discussion on economic development through presentations at national conferences as well as appearances on podcasts and published thought pieces in a variety of national media platforms.



<https://soundcloud.com/aaronrenn/the-right-ways-to-do-economicdevelopment-with-kevin-hively-and-scott-page>

## FIRM PROFILE



**MILESTONE MEALS.**

**PEOPLE-WATCHING PERCHES.**

**VINTAGE FINDS WITH FRIENDS WHO NEVER GO OUT OF STYLE.**

**RETAIL IS AT THE HEART OF THRIVING COMMUNITIES.**

Through data-driven, design-centric real estate strategies, &Access fosters the success of community-serving retail that brings us together and enriches our daily lives. Inherently collaborative in name and approach, we engage stakeholders of all types—from small business owners and community organizations to corporate developers and municipalities—to bring essential goods and services within reach for all. Making meaning from disparate data, &Access uncovers opportunities for growth, innovation, and differentiation that enable everyone to experience the full potential of retail.

### **BUSINESS ENTITY INFORMATION**

And Access, Inc.  
Assumed Name: &Access  
Est. Jan. 2019

### *Nurturing Neighborhood Growth*

#### **GOVERNMENT AGENCIES + COMMUNITY ORGANIZATIONS**

We partner with neighborhoods of all sizes to right-size their retail real estate expectations and navigate their regulatory and physical environments, mitigating barriers to equitable development and small business tenancing.

#### **HOW WE HELP:**

- Retail District Planning
- Retail Market Analysis
- Retail Policy Advisory
- Organizational Capacity Building
- Entrepreneurial Ecosystem Development
- Workshops + Community Engagement
- Retail Databases + Ongoing Management Systems

### **KEY CONTACT:**

Bobby Boone, Founder + Chief Strategist  
bboone@andaccess.com  
404.406.9465  
2480 16th Street NW, #535  
Washington, DC 20009

**LET'S TALK RETAIL!**

letstalk@andaccess.com | [www.andaccess.com](http://www.andaccess.com)

## INTERFACE STUDIO



**SCOTT PAGE**  
Principal & Founder

**SCOTT PAGE** brings more than 20 years of diverse experience ranging from large-scale planning to site-specific design and redevelopment strategies. Scott founded Interface Studio in 2004 to focus specifically on master planning with an emphasis on creative grass-roots engagement. He is an urban designer and planner with degrees from the University of Pennsylvania and Georgia Tech. Scott's experience encompasses neighborhood design, comprehensive planning, downtown revitalization and economic development and he has led projects in a diverse range of locations, including Atlanta, Detroit, Grand Rapids, Macon (GA), Richardson (TX) and Philadelphia. Scott is a lecturer at the University of Pennsylvania's School of Design focused on urban design and site planning.



**STACEY CHEN, AICP**  
Principal-in-Charge

**STACEY CHEN, AICP** brings an international perspective, cultural competence and dedication to social justice to her work. Before joining Interface Studio, she focused on community development and social programs for low-income and immigrant communities in New York City. Her interest in city planning and urban design developed after living in Asia for a number of years where she observed transformations in Asian urbanism and gained proficiency in Mandarin Chinese. With Interface Studio, Stacey has led projects ranging from citywide comprehensive plans to neighborhood and district plans addressing downtowns, industrial strategy, placemaking, climate resiliency, and waterfront communities. Stacey has led several comprehensive plans including in Wilmington and North Kingstown. She received a Master of City Planning degree from the University of Pennsylvania School of Design and a Bachelor's degree from the University of Chicago.



**JAMIE GRANGER**  
Senior Associate - Project Manager

**JAMIE GRANGER** is an urban planner and designer interested in the interrelationship between the built and natural environments and urban economics. With both creative and pragmatic mindsets, he brings a comprehensive approach to tackling urban issues. His recent work includes multiple downtown revitalization plans, citywide economic strategies, and district wide urban designs. In addition to his work at Interface Studio, he has taught a graduate level City Planning studio at the University of Pennsylvania since 2016. Jamie holds Bachelor of Arts degrees in both Urban Studies and Economics from Brown University, and a Master of City Planning degree from the University of Pennsylvania.



**MARÍA GABRIELA GONZÁLEZ RAUSELL**  
Urban Designer & Placemaker

**MARÍA GABRIELA GONZÁLEZ RAUSELL** is a Venezuelan urban designer and architect specializing in public space activation, placemaking, neighborhood planning, and multilingual community engagement. Having lived and worked in Venezuela, Costa Rica, Colombia, and various cities across the US, Maria brings a multicultural, people-first approach in the development of neighborhood revitalization strategies, public space design, and inclusive community engagement with(in) diverse communities. Notable projects she has been part of include the Collins/Arapaho TOD & Innovation District Study, the Las Vegas Trail Neighborhood Transformation Plan, and Philadelphia's first Urban Agriculture Plan. In addition to her Master's Degree in Urban Placemaking and Management from Pratt Institute, Maria holds a Bachelor's degree in Architecture from Universidad Simón Bolívar in Caracas, Venezuela.



**TOBIN STUFF**  
Urban Designer



**MICHAEL JOHNSON**  
Principal



**DAN KINKEAD**  
Principal



**OLIVER KILEY**  
Principal



**KATHLEEN DUFFY**  
Associate

**TOBIN STUFF** is a planner and urban designer who incorporates design, community engagement, and photography into his work. Tobin is an integrated team member on a variety of projects including downtown action plans, citywide park equity plans, and commercial corridor and market analysis studies. His previous work experiences have allowed him to work with communities throughout the U.S. and in Japan, South Korea, and Kenya. Tobin holds a Masters of City Planning degree from the University of Pennsylvania and a Bachelor's degree in Urban Studies and Planning from the University of Pittsburgh. He is an adjunct lecturer at the University of Pennsylvania guiding first-year graduate students through the fundamentals of city and regional planning.

## **SMITHGROUP**

**MICHAEL JOHNSON, PLA, ASLA, LEED AP BD + C** As leader of SmithGroup's Urban Design team, Michael Johnson's ability to understand and distill complex urban challenges spans a wide range of markets and geographies. His experience includes catalytic landscape architecture and urban design projects in major American cities, innovative campus plans for top urban research universities and Fortune 500 companies, and international large-scale mixed-use development efforts. Michael's formal training as a landscape architect and urban designer allows him to fill a unique niche in the industry, both as a practitioner and a guest lecturer in the Urban Design Program at the University of Michigan, he also serves on the Board of the Landscape Architecture Foundation.

**DAN KINKEAD, AIA, NCARB** As a design architect and co-leader for SmithGroup's national Urban Design Practice, Daniel Kinkead brings nearly 20 years of experience in urban design, adaptive reuse, and mixed-use development. His work integrates intuitive creativity and analytical methods to yield transformative impacts for clients, stakeholders, and cities across the globe. From strategic plans to the design and implementation of mixed-use, hospitality, adaptive reuse, and institutional projects, Dan works closely with his clients to ensure outcomes that are as enduring as they are beautiful.

**OLIVER KILEY, PLA** has over 20-years of experience as a landscape architect, leveraging his expertise in Geographic Information System (GIS) tools and methods on a range of projects, from community planning to mobility and green infrastructure. Oliver is an advocate for data-informed, stakeholder-driven decision-making processes that lead to healthy, equitable, and resilient outcomes for his clients and their communities. Oliver leads and coordinates SmithGroup's GIS expertise in collecting and organizing spatial information, conducting in-depth analyses, and developing web-based GIS solutions for our clients. Oliver has expertise leveraging the entire suite of ArcGIS Desktop and ArcGIS Online applications to support our projects and clients across a range of scales.

**KATHLEEN DUFFY, AICP** specializes in urban design and planning. She has a wide variety of planning and zoning experience ranging from small villages to capital cities, from rural townships to urban centers. She is an expert on land use, character and placemaking projects and excels in redevelopment and economic development strategies for corridors, downtowns, and districts linking land use to transportation. Her creative problem solving, unique design skills and big picture thinking allow her to effectively and efficiently implement public engagement strategies that are inclusive and ultimately results in an implementable plan.



**KENDRA HYSON**  
Senior Landscape Architect

**KENDRA HYSON, BFA, MLA** is a landscape architect and planner who exudes a deep commitment to community-based planning and a passion for using design as a tool to achieve social equity. Kendra is an experienced and versatile urban planning and landscape architecture professional with strong design, research and interpersonal skills, coupled with a passion for community engagement and a desire to contribute to an organization, whose core values reflect an enthusiasm for social equity, sustainability, and innovation, applied through culturally sensitive community based design.



**ALICIA ADAMS**  
Senior Landscape Architect

**ALICIA ADAMS, PLA, ASLA** is a leader in the Detroit Urban Design Studio where she manages the development of complex urban design projects and contributes the formation of important redevelopment and open space strategies. As a landscape architect, Alicia seamlessly integrates her creative capacity to drive important site design through human-centric goals. She is passionate about bringing together diverse experiences and disciplines to find unconventional and innovative solutions to the challenges we face in our changing urban environments.



**CAROLYN LUSCH**  
Planner

**CAROLYN LUSCH, AICP, LCI** is an urban planner who specializes in designing communities that support safe, equitable, and sustainable transportation. Her ten years of experience working in the public and private sector give her a valuable perspective on trends in street and trail design and land use strategies. A creative thinker who is embedded in her communities, she has spearheaded transit and shared mobility projects and convened innovative pandemic-era public engagement forums. She believes in building strong relationships with the communities she serves and delivering plans that reflect their visions and values.



**RACHEL SMITH**  
Planner

**RACHEL SMITH, AICP** is an urban planner who focuses on policies and regulatory tools that stabilize neighborhoods, strengthen economic development, and increase affordable housing development and preservation. Rachel specializes in using creative research-driven solutions and innovative programs to bring investment and housing development to communities. She is extremely engaged with global housing and community development advancements, trends, and research. She enjoys engaging communities to develop strategies to meet housing demand, align with community values, and empower and protect vulnerable populations.



**CATHERINE CLARKE**  
Planner

**CATHERINE CLARKE** Catherine Clarke specializes in urban design and planning. She has experience in comprehensive planning, strategic planning, parks planning, corridor planning, redevelopment, adaptive reuse, land use, zoning, and affordable housing. She has worked on projects at the county, city, district, corridor, and site scale. With a passion for both rigorous analysis and high quality design, she believes in implementation-based solutions and community-based storytelling to create inclusive and accessible plans.



**KEVIN HIVELY**  
President

## NINGRET PARTNERS

**KEVIN HIVELY** is founder and President of Ninigret Partners (NP). He brings 22 years of experience working with corporations, governments and leading non profits on key strategic and economic issues. His work entails informing vision, setting strategy, working through implementation issues and assisting clients through transactions and project launches. Private clients include four USNWR top ranked hospitals, and leaders in the fields of medical devices, property and casualty insurance, polymers, and electronics. His economic development work stretches across the country including Texas, Utah, North Dakota, the Midwest, Alabama, Georgia, Pennsylvania, and New England. Prior to NP he was member of Global Leadership team for Telesis, a corporate strategy firm and previous to that served as Director of Policy for the Governor of RI. He is a graduate of Brown University.



**JULIA FARR**  
Analyst

**JULIA FARR** is a specialist for NP for data extraction and analysis. Julia works with large complex data sets to turn them into useful information. Julia is a recent addition to NP and has been actively working on projects including the Midtown Cleveland HealthTech Corridor as well the Central Minnesota Regional Vision Planning effort. She is finishing her advanced studies in Database Management and Data Analytics at Bentley University.

## &ACCESS



**BOBBY BOONE**  
Founder & Chief Strategist

**BOBBY BOONE, AICP** founded &Access to create equitable retail real estate solutions for small businesses and under-resourced communities. He brings experience working for international developers and brands and municipalities of various sizes to this project. He has created data-driven strategies for over 50 commercial districts/properties throughout the nation, including market-appropriate strategies, architectural assessments, funding prioritization, and community training. Bobby shares his love of retail with others as a Howard University, University of Maryland, and Harvard University lecturer and speaker at national conferences. He received a Bachelor of Science in Architecture from Florida A&M University and a Master of Community Planning from the University of Cincinnati. He serves as a Senior Leader of the JP Morgan Chase funded Small Business Anti-Displacement Network and a Culture of Health Leader, a Robert Wood Johnson Foundation fellowship program.



**SOLOMON MCKENZIE**  
Junior Strategist

**SOLOMON MCKENZIE** is an avid supporter of revitalizing under-appreciated communities through thoughtful planning of local retail, the public realm, and urban design in general. As a data analyst and designer, he understands that each project area has a unique identity influenced by its environment and community. He, therefore, believes that each problem within these areas deserves to be solved via a tailor-made solution that take the identity of the surrounding community into account. Prior to joining &Access, Solomon worked with a biomedical engineering firm focusing on data extraction and analysis related to new drug discovery research related to neurodegenerative diseases. He received his Bachelor of Science degree in biomedical science from the Rochester Institute of Technology and a master's degree in community planning, architecture, and design from the College of Charleston.

# PAST INVOLVEMENT WITH SIMILAR PROJECTS

## INTERFACE STUDIO LLC

Interface Studio prides itself on creating plans that result in positive outcomes for our clients. Because of the momentum and energy built during our planning processes, our plans become living documents upon completion, embraced by the communities in which we work as road maps for the future. Our plans have had much success in:

**FUNDRAISING** – Our projects have helped our clients raise significant private and public dollars to support implementation. Our Master Plan for Downtown Macon, GA resulted in over \$400 million in private investment in the 5 years following completion of the plan.

**POLICY INITIATIVES** – Plans are an opportunity to change policies and set the tone for a new direction. In Pittsburgh, our new zoning for the Uptown neighborhood is helping the City to redefine its approach to zoning city-wide. In Philadelphia, we designed the program to improve parks and libraries across the City (known as Rebuild) that is one of the Mayor’s signature programs and underlies the new “soda tax” designed to generate revenue for parks, libraries and universal pre-k.

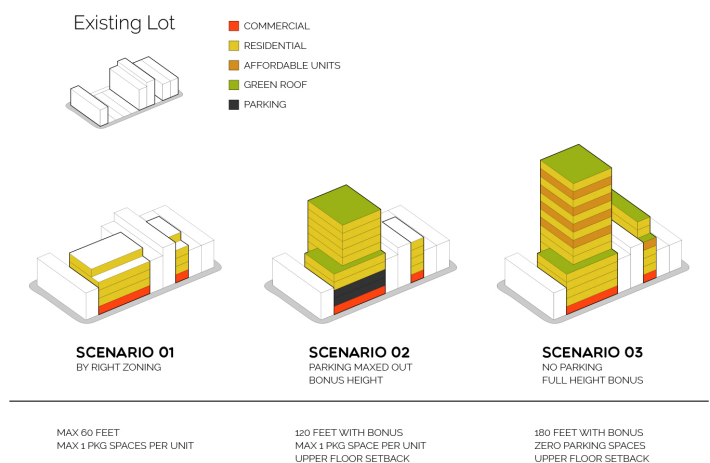
**REDEVELOPMENT & ACTION** – We have completed redevelopment plans for large sites that include a range of uses from industrial / commercial to residential and mixed-use. Our focus is on developing real strategies that align market research and available funding sources with the development potential for each site. Our work has helped to move forward reuse and private investment in diverse locations like Atlanta, GA, Grand Rapids, MI and Philadelphia, PA. Scott teaches site planning at the University of Pennsylvania and brings extensive experience to the creative reuse of properties that face multiple challenges.

**PROMOTING LOW-IMPACT DEVELOPMENT** – Managing water and minimizing the impacts of development are key aspects of all of our plans. We completed the country’s first Ecolnnovation District Plan in Pittsburgh dedicated to sustainable development practices.

**PLACEMAKING** – Our work is very much focused on the idea that places need to offer unique experiences to succeed. We have created designs for key public spaces and implemented our own temporary improvements to help drive interest to the areas in which we work.

**BUILDING CONSENSUS** – We believe that true public participation helps connect stakeholders to one another, promote a sense of ownership of the plan, and encourage their active support and involvement in advancing your vision and goals. Our successes in and accolades for public engagement are the result of a continual process of experimenting, evaluating, and polishing new and established methods and tools.

The following pages highlight some of our recent planning experience that aligns with the scope described in the RFP. All of the projects noted below were completed on time and on budget and include an emphasis on making planning concepts accessible to broad audiences.



Top: New zoning in the Uptown neighborhood of Pittsburgh allows for an increase in the housing supply.

Bottom: New sustainable apartment building built under the Ecolnnovation District guidelines. Source: <https://www.pittsburghmagazine.com/sustainability-is-at-the-forefront-of-a-new-uptown-apartment-complex/>



## CLIENT

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### 2017 International Downtown Association Pinnacle Award



Below left: part of the outreach included reuse of a vacant storefront as an exhibit of Downtown Grand Rapids.

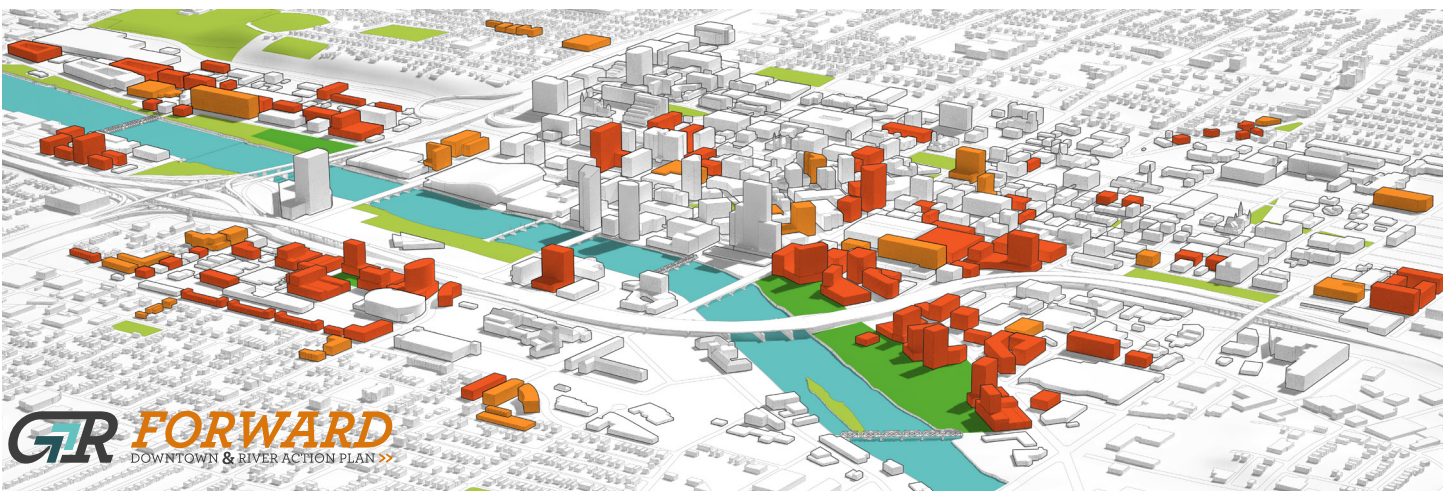
Below Right: view of a proposed linear park to connect Downtown with neighborhoods to the north.

Bottom: Potential build out of Downtown over 10-15 years.

## GR FORWARD, GRAND RAPIDS, MI (WITH NINIGRET PARTNERS) RELEVANCE TO ANN ARBOR: MICHIGAN EXPERIENCE WITH EXTENSIVE ENGAGEMENT

Interface Studio completed a major plan for Grand Rapids called GR Forward. Focused on Downtown and the Grand River, GR Forward deals with issues surrounding economic development and placemaking. Over the years, Grand Rapids has invested heavily in medical research including the Van Andel Research Institution, Spectrum Health, Michigan State University Medical School and the Cook-DeVos Center for Health Sciences. Combined with the expansion of Grand Valley State University and Kendall School of Design, Grand Rapids has a concentration of institutions that all require talented employees. To date, these major employers and regional economic development agencies have struggled to attract outside talent for a variety of reasons. GR Forward was created to address these issues and attract new investment to the City.

The name GR Forward came out of Interface Studio as a way to brand and garner greater awareness of the initiative. GR Forward focused on strategies to promote new businesses and economic growth, encourage new housing development and create a balanced transportation network that accommodates the car while providing new bike facilities and transit improvements. Coupled with market research, GR Forward also developed detailed plans to create unique spaces and experiences in Downtown. This includes reconnecting to natural resources like the Grand River, promoting new development in critical locations to support more retail and amenities, creating new parks and encouraging temporary and ongoing programming to bring people together. The process included extensive public outreach with over 4,400 residents participating, collaboration with local employers and active support by political leaders.



## CLIENT CONTACT

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**2020 National Recreation and Park  
Association Equity Award**

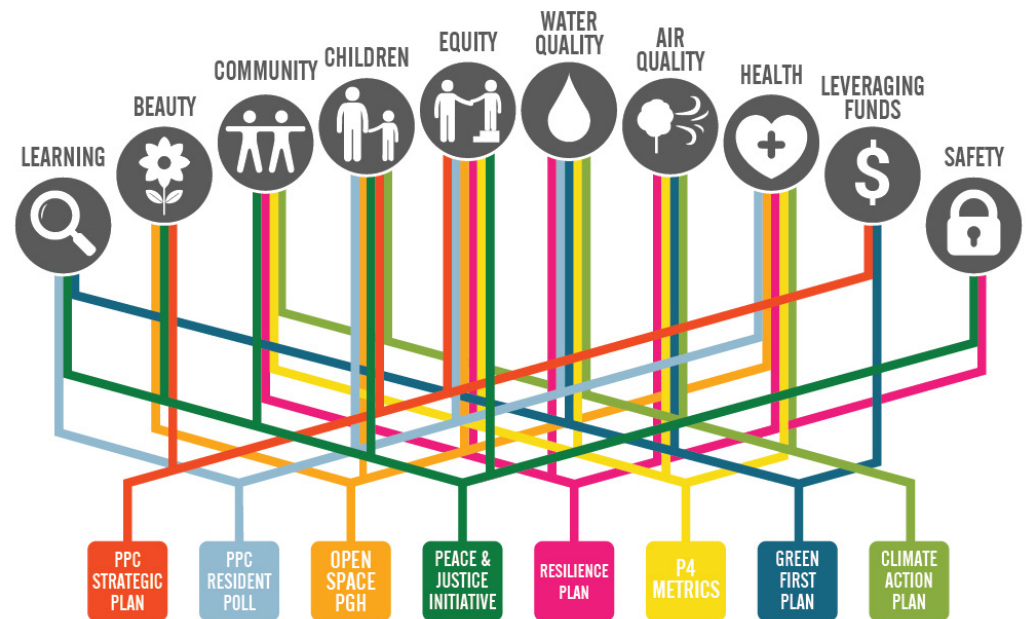
## EQUITABLE INVESTMENT STRATEGY, PITTSBURGH, PA RELEVANCE TO ANN ARBOR: CITY-WIDE DATA ANALYSIS & FACILITIES PLAN / POLICY

The Pittsburgh Parks Conservancy, working in close coordination with the City of Pittsburgh, hired Interface Studio to develop a data-driven methodology to guide equitable investments in park and open space improvement projects across the City. Research, data collection, and analysis by Interface Studio will help raise awareness about current conditions and the level of need across the park system, and drive a campaign to generate new resources to fund long over-due park maintenance and upgrades at existing park sites. Further analysis to identify underserved areas where residents lack access to open space may advance efforts to expand the City's park system in strategic locations so as to meet the Mayor's stated objective that all residents live within a 10-minute walk of a park or playground.

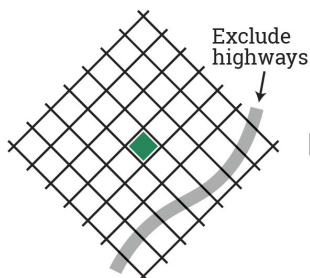
The planning process, still underway, began with a thorough review of recent planning documents, pulling from the City's OpenSpacePGH Plan, Resilience Plan, and Climate Action Plan, among others, to align this emerging initiative to accelerate investment in open spaces with other critical citywide policy initiatives. Given limited resources and deep need throughout the system, Pittsburgh will need to prioritize these investments. To facilitate decision-making, Interface Studio has evaluated numerous datasets to identify the highest-need communities where investments in park and recreation facilities will yield the greatest benefits for the City's most vulnerable and historically underserved residents, contribute to improved health outcomes for people of all ages, and support the City's ecological health and sustainability.

Right: Diagram tracing major themes across existing plans and documents with relevance to this park investment strategy; these major themes from prior planning work helped shape the goals and evaluation criteria for the study at hand.

