



Traverse City Arts Commission Regular Meeting

November 17, 2021

3:30 pm

2nd Floor Committee Room, Governmental Center

400 Boardman Avenue

Traverse City, Michigan 49684

Posted: November 12, 2021

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If you are planning to attend and you have a disability requiring any special assistance at the meeting and/or if you have any concerns, please immediately notify the ADA Coordinator.

The City of Traverse City is committed to a dialog that is constructive, respectful and civil. We ask that all individuals interacting verbally or in writing with the Commission honor these values.

Traverse City Arts Commission:
c/o Harry Burkholder, DDA COO
(231) 922-2050
Email: harry@downtowntc.com
Web: www.traversecitymi.gov
625 Woodmere Avenue
Traverse City, MI 49686

Welcome to the Traverse City Arts Commission meeting!

Agenda

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1. CALL TO ORDER, ATTENDANCE, ANNOUNCEMENTS	
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2. CONSENT CALENDAR	
A. Consideration of approving minutes from the October 1, 2021 Special Meeting (approval recommended) (Burkholder/McCain) - PDF	5 - 7
October 1, 2021 Arts Commission Special Meeting Minutes - PDF	
B. Considerations of approving the October 2021 Financials (approval recommended) (Burkholder/McCain) - PDF	9
TC Arts Commission Financials October 2021 - PDF	
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3. ITEMS REMOVED FROM CONSENT CALENDAR	
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4. OLD BUSINESS	
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D. Strategic Plan	17 - 96
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5. NEW BUSINESS	
A. Letter from Phi Theta Kappa	97
Phi Theta Kappa Letter - PDF	
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6. PUBLIC COMMENT	
A. General	

B. Commissioners

7. ADJOURNMENT



**Minutes of the
Arts Commission for the City of Traverse City
Special Meeting
Friday, October 1, 2021**

A regular meeting of the Arts Commission of the City of Traverse City was called to order at the Commission Chambers, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan, at 3:00 p.m.

The following Commissioners were in attendance: Commissioner Ashlea Walter, Commissioner Chelsie Niemi, Commissioner Roger Amundsen, Board Member Mi Stanley, Board Member Steve Nance, and Board Member Joshua Hoisington

The following Commissioners were absent: Board Member Caitlin Early

Roger Amundsen presided at the meeting.

(a) **CALL TO ORDER, ATTENDANCE, ANNOUCEMENTS**

(1) Meeting called to order at 3:06pm

(b) **CONSENT CALENDAR**

(1) Consideration of approving the minutes from the August 18, 2021 Regular Meeting (approval recommended) (Burkholder McCain)

(2) Consideration of approving the August 2021 Financials (approval recommended) (Burkholder, McCain)

(3) Motion to approve consent calendar approved

Moved by Ashlea Walter, Seconded by Joshua Hoisington

Yes: Ashlea Walter, Chelsie Niemi, Roger Amundsen, Mi Stanley, Steve Nance, and Joshua Hoisington

Absent: Caitlin Early

CARRIED. 6-0-1 on a recorded vote

(c) **OLD BUSINESS**

(1) Art of the TART Tenth Street Trailhead

(2) Mural Pilot Project

- Ribbon cutting suggestion by Commissioner Walter to start at the AT&T building and end at the Dish with refreshments
- Staff person McCain shares that the artists will be notified and a date set as soon as we have a solid date for plaque install

(3) Rotating Exhibit Update

- Commissioner Walter suggests that uninstal of Sestock and install of Petrakovitz should be done together in cases similar resources are needed for both

Recommended Motion: That the Arts Commission enter into an 18 month contract with David Petrakovitz to not exceed \$3,000 for four sculptures along the Boardman Loop of the TART Trail.

Moved by Ashlea Walter, Seconded by Joshua Hoisington

Yes: Ashlea Walter, Chelsie Niemi, Roger Amundsen, Mi Stanley, Steve Nance, and Joshua Hoisington

Absent: Caitlin Early

CARRIED. 6-0-1 on a recorded vote

(4) Strategic Plan Update

- Staffperson Burkholder mentions that emails will go out to those who have expressed interest, as well as those that had applied before
- New deadline of November 1 was decided on

(5) Downtown Banner Program

- Commissioner Nance asks for a brief description on what the commission is looking to do
 - Amundsen brings up the possibility of putting out a call to local artists
 - Commissioner Hoisington asks if we are also looking to have sponsorship from local businesses
- Commissioner Walter states we should wait to figure out our path forward until we hear back from the city on the protocol for replacing the West Front banners and if they all need to be done together etc, and/or if the West Front association needs to be involved
- Staffperson Burkholder mentions we are still waiting to determine have the power to change them but should hear back soon

(d) NEW BUSINESS

(1) Second Mural Project

- The possibility of a projection mapping project brought up vs a normal painted mural

- Commissioner Niemi mentions that the legalities are more lax with projection mapping as far as permissions etc.
- Commissioner Walter brings up that the initial idea for the Union Mural project was to have multiple paintings so the projection mapping should possibly be its own conversation or project
 - Walter mentions that part of the Union concept was to promote under represented artists on a smaller scale
 - Niemi points out that this can be done larger than 5x5 and serve the same purpose and they could actually make more
- Commissioner Hoisington likes the opportunity of exploring the Union project and projection mapping separately but thinks they both are a good idea that should be continued
- Walter mentions forming groups to explore both projects
- Commissioner Stanley urges people to check out the projection mapping being done in Syracuse.
- Staff agrees to investigate further with downtown property owners, who would be willing to have murals on their businesses. Especially along Union