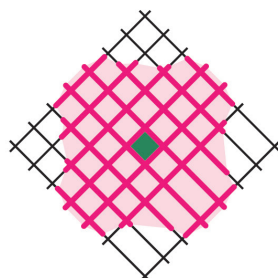
Below: Diagram illustrating the process for determining a park's 10-minute walkshed. Walksheds are used to capture demographic, environmental, and neighborhood conditions data for the areas within a 10-minute walk of each park, thus helping to shed light on the population of park-goers and the surrounding context. All of this data feeds into the park scores for prioritization.



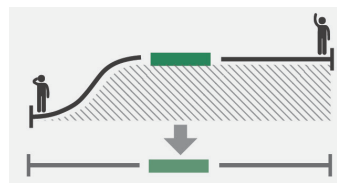
First, we build a map of Pittsburgh's walkable streets.



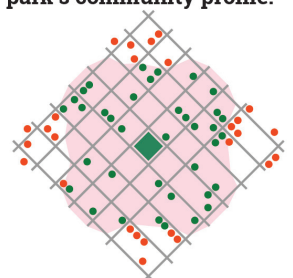
Then we calculate the area within a 1/2 mile walk...



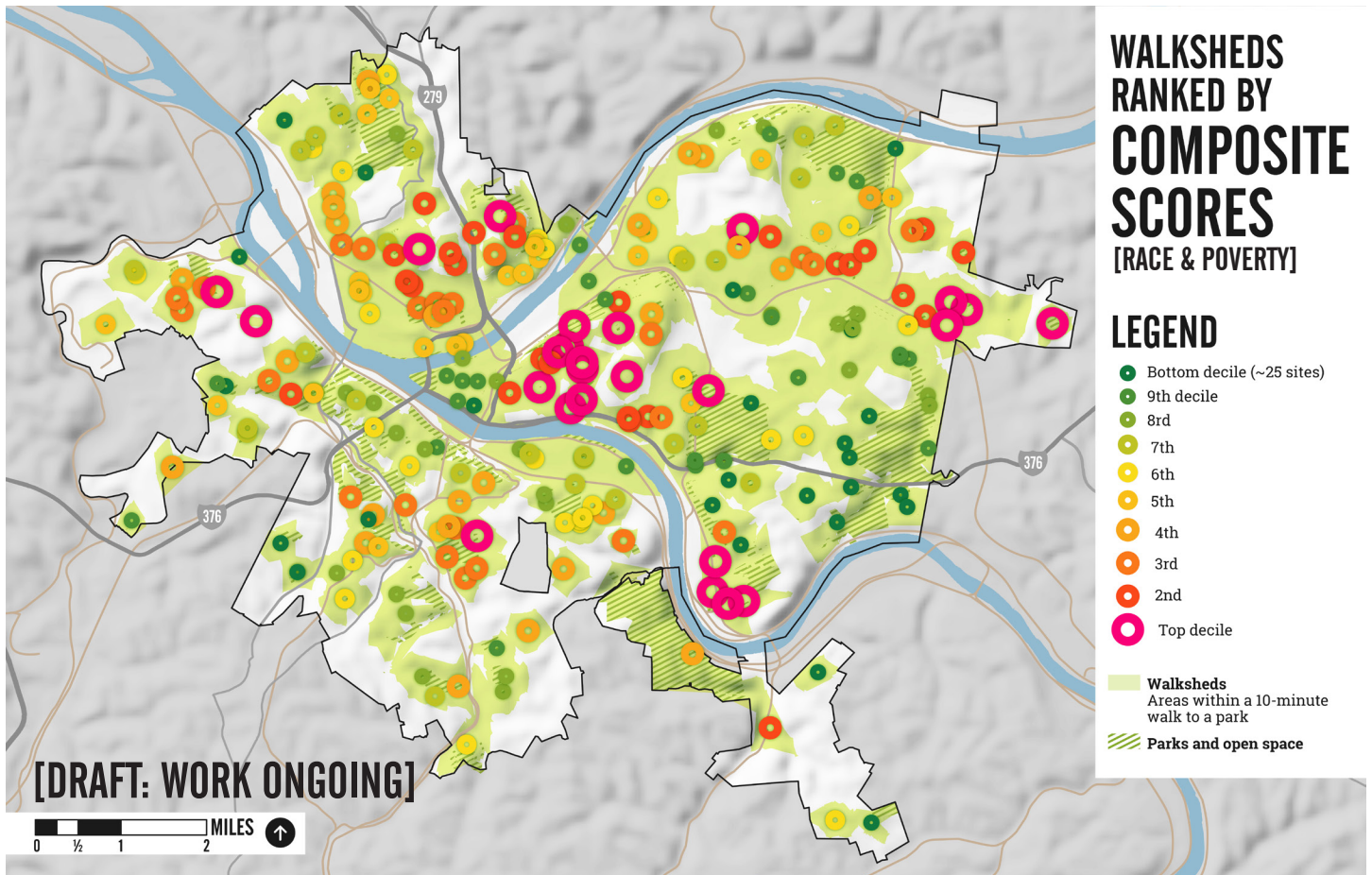
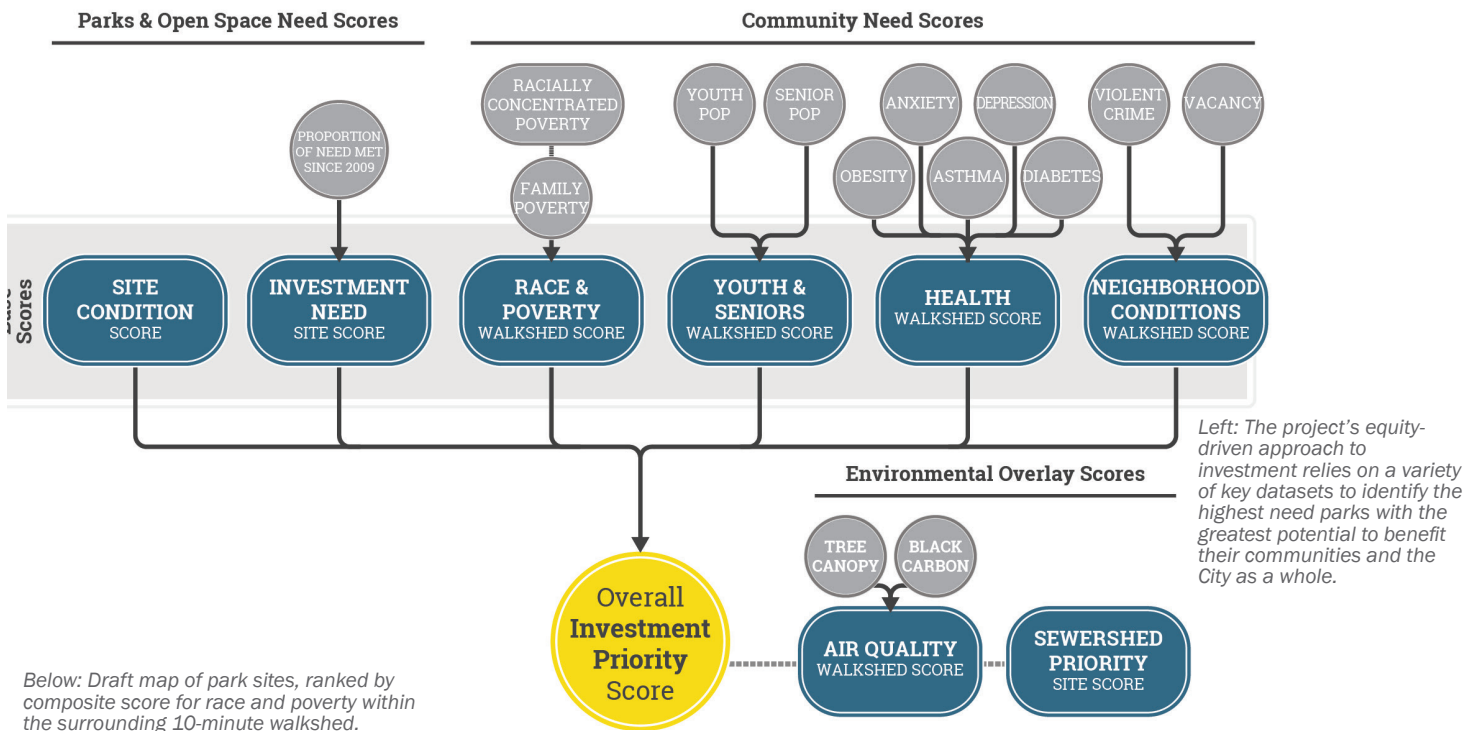
... incorporating topography and the amount of extra time it takes to walk on slopes or stairs.



We use the walkshed geography to query various datasets and build a park's community profile.



# A DATA-DRIVEN SCORING STRATEGY TO PRIORITIZE SITES FOR INVESTMENT



## CLIENT

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## Wilmington 2028

A Comprehensive Plan for  
Our City and Communities

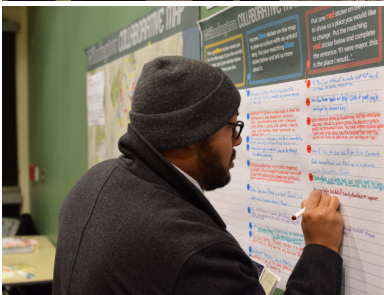
# WILMINGTON 2028 COMPREHENSIVE PLAN WILMINGTON, DE RELEVANCE TO ANN ARBOR: COMPREHENSIVE PLAN

Wilmington is a historic, diverse and unique city but also physically divided. In the last 20 years, Wilmington's downtown and riverfront have been dramatically transformed. New mixed-use development and renovated historic buildings, park improvements and pedestrian infrastructure have been credited with the in-migration of new residents and an increasingly vibrant street life.

But revitalization is uneven in the neighborhoods and the city as a whole as other neighborhoods continue to exhibit high unemployment, persistent poverty, vacancy, and blight, impacting resident opportunity and quality of life as well as the city's economic vitality. The legacy of the 1960s still impacts the city's urban form, with the construction of I-95 and urban renewal creating new block patterns and barriers between neighborhoods. The city's streets are designed to move automobiles and huge portions of the city center are devoted to parking at the expense of walkable and bikeable connections.

There is a strong need to improve all of Wilmington's neighborhoods and reconnect the city. The City has not undertaken a full comprehensive plan re-write since the 1960s. The Wilmington 2028 process engaged over 2500 stakeholders in the city to establish a city-wide vision and goals.

The updated comprehensive plan aims to strengthen quality of life by underscoring the link between physical and social connectivity, resident opportunity, neighborhood health, and economic development, paving the way for coordinated investment for a more integrated and competitive city.



Left: The planning process included 5 neighborhood forums and a final public rollout of the plan at the Delaware Children's Museum, where residents of all ages were engaged in envisioning the future of their city. Above top: Residents were asked "What is a Great Street?" to develop the most important characteristics and accompanying tools to transform city streets.

Above: conceptual example of a gateway corridor into the city that focuses on traffic calming, beautification, and better pedestrian, biking and transit amenities to transform it into a "Great Street".

## A CITYWIDE FRAMEWORK



Left: The citywide framework map identifies areas of major change and redevelopment, economic opportunities to retain and grow modern industry and blue collar jobs, and better connections throughout the city.

Bottom left: the future land use embodies the vision of a walkable, mixed use city with jobs and services in close proximity to where people live (both large-scale commercial/industrial areas and neighborhood mixed use corridors) and a vibrant mixed use waterfront that provides public amenities and flood protection.

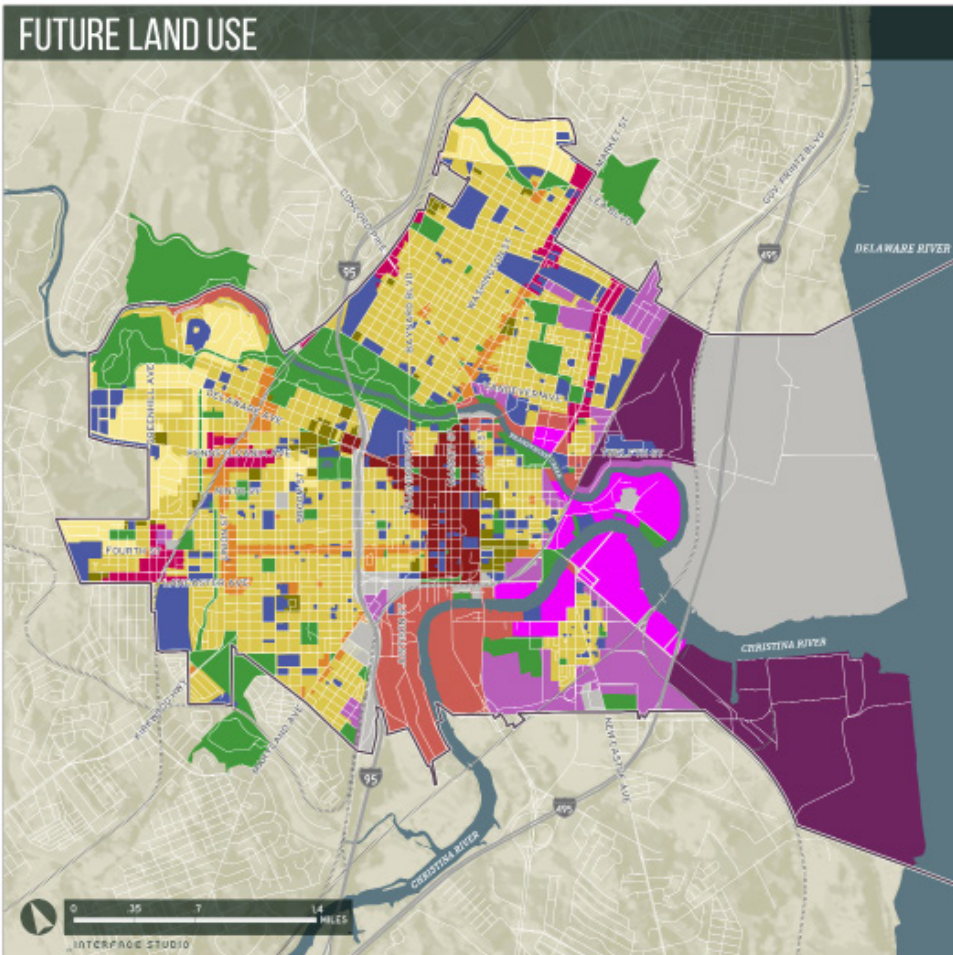
### Areas

- Major areas of change
  - 1 Riverside Purpose-Built Area
  - 2 EPA site/NE gateway
  - 3 Creative District
  - 4 South Market Waterfront
- Economic opportunities
  - A Todds Lane Industrial Park
  - B Former Del Tech site
  - C Warehouse District
  - D 7th Street Peninsula
  - E South Waterfront
  - F Garasches Lane
- Intergovernmental coordination

### Connections

- Gateway
- Gateway corridors
- Main Street corridors
- Neighborhood corridor

## FUTURE LAND USE



- Parks & Open Space
- Institutions
- Manufacturing
- Mixed Commercial/Light Manufacturing
- Regional Commercial
- Downtown Mixed Use
- Waterfront Mixed Use
- Waterfront Mixed Commercial/Light Manufacturing
- Neighborhood Mixed Use
- High Density Residential
- Medium Density Residential
- Low Density Residential
- Infrastructure
- City border

## CLIENT

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Former Sustainable  
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Managing Director Green  
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# BLUEPRINT BINGHAMTON: COMPREHENSIVE PLAN UPDATE BINGHAMTON, NY

## RELEVANCE TO ANN ARBOR: COMPREHENSIVE PLAN

Interface Studio launched the planning process for the City of Binghamton's Comprehensive Plan Update – BLUEPRINT BINGHAMTON: FORWARD TOGETHER in 2012. The citizen-driven plan will guide the growth and development of the city over the next 10 years and will be complemented by a corridor plan that focuses specifically on the design and redevelopment of the city's main commercial corridor.

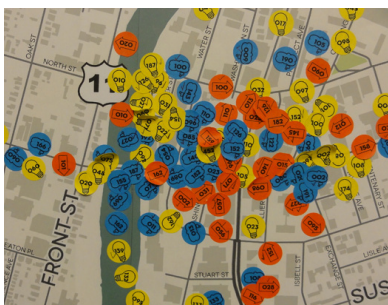
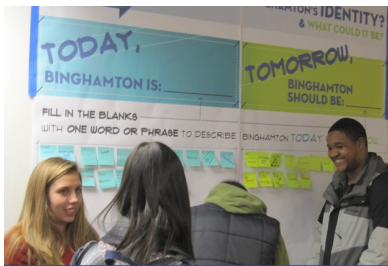
Since the last comprehensive plan in 2003, new businesses and housing have brought new life to downtown; the population has stabilized, and the waterfront trail and parks have given a boost to the quality of life and regional image of Binghamton. But there's still a lot to do to keep the City's infrastructure and neighborhoods in good shape, advance the local economy, and fully realize the potential of the Binghamton's educational assets.

Funded by a competitive grant awarded by the US Department of Housing and Urban Development, the year-long planning process sought to involve everyone with a stake in the city. We kicked off this process with a Pop-Up Gallery where art and urban planning came together in a series of fun and interactive activities. Set up in a vacant former bank building downtown, the Pop-Up Gallery served as a highly visible project base for meetings and special events. The extensive public outreach effort also included an interactive project website to keep citizens up to date and collect their input. Over 1,000 people, including 300 kids, participated in Pop-Up Gallery events. The campaign included ideas and input from more than 7,400 residents and stakeholders in Binghamton.



Above: One of the advertisements created by Interface Studio to promote the pop-up gallery.

Below: Images from the first night of the pop-up gallery. Marketed with the First Friday event, the launch attracted over 400 people. The image at the bottom is a photo from the collaborative map that asked residents to provide an observation or idea for a location in Binghamton.

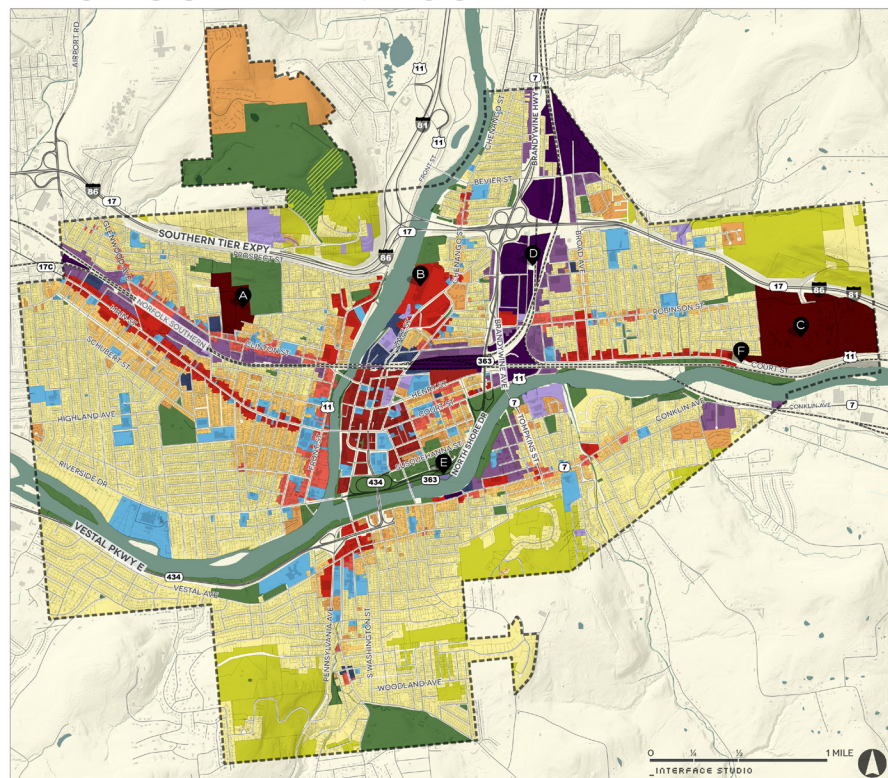


Below: Interface Studio's photo-suggestion booth. Residents are photographed with their one big idea for the City.





## PROPOSED LAND USE



- DOWNTOWN
- TRADITIONAL COMMERCIAL
- GENERAL COMMERCIAL
- GENERAL INDUSTRY
- LIGHT INDUSTRY
- PRODUCTION / MIXED-USE
- URBAN BUSINESS PARK
- SINGLE - FAMILY DETACHED
- SINGLE + TWO FAMILY
- MULTI - FAMILY
- ESTATE RESIDENTIAL
- ESTATE RESIDENTIAL - GOLF COURSE
- INSTITUTIONAL
- UTILITIES
- PARKS & OPEN SPACE

- A: CHARLES ST. BUSINESS PARK
- B: BINGHAMTON PLAZA
- C: GREATER BINGHAMTON HEALTH CENTER
- D: BRANDYWINE INDUSTRIAL CORRIDOR
- E: SUSQUEHANNA RIVERFRONT DOWNTOWN
- F: FLOOD-PRONE COMMERCIAL COURT STREET

Above: One of the major challenges facing Binghamton is flooding and stormwater management. The floods of 2006 and 2011 damaged 1 in every 7 properties in the City. The plan promotes new blue and green infrastructure including a new wetland park to protect Downtown.

Left: The proposed land use seeks to create more protections for flood-prone neighborhoods through zoning and the integration of blue and green infrastructure.

Below: An example of one outreach tool - the postcard from the future. This tool helped us to crowd source a vision for the City's future.



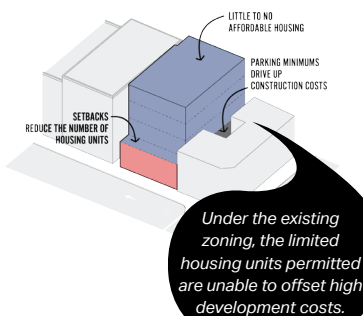
## CLIENT CONTACT

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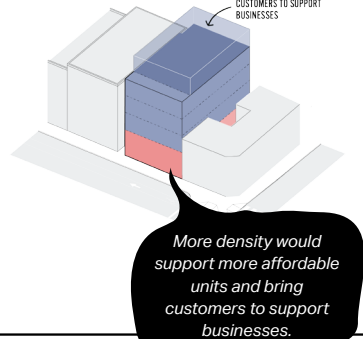


Above: shopping bags with the plan logo were popular giveaways at events.  
Below: conversations about density explored trade-offs and opportunities.

### WHAT CAN BE BUILT NOW...



### WHAT IF WE WENT A LITTLE HIGHER?

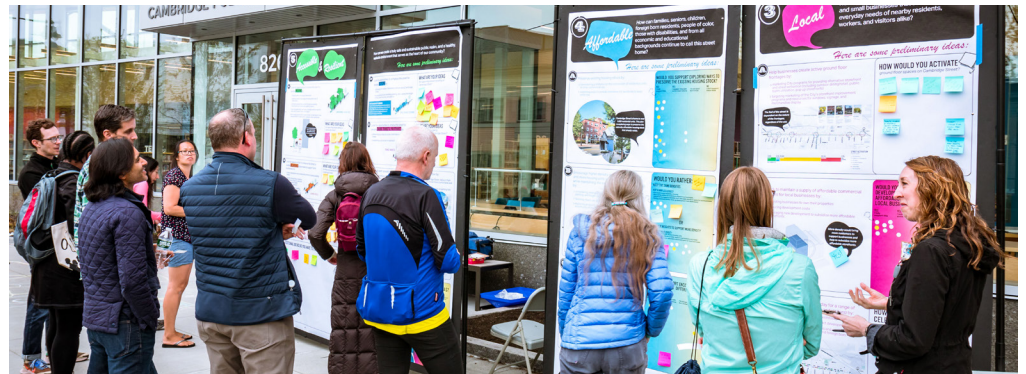


## OUR CAMBRIDGE STREET (WITH NINIGRET PARTNERS) RELEVANCE TO ANN ARBOR: COMMUNITY PLANNING

Our Cambridge Street is a community planning process to develop shared priorities for the future of the corridor and explore improvements that meet the needs of everyone that calls Cambridge Street home. The study area, from the heart of Inman Square to Lechmere, captures a dynamic and culturally rich part of the city that embraces small businesses and has a strong sense of neighborhood pride. It is one of the few remaining commercial corridors in the city that still offers affordable space for small businesses and serves the everyday needs of nearby residents, workers and students, as well as visitors.