(e) **PUBLIC COMMENT**

(1) General

- No public comment

(2) Commissioners

- Staff person Burkholder mentions that new covers are being worked on for some of the panels in the Clinch tunnel where are has been damaged
- Commissioner Amundsen is working with JoAnne Cook with the tribe on the Perry Hannah plaque language

(f) **ADJOURNMENT**

(1) Motion to adjourn at 4:08pm

Moved by Chelsie Niemi, Seconded by Steve Nance

Yes: Ashlea Walter, Chelsie Niemi, Roger Amundsen, Mi Stanley, Steve Nance, and Joshua Hoisington

Absent: Caitlin Early

CARRIED. 6-0-1 on a recorded vote

Roger Amundsen, Chair

REVENUE AND EXPENDITURE REPORT FOR TRAVERSE CITY
 PERIOD ENDING 10/31/2021

GL NUMBER	DESCRIPTION	2021-22 AMENDED BUDGET	ACTIVITY FOR MONTH 10/31/21	YTD BALANCE 10/31/2021	ENCUMBERED YEAR-TO-DATE	UNENCUMBERED BALANCE	% BDGT USED
Fund 282 - PUBLIC ARTS COMMISSION FUND							
Revenues							
Dept 000 - NON-DEPARTMENTAL							
282-000-664.000	INTEREST & DIVIDEND EARNINGS	0.00	0.00	0.00	0.00	0.00	0.00
282-000-674.000	CONTRIBUTIONS-PUBLIC SOURCES	15,000.00	0.00	0.00	0.00	15,000.00	0.00
282-000-675.000	CONTRIBUTIONS-PRIVATE SOURCES	0.00	1,500.00	1,500.00	0.00	(1,500.00)	100.00
282-000-677.000	REIMBURSEMENTS	0.00	0.00	0.00	0.00	0.00	0.00
282-000-695.000	TRANSFERS IN	30,000.00	0.00	30,000.00	0.00	0.00	100.00
282-000-699.000	PRIOR YEARS' SURPLUS	5,000.00	0.00	0.00	0.00	5,000.00	0.00
Total Dept 000 - NON-DEPARTMENTAL		50,000.00	1,500.00	31,500.00	0.00	18,500.00	63.00
TOTAL REVENUES		50,000.00	1,500.00	31,500.00	0.00	18,500.00	63.00
Expenditures							
Dept 282 - PUBLIC ARTS COMMISSION							
282-282-727.000	OFFICE SUPPLIES	500.00	0.00	0.00	0.00	500.00	0.00
282-282-801.000	PROFESSIONAL AND CONTRACTUAL	15,000.00	(4,000.00)	8,502.53	27,395.78	(20,898.31)	239.32
282-282-900.000	PRINTING AND PUBLISHING	0.00	0.00	0.00	0.00	0.00	0.00
282-282-930.000	REPAIRS AND MAINTENANCE	4,500.00	0.00	0.00	0.00	4,500.00	0.00
282-282-970.000	CAPITAL OUTLAY	30,000.00	0.00	4,000.00	0.00	26,000.00	13.33
282-282-988.000	UNALLOCATED FUNDS	0.00	0.00	0.00	0.00	0.00	0.00
Total Dept 282 - PUBLIC ARTS COMMISSION		50,000.00	(4,000.00)	12,502.53	27,395.78	10,101.69	79.80
TOTAL EXPENDITURES		50,000.00	(4,000.00)	12,502.53	27,395.78	10,101.69	79.80
Fund 282 - PUBLIC ARTS COMMISSION FUND:							
TOTAL REVENUES		50,000.00	1,500.00	31,500.00	0.00	18,500.00	63.00
TOTAL EXPENDITURES		50,000.00	(4,000.00)	12,502.53	27,395.78	10,101.69	79.80
NET OF REVENUES & EXPENDITURES		0.00	5,500.00	18,997.47	(27,395.78)	8,398.31	100.00



MEMORANDUM

To: Traverse City Arts Commission

From: Harry Burkholder, DDA COO
Katy McCain, DDA Community Development Director

For Meeting Date: November 11, 2021

Subject: GIS Mapping

As you may recall, the city's GIS office has been working with a student to conduct a digital inventory/map of all the city's art installations. Jerry Swanson (the city's GIS coordinator) and the Brianna Pemberton (the student) will be on hand to give an update on the inventory/mapping process.

To: Traverse City Arts Commission

From: Harry Burkholder, DDA COO
Katy McCain, DDA Community Development Director

Memo Date: November 11, 2021

Subject: ART on the Tart Update

10th Street

The Sous la Ciel art piece(s) have been installed at the 10th Street Trailhead and look great!