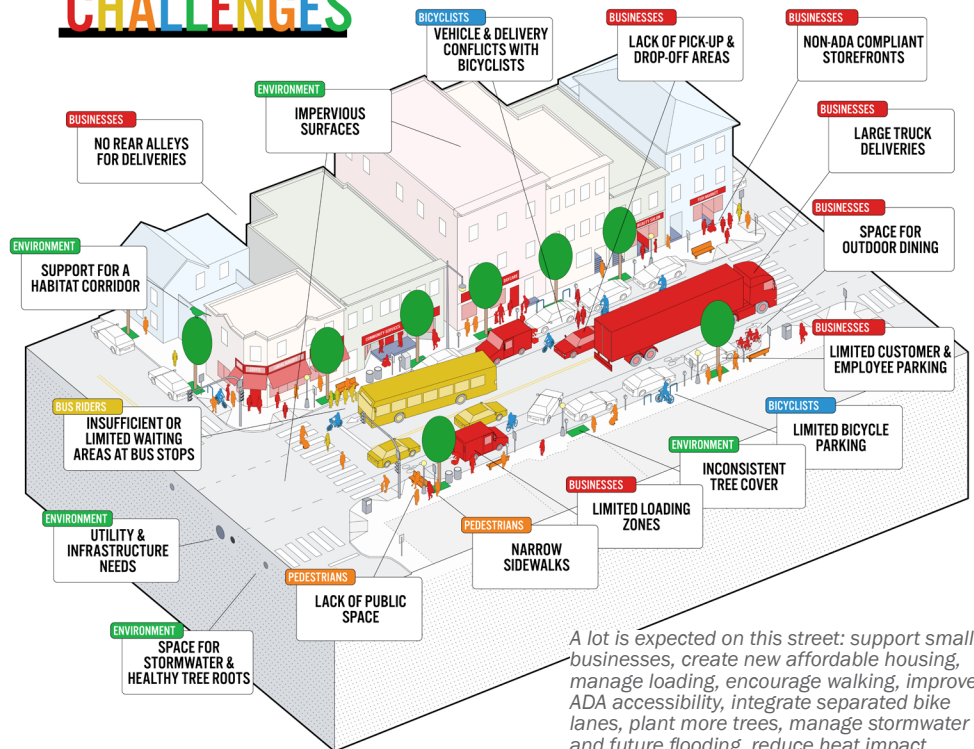
Interface Studio is leading a team of consultants to explore the complexities of the street asking: How does the current design of Cambridge Street support (or not support) its users as well as help the City meet its goals for climate, mobility, housing, economic development and urban design as documented in the Envision Cambridge plan?

The City and planning team have engaged over 1,400 local residents and stakeholders so far in a conversation that dives deep in the needs of the various users groups. As the planning process wraps up, the City is considering recommendations to change the zoning to allow for more residential density, programs and design guidelines for active ground floor frontages, and public realm improvements to support a walkable and sustainable environment.



Above: events were held outdoors in various locations on the corridor to accommodate for Covid safety.

## CAMBRIDGE STREET CHALLENGES



A lot is expected on this street: support small businesses, create new affordable housing, manage loading, encourage walking, improve ADA accessibility, integrate separated bike lanes, plant more trees, manage stormwater and future flooding, reduce heat impact.

# ADDITIONAL INTERFACE STUDIO PROJECT EXPERIENCE

This project requires a multi-faceted approach from a team with a diverse range of experience. Supplementing these key projects is a base of diverse experience that has garnered Interface Studio national recognition, including experience with comprehensive planning, city-wide housing strategies, equitable service provision, economic and industrial development strategies, community planning and district plans all of which directly impact the city's future growth and investment.

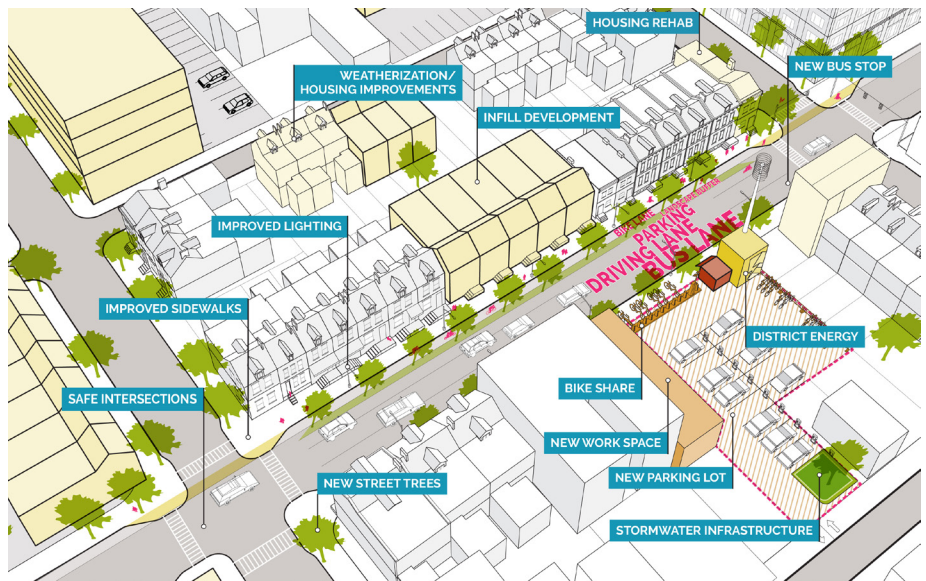
Relevant experience includes:

## CITY-WIDE COMPREHENSIVE PLANS AND STRATEGIES

- > Burlington Housing Strategy, Burlington, VT
- > Chicago Pedestrian Plan, Chicago, IL
- > Detroit Future City, Detroit, MI
- > Fort Wayne Housing Strategy, Fort Wayne, IN
- > Fort Worth Neighborhood Investment Strategy, Fort Worth, TX
- > Hamtramck Comprehensive Plan, Hamtramck, MI
- > Milwaukee Industrial Land Analysis, Milwaukee, WI
- > Memphis Public Investment Guide, Memphis, TN
- > North Kingstown Comprehensive Plan Update, North Kingstown, RI
- > Philadelphia Industrial Land Use and Market Study, Philadelphia, PA
- > Rebuilding Community Infrastructure - A City-Wide Equitable Investment Framework for Parks and Libraries, Philadelphia, PA
- > Rochester City-Wide Housing Strategy, Rochester, NY
- > Saint Paul Industrial Strategy, St. Paul, MN

## COMMUNITY AND DISTRICT PLANS

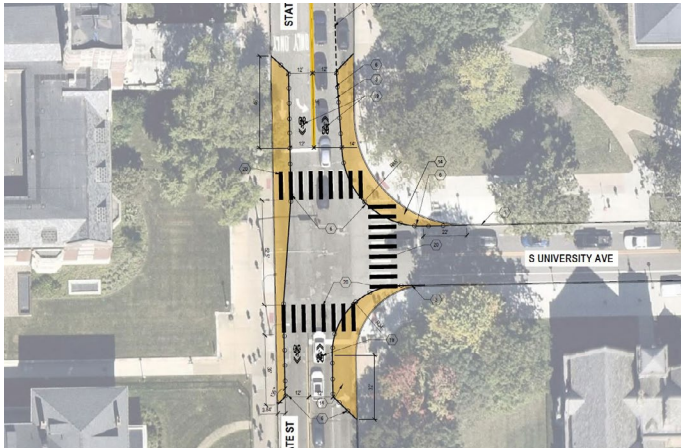
- > Center City Millville Neighborhood Plan, Millville, NJ
- > Chinatown Neighborhood Plan, Philadelphia, PA
- > Delray Community Plan, Detroit, MI
- > Downtown Atlanta Plan, Atlanta, GA
- > Downtown Fargo Plan and Update, Fargo, ND
- > Ecolnnovation District, Pittsburgh, PA
- > Eastwick Public Land Strategy, Philadelphia, PA
- > Growing Our Tree Streets, Lewiston, ME
- > Harrisonburg Downtown 2040, Harrisonburg, VA
- > Las Vegas Trail Transformation Plan, Fort Worth, TX
- > Macon Action Plan and Update, Macon, GA
- > Montgomery Downtown Action Plan, Montgomery, AL
- > Reimagining the Civic Commons - Data Metrics for Public Space Improvements, Akron, Chicago, Detroit & Memphis
- > Restoring Central Dover, Dover, DE
- > Southeast Lancaster Neighborhood Plan, Lancaster, PA
- > Summit Lake Neighborhood Transformation Plan, Akron, OH



Pittsburgh Ecolnnovation District  
Top Right: Summary diagram of  
neighborhood strategies.

Bottom Right: Potential transformation of  
the Boulevard of the Allies into an actual  
boulevard.

# WE KNOW ANN ARBOR



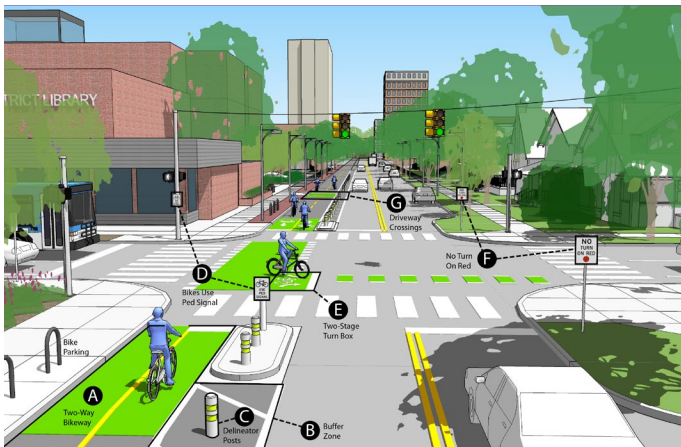
## VISION ZERO IMPLEMENTATION PLAN

In 2021 the City of Ann Arbor adopted a new Transportation Master Plan based on the principles of Vision Zero—which strives to eliminate all transportation related fatalities and serious injuries. SmithGroup, a subconsultant to Sam Schwartz, was engaged by the City to help implement a series of quick build implementation projects at high priority locations in order to reduce vehicle speeds, make safer pedestrian crossings, and complete gaps in the bicycle network.



## ANN ARBOR AFFORDABLE HOUSING

The SmithGroup team worked with the City of Ann Arbor to develop a strategy for expanding affordable housing, for households at 60% of the Area Median Income (AMI) or less, utilizing vacant or underutilized city-owned sites within the downtown. Our team was tasked with developing concept-level models for four downtown sites to spur discussion and feedback from the community as well as facilitating a fully virtual public engagement process.



## DOWNTOWN STREET DESIGN MANUAL

The manual is a comprehensive set of standards to govern the design and construction of public and private projects impacting the street right-of-way in a manner that will enhance the streets' urban design quality and function while also recognizing the important social, economic, and environmental needs they serve. The planning represented an unprecedented level of cross-agency and stakeholder coordination for the City.

## 415 W WASHINGTON PROPERTY DEVELOPMENT

SmithGroup is working with the City of Ann Arbor and Ann Arbor Housing Commission to pre-entitle 415 West Washington as a mixed-income, sustainable project on a contaminated and underutilized site in downtown Ann Arbor. Following extensive community-driven workshops, the plan highlights key priorities as key policies that the city will seek from development partners as part of future phases beyond city-council approval.



## CONNECTING WILLIAM STREET

SmithGroup explored building development and streetscape scenarios for William Street spearheads the analytical evaluation of the properties and the streetscape environment, generate and evaluate alternative development concepts in coordination with a market analyst and knit the streetscape environment together through a sequence of open spaces. The process successfully yielded a preferred urban design concept that reflected the values and desires of the greater Ann Arbor community while also providing a clear direction for future development and urban connectivity.



## FIRST, ASHLEY & WILLIAMS STREETSCAPES

SmithGroup led an integrated design and mobility team through redesigning three significant roadways in downtown Ann Arbor. Key aspects of the project included restoring a one-way pair of roads back to two-way operations and designing two separated bikeways (on William and First Street) and substantial streetscape improvements throughout the corridors.



# WE KNOW COMPREHENSIVE & NEIGHBORHOOD PLANNING



## JOE LOUIS GREENWAY FRAMEWORK PLAN

The Joe Louis Greenway is a comprehensive recreational path that will connect neighborhoods previously separated by freeways and discontinuous transit via new and existing pedestrian and bike paths, creating a total of 27.5 miles of accessible and connected pathways. This comprehensive and visionary Framework Plan unites best pedestrian and bicycle design practices, with a signature greenway design rooted in local arts, culture, and history.



## ISLANDVIEW GREATER VILLAGES

The Islandview Greater Villages Neighborhood Plan developed a comprehensive and integrated economic development, land use, green infrastructure, and adaptive reuse strategy for a two-square-mile area surrounding a former industrial rail corridor on Detroit's lower east side. Our team's engagement process took substantial steps forward to forge common ground and equity within a district dominated by divisive perspectives and emerging challenges associated with new development.



## DETROIT FUTURE CITY

Our eight-month effort is focused on developing thoughtful, innovative, and inclusive strategies for the reutilization for nearly six square miles of underutilized space for workforce, sustainable systems, recreation, and community support. Through collaboration with our client, Detroit Future City, and a team of diverse partners and stakeholders, our work is intended to guide important decision-making regarding future uses, design strategies, funding, and policy.

## MID CITY EAST SMALL AREA PLAN

A Small Area Plan for five neighborhoods along North Capitol Street north of downtown Washington, DC, collectively known as MidCity East. The plan proposed urban design strategies and recommendations for improving mobility, enhancing commercial corridors, preserving historic resources, providing green infrastructure, and cultivating development opportunities.



## ALEXANDRIA ECO-DISTRICT

SmithGroup was engaged by the to develop an Eco-District as part of the Old Town North (OTN) Small Area Plan. The OTN Eco-District is a district-level comprehensive strategy for accelerating sustainable neighborhood development beyond existing regulatory requirements or sustainability certifications such as LEED or sustainable sites. This study analyzed energy consumption and water use in existing and proposed future development and proposed aggressive strategies for reducing consumption.

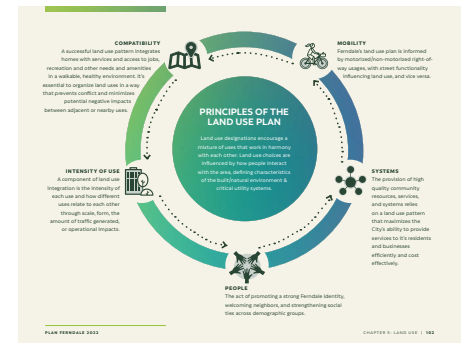
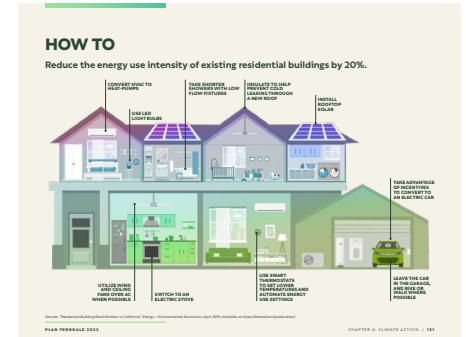


## EAST LAS VEGAS SPECIAL AREA PLAN

The East Las Vegas Neighborhood Plan is a component of the City of Las Vegas 2050 Master Plan, which identified sixteen areas of the city which encompass neighborhoods, district and nodes of various parts of the City. In coordination with Ericka Aviles Consulting, key component of the East Las Vegas plan includes extensive multilingual outreach, trust building, and development of action-oriented goals and communication strategies. Parallel now-term projects, provide catalytic opportunities to achieve several of the near-term neighborhood goals.



# FERNDALE PLANNING AND ZONING



## LOCATION

Ferndale, Michigan

## COMPLETION DATE

Ongoing

## CLIENT CONTACT

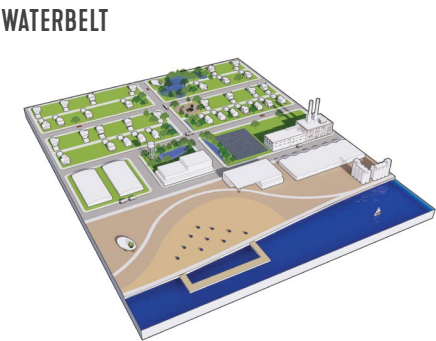
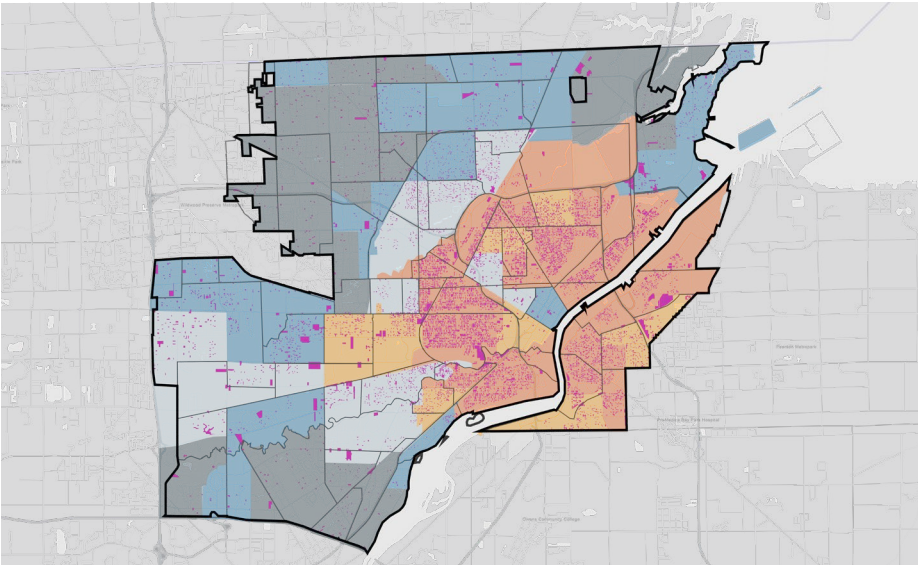
Justin Lyons, MUP, CNU-A, former  
Planning Manager  
City of Ferndale, Michigan  
810.577.2050  
justinlyons@jsarealtors.com

SmithGroup provides ongoing planning and design assistance to the City of Ferndale's planners and economic development specialists. A new downtown form-based code has led to additional zoning amendments and visualizations to illustrate design concepts. The preparation of Design Guidelines for mixed-use and downtown buildings will result in infill that better matches the vision of the city's planning commission and residents developed during the master plan process.

The 2022 Master Plan incorporates a climate action plan and focuses on sustainability and equity. It builds on the recent Ferndale Moves and Equitable Housing Strategy to lay the groundwork for residential zoning amendments to complement our previous mixed-use and downtown work. The master plan included a robust set of conversations with officials and residents on recent redevelopment and the future of growth, scale, character, and density.

# CITY OF TOLEDO STRATEGY FRAMEWORK

LOCATION	SIZE	COMPLETION DATE	CLIENT CONTACT
Toledo, Ohio	83 sq miles	2021	Josh Murnen, Vice President 419.213.4293   jmurnen@co.lucas.oh.us

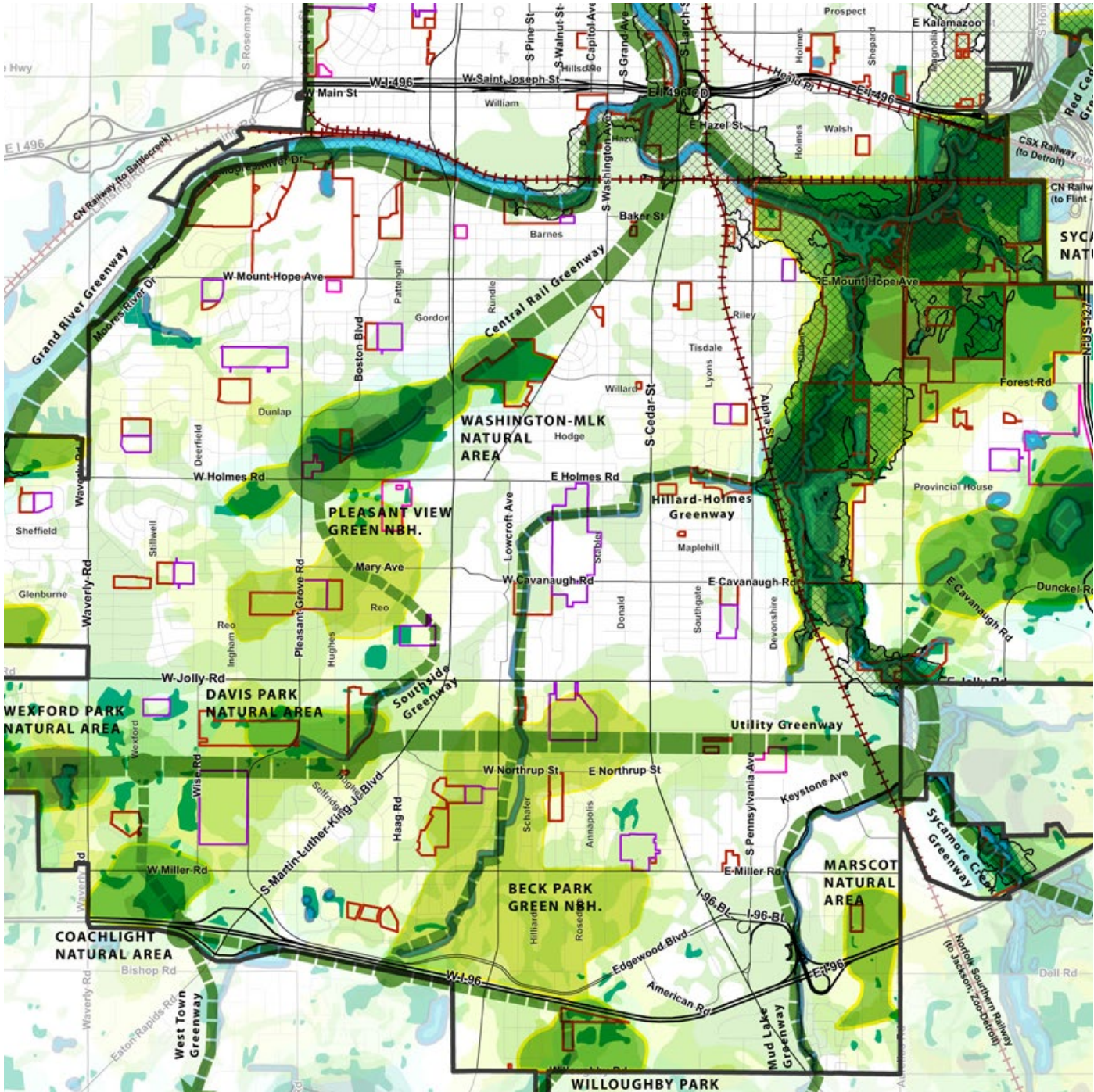


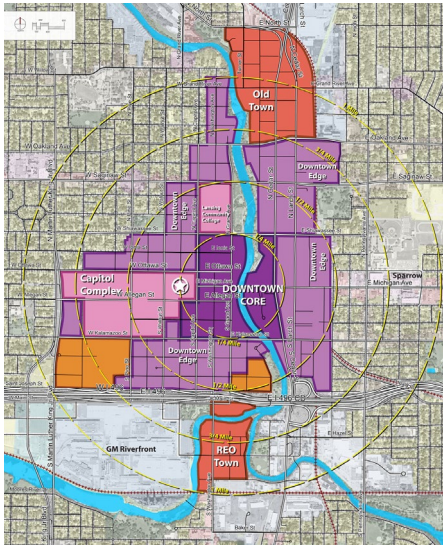
The City of Toledo Strategic Framework Plan was formed and completed to define the objectives, methodologies, and outcomes for a future planning process by evaluating prevailing existing conditions, outlining future strategic opportunities to address those conditions, and conceptualizing a future vision that may guide the anticipated planning process.

The following goals was used to organize and focus the plan:

- A Robust and Prepared Workforce
- Strategic Economic Growth
- Intentional Development
- An Impactful Strategy for Open Space
- Enhanced Mobility and Connectivity

# DESIGN LANSING COMPREHENSIVE PLAN





Lansing’s Comprehensive Plan had not been updated in over 20 years and recognizing the need to rethink its future in a comprehensive manner, starting with the creation of a new vision for the city, Lansing hired the consulting team of SmithGroup and LSL Planning. (Kathleen Duffy’s prior employer).

Guided by a set of planning principles that included placemaking, sustainability, livability, and stewardship, the SmithGroup team stretched traditional planning boundaries for the capital city and addressed emerging topics such as green infrastructure and low impact design, food systems, the relationship between “placemaking” and economic development, and the interface between transportation systems and increasing development densities. Public participation was obtained through a series of workshops conducted throughout the city, and the resulting plan reflects the values and vision of the citizens of Lansing.