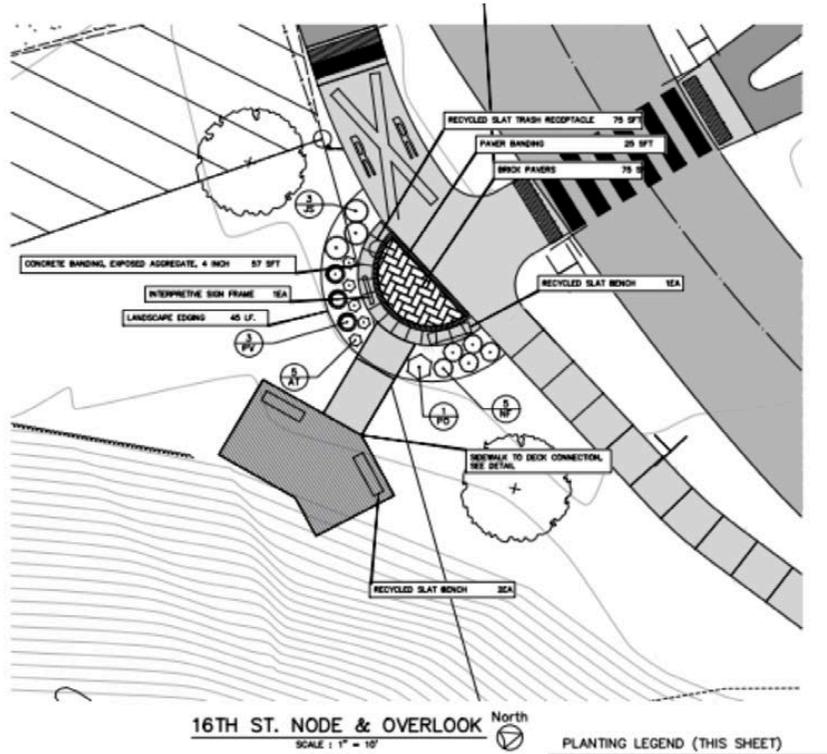
As you may recall, the Arts Commission and City Commission authorized a cost not-to-exceed \$15,000 from the Public Arts Trust Fund for the 10th Street Trailhead. \$10,000 of the total budget was reserved for artist fees. \$5,000 of the total budget was reserved for expenses related to engineering, permits installation, signs and other events associated with the installation. Because the final art piece included several panels (rather than one stand-alone piece), installation costs were higher than anticipated (roughly \$550). In addition, the sign estimate from Image 360 proved to be higher than anticipated.

Therefore, we are seeking authorization from the City Commission for an additional cost not-to-exceed \$2,000 from the Public Arts Trust Fund to cover the full cost of installation and a sign plaque. The authorization is on the Consent Calendar for the November 15th City Commission meeting.

In addition, a ribbon cutting ceremony for the 10th Street Trailhead has been scheduled for Friday, December 3rd at 3:30 PM. Typically, one member from the Arts Commission serves as master of ceremonies and says a few words. Soul la Ciel is also planning to attend. Image 360 is working to get the sign installed by the December 3rd ribbon cutting.

16th Street

We met with TART to discuss the 16th Street Trailhead project. The location of the trailhead (see below), is located on the bend of 16th Street. I have also included a zoomed-in image of the overlook area. We'd like to discuss the framework for an RFP for this site with the Arts Commission at our meeting. Our budget for this project is roughly \$13,000.





MEMORANDUM

To: Traverse City Arts Commission

From: Harry Burkholder, DDA COO
Katy McCain, DDA Community Development Director

Memo Date: November 11, 2021

Subject: Rotating Exhibit Update

The City Commission authorized not-to-exceed \$5,000 from the Public Arts Trust Fund (for a period of 18 months) for the four sculptures by Mr. Patrakovitz at their October 18th meeting. The four sculptures will replace the four Sestok sculptures (which have been removed) along the TART Trail.

As a reminder, \$3,000 of the budget is earmarked for Mr. Patrakovitz. \$2,000 of the budget is earmarked for site preparation, assembly and signage. The four concrete pads are in good condition, so we are not expecting costs for site preparation and assembly. Image 360 has estimated the four new signs will cost \$897.18.

A formal contract has been submitted and signed by Mr. Patrakovitz. We are still waiting for the appropriate signatures from the city. Once the signatures are secured, Mr. Patrakovitz has indicated he can install this four pieces very quickly.



MEMORANDUM

To: Traverse City Arts Commission

From: Harry Burkholder, DDA COO
Katy McCain, DDA Community Development Director

Memo Date: November 12, 2021

Subject: Master/Strategic Plan Update

We received two proposals (which are included in your packet) from our second RFP for the Strategic Plan:

Organizing Together Consulting Group; \$12,000
Designing Local: \$12,000

Arts Commissioners should be prepared to talk about each proposal and next steps.