A comprehensive approach to economic development, green infrastructure, transportation, and placemaking allowed the planning process to target multiple issues (e.g., land use, neighborhood enhancements, natural systems, green leadership, transportation choices, etc.) simultaneously rather than as individual, isolated topics. Since the success of the plan was a long-term process and was dependent on many agencies, groups, and individuals, implementation priorities were identified for the City to build on and leverage ongoing initiatives, investments, and collaborations.

City staff and the community embraced the plan for its forward-thinking vision, anchored by specific recommendations and strategies for implementation.

SmithGroup and LSL translated the master plan’s strategies and design guidelines into zoning code ordinances through the development of a form-based code, which focused on institutional sites and neighborhood-scale mixed-use centers.

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#### LOCATION

Lansing, Michigan

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#### SIZE

36 square miles

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#### CLIENT CONTACT

William Rieske, AICP  
Former Assistant Planning Manager  
517.214.6954

# MULTI-SITE AFFORDABLE HOUSING INITIATIVE


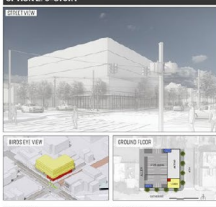
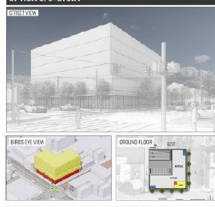
LOCATION	SIZE	COMPLETION DATE	REFERENCE
Ann Arbor, Michigan	Multiple parcels	Ongoing	Jennifer Hall, Executive Director 734.794-6720 ext. 47201   jhall@a2gov.org

The City of Ann Arbor has a very competitive and expensive real estate market that poses a heavy burden on low to moderate income families who cannot afford to live within Ann Arbor. The University of Michigan being a major employer brings a lot of its employees regionally—which keeps upward economic mobility out of reach with necessary transportation costs. The City of Ann Arbor recognizes this as a barrier in establishing a city of wide opportunity and equity and has identified several sites to support affordable and mixed-income multifamily housing. To address this critical issue SmithGroup is actively working with the City and Housing Commission to expand affordable housing utilizing vacant and underutilized city-owned sites within the city’s downtown. **SmithGroup’s work includes the incorporation of policy and regulatory tools, as well as financial tools, and supporting information for developer RFQ formation.** The project began 2019 and now includes seven sites:

- 350 South Fifth Avenue (approx 370 units) - Pre-entitlement underway
- 415 West Washington Street (approx 150 units) - Pre-entitlement underway
- 121 East Catherine Street
- 353 South Main Street
- 309 South Ashley Street
- 721 North Main Street
- 404-406 North Ashley Street



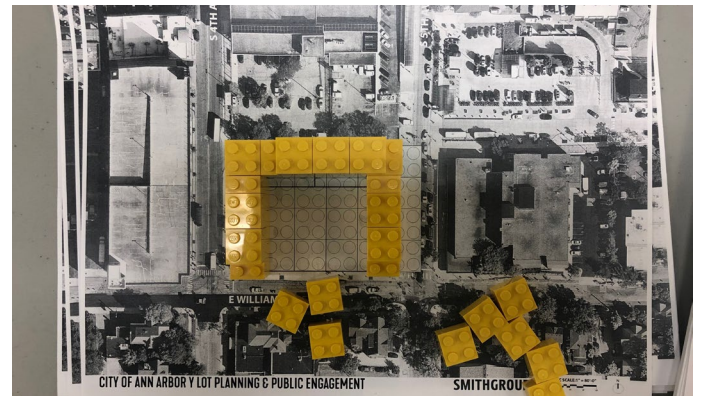
The pre-entitlement work being led by SmithGroup is also supported by a robust public engagement process. Engagement included a custom website, an online survey and over 20 hours of community workshops over 5 days in 4 separate locations. During our on-site workshops our team use virtual reality to bring the concepts to life. Our website and online survey reached over 1,500 unique users and had over 300 individual survey responses, while the in-person workshops drew approximately 150 individuals. The combination of online and in-person methodologies provided successful quantitative and qualitative support from residents and the community, and the Ann Arbor Housing Commission.


OPTION 1: 4-STORY	OPTION 2: 5-STORY	OPTION 3: 6-STORY
		
<b>DESCRIPTION</b> • 4-story, 4-level building with 100 units • Ground floor parking (10 spaces) • Building height is limited to 40' 0" • Landscaping is provided at the base of the building • Building height includes rooftop mechanicals (not visible from street level) <b>FINANCIALS</b> • Total Development Cost: \$10.5M • Potential Tax Revenue: \$1.5M • Ground Lease Revenue: N/A	<b>DESCRIPTION</b> • 5-story, 5-level building with 120 units • Ground floor parking (10 spaces) • Building height is limited to 40' 0" • Landscaping is provided at the base of the building • Building height includes rooftop mechanicals (not visible from street level) <b>FINANCIALS</b> • Total Development Cost: \$11.5M • Potential Tax Revenue: \$1.5M • Ground Lease Revenue: N/A	<b>DESCRIPTION</b> • 6-story, 6-level building with 140 units • Ground floor parking (10 spaces) • Building height is limited to 40' 0" • Landscaping is provided at the base of the building • Building height includes rooftop mechanicals (not visible from street level) <b>FINANCIALS</b> • Total Development Cost: \$12.5M • Potential Tax Revenue: \$1.5M • Ground Lease Revenue: N/A




## THE FOUR SITES

121 E. CATHERINE FOURTH & CATHERINE PARKING LOT	353 S. MAIN MAIN & WILLIAM PARKING LOT	721 N. MAIN PROPOSED PARCEL 123 W. SUMMIT	309 S. ASHLEY KLINE'S LOT
 	 	 	 
<ul style="list-style-type: none"> <li>Proceed with the development of 121 E. Catherine for affordable housing</li> <li>Supported by City Council Resolution 19-514 to develop 121 E. Catherine (11/18/19)</li> <li>Ann Arbor Housing Commission hires development team, starts site plan approval process and secures financing</li> </ul>	<ul style="list-style-type: none"> <li>Requesting approval from City Council to proceed with the development of 353 S. Main for affordable housing</li> <li>Designate Ann Arbor Housing Commission as developer</li> <li>Ann Arbor Housing Commission hires development team, starts site plan approval process and secures financing</li> </ul>	<ul style="list-style-type: none"> <li>Requesting approval to divide the property between the floodway/floodplain and a 14,520 SF Summit Street facing portion that is not in the floodway/floodplain</li> <li>Designate Ann Arbor Housing Commission as developer</li> </ul>	<ul style="list-style-type: none"> <li>The consultant team, in coordination with the DDA will finalize the downtown parking assessment that is currently underway but is difficult to complete until post-COVID normalization</li> <li>Continue discussions with the DDA and downtown businesses about long-term downtown parking solutions related to development of this site.</li> </ul>





**CLICK ON THE IMAGE BELOW TO VIEW THE PROJECT WEB SITE**



**Engagement Results**

**2019-20 PUBLIC ENGAGEMENT**

Community discussions on redevelopment:

- 301 S. Main (Former 1st Lot)
- 415 W. Washington

Revised online and in-person engagement opportunities:

[Click to view Website Summary Results](#)

[Click to view Workshop Scans](#)

[Click to view 415 W. Wash Follow-up Engagement](#)

**2020-21 PUBLIC ENGAGEMENT**

Community discussions on redevelopment:

- 121 E. Main
- 353 S. Main
- 309 S. Ashley

For 2020-21 engagement visit to COVID-19

[Click to view 2020-2021 Summary Report](#)

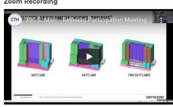
[Click to view Appendix](#)

**JUNE 10, 2021 RESIDENT PARTICIPATION MEETING FOR 360 S. FIFTH AVE**

Below is the presentation from the June 10th meeting.

[Click to view Presentation Slides](#)

[Zoom Recording](#)



Did you attend the meeting? Please fill out the sign-in: [https://survey.annarbor.com/s3276588/Resident-Participation-Meeting-2021-0416](#)



# LAS VEGAS MASTER PLAN



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## LOCATION

Las Vegas, Nevada

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## SIZE

136 square miles

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## COMPLETION DATE

2020

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## AWARDS

American Planning Association, Nevada  
DeBoer Award 2022 for Outstanding  
Plan

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## CLIENT CONTACT

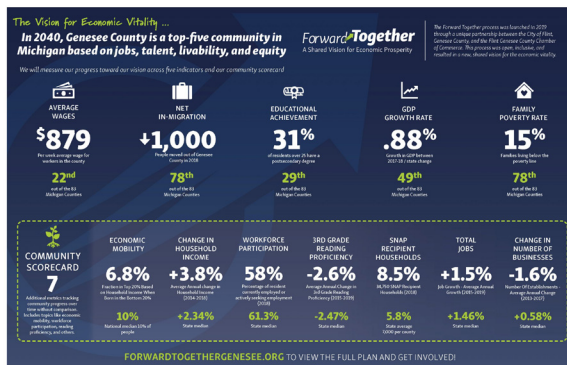
Marco Velotta, AICP  
Planner  
702.229.4173  
mvelotta@lasvegasnevada.org

With a vision to be the leader in resilient, sustainable cities and leverage the pioneering innovative spirit of its residents, the master plan aides the City in providing equitable access to services and jobs in the new economy. Serving as a strategic framework, the Las Vegas Master Plan leads future economic, social, cultural, and quality of life improvements in Las Vegas by 2050. It built on the effort, research, and consensus that has been part of previous plans in the region and customize a set of solutions for the City of Las Vegas. SmithGroup led a team of consultants working collaboratively with city staff to create a vision framework, while focusing on catalytic land use and open space strategies. Engagement efforts were focused on education and building consensus among officials and the public to tackle challenges ranging from affordable housing to transit-oriented development to sustainable and smart development.

This transformative opportunity allowed the community to express their long-term vision, build health and resilience, energize programs, and proactively shape their environment. The planning process served as a mechanism to build collaboration between neighborhoods and their residents, the commercial districts and their businesses, and institutions and their services—improving the quality of life.

The 2050 Master Plan was formally adopted by the Las Vegas City Council in July 2021. As part of the plan, 16 new areas have been established throughout the city's territory, comprised of existing neighborhoods and districts.

# Relevant Recent Experience



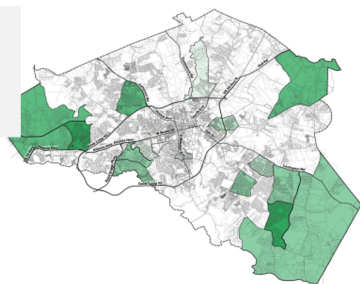
## Community Scorecard, Flint / Genesee Forward Together

### Neighborhood propensity to change based on demographics

These areas have higher concentrations of people at life stages that may cause changes in single family neighborhoods by downsizing or needing senior housing solutions. Neighborhoods with highest homeownership rates and high concentrations may have highest propensity for change

Percentage of households who own their home in areas where more than 25% of the population is aged 50+ or 64 or 75+

- 0 - 15%
- 15 - 25%
- 25 - 50%
- 50 - 75%
- 75 - 90%



February 13, 2017

Stakeholder Briefing

envision  
ATHENS

## Envision Athens

Approximately 1/2 of the units are affordable to 80% AMI households.

- Rental market—26 listed units November 2019
- None of the housing is affordable to Very Low Income
- 2 units are affordable to 1- and 2-person households
- 7 units are affordable to 80% AMI 1- to 2-person households
- 4 units are affordable to 3- to 4-person households at 80% AMI

The most critical issue is the relative lack of housing availability.

Household Site	VLI Rent @ 30%	50% AMI Rent @ 30%	80 AMI Rent @ 30%
1	\$420.00	\$700.00	\$1,118.75
2	\$480.00	\$800.00	\$1,278.75
3	\$540.00	\$900.00	\$1,438.75
4	\$643.75	\$998.75	\$1,597.50
5	\$754.25	\$1,078.75	\$1,726.25
6	\$864.75	\$1,158.75	\$1,853.75

Rental Price	Number of Bedrooms					
	1	2	3	4	5	6
\$3,500		1			1	
\$3,150			1			
\$2,550			1			
\$2,495						1
\$2,200					1	
\$2,100						1
\$2,000				2		
\$1,750		2				
\$1,500			1			
\$1,450			1			
\$1,400		2	2			
\$1,345		1				
\$1,295			1			
\$1,285	1					
\$1,123	1					
\$1,080	1					
\$970	1					
\$900	1					
\$830			1			
\$600	1					
<b>TOTAL</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>2</b>	<b>2</b>	<b>2</b>

## Pittsburgh Oakland Development Strategy

## Selected Recent Michigan Projects

- Grand Rapids, Bridge St South Development (2020)
- Flint / Genesee, Forward Together Economic Vitality Plan (2019)
- Grand Rapids, BikeShare Feasibility Study (2018)
- Downtown Grand Rapids Plan (2016)
- Detroit Innovation District (2015)

## Comprehensive Planning / Regional Planning Economic Development & Housing Elements

- Newark360 Comprehensive Plan, Newark NJ (2022)
- One 85 Wabash IN (2021)
- Framework 2030, CMRP MN (2021)
- Envision Montgomery 2040 Comprehensive Plan, Montgomery AL (2020)
- Framework Tuscaloosa Comprehensive Plan, Tuscaloosa AL (2020)

## Selected Other Relevant Experience

- New Haven CT, Various Projects
- RI Housing, State Housing Strategy, (2021)
- Cleveland OH, Midtown Equitable Housing Strategy (2020)
- Pittsburgh PA, Oakland Development Strategy (2020)
- Tuscaloosa AL, 5 Year Housing Plan
- College Station TX, Northgate District Plan (2019)
- Dallas TX, Strategic Mobility Plan (2019)
- Burlington VT, The Neighborhood Project (2018)
- Hartford CT, Citywide Housing Analysis (2015)

# REFERENCES

Doug McDonald  
Director of Economic Development  
City of Plano  
Formerly Strategic Initiatives Manager  
City of Richardson  
doug@plano.gov

Mike Piscitelli  
Director of Planning and Development  
City of New Haven  
mpiscite@newhavenct.gov

## CASE STUDY

# RETAIL IN DIVERSE COMMUNITIES

Designing tools and policies to strengthen and preserve minority-owned business districts in Montgomery County, MD.

CLIENT: Montgomery County Planning Department



&Access

# PROPOSED APPROACH AND WORK PLAN

## VALUES & GUIDING PRINCIPLES

We know that Ann Arbor is experiencing rapid growth and pressure on all its major systems: land use and housing, economy and commerce, transportation and mobility, and public services. This pressure is coinciding with a period of rapid demographic, technological, and sometimes uncertain change: aging baby boomers, millennials seeking different life-styles, autonomous vehicles, new forms of workplaces, affordability concerns, and a changing natural environment.

Consequently, how we respond to these changes and pressures is critical—as it relates directly to the health, equity, vibrancy, diversity, and integrity of our community. Being able to make informed decisions about the future requires a thorough consideration of our values—both for guiding the planning process itself and for shaping effective recommendations.

While fully developing a shared set of community values is an integral part of the planning process, there are important principles to highlight—and that we deeply support—which will guide the process itself:

- **Transparency:** A clear process that is open and understandable to all;
- **Rational:** An evidenced-based process enabling informed, inclusive decision-making based on facts and knowledge;
- **Sustainability:** The health and vitality of our communities and natural environment is reinforced at every step of the process;

- **Equity:** That we can only achieve success when the voices that are frequently left out of the conversation are heard and represented in the plan;
- **Authenticity:** Be true to the uniqueness, vibrancy, and integrity of the Ann Arbor community and its continually evolving heritage.

## PLAN DRIVERS

These plan drivers will help to guide plan actions by ensuring that all policy recommendations, strategies, and action items align with the values of the community. These will be confirmed and refined with the steering committee and public during the early phases of the process.

### EQUITY

Equity, in all facets of civic life, is paramount to the vitality and value of Ann Arbor. We must work to achieve equity, such that one's race, ethnicity, and other identities do not determine their access to opportunities and ability to leverage those opportunities for positive life outcomes, including the health, stability, and wellbeing of all residents.

*What we know...*

- Life outcomes, including access to opportunity and the resources to leverage it, for people of color in Ann Arbor are not the same as they are for others. We must address issues of systemic racism and legacies of disinvestment head-on.

Summary of key public input ideas from a workshop in the Uptown neighborhood in Pittsburgh (Interface Studio)



- There is a tremendous demand for housing, fueling a development boom that all too often fails to deliver affordable housing. Equity isn't just current residents, but also future residents that face barriers to access.
- The diverse, lived experiences of people across the community must be central to the plan's development. Be honest about the relative privilege of Ann Arbor to surrounding communities and mutual interactions.
- Ann Arbor's commitment to action is fueled by the Equitable Engagement Initiative.
- Recognize that essential supportive services, such as transit, park access, libraries, schools, and public services must be accessible by all people.

*Therefore, our team will...*

- Establish an engagement plan and guiding principles for the entire planning process that puts equity front and center, seeking to engage those frequently not heard and ensuring that the voices of the most vulnerable and underrepresented are carried through the plan.
- Work across the community to determine desired equity outcomes and connect each recommendation and component of the plan to how those equity outcomes will be achieved. We will leverage recent studies and community partners to advance equity goals.
- Use the comprehensive plan to support creation of complete neighborhoods, where daily needs, access to jobs/schools, healthy food, and recreational space is accessible and convenient for all residents.
- Be a champion for equity throughout this planning process. Transparency, building trust, and empowering community decision making will be at the heart of our process.

## SUSTAINABILITY

Ann Arbor's deep commitment and leadership in sustainability stretches back decades, and the comprehensive plan provides an opportunity to embed a holistic sustainable approach to decision making citywide. Our synergistic thinking on holistic sustainability and infrastructure systems focuses on regeneration and net positive outcomes for energy, water, and waste. Climate Action Planning and Resiliency are among the dominant issues to emerge in the sustainability landscape during the past decade. For us, sustainability isn't just a buzzword and it's not a box to check in the process. It's at the core of everything we study and propose, woven into every decision we make.

Sustainability metrics and performance indicators serve to shape city and institutional strategies and policy. Our team knows these decisions are more than a numbers game. Our specialists connect the technical world of complex urban systems with people-based solutions that only come from listening and learning. As industry innovators, SmithGroup and Interface Studio create unique solutions to assist our clients in meeting their high-performance, economic and strategic missions.

We believe that it is imperative to swiftly reduce carbon emissions at all scales – and to do so in a sustainable and just manner. The impacts of climate change extend beyond the environmental; to ensure resiliency across all communities, we must also recognize the risks currently posed to health,

accessibility, economic sustainability, and social wellbeing. Ann Arbor's A2Zero Plan establishes an ambitious – and necessary – vision for the community's future. The risks posed by climate change are only expected to worsen as changes in annual temperatures increase need for affordable heating and cooling; as severe weather events expose the vulnerabilities of communities and infrastructure; and as a growing need for movement away from fossil fuels changes energy demand.

*What we know...*

- Ann Arbor is dedicated to lasting change and leads the state in cutting edge policy, data management, and implementation through its Office of Sustainability and Innovations and A2Zero carbon neutrality commitment. We recognize the Bryant neighborhood's imminent carbon neutrality.
- While the City has made considerable advancement in recent years to implement Green Infrastructure projects that better manage urban stormwater and reduce flooding risk, more work needs to be done to manage flooding and dioxane plume threats.
- Transportation is deeply linked to land use patterns, and aligning the Moving Together Towards Vision Zero transportation plan with land use strategies is vital to meeting the city's sustainability goals.
- The city itself can be a leader pushing the whole community and region forward.

*Therefore, our team will...*

- Integrate resilience and climate change factors into all plan recommendations and policy proposals.
- Incorporate sustainable, climate change and resilience metrics into how future land use options are evaluated and assessed, using a range of urban system and modeling tools to understand short and long-term impacts on climate change and mitigation measures.
- Balance the tradeoffs of encouraging density while preserving green space, natural features, quality design, and a human-scaled built environment.
- Leverage our team's expertise in green building and engineering to ensure that policy proposals are defensible and grounded in sound science and engineering practice, and that they will be implementable.

## AFFORDABILITY

Lack of affordable housing is one of the most pressing policy issues facing Ann Arbor. Any successful land use strategy must be underpinned by a deep understanding of the macro and microeconomic conditions, housing market, and public policies that impact its supply and demand. What segments of the population are experiencing housing distress? What are projections about future housing distress and unhoused populations?

We propose a focus on both affordable housing preservation and new development in considering the range of diverse housing needs. Further, an efficient and effective affordable housing delivery system should be strengthened to best leverage the capabilities, resources and shared mission of local area housing not-for-profits, for-profit developers, lenders, governmental agencies including housing finance agencies, institutions, and other intermediaries such as community land trusts.

### What we know...

- Ann Arbor has been experiencing a population boom and attainable housing is in short supply.
- Ann Arbor is twice as expensive as Detroit and more expensive than the National rate.
- The rising costs of homeownership and rising rents have caused a drastic increase of cost-burdened households.
- Lack of affordability has contributed to decreased diversity and increase in displacement, as in the historically Black Kerrytown neighborhood.
- People want to live in Ann Arbor because it is rich in amenities and opportunities.
- There is a short supply of funding that provides incentives for developing housing for low income households.

### Therefore, our team will...

- Incorporate community priorities and needs into affordable housing policies that remove barriers to affordable housing preservation and development.
- Build upon existing zoning and affordable housing policies, and understand the existing community of housing developers, funders, sponsors, managers and advocates, as a starting point for understanding opportunities.
- We will analyze market reports, research demographic and socioeconomic conditions, and gather data on residential and other asset types in the city. We will assess demand for the sector in the context of projected growth trends, current supply, and other attributes.

## BROADEN THE VOICES - OUR ENGAGEMENT APPROACH

An open, valid, and well-composed public engagement effort will provide a platform for building the trust, confidence, and optimism needed to effectively cultivate community support for the plan. Our engagement process will provide stakeholders the opportunity to have real authorship in the plan that will shape their city's future. Equally important, our outreach process must also build champions among the leaders in the city, region, and subareas to move implementation forward quickly.

Interface Studio is known for its innovative and successful public engagement techniques. We believe that true, meaningful public participation builds relationships, promotes a sense of ownership of the plan, and encourages active support and involvement in advancing the vision and goals of the plan. In the nearly twenty years we have been in business, we have won 7 National Planning Excellence Awards from the APA based on our track record of public outreach.

For this project we will work closely with SmithGroup, from their Ann Arbor office where they have deep experience in the City, and with whom we share the belief that a meaningful engagement process must have the following qualities:

**Thoughtful and nuanced.** We are different from other firms in the way we approach projects, clients and the public. For us, public engagement is at the heart of any planning process and must

be undertaken from the start with a thoughtful, nuanced and customized approach. Our priority is to listen to our clients and the communities in which we are working to really learn about community values and needs, and make sure those values and needs are honored in the resulting vision, strategies and projects.

**Meets people where they are.** We meet people where they are by doing our research to understand the best ways to reach various audiences and design the engagement to make it easy and even fun for people to participate. It should not be difficult to be active in the civic process and make your voice heard.

**Accessible and inclusive.** We are adept at translating complex data and concepts so that the public can understand the key issues and give informed input. We have regularly faced and overcome the challenges of contentious projects, distrust, and a lack of collaboration among key stakeholders by working to break down barriers. Our work is always oriented toward helping residents and stakeholders understand trade-offs and become active participants and cheerleaders for the plan.

**Center and design for equity.** Our philosophy for engagement in support of urban planning projects is rooted in raising awareness and building an understanding of the root sources for systems that have historically benefited the majority population and thereby disadvantaged and marginalized those with identities of color, women, and people in the LGBTQ+ communities.

Our successes in and accolades for public engagement are the result of a continual process of experimenting, evaluating, and polishing new and established methods and tools. The COVID-19 pandemic challenged us to sharpen our skills across digital engagement formats far beyond social media platforms.

We will work with you to tap into the local community and develop a plan that is forward-thinking, achievable and builds additional excitement about Ann Arbor's future. What follows in our scope is a suggested process that will be refined with you should our team be selected for this project.

What follows is a proposed scope of services designed to address the RFP. We have organized the scope into separate tasks that reflect the key aspects of our process. Should we be selected, we expect that this scope will be refined and further expanded based on your input.



*Right: Our engagement work in Lewiston, ME needed to cross cultural and language barriers with materials translated into Portuguese, French and Somali.*

# SCOPE OF SERVICES

The proposed scope of services is divided into five separate tasks: 1) Pre-Planning and Project Management; 2) Inventory & Analysis; 3) Community Engagement; 4) Vision & Recommendations and; 5) Plan Development.