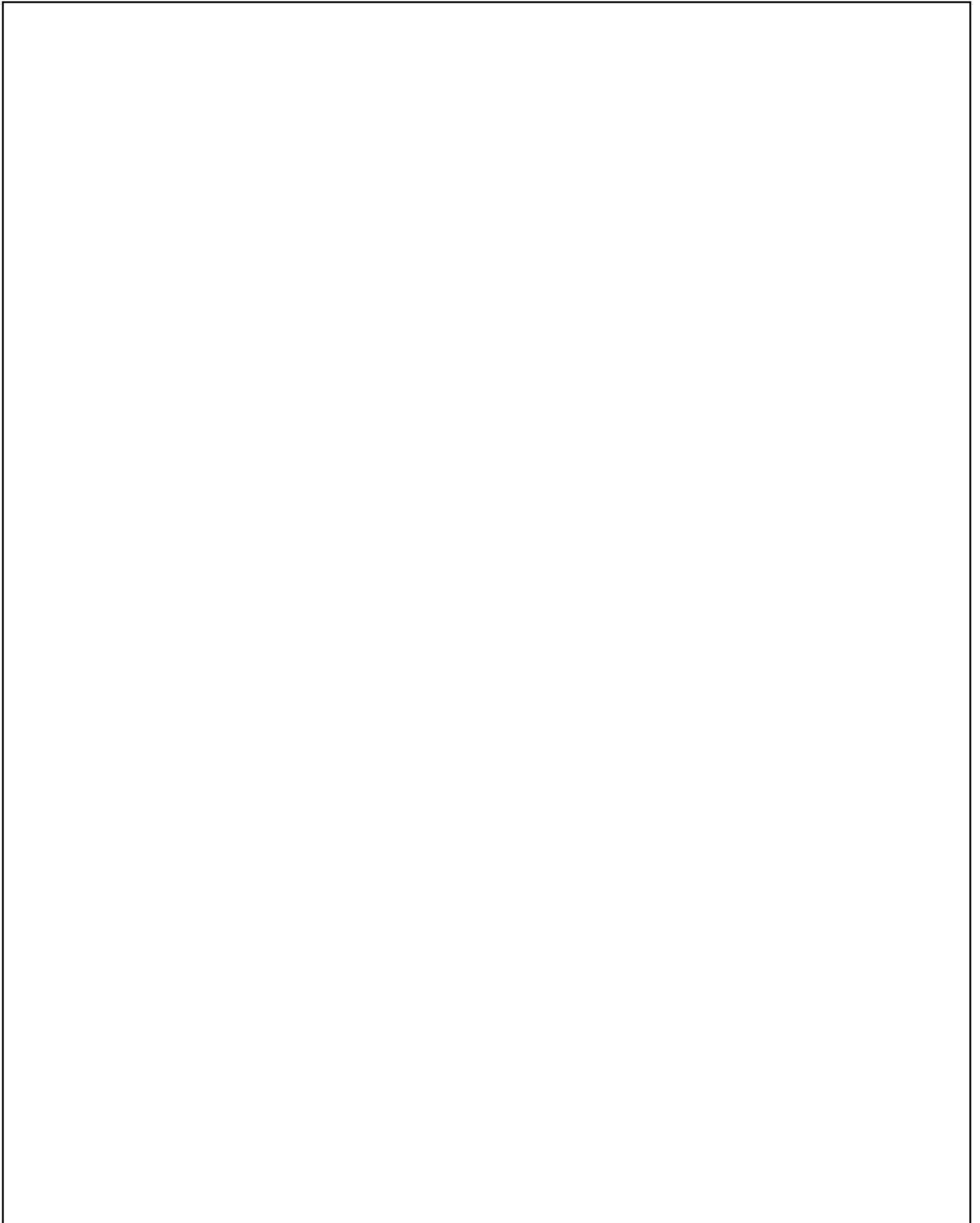


DESIGNING LOCAL

PRIDE | LEGACY | PROSPERITY

**TRAVERSE
CITY ARTS
COMMISSION
STRATEGIC PLAN
PROPOSAL**

OCTOBER 2021



Designing Local, Ltd.
1223 East Main St., Suite 311
Columbus, OH 43205
www.designinglocal.com



July 30th, 2021

Harry Burkholder, Chief Operations Officer
Traverse City Downtown Development Authority
303 E. State Street
Traverse City, MI 49684

Proposal for Traverse City Arts Commission Strategic Plan

Dear Member of the Select Committee:

On behalf of Designing Local we would like to thank you for the opportunity to submit this proposal to the City of Traverse City and the Downtown Development Authority. We're excited for the potential opportunity to work with the Traverse City Arts Commission to develop a strategic plan that evaluates their work over the last several years and creates a roadmap to move forward after the disruption of the COVID-19 pandemic.

Our approach help community develops actionable plans begins by working with key stakeholders to identify their unique qualities and assets. We then evaluate internal processes, community needs and opportunities and then work to create strategies and an action plan invest in the enhancement of community identity through public art and placemaking. We are looking forward to the possibility of working with Traverse City to solidify your continued investment through the Traverse City Arts Commission Strategic Plan.

Our team is uniquely positions to assist the Traverse City Arts Commission in developing your Strategic Plan. Principals and Co-Founders Amanda Golden and Josh Lapp started Designing Local in 2014 with the goal of helping communities accomplish their goals by planning for and executing projects centered around creativity in urban planning and urban design. We are fortunate to have had the opportunity to facilities projects like this across the country in more than 15 states and 30 cities from the Great Lakes to the East and West Coasts and beyond.

The enclosed scopes of work and budget is based on the tasks laid out in the Request for Proposals. Designing Local will gladly revise these proposals as necessary to meet the needs of the client team. We pride ourselves on our flexibility and adaptability and will do whatever it takes to meet your needs. We greatly admire the work the Arts Commission has done thus far and would love the opportunity to work with the your team and spend time in Traverse City.

Sincerely,

A handwritten signature in black ink that reads "Amanda Golden".

Amanda Golden
Managing Principal

A handwritten signature in black ink that reads "Josh Lapp".

Josh Lapp
Managing Principal

YOUR PLACE. REVEALED.

**INVEST IN LOCALLY-INSPIRED ART
AND DESIGN FOR A POWERFUL
LOCAL ECONOMY**

**PRESERVE THE PAST AND PLAN THE
FUTURE FOR A COMPELLING
LOCAL IDENTITY**

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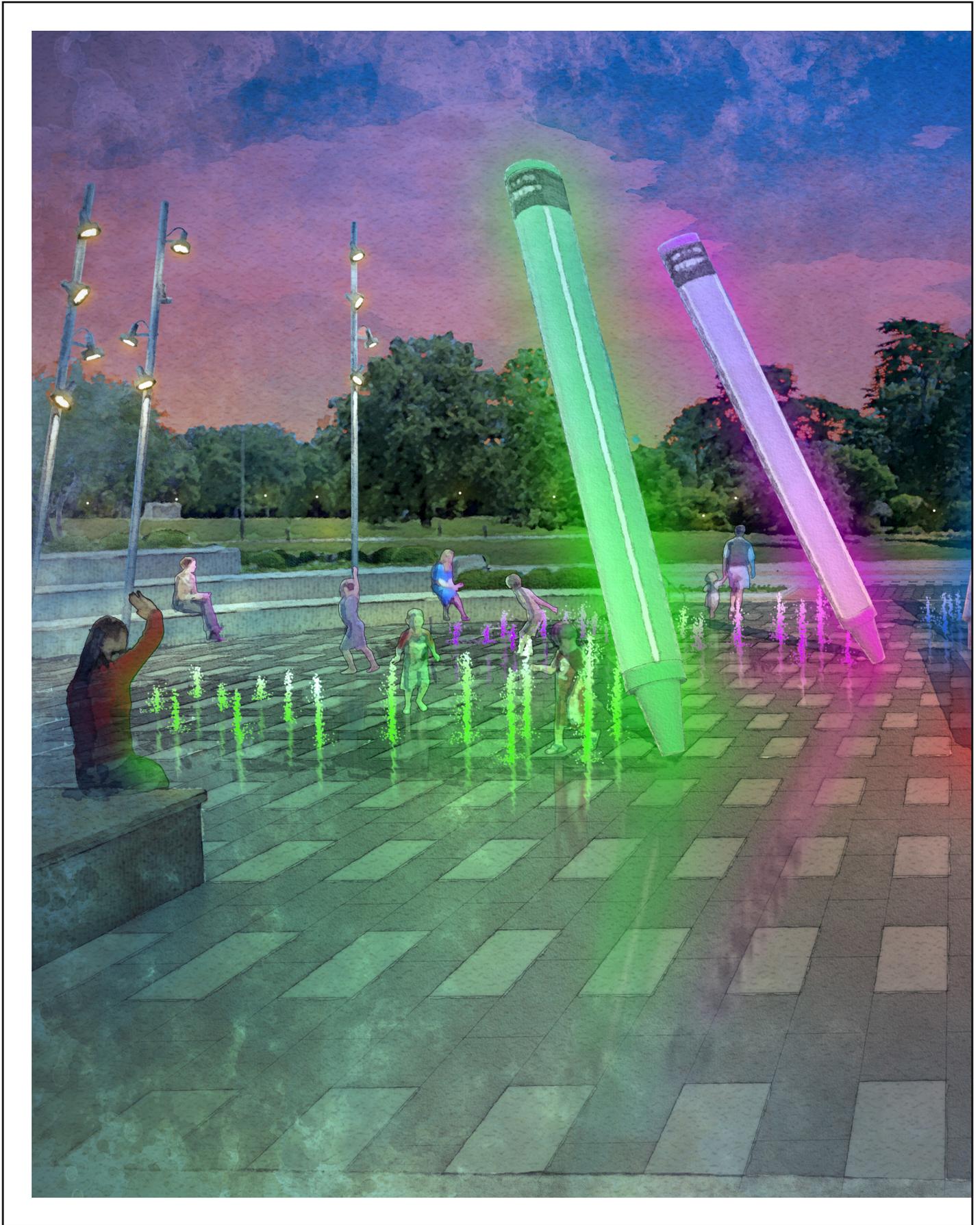
EXPERIENCE