## TASK 1 – PRE-PLANNING AND PROJECT MANAGEMENT

### 1.1 PROJECT KICK OFF MEETING

This internal project kick off meeting with project representatives from the City and consultant team will discuss the project goals, existing values framework, roles and responsibilities, schedule, and high-level goals for community engagement strategy. The meeting will also be used to determine internal communications protocols including project contact list, file sharing and communications platform for the project. In addition, we will organize a schedule of bi-weekly conference calls with the City project leadership team to maintain coordination during each step of the process. We anticipate this meeting to occur virtually before our first trip with SmithGroup in attendance in-person.

### 1.2 COLLECTION & REVIEW OF BASE DATA AND PLANS

Our team will submit a formal request for data and information in GIS format. We will gather and review relevant reports, plans and studies for the City and region. We will also collect information on recently proposed development projects and capital expenditures on infrastructure, streets or other improvements in the City. In order to properly integrate University of Michigan campus planning efforts, we will also engage with the University and assess the potential citywide impacts of ongoing and planned campus initiatives. All of the strategies and proposed investments will be summarized in a chart and graphically on a map for discussion purposes. This summary will be the starting point for understanding the context of the project. A meeting will be scheduled with City Departments to review departmental priorities and projects, and understand how these relate to the values framework.

### 1.3 CREATION OF THE STEERING COMMITTEE

We will work with the City to convene a steering committee of City residents, employees, property owners, community leaders, and other local stakeholders to establish the processes and timelines for creating the plan. The group will help us conduct research, check our assumptions, gain further insight into the community, develop a values framework, evaluate our recommendations, and engage the community. As a part of this task, we will coordinate with the City (e.g. utilize the community engagement toolkit) to identify an appropriate mix of participants for the group, develop a welcome letter for participants and set a schedule of meetings for the project. We recommend keeping the group to 25 participants to allow for meaningful participation.

## 1.4 VALUES FRAMEWORK

As part of this process, the team will work with the City to establish and/or refine a working values framework and determine how it informs the initial data-gathering and technical analysis phase, and ensure that all elements of the general plan update are in alignment with the values. This includes working with the City and local stakeholders to develop a working definition of what equity and inclusion, affordability, and sustainability mean in the local context, determine additional key values that should be included, identify key considerations within each Plan element, identify socially vulnerable communities within the city, and highlight best practices the City already employs. By using this framing from the project's onset, our team ensures that the Plan employs a precise definition to address issues of social equity, affordability and sustainability, clearly identifies areas of concern, communicates a clear understanding of the City's at-risk populations, and puts forth a planning strategy that addresses historic disparities.

As the project progresses, our team will work with the City and Steering Committee to use the values to evaluate trade-offs and guide decision-making in all components of the plan, including housing, transportation, sustainability, economic development, open space and natural features, and land use policies. The public engagement process may also surface additional values for consideration through the working groups, survey, open houses, and neighborhood roundtables. Periodic check in and review with the Steering Committee over the course of the early engagement period will further shape the values framework and lead up to the development of the vision and goals.

## 1.5 PUBLIC PARTICIPATION AND COMMUNICATION PLAN

Our team will develop a Participation and Communication plan which will include:

- An outreach strategy for broad participation that includes working with the City and Steering Committee to identify target populations and stakeholder groups, and explore necessary components and accommodations for inclusive engagement;
- An outline of the various communication platforms, tactics and messaging needed for target audiences;
- Specific tools, methods and timing for engagement activities;
- Roles of the City, Steering Committee, and Consultants.

This Public Participation and Communication Plan will be developed with the City and the Steering Committee and is envisioned as a living document that will be updated as the planning process progresses. While laying out a clear schedule and activities are important to give the public a sense of how the project will unfold, we recommend that space and flexibility should be built into the public process to allow for course corrections and/or re-allocation of time and resources as the process evolves. (Please note that while we have outlined tools in this proposal, the public outreach process will truly be designed with the City and their partners.)

## 1.6 ESTABLISH GRAPHIC STANDARDS

It is extremely important for the Plan to have a world-class, professional brand that conveys vision and unity. Interface Studio will establish a set of graphic standards that all team members will use to produce their work. These graphic standards will build on Ann Arbor's existing preferred fonts and colors and help to establish an identity for the work.

## 1.7 MARKETING MATERIALS AND UPDATES

Interface Studio will develop marketing materials throughout the project that are consistent in look, voice and messaging. These materials include postcards, flyers, graphics for social media and other products like t-shirts to help promote specific public events and get the word out about the Comprehensive Plan. We expect to use a combination of outlets, such as social media, print media, and a plan web page on the City's website to engage and update residents on the process. This task includes regular updates and postings through the different channels identified in the Public Participation and Communication Plan.

## 1.8 STEERING COMMITTEE MEETINGS

We anticipate updating the steering committee bi-monthly through a combination of virtual meetings and in-person meetings depending on the purpose of the meeting and the comfort of the participants. Interface Studio will facilitate, provide an agenda and record meeting notes.

## 1.9 PLANNING COMMISSION AND COUNCIL UPDATES

We anticipate updating the Planning Commission and Council at key milestones during the project. We anticipate three touchpoints: after the initial round of data gathering and public input to report back on key findings and themes, after the second round of public input to review the values, goals and preliminary recommendations, and the end of the process to review the Plan.

## 1.10 PROJECT COORDINATION MEETINGS

Our team will coordinate with the City project team on a biweekly basis, and coordinate with other departments and local/regional stakeholders as needed at key milestones. These meetings can be put on the agenda of the regular standing project coordination meetings.

# TASK 2 – INVENTORY & ANALYSIS

## 2.1 DIGESTING THE DATA

Our team will review the data provided by the City to develop presentation maps and summary graphics for public presentations. This portion of the analysis will afford visualization of the following variables:

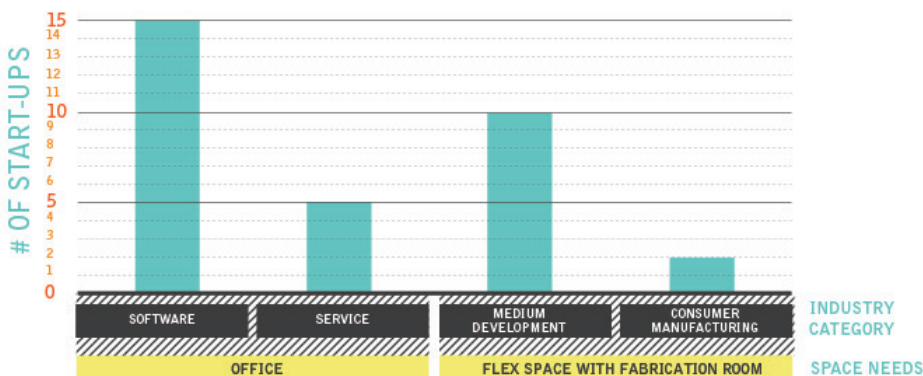
- Context maps illustrating regional connections and economic drivers;
- Current land use and zoning;
- Recent revitalization, investments, and proposed developments;
- Urban Design features including views, gathering places, and noteworthy buildings / spaces;
- Community assets such as institutions, employment centers, and open space;
- Economic conditions and trends that will supplement our team's economic analysis;
- Infrastructure including water, sewer, stormwater, energy;
- Natural features and an environmental report card based on the City's tree canopy, parks and environmental factors such as impervious surfaces and stormwater runoff;
- Commercial corridors and districts;
- Crime statistics if made available by the Ann Arbor Police;
- Quality of Life Issues including trash, vandalism, panhandling or other concerns.

## THE INNOVATION ECONOMY

### POTENTIAL DRIVERS OF FUTURE REAL ESTATE DEMAND IN DOWNTOWN

- >> To capture the opportunity, space will need to match business type
- >> Can the downtown migrate these businesses through their real estate development stages?

### NUMBER OF START-UPS BY INDUSTRY CATEGORY GRAND RAPIDS AREA



NOTE: several businesses are not located in Grand Rapids

SOURCE: NP ANALYSIS OF GR CURRENT AND START GARDEN COMPANIES

Analysis of drivers for real estate demand in downtown Grand Rapids.

## 2.2 POLICY REVIEW

In addition to an analysis of previous plans, our team will review local policies with an eye toward accomplishing key comprehensive planning goals and alignment with the values framework being developed through the Comprehensive Plan. We will ask: what policies of the City currently assist or impede: creating healthy environments; ensuring community equity; providing safe, affordable housing and; addressing climate change?

## 2.3 AN ANALYSIS OF THE LOCAL AND REGIONAL ECONOMY

Our approach to economic analysis encompasses a combination of economic data and interviews with an array of individuals to understand existing businesses, emerging fields, business model and supply chain approaches. Ninigret Partners and &Access will create an economic profile that includes:

- Base level analysis including employment growth, establishment change, wages, industry concentrations among others;
- Entrepreneurial activity analysis using a series of proxy indicators from data sources such as Kickstarter & ETSY activity, business formation rates, SBIR funding rates, Crunchbase, university start ups;
- Workforce including commuter sheds, occupational distribution, educational levels, talent pipeline if relevant;
- Retail market analysis to define unmet demand considering population growth, including assessing the depth of retail entrepreneurial activity using a series of in-person and desk research data analyses

- Local context informed through review of existing reports, targeted interviews and discussion groups to identify strengths, weaknesses, opportunities and challenges.

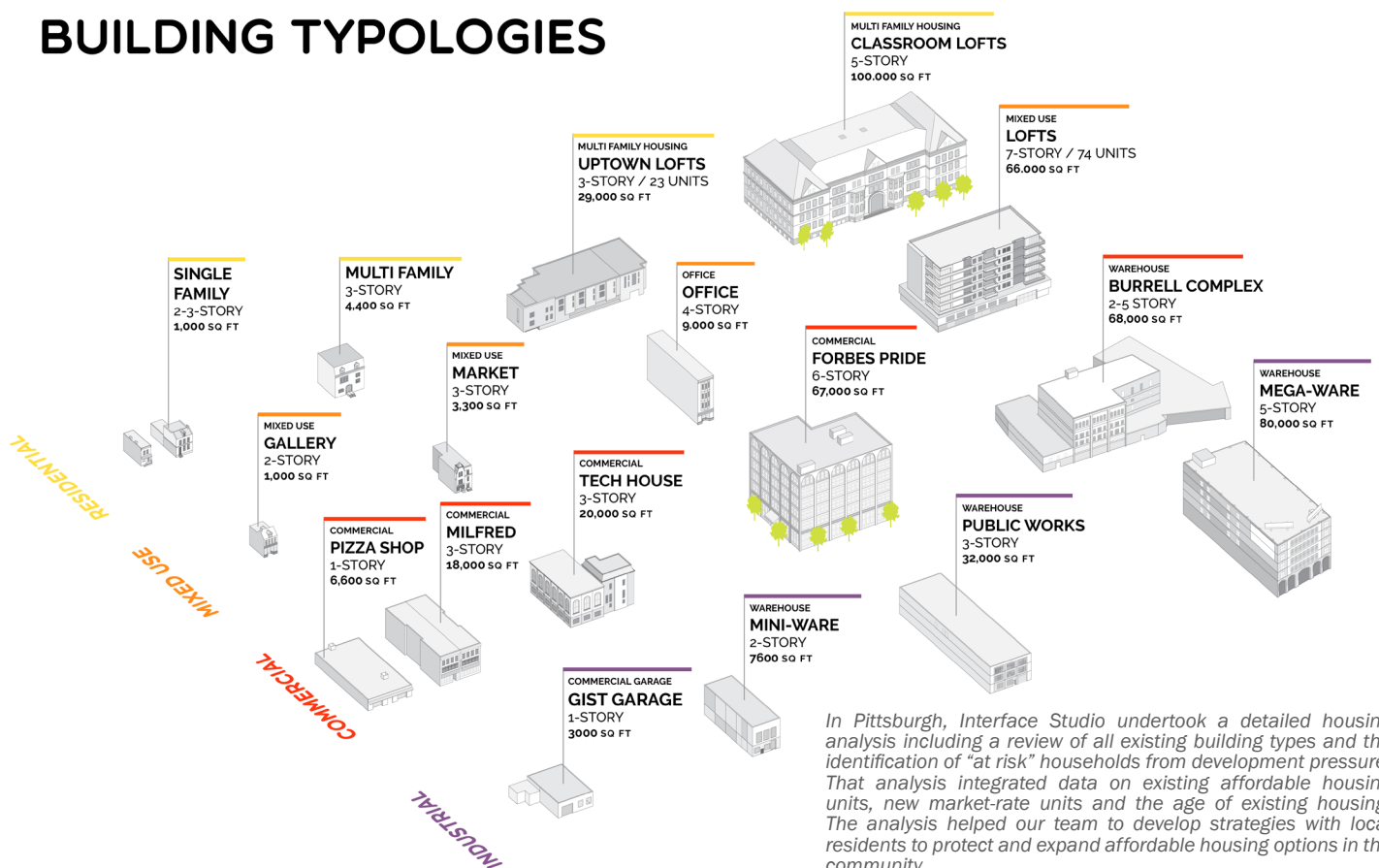
The findings of the economic profile will be summarized and key issues extracted, such as understanding the City's industry concentrations and whether they create risk factors that need to be managed; potential growth opportunities from emerging fields; physical space and workforce requirements of target industries and emerging opportunities gaps; ability of real estate and land to accommodate emerging economic sectors; and whether commuting patterns support the City's livability.

## 2.4 ESTABLISH SUSTAINABILITY AND LAND USE FRAMEWORK AND MODEL

The City of Ann Arbor adopted the A2Zero Carbon Neutrality plan in 2020 to achieve carbon neutrality by 2030. Land use patterns, driven by the City's comprehensive plan, will play an instrumental role in defining the mix of building uses, the association between built destinations and transportation choices, and the equity of land use policies. All of these directly impact the city's ability to meet its aggressive carbon neutrality goals.

During this task, the planning team will develop a conceptual framework and model that links strategies and actions from the A2Zero Plan to existing land use patterns. This model will demonstrate the relationship between carbon impacts and future land use patterns, and allow exploration of future land use scenarios. The assumptions and parameters of the

# BUILDING TYPOLOGIES



model will be vetted with City staff and key stakeholders for confirmation of the model design, alignment with A2Zero Plan, and ensure effective usage.

Some key areas for alignment may include, but is not limited to: (a) on-site renewable energy generation; (b) community solar programs; (c) electric vehicle charging stations; (d) green rental housing programs; (e) reducing vehicle miles traveled by 50% and support active transportation plans; (f) aligning transit with transit-oriented development patterns; (g) increase housing diversity; (h) develop mixed-use neighborhoods; (i) sustainable building design requirements; (j) establish resilience hubs; (k) and preserve/enhance urban tree canopy.

This model will also identify potential metrics pertaining to equity, affordability, resilience, transportation choices, and other quality of life indicators that align with the values and goals of the City. Once developed, this model can be used over the course of the planning process to evaluate different land use scenarios and proposals, and assess their potential outcomes and impacts on the city's overall sustainability.

## **2.5 TRANSPORTATION PLAN REVIEW**

Our team recognizes the vital importance of aligning land use and transportation strategies to build a more affordable and accessible community that is safe and comfortable to navigate, regardless of transportation mode. In 2021, the City of Ann Arbor adopted the Moving Together Towards Vision Zero Comprehensive Transportation Master Plan. This plan outlined a range of actionable strategies to achieve Vision Zero (no transportation-related fatalities or serious injuries) by 2025 and to support the transportation objectives of the city's A2Zero Carbon Neutrality Plan. Aligning the transportation plan strategies with land use recommendations is of vital importance for ensuring the success of both plans. The Moving Together plan called for 20-minute neighborhoods, where every resident can access basic needs within a 20-minute walk, which the land use plan can reinforce and help achieve. Plan alignment can also emphasize opportunities for aligning transit access with a diversity of housing options for people, based on their life stage and mobility needs.

## **2.6 HOUSING ANALYSIS**

Ninigret Partners and SmithGroup will produce an inventory of housing types and conditions to provide a granular understanding of the City's current housing stock. This will include the following assessments:

- Housing inventory and geographic distribution to document the number and location of the city's current stock of housing units by type, the age of units, owner-occupancy versus rental units and an inventory of subsidized housing and estimates of housing vouchers;
- Housing conditions to determine the condition of housing units across the city utilizing city code enforcement, demolitions, development pipeline, building permit and property tax data;
- Proximity to community assets analysis to identify the proximity of housing and neighborhoods to transit, employment centers, trails, green space and parks, shopping centers, and healthcare centers;
- Housing units under development to identify the number

of and type of housing units approved, target markets such as student housing or senior housing, the location of these future units, and the general sales price or lease range of the units.

A community housing profile will be developed that documents the following demographic, economic, and housing trends that describe the key factors driving housing demand in Ann Arbor:

- Demographic trends analyses will identify historic trends and projections for population growth, household formation, age cohorts, types of households, neighborhood propensity to change, race and ethnicity, and disabled populations;
- Economic trends analyses will demonstrate how economic factors influence housing demand through evaluations of employment growth by industry sectors, wage growth by sectors, workforce commuting trends, household income trends, and the local poverty rate;
- Housing trends will identify local and regional housing development trends, homeownership rates, sales prices and rents, percent of homes cost burdened, vacancy rates, and foreclosures.

## **2.7 BUDGET REVIEW**

Our team will work with the City to frame the potential impacts to revenues and expenditures based upon current land use and policy practices. Our intent is to understand how City resources are related to decisions in land use, density and other codes.

# **TASK 3 – COMMUNITY ENGAGEMENT**

## **3.1 STUDY AREA TOURS**

Our team's success will hinge on seeing Ann Arbor through the eyes of those who know it best: residents, employees, business owners, and local stakeholders. At the kick-off steering committee meeting, we will recruit 4-5 tour guides and interested parties to give us a tour of key areas in the city. It is an opportunity for involved stakeholders to spend time with us and help us learn more about the City.

## **3.2 NEIGHBORHOOD OUTREACH TEAM**

To ensure widespread and equitable participation, we propose hiring local residents to serve as an outreach team. Their role would be to coordinate with the planning team and execute critical engagement activities including the survey, community open houses, pop-up events, and the neighborhood roundtables / meeting in a box pop-up events. Outreach team members would also be asked to join the Steering Committee so they are updated on the process and findings at the same time. Our team, led by SmithGroup, will train outreach team members for each specific task. We expect an average of 15-20 hours per month for 5 residents over the course of 12 months however, some months will require more time and others less depending on the task. We ask that the City and Steering Committee identify potential candidates for our team to interview for the work. Our team's time in this task includes organizing the outreach team's work schedules, training,

technical assistance and integrating their work into the overall public engagement database.

### 3.3 ONE ON ONE STAKEHOLDER INTERVIEWS

Face-to-face and telephone interviews will be conducted with between 75 and 100 “critical actors” or “stakeholders.” Critical actors or stakeholders may include real estate industry representatives, City leadership, business community leadership, non-profit organizations, tourism representatives, key property owners or their representatives, residential community leaders, key business operators, key government staff, Council members, and others. We recommend starting with a stakeholder list identified by the Client team and Steering Committee members but reserving some of the interview slots for new names that emerge over the course of the engagement process.

### 3.4 SURVEY OF KEY STAKEHOLDERS

The Interface Studio team philosophy of public involvement in the planning process embraces the concept of residents and business owners as experts. We have developed and administered several types of citizen surveys in different communities, with varying levels of public interest. This tool is particularly useful for capturing the perspective of diverse stakeholders that include not just residents but also commuters and other non-resident community members who have a relationship and stake in the City. The Interface team will work with the steering committee to develop concise questions that will help to refine a vision for the City. We will create an on-line survey that will be distributed through partner organizations and tabulate and analyze the results. In addition, we will also design a hard copy of the survey for distribution in communities where internet access is low. Our overall goal is to have 500+ responses to a short 15-30 question survey about the City.

### 3.5 COLLABORATIVE MAP

The Interface team will create an on-line map that enables any user to add both “insights” and “ideas.” The map will serve as an on-line catalog of location-specific community-feedback concern and help to identify necessary improvements from the ground up. Previous uses of this tool have provided the process with hundreds of specific ideas and thousands of views by local residents.

As it is likely that some will not have internet access nearby, we will also create a large format hard-copy version of the interactive map which can be placed in a public space like a library. The hard-copy map will use stickers and notecards to mimic the

online map. We have had success with both versions of the map and will tailor the exercise to best meet the needs of this project.

### 3.6 OPEN HOUSES (public events)

We will work with the City to identify visible locations to hold a series of in-person and virtual public events. The intent is to design a roving pop-up gallery that presents Ann Arbor yesterday, today, and in the future. The City would be responsible for helping us to find and secure appropriate space for these events. We expect to hold one round of city-wide Open Houses (one in each Ward) to take place in a visible location that can serve to share and collect information from the public. These events, when properly marketed, present an opportunity to attract a lot of people and provide significant value for the process and in what we learn as a team. A virtual session will also be provided for each round with adapted activities.

The City may want to consider renting a visible, commercial space (or secure one for free from a kind-hearted property owner) during the course of the project to serve as the planning headquarters. This space would provide a home for one of the open houses but also the focus group meetings and other project meetings. With a clear storefront window, it could also serve as a nightly projection location to advertise the plan / upcoming events and communicate issues and ideas.

Our Open Houses include multiple games and tools designed to elicit public response and discussion. Many of the exhibits and games are easily transportable to other locations for use in public meetings and other events. The exhibits will be designed to share some of the trends and issues facing the City while encouraging different methods for people to tell us what they would like to see in the future and what they see as City values. The tools potentially include everything from City ‘Mad Libs’, our ‘Photo-Suggestion Booth’ and ‘Postcards from the Future’ designed to capture people’s vision and big ideas as well as interactive games designed to educate and discuss trade-offs about the specific policies and places.

We have included in our budget time to augment these major events with one town-hall style public event around the plan in

*The GR Forward Open House had more than 450 visitors.*



addition to those required for the Planning Commission and City Council.

### 3.7 NEIGHBORLY ROUNDTABLES / MEETINGS IN A BOX

We think some neighbors may want to organize their own discussions about the future of the City and its values. However, for this form of distributed engagement to be effective, it needs to be carefully designed such that findings make their way to the consulting team for inclusion into the overall process. Our team will create a package of materials that can be taken across the City or downloaded from the City's project website. This package will include a D.I.Y. kit that residents can use to talk with their neighbors about their neighborhood and the City. This may take the form of a game (game night!) or other materials. Instructions would clearly stipulate how to use the materials and how to record the feedback and deliver it to the team. To help jumpstart this process, we will use the Neighborhood Outreach team to take this material to their communities. Our hope is that this will help to generate additional awareness and interest in the Comprehensive Plan. We will also arm City staff with the material to take to events across the City. We call this our "meeting in a box" that includes some aspects of the open houses in portable form.

### 3.8 POP-UP EVENTS

There are also opportunities to use existing events and smaller, lighter pop-up events to get the word out about the plan and engage at various times throughout the process. Pop-up events will depend on the time of year and existing calendar of events, however we anticipate opportunities such as bike tours, transit tour, parks events, downtown pub crawl or small business event, and campus events as opportunities to provide information about the plan and also engage participants using the survey or "meeting in a box." We anticipate five pop-up events facilitated by the consultant team, with the Neighborhood Outreach Team. Additionally, the Neighborhood Outreach Team could be deployed to existing events to help administer the surveys.

### 3.9 WORKING GROUPS

The Steering Committee is only one way to be involved in this process. While the Steering Committee will provide overall guidance for the project, working groups offer an opportunity to dive deeper into specific topics, particularly those that need a sustained conversation to bring various sides together to explore pros and cons and come to a consensus. We anticipate this would include topics aligned with the values framework for affordability and housing, equitable economic development, and sustainability. We recommend assembling the working groups with the City and Steering Committee after the initial engagement so that there is some sense of what key issues are emerging. At this time, we anticipate up to 3 working groups that would meet 2 times each during the process: 1) after the initial rounds of engagement to reflect on the values and themes related to their topic and explore pros and cons of preliminary ideas and approaches, and 2) before the plan is drafted to refine the recommendations. Throughout, their work will help ensure the approach and recommendations are aligned with the values framework. Working Group members

could include steering committee members as well as additional stakeholders with interest and/or local expertise in a given working group topic.