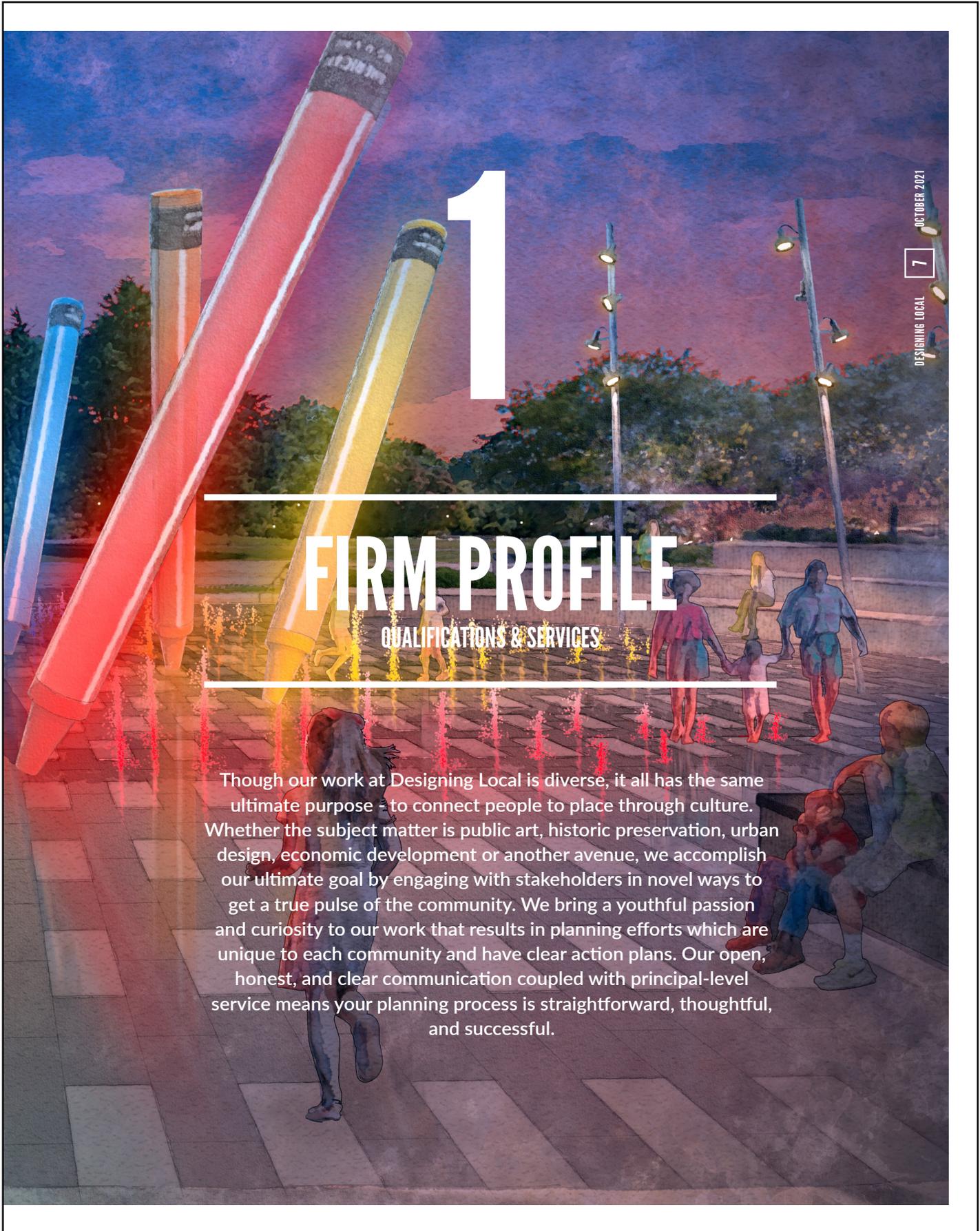
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DESIGNING LOCAL
7
OCTOBER 2021

FIRM PROFILE

QUALIFICATIONS & SERVICES

Though our work at Designing Local is diverse, it all has the same ultimate purpose - to connect people to place through culture. Whether the subject matter is public art, historic preservation, urban design, economic development or another avenue, we accomplish our ultimate goal by engaging with stakeholders in novel ways to get a true pulse of the community. We bring a youthful passion and curiosity to our work that results in planning efforts which are unique to each community and have clear action plans. Our open, honest, and clear communication coupled with principal-level service means your planning process is straightforward, thoughtful, and successful.

OUR MISSION



**WE'VE BUILT A PRACTICE AROUND
OUR DESIRE TO CREATE VIBRANT,
ENGAGING, & AUTHENTIC PLACES**

WE REVEAL THE ESSENTIAL CHARACTER OF A COMMUNITY

Through historical research, site analysis, and stakeholder engagement, we define the distinguishing characteristics of your community. This serves as the foundation for our creative process.

WE APPROACH PLACEMAKING AS ECONOMIC DEVELOPMENT

Investing in quality of life and sense of place is a key strategy for attracting and retaining businesses and residents. We work to bring the unique elements of your community to the forefront so you stand out.

WE TREAT CREATIVITY AS A CULTIVATED RESOURCE

Each community has a significant latent resource in the form of the creative energy of its residents. Our projects enable this energy to be focused toward building community pride, identity, and investment, and growing an environment that enables success for artists and creatives.

WE BELIEVE THAT CITIES SHOULD BE FUN

Whether a resident or visitor, spending time in cities should be enriching, enjoyable, and engaging. To put it simply, cities should be fun. We strive toward this ideal with all of our projects.

WE EMPOWER OUR CLIENTS TO DO MORE

With a broad set of service offerings, we bring multiple perspectives to each project, and collaborate with our clients to create visionary but achievable outcomes. We are passionate about our work and strive to build lasting relationships with our clients to achieve long term success.

SERVICE OFFERINGS

PLACEMAKING

PUBLIC ART & PLACEMAKING PLANNING

We work with communities to create policies, implementation plans, and review processes for public art and cultural facilities. We author plans which articulate a community's desire to implement a vision for public art.

CONCEPT DEVELOPMENT

We conceptualize and visually communicate concepts which highlight and enhance a community's sense of place including ideas for public art, public space enhancements, signage and wayfinding, gateways, and other custom elements.

PUBLIC ART PROCUREMENT & ARTIST MANAGEMENT

We manage the process for procuring art on behalf of our clients. We create a call for submissions, facilitate a juried review process, and manage a contracting process.

GRANT WRITING

We assist our clients in preparing grant applications for public art and cultural activities.

HISTORIC PRESERVATION

HISTORIC TAX CREDITS

We prepare applications for federal and local historic tax credits and guide our clients through the process of completing a project in compliance with program regulations.

NATIONAL & LOCAL HISTORIC REGISTER NOMINATIONS

We research historic places and generate the documentation, photography, and mapping required for nominations of sites to the National Register of Historic Places and local registers.

PRESERVATION PLANNING & GUIDELINE DEVELOPMENT

We work with communities to develop appropriate guidelines and policies for preservation of historic resources and to outline appropriate new development in historic districts.