### 3.10 FOCUS GROUPS

Interface Studio will work with the City to organize focus groups to discuss the analysis and findings. Focus groups are small groups of about 10 participants that allow for a rich discussion of ideas and concerns. Each focus group will be facilitated by our team with an agenda of previewing existing conditions data and generating discussion about specific strategies for the City. We ask that the City be responsible for inviting focus group participants, securing meeting space and providing light refreshments. We typically organize focus groups targeted to specific interests, however they can also be a good way to facilitate small group discussions for targeted populations that may be hard to reach through other methods. We initially recommend 5 focus groups which could include:

- Neighborhood organizations and engaged community members to hear about quality of life issues and integrated land use that maintains Ann Arbor's unique sense of place and strengthens neighborhoods.
- Unhoused and vulnerable populations such as low-income households seeking services.
- Youth to discuss their concerns and hopes for the future of Ann Arbor.
- Seniors to discuss challenges and opportunities related to "aging in place" and the AARP Livable Communities Initiative.
- Economic development stakeholder to discuss Ann Arbor's economic climate, resiliency, and competitiveness, with a focus on local jobs and diversity of businesses across all sectors.
- Developers to discuss the local market and City policies and procedures. This could be split into multiple focus groups where one is focused on residential developers and the other commercial.
- College students to discuss their perceptions of Ann Arbor and its ability to retain graduates.
- Transportation to discuss barriers and ideas toward encouraging safe, comfortable, and efficient transportation options for pedestrians, bicyclists, and transit users.

### 3.11 PUBLIC INVOLVEMENT DOCUMENTATION / SUMMARIZING THE THEMES

Public engagement is a critical source of data. To maximize its impact on the process, we carefully cull through the responses and feedback along the way. We spend a lot of time documenting, analyzing and graphically illustrating the engagement findings to help reveal the stories and values of Ann Arbor. We will create info-graphics and share them back with the public to reinforce the transparency of the process. This rigorous approach to not just engaging the public but also in capturing and illustrating the findings is essential in moving ideas and policies forward while also identifying the key barriers and issues that need to be addressed before completion of the draft Plan. We will organize all public comment and materials into an appendix and database.

## TASK 4 – VISION & RECOMMENDATIONS

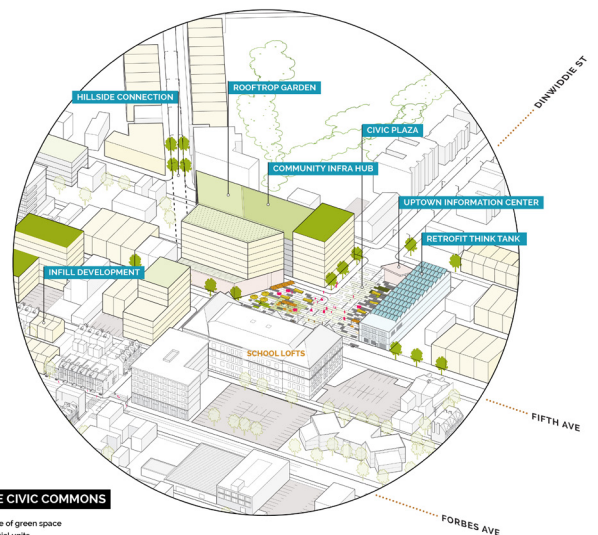
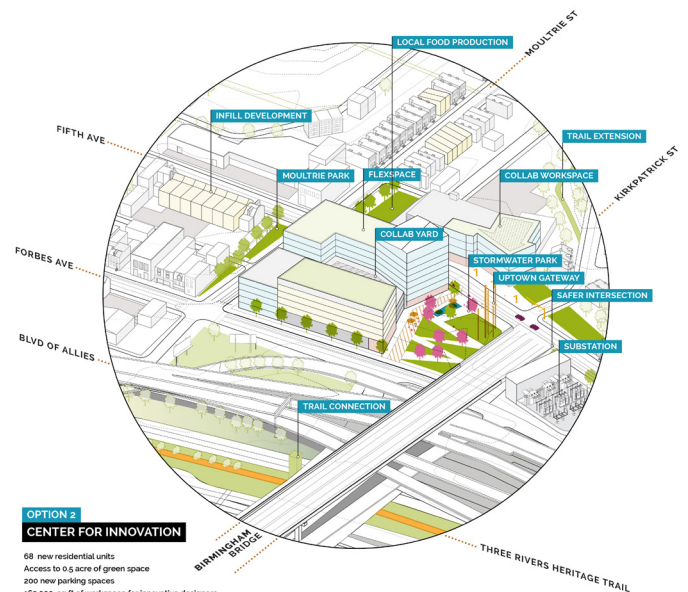
### 4.1 DRAFT VALUES FRAMEWORK AND STATEMENT OF GOALS AND OBJECTIVES

Building from the public outreach and data inventory, a draft set of goals and objectives embodying City values for the future will be developed for review and refinement by the steering committee, Planning Commission and submitted to Council for approval. Once approved, these goals and objectives will guide the recommendations developed for different elements of the plan.

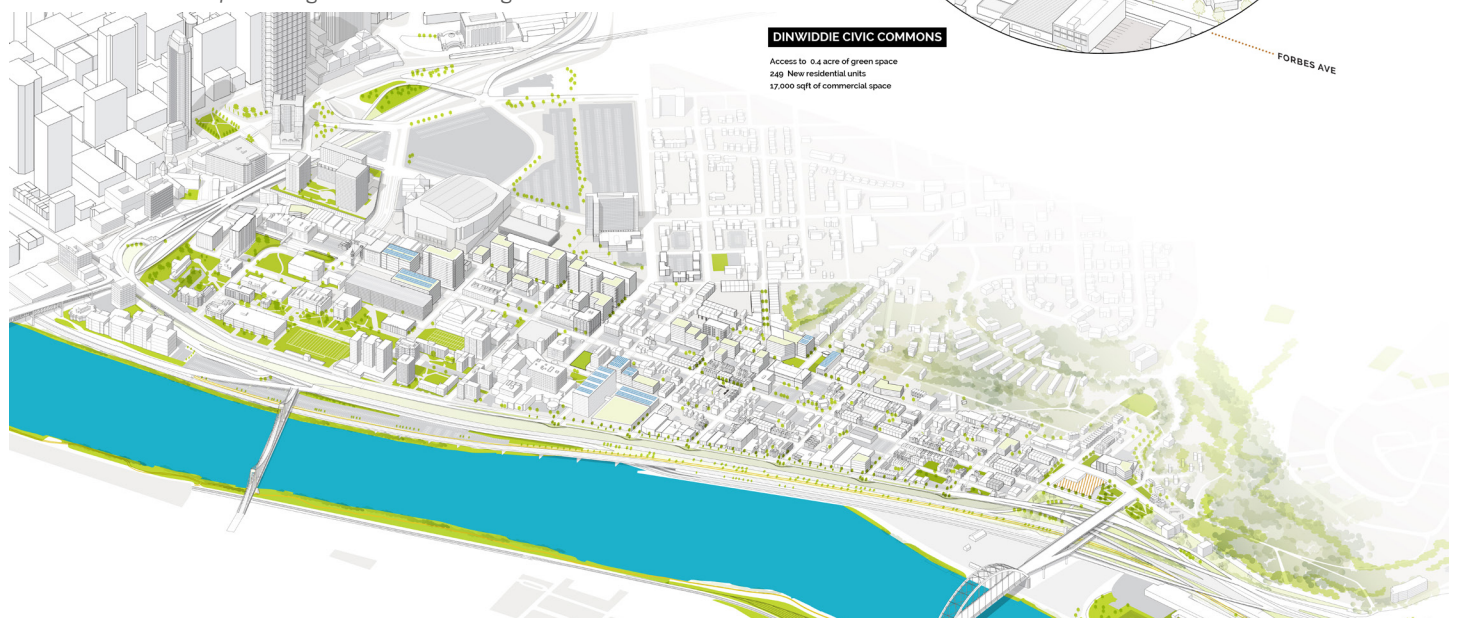
### 4.2 LAND USE ALTERNATIVES AND ZONING CONCEPTS

The technical analysis from prior tasks will produce an existing land use map overlaid by sites and areas that are susceptible and/or desired to change. Our charge is to develop future land use alternatives that are in line with the community-driven City values, based upon research and analysis, community input, and provide an exciting, inspiring vision for the future of the city. The future land use alternatives need to consider a few factors:

- Current land use designations. Should changes be made to existing designations including expanding or merging any land use categories? We will consider the range of flexibility in both the form and uses of different land use patterns.
- Identify locations / areas of Ann Arbor that should be preserved. These places are not changing due to local values, the need to protect the environment and/or to continue providing critical city services and utilities.
- Identify those locations that could change. Development and market pressures, undesirable or changing existing uses and other factors will reveal those places that are likely going to change or should change to better achieve the vision of Ann Arbor. For these locations, our team



Below & Right:  
Thoughtful considerations in housing, parks, and mobility results in  
a future vision for the Uptown neighborhood in Pittsburgh PA



will develop alternative uses for discussion and provide an analysis of trade-offs including fiscal, sustainable, and equitable considerations to the City, residents and partners.

- Neighborhood-scale sustainability. There are significant climactic and environmental issues facing Ann Arbor, including the need to prepare for climate change (warmer temperatures, shorter winters, increased precipitation with more severe precipitation events, and extreme heat and drought). Land use planning is one of the most impactful tools that the City of Ann Arbor has to promote sustainability, assess vulnerabilities, and improve decarbonization from different users.

As our team narrows in on a preferred land use alternative, additional strategies will be necessary to set clear expectations around density, form and other factors that shape local zoning procedures and guidelines. A zoning plan will identify necessary zoning changes to reflect the future land use, enhance preservation and promote the right kind of development for Ann Arbor.

#### 4.3 HOUSING PLAN

The housing plan will develop recommendations based on key factors driving housing demand in Ann Arbor; demographic, economic and housing trends, including the University of Michigan's long-term goals and projected enrollment and employment. We will also develop tools to provide a range of housing types to enable residents to age in place. Reinforcing the connection between transportation and land use planning, our team will evaluate opportunities to establish a mechanism for transit-oriented development (TOD). Previous plans in Ann Arbor have recommended various forms of TOD, such as increased density and mix of uses along key transit corridors, a form-based code in downtown and on key corridors, or a specific TOD overlay.

Housing and neighborhood policy recommendations will be developed that describe strategies the city can take to drive housing preservation and development:

- Development incentive gap analysis identifying existing programs and processes/strategies to further incentivise development of a variety of housing types;
- Identify future need by type and hh income level;
- Innovative guidelines to support increased rates of homeownership in vulnerable populations;
- Recommendations for target geographic locations with high populations of vulnerable people;
- Analysis of zoning code barriers to developing and preserving the housing stock in Ann Arbor and removing barriers to developing deeply affordable housing;
- Recommendations for ways to prevent displacement and support aging in place and accessibility.'
- Explore funding incentives.

#### 4.4 EQUITY & ECONOMIC DEVELOPMENT PLAN

The economic development plan will be structured to provide Ann Arbor with line of sight between issues and opportunities in the local economy with strategies and potential projects that can help to foster a growing, equitable economy. This includes ensuring policies avoid commercial displacement and providing additional opportunities for emerging minority-owned retail businesses. The plan will identify areas that are within the City's control, areas within regional control, areas that Ann Arbor can influence such as state policies, and larger economic forces that are outside of Ann Arbor's immediate ability to control or influence (e.g, digital technology adoption). This will help focus the plan, activities of the key stakeholders and accompanying performance metrics to measure Ann Arbor's progress toward meeting its community economic goals.

#### 4.5 SUSTAINABILITY & RESILIENCE PLAN

The Sustainability Framework conceptual model (developed as part of Task 2) will be refined into a full Scenario Planning Tool that will enable the project team, stakeholders, and community at large to visualize and evaluate different land use alternatives at a city-wide scale across a range of criteria. This tool will align with sustainability principles established during the planning process and fully align with the A2Zero Carbon Neutrality Plan. Our team will work to engage the University of Michigan and align their sustainability goals with the city to the fullest extent feasible.

This planning tool will utilize our team's extensive GIS capabilities and access to the UrbanFootprint and ArcGIS platforms to conduct evaluations. Our team will work with project partners to identify the key metrics to be assessed and that have direct bearing on the equity, affordability, and sustainability of the city. This tool will take into account future population growth, demographic changes, land use development strategies, transportation patterns, and regional economic projections, among other considerations.

In addition to assessing sustainability from a carbon perspective, this planning task can assess the city's resiliency to understand potential threats, stressors, and shocks that could impact the city's vitality and the well-being of residents. Based on this assessment, the team will propose potential countermeasures and strategies that builds greater resilience into the fabric of the city.

#### 4.6 FOCUS AREAS

In this Plan, the Interface team will evaluate site-specific recommendations and shift the focus to more district-scale strategies that develop and align with character areas and corridors throughout the City. With sustainability in mind, the Interface Team will develop a set of focus areas for the Plan that will drive the development and allocation of strategies. Applying a sustainability focus to the creation of Ann Arbor's focus areas will help to realize synergies in building type, infrastructure and systems, and provide simpler approaches to implementing sustainability strategies. Our team will

identify illustrative potential development scenarios for key focus areas along with design options for key corridors and public spaces. These graphics will serve as a means of helping to illustrate the potential future of Ann Arbor with the intent of bringing multiple areas of the Plan concepts and policies together and demonstrate their potential impact on focus areas in the City. This work will help our team to conduct our outreach by communicating the potential, trade-offs and options for different approaches.

## TASK 5 – PLAN & IMPLEMENTATION

### 5.1 IMPLEMENTATION

We will develop an implementation strategy that identifies short-, medium- and long-term actions to achieve the goals that result from this planning process and parallel ones too. Our approach will focus on a strategy to leverage the various initiatives to generate a whole greater than a simple sum of parts. This will involve specifying sequencing, coordination of activities, and identifying various implementation “paths” that show how results and changes from achieving a certain project can help feed-into and make a subsequent project easier to complete and/or more successful. We will also consider implementation issues that arise from policies and practices, particularly those relating to transportation agency norms, and discuss as solutions leading industry design standards for urban areas. Working with the steering committee we will organize all recommendations into a spreadsheet that aligns the goals with the recommendations and identifies the necessary partners and funding sources to turn the ideas into reality. A clear list of priority projects and timeframes will be included to help local organizations and funders plan for the upcoming 5 years of work ahead.

### 5.2 OUTCOMES MEASUREMENT

For equity, affordability and sustainability to effectively inform and guide the City’s planning and investment, strategies need to include specified objectives and measurable indicators of progress. In this way, any recommendations would be evaluable by outcomes and not simply intent. The Interface team will work with the City and steering committee to develop the necessary metrics and outcomes to measure as the recommendations of the Plan are implemented.

### 5.3 PRELIMINARY & FINAL PLANS

All of the analysis and recommendations will be organized into one well-tailored, place-specific, graphically sophisticated document that describes in detail the set of policies, goals and action steps developed during the planning process. A draft copy suitable for print and digital distribution will be provided to the steering committee for review. Following the steering committee’s review, we will provide one set of revisions for Planning Commission to review and recommend to Council distribution of the draft plan.

Upon Council’s distribution of the draft plan for public review, we will provide short, social-media friendly snippets of key plan recommendations to encourage plan feedback. At the conclusion of the review period, we propose a public Q&A session ahead of the public hearing at Planning Commission to have more informal conversations to answer questions to ensure a smooth public hearing. The team will also coordinate with the City on key presentations to City/County or regional agencies and other stakeholders/agencies as determined by the Steering Committee. Following the public hearing, the project team will make one additional set of revisions before adoption. SmithGroup will support City Staff through the adoption process at Planning Commission and Council.

## POTENTIAL ADDITIONAL TASKS

### STANDALONE PLAN SUMMARY

We can create an additional stand-alone, user-friendly summary of the plan for wider distribution as well as an online summary. The exact format of the summaries will be determined with you toward the end of the process.

### PROBABILITY SAMPLING METHOD SURVEY

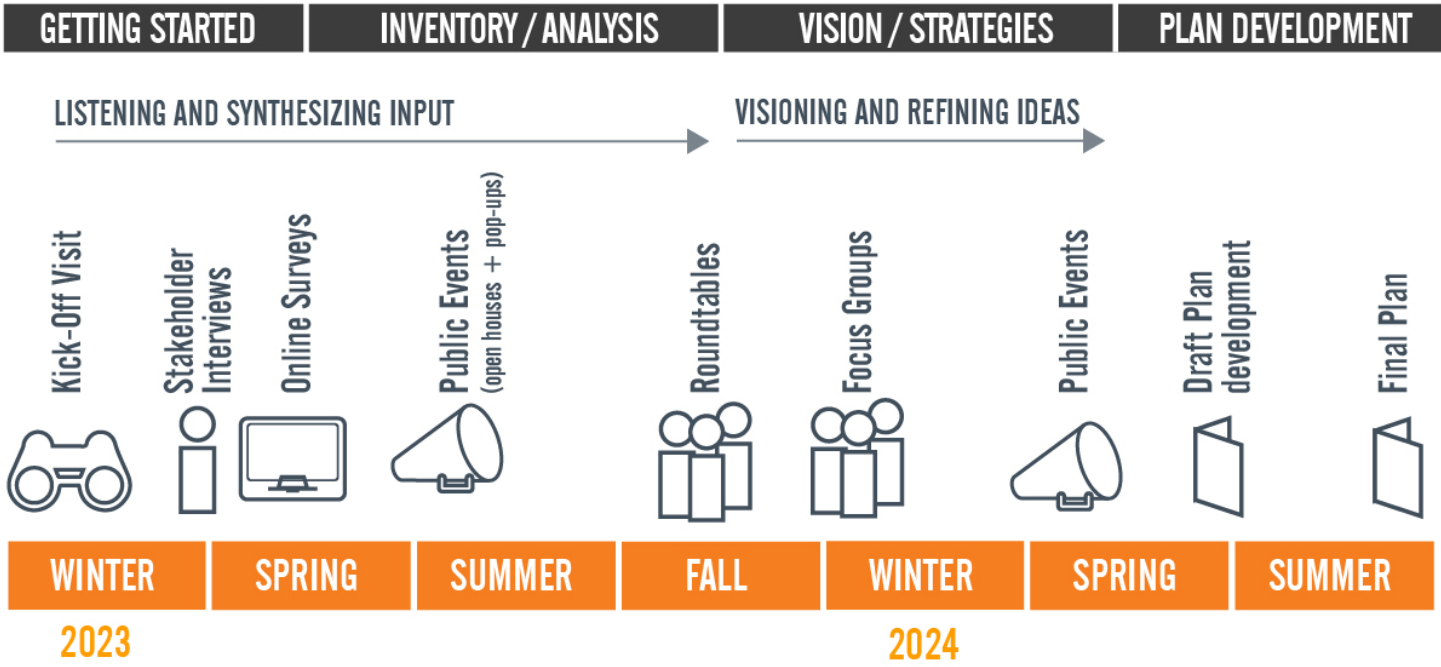
Should there be interest in investing in a random sampling method, Interface Studio will outsource with a vendor to provide a statistically-significant survey from approximately 1,000 respondents across the City. The research firm ETC Institute can provide a proposal which recommends using an address-based sample design to reach a representative audience in a city of Ann Arbor’s size. This approach can use a combination of mail-based and web/phone data collection methods.



Right: Downtown Atlanta “Pocket Plan”

TIMELINE

We are ready to begin work in early 2023 if selected. We believe that the plan can be completed well within the 18-month period. As shown below, we expect to publicly launch the plan toward the end of the initial analysis with the first set of public events targeted for the spring/summer of 2023 and the visioning and development of recommendations underway in the fall/winter of 2023. The draft plan would be put together over the spring of 2024 with final public events taking place taking place during that time. The timeline below includes a total of 12 trips to Ann Arbor to collect data, engage the public and coordinate with the City, Steering Committee, Working Groups, Planning Commission and Council. We anticipate ~8-9 Steering Committee meetings on a bimonthly basis but recognize that more may be desired and additional meetings can occur during our scheduled trips. The team will update the Planning Commission and Council at key milestones during the project as well.



## DELIVERABLES

### PHASE 1: GETTING STARTED .....

#### **Feb 2023**

Begin collecting available data, reviewing prior plans, studies, policies, and pipeline projects; form steering committee; develop participation and communication plan; establish graphic standards

#### **March 2023**

Begin analysis; interviews; kickoff with steering committee; tours; launch survey

- > Graphic standards
- > Public Participation & Communication Plan
- > Welcome letter to the Steering Committee
- > Kick-off presentation
- > Survey

### PHASE 2: INVENTORY / ANALYSIS .....

#### **April - June 2023**

Continue interviews and tours; finish analysis

#### **June 2023**

Open houses

#### **July - September 2023**

Pop-up events

#### **September - October 2023**

Planning Commission/Council update; neighborly roundtables/ meeting in a box; focus groups; synthesize initial input from public events

- > Summary maps and info-graphics of the data inventory
- > Map of key focus areas
- > Summary of opportunities and challenges
- > Public event design and installation
- > Roundtable materials
- > Graphics summarizing public input

### PHASE 3: VISION & STRATEGIES .....

#### **November 2023**

Develop draft values, vision and goals / draft initial land use concepts and strategies; working groups (round 1)

#### **December 2023- February 2024**

Focus groups; synthesize input and further develop recommendations

#### **March 2024**

Planning Commission/Council update

#### **April 2024**

Working groups (round 2); Synthesize input and refine recommendations

#### **May 2024**

Final town hall

#### **May - June 2024**

Synthesize input from public event; Draft Plan development

- > Issue specific focus group presentations
- > Draft city-wide recommendations
- > Working group materials
- > Graphics summarizing engagement input
- > Summary presentation of key strategies

### PHASE 4: IMPLEMENTATION .....

#### **July 2024**

Final Plan; adoption process

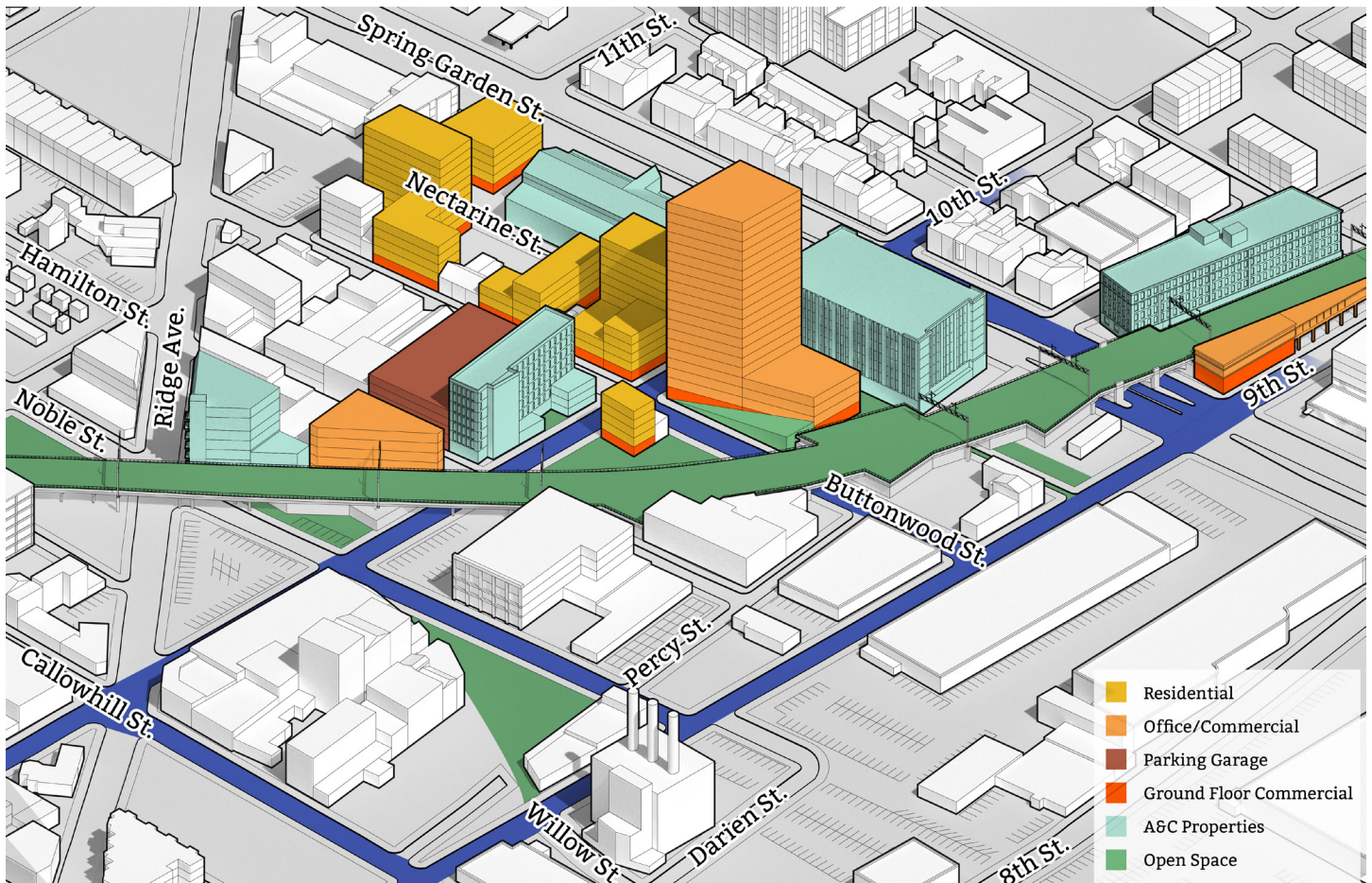
- > Implementation timeline
- > Draft Plan
- > Final Plan
- > All presentation slides
- > All GIS files delivered to City

# AUTHORIZED NEGOTIATOR

## INTERFACE STUDIO LLC

Scott Page, Founder and Principal  
340 N. 12th Street, Suite 419  
Philadelphia, PA 19107  
Cell: 215-370-6807  
Email: [scott@interface-studio.com](mailto:scott@interface-studio.com)

The below graphic shows development potential in the Callowhill neighborhood in Philadelphia PA.