HISTORIC REDEVELOPMENT CONSULTATION

We examine a site to determine the ideal strategy for preservation including the use of tax credits and private equity.

HISTORIC DOCUMENTATION

We document historic sites for various purposes including recordation.

URBAN PLANNING & DESIGN

STRATEGIC PLANNING

We collaborate with municipalities and the public to create plans for corridors, districts, parks, and neighborhoods.

SITE & CAMPUS MASTER PLANNING

We develop master plans for public, institutional, cultural, and private facilities. The process includes the analysis of the site's physical and aesthetic features to determine the ideal organization of buildings, infrastructure, and open space.

LAND PLANNING & DEVELOPMENT CAPACITY ANALYSIS

We work with property owners and developers to test various approaches to site development and to determine associated yields for use in pro formas and entitlement strategies.

DESIGN GUIDELINES

We generate guidelines which will shape development toward a community's vision for its future.

PUBLIC ENGAGEMENT

PUBLIC INPUT

We develop creative and effective methods for public input through interactive activities and strong communication.

WORKSHOP FACILITATION

We build consensus around a strategic vision through on-site graphic production, group discussions, and iterative feedback.

LANDSCAPE ARCHITECTURE

PUBLIC SPACE DESIGN

We design public spaces including parks, streets, open spaces, plazas, playgrounds, and gardens.

PRIVATE DEVELOPMENT

We perform detailed site planning and design for mixed-use, commercial, and residential development including requisite documentation for permitting and construction.

RESIDENTIAL MASTER PLANNING & DESIGN

We creatively approach the planning and design of private residential properties to incorporate art, natural features, gardens, drives, paths, and other features.

BUSINESS CERTIFICATIONS & REGISTRATIONS



DESIGNING LOCAL

CITY OF COLUMBUS

- Certified Female Business Enterprise (FBE)
- Authorized Services: Urban Planning, Public Art, Public Engagement, Historic Preservation

GEORGIA DEPARTMENT OF TRANSPORTATION

- Certified Disadvantaged Business Enterprise (DBE), Vendor code 15652
- Authorized Services: Landscape Architecture Services, Graphic Design Services

OHIO DEPARTMENT OF TRANSPORTATION

- Certified Disadvantaged Business Enterprise (DBE)
- Authorized Services: Bicycle Facilities and Enhancement Design, City/Land Use/Town/Urban Planning, Graphic Design Services

US GREEN BUILDING COUNCIL

- Member Organization

DESIGNING LOCAL LANDSCAPE ARCHITECTURE

OHIO ARCHITECTS BOARD

Local Studio, LLC dba Designing Local Landscape Architecture is an affiliate of Designing Local and is able to provide landscape architectural services in Ohio which require technical design documentation for zoning/building permitting and construction.

- Business Registration: Architects Board, FIRM.18314025
- Individual Registration: Architects Board, Matthew Leasure, LA.0701159

CLIENT LIST

MUNICIPALITIES

- Cape May County, New Jersey
- City of Athens, Ohio
- City of Akron, Ohio
- City of Traverse City, California
- City of Chamblee, Georgia
- City of Clearwater, Florida
- City of Columbus, Ohio
- City of Duluth, Georgia
- City of Douglasville, Georgia
- City of Emeryville, California
- City of Frankfort, Kentucky
- City of Fort Wayne, Indiana
- City of Frisco, Texas
- City of Germantown, Tennessee
- City of Glenwood Springs, Colorado
- City of Henderson, Nevada
- City of Los Altos, California
- City of Mansfield, Ohio
- City of Marysville, Ohio
- City of Merriam, Kansas
- City of Moline, Illinois
- City of Montpelier, Vermont
- City of New Albany, Ohio
- City of Peoria, Arizona
- City of Port St. Lucie, Florida
- City of Roswell, Georgia
- City of San Luis Obispo, California
- City of Sandusky, Ohio
- City of Sandy Springs, Georgia
- City of Surprise, Arizona
- City of Upper Arlington, Ohio
- Delaware County, Ohio
- Village of Plain City, Ohio

NON-PROFIT ORGANIZATIONS

- ArtsNow | Akron, Ohio
- CAPA | Columbus, Ohio
- Decorative Arts Center of Ohio | Lancaster, Ohio
- Dublin Arts Council | Dublin, Ohio
- Downtown Mansfield, Inc. | Mansfield, Ohio
- German Village Society | Columbus, Ohio
- Licking County Foundation | Newark, Ohio
- Main Street Van Wert | Van Wert, Ohio
- Roscoe Village | Coshocton, Ohio
- Ross County Library | Chillicothe, Ohio
- University District Organization | Columbus, Ohio
- Uptown Plain City Organization | Plain City, Ohio
- Westgate Neighborhood Association | Columbus, Ohio

PRIVATE DEVELOPERS

- Avenue Partners | Columbus, Ohio
- Carousel Development | Mansfield, Ohio
- Capital Square Ltd. | Columbus, Ohio
- Continental Realty | Columbus, Ohio
- Day Companies | Columbus, Ohio
- Edwards Companies | Columbus, Ohio
- Elford | Columbus, Ohio
- Foran Group | Cleveland, Ohio
- Housing Hotlink | Athens, Ohio
- Kelly Companies | Columbus, Ohio
- Kaufman Development | Columbus, Ohio
- Lykens Companies | Columbus, Ohio
- Nationwide Realty Inc. | Columbus, Ohio
- Danielle Rohrbach | Columbus, Ohio
- Pizzuti Companies | Columbus, Ohio
- Showe Management Corporation | Columbus, Ohio
- Tower 10 | Columbus, Ohio
- Tomko Companies | Columbus, Ohio



Designing Local is a certified woman-owned business dedicated to helping communities connect people to place through culture. Founded in 2014, our firm was born from the belief that design, art, culture, historic preservation, and other important unique attributes of communities are often overlooked in the planning process. We bring an authentic curiosity and passion to our work.