# Build Your Own City!



Wilmington Comprehensive Plan (Interface Studio)

# ATTACHMENTS

RESUMES

FORMS

## SCOTT PAGE, PRINCIPAL

Scott is an urban designer and planner with degrees from the University of Pennsylvania and Georgia Tech. Scott's experience encompasses community revitalization strategies, city-wide housing plans, waterfront design, downtown revitalization, design guidelines and economic development and he has led projects in diverse locations such as Chicago, Detroit, Macon, Philadelphia and Rochester.

Scott's work has utilized creative public outreach techniques in each project to enhance communication and collaboration between city officials, business leaders, non-profit organizations and local residents. His locally and nationally recognized work has resulted in creative and achievable actions that have been implemented at the community and city level.

Scott is a lecturer at the University of Pennsylvania's School of Design, serves on the Board of the Design Advocacy Group in Philadelphia and was nominated for a Pew Arts Fellowship in 2014. His research on urban design, emerging technologies and sustainability has been presented and published both in the United States and Europe.

### PRACTICE

- \_ Founding Principal, Interface Studio LLC, 2004 - Present
- \_ Associate, Wallace Roberts & Todd, LLC, Philadelphia, PA, 1997-2004
- \_ Urban Designer & Operations Manager, Central Philadelphia Development Corporation, 1996-1997
- \_ Urban Designer, Project Service Division, Urban Redevelopment Authority, Singapore, 1995
- \_ Design Consultant, Favermann Design and Turner & Associates, 1994

### EDUCATION

- \_ Master of City Planning, Certificate in Urban Design, *University of Pennsylvania*, 1996
- \_ Bachelor of Architecture, *Georgia Institute of Technology & the Ecole des Beaux Arts La Villette*, 1993

### TEACHING

- \_ Lecturer – University of Pennsylvania, Department of City Planning, 2011-Present
- \_ Lecturer – University of Pennsylvania, Department of Architecture, 2007
- \_ Lecturer – University of Pennsylvania, Department of City Planning, 1996-2006

### HONORS AND AWARDS

- \_ APA 2020 Sustainable Communities Division Awards for Excellence in Sustainability - Pittsburgh EcoInnovation District
- \_ APA 2019 Texas Chapter Planning Achievement Award - Collins/Arapaho TOD and Innovation District
- \_ APA 2018 Pennsylvania Chapter Daniel Burnham Award for a Plan - Pittsburgh EcoInnovation District.
- \_ 2017 International Downtown Association Pinnacle Award, Grand Rapids Forward.
- \_ APA 2014 Pennsylvania Chapter Daniel Burnham Award for a Comprehensive Plan - Dream Dormont.
- \_ APA 2013 Michigan Chapter Daniel Burnham Award for a Comprehensive Plan - Detroit Future City.
- \_ APA 2013 National Planning Excellence Award for an Emerging Planning and Design Firm.
- \_ APA 2012 National Planning Excellence Award for a Grassroots Initiative – Yorktown 2015.
- \_ APA 2012 Pennsylvania Chapter Planning Excellence Award for a Best Practice – Philadelphia Industrial Land Use & Market Strategy.
- \_ ASLA 2010 National Honor Award for Analysis and Planning – Transit Revitalization Investment District (TRID) Master Plan.
- \_ APA 2010 National Planning Excellence Award for Public Outreach – Wicker Park-Bucktown Master Plan.
- \_ 2010 Congress for New Urbanism Award Illinois Chapter – Wicker Park-Bucktown Master Plan.
- \_ APA 2009 National Planning Excellence Award for a Grassroots Initiative – Lower Italian Market Revitalization Plan.
- \_ 2009 New Jersey Smart Growth Award – North Camden Neighborhood Plan.
- \_ APA Awards Jury Letter of Commendation – Comprehensive Neighborhood Plan for Francisville, 2007.
- \_ 10,000 Friends of Pennsylvania Award – APM / Temple Regional Rail Station Area Plan, 2004.
- \_ 2003 Pennsylvania APA Award – Neighborhood Revitalization Strategy for Asociación de Puertorriqueños en Marcha (APM).
- \_ Philadelphia AIA Urban Design Award – APM Revitalization Plan.

## STACEY CHEN, AICP, PRINCIPAL

Stacey has led projects ranging from citywide comprehensive plans to neighborhood and district plans addressing downtowns, industrial districts, placemaking, climate resiliency and waterfront communities in cities around the country. Before joining Interface Studio, she focused on community development and social service programs for low-income and immigrant communities at a settlement house in New York City. Her interest in city planning and urban design developed after living in Asia for a number of years where she observed transformations in Asian urbanism and gained proficiency in Mandarin Chinese. Stacey brings an international perspective, cultural competence and dedication to social justice to her work.

### PRACTICE

- \_ Principal, Interface Studio LLC, Philadelphia, PA, 2021-present
- \_ Senior Associate, Interface Studio LLC, Philadelphia, PA, 2008-2020
- \_ Intern, Brown & Keener Urban Design, Philadelphia, PA, 2007-2008
- \_ Intern, Philadelphia Chinatown Development Corporation, Philadelphia, PA, 2007
- \_ Program Manager, Hamilton-Madison House, New York, NY, 2003-2006

### EDUCATION

- \_ Master of City Planning, Certificate in Urban Design, *University of Pennsylvania School of Design*, 2008
- \_ Bachelor of Arts, *University of Chicago*, 1996

### HONORS AND AWARDS

- \_ APA 2021 TX Chapter Economic Development Planning Achievement Award – IH-35 Corridor Vision Study.
- \_ APA 2019 TX Chapter Planning Achievement Award – Collins/Arapaho TOD and Innovation District.
- \_ APA 2014 PA Chapter Daniel Burnham Award for a Comprehensive Plan – Dream Dormont Comprehensive Plan.
- \_ APA 2013 National Planning Excellence Award for an Emerging Planning and Design Firm.
- \_ ASLA 2010 National Honor Award for Analysis and Planning – Transit Revitalization Investment District Master Plan.

### PRESENTATIONS

- \_ 2021 APA Webinar - Understanding Data Today to Save Tomorrow
- \_ 2019 APA National Conference - Immigrant Gateways: Chinatown
- \_ 2016 PACDC/LISC Convening - How Immigrant and Refugee Communities Can Strengthen Neighborhood Revitalization
- \_ 2014 APA PA Annual Conference - Planning for Immigrant and Multi-Ethnic Communities

### SELECTED PROJECT EXPERIENCE

#### Comprehensive / Citywide Planning:

*Garland Economic Development Strategic Plan*  
Garland, TX

*Comprehensive Economic Development Strategy*  
Lower Connecticut River Valley, CT

*Wilmington 2028 Comprehensive Plan*  
Wilmington, DE

*Dream Dormont Comprehensive Plan*  
Dormont, PA

*Blueprint Binghamton Comprehensive Plan Update*  
Binghamton, NY

#### Community Planning / District Planning:

*Summit Lake Choice Neighborhoods Transformation Plan*  
Akron, OH

*Our Cambridge Street Community Plan*  
Cambridge, MA

*Collins/Arapaho TOD and Innovation District*  
Richardson, TX

*Chinatown Neighborhood Plan*  
Philadelphia, PA

*Downtown Atlanta Master Plan*  
Atlanta, GA

## JAMIE GRANGER, SENIOR ASSOCIATE

Jamie is an urban planner and designer interested in the interrelationship between the built and natural environments and urban economics. With both creative and pragmatic mindsets, he brings a comprehensive approach to tackling urban issues. His recent work includes multiple downtown revitalization plans, citywide economic strategies, and district wide urban designs. In addition to his work at Interface Studio, he has taught a graduate level City Planning studio at the University of Pennsylvania since 2016. Jamie holds Bachelor of Arts degrees in both Urban Studies and Economics from Brown University, and a Master of City Planning degree from the University of Pennsylvania.

### PRACTICE

- \_ Senior Associate, Interface Studio LLC, Philadelphia, PA, 2011-present
- \_ Bidding and Specifications Manager, Aqua Agronomic Solutions, Clinton, NJ, 2010 - 2011
- \_ Corporate Actions Specialist, Brown Brothers Harriman, Boston, MA, 2007-2008

### EDUCATION

- \_ Master of City Planning, Concentration in Urban Design, University of Pennsylvania School of Design, 2010
- \_ Bachelor of Arts in Urban Studies, Bachelor of Arts in Economics, Brown University, 2007

### TEACHING

- \_ Studio Instructor, University of Pennsylvania School of Design, "702 City Planning Studio," 2016 - Present
- \_ Teaching Assistant, University of Pennsylvania School of Design, "601 Landscape Architecture Studio," 2009
- \_ Teaching Assistant, University of Pennsylvania School of Design, "Graphics for Urban Design," 2009

### HONORS AND AWARDS

- \_ APA 2020 Sustainable Communities Division Awards for Excellence in Sustainability - Pittsburgh EcoInnovation District
- \_ APA 2019 Texas Chapter Planning Achievement Award - Collins/Arapaho TOD and Innovation District
- \_ APA 2018 Pennsylvania Chapter Daniel Burnham Award for a Plan - Pittsburgh EcoInnovation District.
- \_ International Downtown Association Pinnacle Award 2017, Grand Rapids Forward.
- \_ APA 2015 National Planning Achievement Award for a Best Practice: Realizing the Potential of the Porch - A Case Study in Data-Driven Placemaking
- \_ APA 2013 Michigan Chapter Daniel Burnham Award for a Comprehensive Plan - Detroit Future City

### SELECTED PROJECT EXPERIENCE

#### Comprehensive / Citywide Planning:

*Garland Economic Development Strategic Plan*  
Garland, TX

*Grand Rapids Comprehensive Plan*  
Grand Rapids, MI

*Detroit Future City*  
Detroit, MI

*Blueprint Binghamton Comprehensive Plan Update*  
Binghamton, NY

#### Community Planning / District Planning:

*GR Forward*  
Grand Rapids, MI

*EcoInnovation District*  
Pittsburgh, PA

*Downtown Montgomery Plan*  
Montgomery, AL

*Downtown Atlanta Master Plan*  
Atlanta, GA

## MARÍA GABRIELA GONZÁLEZ RAUSELL, URBAN DESIGNER & PLACEMAKER

Maria is a Venezuelan urban designer and architect specializing in public space activation, placemaking, neighborhood planning, and multilingual community engagement. Having lived and worked in Venezuela, Costa Rica, Colombia, and various cities across the US, Maria brings a multicultural, people-first approach in the development of neighborhood revitalization strategies, public space design, and inclusive community engagement with(in) diverse communities. She brings strong communication, relationship-building and graphic skills into her work. Notable projects she has been part of include the Collins/Arapaho TOD & Innovation District Study, the Las Vegas Trail Neighborhood Transformation Plan, and Philadelphia's first Urban Agriculture Plan.

### PRACTICE

- \_ Urban Designer & Placemaker, Interface Studio LLC, Philadelphia, PA, 2017-present
- \_ Urban Placemaking Consultant, Placeful Inc., New York, NY, 2016-2017
- \_ Green Infrastructure Fellow, Pratt Institute, New York, NY, 2016
- \_ Project Manager, Purocolor Paints and Finishes, San Jose, Costa Rica, 2015
- \_ Assistant Project Manager and Architectural Designer, Manuel Villa Arquitectos, Bogota, Colombia, 2013-2014
- \_ Public Space Department Intern, Sucre Municipality, Caracas, Venezuela, 2012-2013

### EDUCATION

- \_ Master of Urban Placemaking and Management, Pratt Institute, School of Architecture, 2017
- \_ Bachelor of Architecture, Universidad Simon Bolivar, Department of Design, Architecture and Plastic Arts, 2014

### HONORS AND PRESENTATIONS

- \_ APA 2022 National Planning Conference Presentation - "Expanding the Table: Public Engagement in Multilingual Communities".
- \_ APA 2019 Texas Chapter Planning Achievement Award - Collins/Arapaho TOD & Innovation District Study.
- \_ Outstanding Merit Award, School of Architecture. Pratt Institute, 2017
- \_ Graduate Commencement Speaker. Class of 2017 Commencement Ceremony, Pratt Institute, 2017.
- \_ Student Leadership Award for Best Student Organization - Community Engagement Board, Pratt Institute, 2017
- \_ Perkins Eastman Architectural Fellowship for the Public Realm Finalist, 2016
- \_ Winning Proposal for the Colombian Pavillion in ExpoMilano 2015, Manuel Villa Arquitectos, 2015
- \_ Outstanding Thesis Project, "Democratizing Public Space: Building Citizenship from the Projection of Public Space and Cultural and Sports Facilities", Universidad Simon Bolivar, 2014

### SELECTED PROJECT EXPERIENCE

#### Citywide Planning:

*Growing from the Root: Philadelphia Urban Agriculture Plan*  
Philadelphia, PA

*Grand Rapids Comprehensive Plan*  
Grand Rapids, MI

*Comprehensive Economic Development Strategy*  
Lower Connecticut River Valley, CT

#### Community Planning / District Planning:

*Together We RISE! Las Vegas Trail Neighborhood Transformation Plan*  
Fort Worth, TX

*Lawrence Downtown Revitalization Plan*  
Lawrence, MA

*Cooper Grant/Central Waterfront Neighborhood Action Plan*  
Camden, NJ

## TOBIN STUFF, PLANNER & URBAN DESIGNER

Tobin is a planner and urban designer who incorporates design, community engagement, and photography into his work. Tobin is an integrated team member on a variety of projects including downtown action plans, park equity plans, and commercial corridor and market analysis studies. His previous work experiences have allowed him to work with communities throughout the U.S. and in Japan, South Korea, and Kenya. He is constantly learning so he can engage in conversation with others to create shared knowledge and generate new ideas and perspectives on some of our greatest challenges related to climate change, affordable housing, social and racial equity, and under-invested civic assets. He is an adjunct lecturer at the University of Pennsylvania guiding first-year graduate students through the fundamentals of city and regional planning.

### PRACTICE

- \_ Planner & Urban Designer, Interface Studio LLC, 2021-present
- \_ Planner, Strategic Solutions LLC, 2021
- \_ Affordable Housing Research Assistant, Penn Institute for Research, 2019-2021
- \_ Associate Planner, Michael Baker International, 2015-2021
- \_ Civic Infrastructure Research Assistant, PennPraxis, 2019
- \_ Design Intern, Community Design Collaborative, 2019
- \_ Coordinator, The Supply Education Group, 2014
- \_ Community Architecture Surveyor, Community Technical Assistance Center, 2013-2014

### EDUCATION

- \_ Master of City Planning, University of Pennsylvania, 2020
- \_ Bachelor of Arts in Urban Studies, Minor in Political Science, Certificate in GIS, University of Pittsburgh, 2013

### TEACHING

- \_ Instructor, Master of City Planning Program, University of Pennsylvania, Planning Workshop, 2022-Present
- \_ Co-Instructor, Master of City Planning Program, University of Pennsylvania, CPLN 702 The City in Recovery, 2021

### HONORS AND AWARDS

- \_ 2020 ULI Hines Student Competition, Honorable Mention

### SELECTED PROJECT EXPERIENCE

#### Citywide Planning:

*Louisville Parks for All Plan*  
Louisville, KY

*Fort Worth Neighborhood Conservation Plan and Housing Strategy*  
Fort Worth, TX

*Philadelphia Industrial Land Study Update*  
Philadelphia, PA

#### Community Planning / District Planning:

*Our Cambridge Street Community Plan*  
Cambridge, MA

*Downtown Montgomery Plan*  
Montgomery, AL

*Manchester TRID Study*  
Pittsburgh, PA

## SMITHGROUP LEAD

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# MICHAEL JOHNSON

PLA, ASLA, LEED AP BD+C



As leader of SmithGroup's Urban Design team, Michael Johnson's ability to understand and distill complex urban challenges spans a wide range of markets and geographies. His experience includes catalytic landscape architecture and urban design projects in major American cities, innovative campus plans for top urban research universities and Fortune 500 companies, and international large-scale mixed-use development efforts. Michael's formal training as a landscape architect and urban designer allows him to fill a unique niche in the industry, both as a practitioner and a guest lecturer in the Urban Design Program at the University of Michigan, he also serves on the Board of the Landscape Architecture Foundation.

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### EDUCATION

Master of Urban Design  
University of Michigan, 2008

Bachelor of Science in  
Landscape Architecture  
Ball State University, 2004

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### REGISTRATIONS

Landscape Architect:  
Michigan

LEED Accredited Professional  
Building Design + Construction

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### PROFESSIONAL AFFILIATIONS

Landscape Architecture Foundation:  
Board Member

American Society of Landscape  
Architects (ASLA)

University of Michigan Taubman College  
of Architecture and Planning

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### OFFICE LOCATION

Ann Arbor, Michigan

- Las Vegas Master Plan, Las Vegas, Nevada
- City of Ann Arbor Y Lot Public Engagement & Concept Development, Ann Arbor, Michigan
- City of Ann Arbor 415 W Washington Public Engagement & Concept Development, Ann Arbor, Michigan
- Joe Louis Greenway Framework Plan, Detroit, Michigan
- Detroit Design Guidelines for Commercial Corridors, Detroit, Michigan
- Mount Carmel West Health System Urban Planning, Columbus, Ohio
- Toledo Glass City Riverwalk Acquisition Strategy, Toledo, Ohio
- Fitz Forward Strategic Implementation Plan, Detroit, Michigan
- Erie Pennsylvania Downtown Designing for Distance, Erie, Pennsylvania
- City of Muskegon Heights Downtown Vision Plan, Muskegon Heights, Michigan
- Ann Arbor North Main Urban Design, Detroit, Michigan
- City of Columbus, West Broad Study, Columbus, Ohio
- Sandusky Downtown East Bay Vision, Sandusky, Ohio
- Pittsburgh Oakland Neighborhood Innovation District, Pittsburgh, Pennsylvania

## LAND USE PLANNER

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# KATHLEEN DUFFY

## AICP



Kathleen Duffy specializes in urban design and planning. She has a wide variety of planning and zoning experience ranging from small villages to capital cities, from rural townships to urban centers. She is an expert on land use, character and placemaking projects and excels in redevelopment and economic development strategies for corridors, downtowns, and districts linking land use to transportation. Her creative problem solving, unique design skills and big picture thinking allow her to effectively and efficiently implement public engagement strategies that are inclusive and ultimately results in an implementable plan.

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### EDUCATION

Master of Urban and Regional Planning,  
University of Illinois, 2008

Bachelor of Science in Architecture with  
a Minor in Art History,  
University of Michigan, 2006

Urban Land Institute Larson Center for  
Leadership, Class of 2014

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### REGISTRATIONS

American Institute of Certified Planners

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### PROFESSIONAL AFFILIATIONS

American Planning Association

Urban Land Institute

Form-Based Code Institute

National Charrette Institute

ULI Michigan's Housing and Community  
Development Local Product Council,  
Member

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### OFFICE LOCATION

Ann Arbor, Michigan

- Joe Louis Greenway Framework Plan, Detroit, Michigan
- Detroit Design Guidelines for Commercial Corridors, Detroit, Michigan
- City of Ironwood Zoning Ordinance, Ironwood, Michigan
- City of Menominee Master Plan Update, Menominee, Michigan
- MEDC Redevelopment Ready Communities Technical Assistance, Various Communities, Michigan
- City of Ferndale, Master Plan, Parks and Rec plan Update, and Climate Action Plan, Ferndale, Michigan
- City of Danville Comprehensive Master Plan, Danville, Virginia
- Grand Rapids Southtown Corridor Improvement District Area Plan, Grand Rapids, Michigan
- Lansing Comprehensive Plan and Form-Based Code, Lansing, Michigan
- Las Vegas Master Plan, Las Vegas, Nevada
- City of Wyandott Comprehensive Zoning Ordinance Update, Wyandott, Michigan
- Michigan Economic Development Corporation Newago Master Plan, Newago, Michigan

## DESIGN JUSTICE ADVISOR

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# KENDRA HYSON

BFA, MLA



Kendra Hyson is a landscape architect and planner who exudes a deep commitment to community-based planning and a passion for using design as a tool to achieve social equity. Kendra is an experienced and versatile urban planning and landscape architecture professional with strong design, research and interpersonal skills, coupled with a passion for community engagement and a desire to contribute to an organization, whose core values reflect an enthusiasm for social equity, sustainability, and innovation, applied through culturally sensitive community based design.

- City of Danville Comprehensive Master Plan, Danville, Virginia
- Sandusky Southside Neighborhood Plan, Sandusky, Ohio
- Toledo Glass City Riverwalk Acquisition Strategy, Toledo, Ohio
- Welltower Monarch Hackensack Senior Living, Mixed-Use, Hackensack, New Jersey
- DTE Second Avenue Greenway Study, Detroit, Michigan
- Rock Creek West Corridors Planning, Washington DC
- Center for Black Excellence and Culture, Madison, Wisconsin
- The Baltimore Museum of Art All Eyez on Me Exhibit Design, Baltimore, Maryland
- The Whitney Plantation Comprehensive Plan, Wallace, Louisiana
- Design Immersions Project, Washington DC\*
- Community Co-Design, Washington DC\*
- Middle Branch Master Plan, Baltimore, Maryland\*
- Dear Chinatown, Washington DC\*

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### EDUCATION

Master of Landscape Architecture  
University of Arizona, 2015

Bachelor of Fine Arts  
Spelman College, 2011

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### OFFICE LOCATION

Washington DC

*\*Experience Prior to SmithGroup*

## URBAN DESIGNER

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# DAN KINKEAD

## AIA, NCARB



As a design architect and co-leader for SmithGroup's national Urban Design Practice, Daniel Kinkead brings nearly 20 years of experience in urban design, adaptive reuse, and mixed-use development. His work integrates intuitive creativity and analytical methods to yield transformative impacts for clients, stakeholders, and cities across the globe. From strategic plans to the design and implementation of mixed-use, hospitality, adaptive reuse, and institutional projects, Dan works closely with his clients to ensure outcomes that are as enduring as they are beautiful.

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### EDUCATION

Master of Architecture in Urban Design,  
with distinction  
Harvard University, 2002

Bachelor of Architecture  
University of Kentucky, 1997

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### REGISTRATIONS

Registered Architect:  
Michigan

National Council of Architectural  
Registration Boards Certified (NCARB)

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### PROFESSIONAL AFFILIATIONS

American Institute of Architects,  
Michigan

American Institute of Architects,  
Detroit

Van Alen Institute, New York

Architectural League of New York

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### OFFICE LOCATION

Detroit, Michigan

- Fitz Forward Strategic Implementation Plan, Detroit, Michigan
- Buffalo Central Terminal Site & Neighborhood Planning, Buffalo, New York
- City of Detroit, Islandview Greater Villages Urban Design, Detroit, Michigan
- City of Ann Arbor Y Lot Public Engagement & Concept Development, Ann Arbor, Michigan
- City of Ann Arbor 415 W Washington Public Engagement & Concept Development, Ann Arbor, Michigan
- Corktown Economic Development Corporation, Corktown Preliminary Strategic Challenges and Opportunities Framework, Detroit, Michigan
- Detroit Future City, Industrial Adaptive Reuse Opportunities Assessment, Detroit, Michigan
- Las Vegas Master Plan Update, Las Vegas, Nevada
- Detroit Future City, MacArthur Foundation 100 and Change Strategic Advisory, Detroit, Michigan
- Pittsburgh Oakland Neighborhood Innovation District, Pittsburgh, Pennsylvania
- City of Detroit, Mix Tape (Pink Zoning), Detroit, Michigan
- Detroit Future City, Industrial Adaptive Reuse Opportunities

# OLIVER KILEY

## PLA



Oliver Kiley has over 20-years of experience as a landscape architect, leveraging his expertise in Geographic Information System (GIS) tools and methods on a range of projects, from community planning to mobility and green infrastructure. Oliver is an advocate for data-informed, stakeholder-driven decision-making processes that lead to healthy, equitable, and resilient outcomes his clients and their communities. Oliver leads and coordinates SmithGroup's GIS expertise in collecting and organizing spatial information, conducting in-depth analyses, and developing web-based GIS solutions for our clients. Oliver has expertise leveraging the entire suite of ArcGIS Desktop and ArcGIS Online applications to support our projects and clients across a range of scales.

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### EDUCATION

Master of Landscape Architecture,  
University of Michigan, 2008

Bachelor of Science in Natural  
Resources, University of Michigan, 2003

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### REGISTRATIONS

Landscape Architect:  
Michigan

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### PROFESSIONAL AFFILIATIONS

American Society of Landscape  
Architecture

American Planning Association

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### OFFICE LOCATION

Ann Arbor, Michigan

- City of Ann Arbor The Treeline: Allen Creek Urban Trail and Alignment Study, Ann Arbor, Michigan
- City of Ann Arbor Y Lot Public Engagement & Concept Development, Ann Arbor, Michigan
- City of Ann Arbor Fifth Avenue and Detroit Street, Ann Arbor, Michigan
- City of Ann Arbor First, Ashley & Williams Streets, Ann Arbor, Michigan
- City of Ann Arbor South University, Ann Arbor, Michigan
- Ann Arbor State and Key Streets Project, Ann Arbor, Michigan
- Ann Arbor Downtown Streets Design Manual, Ann Arbor, Michigan
- Ann Arbor Huron Street Improvements, Ann Arbor, Michigan
- Ann Arbor Vision Zero Implementation, Ann Arbor, Michigan
- Connecting William Street, Ann Arbor, Michigan
- RelImagine Washtenaw Corridor Transportation Plan, Ann Arbor, Michigan
- Grand Rapids Southtown Corridor Improvement District Area Plan, Grand Rapids, Michigan
- Lansing Comprehensive Plan and Form-Based Code, Lansing, Michigan
- Las Vegas Master Plan, Las Vegas, Nevada

## TRANSPORTATION

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# CAROLYN LUSCH

AICP, LCI



Carolyn Lusch is an urban planner who specializes in designing communities that support safe, equitable, and sustainable transportation. Her ten years of experience working in the public and private sector give her a valuable perspective on trends in street and trail design and land use strategies. A creative thinker who is embedded in her communities, she has spearheaded transit and shared mobility projects and convened innovative pandemic-era public engagement forums. She believes in building strong relationships with the communities she serves and delivering plans that reflect their visions and values.

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### EDUCATION

Master of Urban & Regional Planning,  
University of Michigan, 2015

Bachelor of Arts, University of Michigan,  
2011

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### REGISTRATIONS

American Institute of Certified Planners

League Certified Instructor

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### PROFESSIONAL AFFILIATIONS

New Haven Safe Streets Coalition

American Institute of Certified Planners

American Planning Association

SE MI Regional Transit Authority

Citizens Advisory Committee

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### OFFICE LOCATION

Ann Arbor, Michigan

- City of Ann Arbor, Urban & Community Forest Management Plan, Ann Arbor, Michigan
- City of Ann Arbor, Vision Zero Implementation Plan, Ann Arbor, Michigan
- City of Detroit, Design Guidelines for Commercial Corridors, Detroit, Michigan
- City of Ferndale, Ferndale Master Plan, Parks-Rec Plan Update and Climate Action Plan, Ferndale, Michigan
- City of Royal Oak, Sustainability and Climate Action Plan, Royal Oak, Michigan
- City of Westland, Zoning Ordinance, Westland, Michigan
- University of Michigan Detroit Center, Detroit Connector Shuttle, Ann Arbor to Detroit, Michigan\*
- City of New Haven, Bike New Haven, New Haven, Connecticut\*
- City of New Haven, Electric Vehicle Infrastructure, New Haven, Connecticut\*
- City of New Haven, Parking and Transportation Demand Management, New Haven, Connecticut\*
- Huron-Clinton Metropolitan Authority, Park 10-Year Master Plan, Huron-Clinton Township, Michigan\*

\*Experience Prior to SmithGroup

# ALICIA ADAMS

## PLA, ASLA



Alicia Adams is a leader in the Detroit Urban Design Studio where she manages the development of complex urban design projects and contributes the formation of important redevelopment and open space strategies. As a landscape architect, Alicia seamlessly integrates her creative capacity to drive important site design through human-centric goals. She is passionate about bringing together diverse experiences and disciplines to find unconventional and innovative solutions to the challenges we face in our changing urban environments.

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### EDUCATION

Bachelor of Landscape Architecture  
Iowa State University, 2013

Master of Urban & Regional Planning  
University of Michigan, 2022

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### REGISTRATIONS

Landscape Architect: Michigan

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### PROFESSIONAL AFFILIATIONS

American Society of Landscape  
Architects (ASLA)

AIA Detroit Architecture Building  
Communities: Detroit Program  
Volunteer (ABC:D K-8 outreach program)

ASLA Emerging Professionals

ASLA Archives and Collections  
Committee

Urban Land Institute

ULI Larson Leadership Program

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### OFFICE LOCATION

Detroit, Michigan

- Joe Louis Greenway Framework Plan, Detroit, Michigan
- Las Vegas Master Plan, Las Vegas, Nevada
- Duquesne Light Company Power Resiliency Roadmap Future Utilities, Pittsburgh, Pennsylvania
- Eastside Greenway Master Plan, Cuyahoga County, Ohio
- Detroit Economic Growth Corporation, Corporate R&D Headquarters Urban Development Study for City of Detroit, Detroit, Michigan
- Detroit Future City, Industrial Adaptive Reuse Opportunities Assessment, Detroit, Michigan
- DTE Energy, Campus and Neighborhood Master Plan, Detroit, Michigan
- DTE Energy, Development and Streetscape, Detroit, Michigan
- United States Air Force Academy Sustainability Strategic Plan, Air Force Academy, Colorado
- DTE Energy, Second Avenue Greenway Design Concept, Detroit, Michigan
- Pittsburgh District Vision Plan, Pittsburgh, Pennsylvania
- Midtown Loop Greenway, Detroit, Michigan
- MEDC Redevelopment Ready Communities Technical Assistance, Various Communities, Michigan

# CATHERINE CLARKE



Catherine Clarke specializes in urban design and planning. She has experience in comprehensive planning, strategic planning, parks planning, corridor planning, redevelopment, adaptive reuse, land use, zoning, and affordable housing. She has worked on projects at the county, city, district, corridor, and site scale. With a passion for both rigorous analysis and high quality design, she believes in implementation-based solutions and community-based storytelling to create inclusive and accessible plans.

- City of Danville, City-Wide Comprehensive Plan, Danville, Virginia
- City of Mason, Master Plan and Ordinance Update, Mason, Michigan
- City of Ferndale, Master Plan, Parks and Rec plan Update, and Climate Action Plan, Ferndale, Michigan
- City of Wyandotte Zoning Ordinance Update, Wyandotte, Michigan
- Greektown Monroe Street Streetscape Improvement Pre-Development, Detroit, Michigan
- Las Vegas Rising Entitlements Plan Peer Review, Las Vegas, Nevada
- MEDC Redevelopment Ready Communities Technical Assistance, Various Locations, Michigan
- Great Parks of Hamilton County, Park and Facility Master Plan, Hamilton County, Ohio\*
- City of Fairfield, Fairfield Connects, Fairfield, Ohio\*
- City of Springboro, Land Use Code for the City of Springboro, Springboro, Ohio\*
- City of Middletown, On Central, Middletown, Ohio\*

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### EDUCATION

Bachelors of Science in Urban Planning  
University of Cincinnati, 2020

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### PROFESSIONAL AFFILIATIONS

American Planning Association  
Congress for the New Urbanism

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### OFFICE LOCATION

Ann Arbor, Michigan

*\*Experience Prior to SmithGroup*

## HOUSING

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# RACHEL SMITH

## AICP



Rachel Smith is an urban planner who focuses on policies and regulatory tools that stabilize neighborhoods, strengthen economic development, and increase affordable housing development and preservation. Rachel specializes in using creative research-driven solutions and innovative programs to bring investment and housing development to communities. She is extremely engaged with global housing and community development advancements, trends, and research. She enjoys engaging communities to develop strategies to meet housing demand, align with community values, and empower and protect vulnerable populations.

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### EDUCATION

Master of Science, Planning, University of Arizona, 2019

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### REGISTRATIONS

American Institute of Certified Planners

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### PROFESSIONAL AFFILIATIONS

American Planning Association, National

American Planning Association, Housing & Community Development

Michigan Association of Planning

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### OFFICE LOCATION

Ann Arbor, Michigan

- Joe Louis Greenway Neighborhood Action Plan, Detroit, Michigan
- City of Muskegon Heights Downtown Vision Plan, Muskegon Heights, Michigan
- MEDC Redevelopment Ready Communities Technical Assistance, Various Communities, Michigan
- Cuyahoga County Lakefront Public Access Plan, Cleveland, Ohio
- North Carolina State University Physical Campus Plan, Charlotte, North Carolina
- City of Ferndale, Master Plan, Parks and Rec plan Update, and Climate Action Plan, Ferndale, Michigan
- Ann Arbor Housing Commission 415 Washington Area Plan Review, Ann Arbor, Michigan
- Wayne County Parks & Recreation Plan Update, Westland, Michigan
- North End Strategic Opportunities Neighborhood Assessment, Detroit, Michigan
- Bedrock East Riverfront Landscape and Streetscapes, Detroit, Michigan
- Sandusky Southside Neighborhood Master Plan, Sandusky, Ohio
- Rock Creek West Corridors Planning, Washington DC

# Resumes



## **KEVIN HIVELY**

### **EDUCATION**

BA, Public Policy  
Brown University

MIT Professional Development  
Institute

**Kevin Hively** is founder and President of Ninigret Partners. He brings 22 years of experience working with corporations, governments and leading non profits on key strategic and economic issues. Private clients have included four USNWR top ranked hospitals, and leaders in the fields of medical devices, property and casualty insurance, polymers, and electronics. Public clients include the state development agencies in MA, CT, RI; major cities including Detroit, MI; Boston, MA; Dallas, TX; Philadelphia, PA; Pittsburgh, PA; Hartford, CT; and Fargo, ND. His economic development work has included downtown strategies, innovation economies, retail corridors, neighborhood revitalization, and industry strategies including cell and gene therapy, digital tech, neuroscience, advanced manufacturing, and marine tech.

Previously he was a member of the Global Leadership Management Group for Telesis, the strategy consulting arm of Towers Perrin. While at Telesis he worked with the firm's energy group and co-led the healthcare & Life Sciences Industry initiative. He was also involved in several economic development projects in Oceania and for the Panama Canal Commission.

Prior to Telesis, Mr. Hively was Director of Policy for the Governor of Rhode Island. He was involved in a series of economic development projects including the award winning attraction strategy for Fidelity Investments; \$120 million public financing strategy for the Providence Place Mall; launch of the Freight Rail Improvement project; investigation into the feasibility of an intermodal port facility at Quonset Point, and creation of the Slater Technology Investment Fund



**Julia Farry** is a specialist for NP for data extraction and analysis. Julia works with large complex data sets to turn them into useful information. Julia is a recent addition to NP and has been actively working on projects including the Midtown Cleveland HealthTech Corridor as well the Central Minnesota Regional Vision Planning effort. She is finishing her advanced studies in Database Management and Data Analytics at Bentley University.

## Experience

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**Founder + Chief Strategist**  
**&Access** **2019-Present**

A retail real estate consultancy that employ data-driven, design-centric solutions focused on delivering goods and services to all.

**Retail Attraction Manager**  
**Detroit Economic Growth Corp.** **2018-2019**

An economic development organization that designs and implements innovative solutions that drive investment, create jobs and advance the economy

- Citywide retail strategist responsible for piloting a citywide corridor activation strategy which targets small businesses
- Implemented the recommendations of the Neighborhood Retail Improvement Strategy, created while employed at Streetsense

**Senior Research Strategist**  
**Streetsense** **2013-2018**

An interdisciplinary design and strategy firm that seeks to create brands and places customers love

- Created data tools and development strategies to create new and reposition existing retail real estate assets

**Adjunct Professor / Lecturer**  
**Howard University (Fall 2020)**  
**University of Maryland (2019-2020)**  
**Harvard University - Executive Ed. (June 2019)**

**Fellowships**  
**Robert Wood Johnson Foundation, Culture of Health Leaders Program (2020-2022)**

## Relevant Projects

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- Retail Recovery Plan; Wayne County, MI; 2020-2021 (Wayne County Economic Development Corporation)
- Detroit Neighborhood Retail Strategy + Attraction; Detroit, MI; 2017 - 2020 (Detroit Economic Development Corporation)
- Rock Creek West Planning Study; Washington, DC; 2022-Present (DC Office of Planning)
- Small Business Anti-Displacement Network (SBAN); Nationwide; 2020-Present (JP Morgan Chase)
- Diverse Retail Study; Montgomery County, MD; 2020 (MNCPPC)

## Education

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**UNIVERSITY OF CINCINNATI**

*Master of Community Planning, Economic Development*

**ISTANBUL TECHNICAL UNIVERSITY**

*Study Abroad, Urban Design and Planning*

**FLORIDA A&M UNIVERSITY (FAMU)**

*Bachelor of Science in Architecture*

## Experience

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### Strategist

**&Access**

**2022-Present**

A retail real estate consultancy that employ data-driven, design-centric solutions focused on delivering goods and services to all.

### Research Assistant

**College of Charleston**

**2020 - 2022**

The Department of Historic Preservation and Community Planning at the College of Charleston

- Historic community research and digitization of historic Charleston maps
- Contributed to, and maintained Select Historic Preservation & Community Planning department research databases.
- Responsible for project management of Office of Institutional Diversity department Launchpad initiatives

### Research Analyst

**Invicro**

**2018-2020**

A global research partner to the pharmaceutical, biotech, and contract research organizations.

- Managed multiple research projects via analysis image data and associated non-image data

### Software Development Associate

**Subway Corporate HQ 2016-2018**

National fast food sandwich shop

- Directly contributed to the development & design of the subway mobile app to improve remote ordering process for international franchise stores, including quality assurance, usability testing, database management, analysis, and software development

## Relevant Projects

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- Rock Creek West Retail Development Strategy; DC Office of Planning; Washington, DC
- Equitable Business Development Strategy; Downtown Frederick Partnership; Frederick, MD
- Purple Line Retail Audits; Purple Line Corridor Coalition; Montgomery County, MD
- Fully Sustainable Accessory Dwelling Unit; Charleston, SC
- Charleston African American Museum Pavilion Design; Charleston, SC
- Reconnecting the Union Station Neighborhood to Downtown New Haven; A Mixed Use Affordable Housing Revitalization Strategy; College of Charleston; Thesis

## Education

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### COLLEGE OF CHARLESTON

*Master of Community Planning, Public Policy, Architecture, and Design*

### ROCHESTER INSTITUTE OF TECHNOLOGY

*Bachelor of Science in Biomedical Engineering*

**ATTACHMENT A  
LEGAL STATUS OF OFFEROR**

(The Respondent shall fill out the provision and strike out the remaining ones.)


The Respondent is:

- A corporation organized and doing business under the laws of the state of \_\_\_\_\_, for whom \_\_\_\_\_ bearing the office title of \_\_\_\_\_, whose signature is affixed to this proposal, is authorized to execute contracts on behalf of respondent.\*

\*If not incorporated in Michigan, please attach the corporation's Certificate of Authority

- A limited liability company doing business under the laws of the State of PA, whom Scott Page bearing the title of Principal whose signature is affixed to this proposal, is authorized to execute contract on behalf of the LLC.
- A partnership organized under the laws of the State of \_\_\_\_\_ and filed with the County of \_\_\_\_\_, whose members are (attach list including street and mailing address for each.)
- An individual, whose signature with address, is affixed to this RFP.

Respondent has examined the basic requirements of this RFP and its scope of services, including all Addendum (if applicable) and hereby agrees to offer the services as specified in the RFP.

 Date: 11/13/22  
Signature

(Print) Name Scott Page Title Principal

Firm: INTERFACE STUDIO LLC

Address: 3410 N. 12th St #419 Phila, PA 19107

Contact Phone 215 370 6807 Fax N/A

Email scott@INTERFACE-STUDIO.COM

**ATTACHMENT B  
CITY OF ANN ARBOR DECLARATION OF COMPLIANCE**

**Non-Discrimination Ordinance**

The "non discrimination by city contractors" provision of the City of Ann Arbor Non-Discrimination Ordinance (Ann Arbor City Code Chapter 112, Section 9:158) requires all contractors proposing to do business with the City to treat employees in a manner which provides equal employment opportunity and does not discriminate against any of their employees, any City employee working with them, or any applicant for employment on the basis of actual or perceived age, arrest record, color, disability, educational association, familial status, family responsibilities, gender expression, gender identity, genetic information, height, HIV status, marital status, national origin, political beliefs, race, religion, sex, sexual orientation, source of income, veteran status, victim of domestic violence or stalking, or weight. It also requires that the contractors include a similar provision in all subcontracts that they execute for City work or programs.

In addition the City Non-Discrimination Ordinance requires that all contractors proposing to do business with the City of Ann Arbor must satisfy the contract compliance administrative policy adopted by the City Administrator. A copy of that policy may be obtained from the Purchasing Manager

The Contractor agrees:

- (a) To comply with the terms of the City of Ann Arbor's Non-Discrimination Ordinance and contract compliance administrative policy.
- (b) To post the City of Ann Arbor's Non-Discrimination Ordinance Notice in every work place or other location in which employees or other persons are contracted to provide services under a contract with the City.
- (c) To provide documentation within the specified time frame in connection with any workforce verification, compliance review or complaint investigation.
- (d) To permit access to employees and work sites to City representatives for the purposes of monitoring compliance, or investigating complaints of non-compliance.

The undersigned states that he/she has the requisite authority to act on behalf of his/her employer in these matters and has offered to provide the services in accordance with the terms of the Ann Arbor Non-Discrimination Ordinance. The undersigned certifies that he/she has read and is familiar with the terms of the Non-Discrimination Ordinance, obligates the Contractor to those terms and acknowledges that if his/her employer is found to be in violation of Ordinance it may be subject to civil penalties and termination of the awarded contract.

INTERFACE Studio LLC  
Company Name

[Signature] 11/13/22  
Signature of Authorized Representative Date

Scott Page, Principal  
Print Name and Title

310 N. 12th St #419 Phila, PA 19107  
Address, City, State, Zip

215 370 6807. Scott@interface-studio.com  
Phone/Email address

**Questions about the Notice or the City Administrative Policy, Please contact:**  
Procurement Office of the City of Ann Arbor  
(734) 794-6500

Revised 3/31/15 Rev. 0

NDO-2

**ATTACHMENT C  
CITY OF ANN ARBOR  
LIVING WAGE ORDINANCE DECLARATION OF COMPLIANCE**

The Ann Arbor Living Wage Ordinance (Section 1:811-1:821 of Chapter 23 of Title I of the Code) requires that an employer who is (a) a contractor providing services to or for the City for a value greater than \$10,000 for any twelve-month contract term, or (b) a recipient of federal, state, or local grant funding administered by the City for a value greater than \$10,000, or (c) a recipient of financial assistance awarded by the City for a value greater than \$10,000, shall pay its employees a prescribed minimum level of compensation (i.e., Living Wage) for the time those employees perform work on the contract or in connection with the grant or financial assistance. The Living Wage must be paid to these employees for the length of the contract/program.

*Companies employing fewer than 5 persons and non-profits employing fewer than 10 persons are exempt from compliance with the Living Wage Ordinance. If this exemption applies to your company/non-profit agency please check here ☐ No. of employees*

The Contractor or Grantee agrees:

- (a) To pay each of its employees whose wage level is not required to comply with federal, state or local prevailing wage law, for work covered or funded by a contract with or grant from the City, no less than the Living Wage. The current Living Wage is defined as \$14.82/hour for those employers that provide employee health care (as defined in the Ordinance at Section 1:815 Sec. 1 (a)), or no less than \$16.52/hour for those employers that do not provide health care. The Contractor or Grantor understands that the Living Wage is adjusted and established annually on April 30 in accordance with the Ordinance and covered employers shall be required to pay the adjusted amount thereafter to be in compliance with Section 1:815(3).

**Check the applicable box below which applies to your workforce**

- ☐ Employees who are assigned to any covered City contract/grant will be paid at or above the applicable living wage without health benefits
- ☒ Employees who are assigned to any covered City contract/grant will be paid at or above the applicable living wage with health benefits

- (b) To post a notice approved by the City regarding the applicability of the Living Wage Ordinance in every work place or other location in which employees or other persons contracting for employment are working.
- (c) To provide to the City payroll records or other documentation within ten (10) business days from the receipt of a request by the City.
- (d) To permit access to work sites to City representatives for the purposes of monitoring compliance, and investigating complaints or non-compliance.
- (e) To take no action that would reduce the compensation, wages, fringe benefits, or leave available to any employee covered by the Living Wage Ordinance or any person contracted for employment and covered by the Living Wage Ordinance in order to pay the living wage required by the Living Wage Ordinance.

The undersigned states that he/she has the requisite authority to act on behalf of his/her employer in these matters and has offered to provide the services or agrees to accept financial assistance in accordance with the terms of the Living Wage Ordinance. The undersigned certifies that he/she has read and is familiar with the terms of the Living Wage Ordinance, obligates the Employer/Grantee to those terms and acknowledges that if his/her employer is found to be in violation of Ordinance it may be subject to civil penalties and termination of the awarded contract or grant of financial assistance.

Interface Studio LLC  
Company Name

340 N. 12th St #419  
Street Address

[Signature] 11/13/22  
Signature of Authorized Representative Date

Phila, Pa 1907  
City, State, Zip

Scott Price, Principal  
Print Name and Title

215 370 6807  
Phone/Email address

scott@interface-studio.com



## ATTACHMENT D

### VENDOR CONFLICT OF INTEREST DISCLOSURE FORM

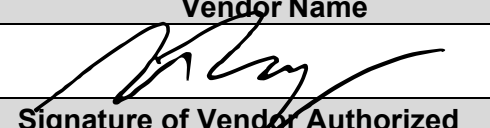
All vendors interested in conducting business with the City of Ann Arbor must complete and return the Vendor Conflict of Interest Disclosure Form in order to be eligible to be awarded a contract. Please note that all vendors are subject to comply with the City of Ann Arbor's conflict of interest policies as stated within the certification section below.

If a vendor has a relationship with a City of Ann Arbor official or employee, an immediate family member of a City of Ann Arbor official or employee, the vendor shall disclose the information required below.

1. No City official or employee or City employee's immediate family member has an ownership interest in vendor's company or is deriving personal financial gain from this contract.
2. No retired or separated City official or employee who has been retired or separated from the City for less than one (1) year has an ownership interest in vendor's Company.
3. No City employee is contemporaneously employed or prospectively to be employed with the vendor.
4. Vendor hereby declares it has not and will not provide gifts or hospitality of any dollar value or any other gratuities to any City employee or elected official to obtain or maintain a contract.
5. Please note any exceptions below:

Conflict of Interest Disclosure*	
Name of City of Ann Arbor employees, elected officials or immediate family members with whom there may be a potential conflict of interest.	<input type="checkbox"/> Relationship to employee
	<input type="checkbox"/> Interest in vendor's company
	<input type="checkbox"/> Other (please describe in box below)

\*Disclosing a potential conflict of interest does not disqualify vendors. In the event vendors do not disclose potential conflicts of interest and they are detected by the City, vendor will be exempt from doing business with the City.

I certify that this Conflict of Interest Disclosure has been examined by me and that its contents are true and correct to my knowledge and belief and I have the authority to so certify on behalf of the Vendor by my signature below:		
INTERFACE STUDIO LLC		215.370.6807
Vendor Name		Vendor Phone Number
	11/13/22	SCOTT PAGE
Signature of Vendor Authorized Representative	Date	Printed Name of Vendor Authorized Representative