We recognize that prosperity and economic development come from strategically planning and investing in our communities culture and unique assets. The result: better community relations, increased pride and ownership by stakeholders, and revered places that people and businesses naturally choose to be a part of. We seek to help communities grow their pride, realize their ability to influence the future, and create a prosperous community for all.

Our process is straightforward and simple. Through robust and creative public engagement we help to extract the story of the place in which we are working. We take that story, as told by the community itself, and help translate that into a unique, interesting, powerful built environment.

SUSTAINABILITY & RESILIENCY

Designing Local is committed to sustainable and resilient design practices and construction technologies. We believe that local design is inherently sustainable. Ecology, economy, and ethics - the three pillars of sustainability - drive our work. Whether natural or constructed, we strive to work within and to strengthen local systems.

Designing Local is a member of the US Green Building Council and has LEED Accredited Professional leadership. We have participated in numerous projects that incorporate green infrastructure, sustainable design, and other industry best practices.



USGBC
MEMBER

Further, we believe community sustainability and resiliency are embedded into all three of our practice areas; placemaking, preservation, and urban design. By preserving and enhancing our existing communities, we are strengthening existing economies, minimizing redundant development, and limiting impacts to undeveloped landscapes. This fundamentally alters the course of the built and natural environment toward a better future for both people and planet.

SERVICE OFFERINGS



PUBLIC ART & CULTURAL PLANNING

We work with communities to create policies, implementation plans, and review processes for public art and cultural facilities. We author plans which articulate a community's desire to implement a vision for public art. We also manage the process for procuring art on behalf of our clients including the creation of calls for submissions, facilitation of juried review processes, and management of contracting processes.



HISTORIC PRESERVATION

We prepare applications for federal and local historic tax credits and guide our clients through the process of completing a project in compliance with program regulations. We research historic places and generate the documentation, photography, and mapping required for nominations of sites to the National Register of Historic Places and local registers. We also work with communities to develop appropriate guidelines and policies for preservation of historic resources and to outline appropriate new development in historic districts.



URBAN PLANNING & DESIGN

We collaborate with municipalities and the public to create plans for corridors, districts, parks, and neighborhoods. We also work with property owners and developers to test various approaches to site development and to determine associated yields for use in pro formas and entitlement strategies.



PUBLIC ENGAGEMENT

We develop creative and effective methods for public input through interactive activities and strong communication. We build consensus around a strategic vision through on-site graphic production, group discussions, and iterative feedback.



LANDSCAPE ARCHITECTURE

We design public spaces including parks, streets, open spaces, plazas, playgrounds, and gardens. We are able to provide all phases of technical documentation including construction documentation, cost estimating, and construction oversight.

WHAT SETS US APART?

WE'RE FLEXIBLE AND RESILIENT IN THE FACE OF COVID-19

For a firm that prides itself on in person, in-depth public engagement the restricts put in place to stop the spread of COVID-19 upended our typical approach. Our firm has quickly transformed how we engage with the public to ensure that our planning processes can continue are in place to help communities use arts and culture to come together and to prepare to recover after the virus has run its course. Our flexibility has allowed us to utilize new digital engagement methods and find fun ways to still get something physical in the hands of residents. Should the process need to take place under current conditions we will ensure that there is still strong public engagement that meets the needs of Traverse City as well as residents.

WE'RE PLANNERS AND LANDSCAPE ARCHITECTS

Our team's backgrounds as Planners and Landscape Architects makes us uniquely well suited to work with Traverse City. We will approach the project as art planners with a lens of park planning and design.

WE FOCUS ON CREATIVE ACTIVITIES WHICH EMPHASIZE THE COMMUNITY'S SENSE OF PLACE

In both the final plan and the planning process we emphasize fun and creativity. We will construct fun, one-of-a-kind experiences that will allow residents to express their creative spirit as well as their ideas for a prosperous future.

WE UTILIZE CONCISE AND EASILY UNDERSTANDABLE COMMUNICATION MATERIALS

We are a team of strong communicators. Collectively, we bring a unique blend of skills- verbal, visual, and written communication skills. We will work hard to develop communication materials which are direct, easily understandable, and visually appealing.

WE'RE AN ORGANIZED, EFFICIENT, AND RESPONSIVE CONSULTANT TEAM

Our team stresses process, communication, and attentiveness. We will provide strong project organization and clearly-defined roles and responsibilities. We are also flexible and will adapt and modify the process in response to detours along the way. We are committed to an inclusive, transparent, and collaborative process working across sectors - government agencies and the public - creating cross pollination.

COMPARABLE PROJECTS



SANDUSKY PUBLIC ART & PLACEMAKING PLAN

CITY OF SANDUSKY, OHIO

WHY IT MATTERS TO TRAVERSE CITY

The City of Sandusky is a similar sized community to Traverse City on the “North Coast” of Lake Erie in Ohio. The Sandusky program was starting from scratch and wanted ensure that strong policies or procedures were created as part of the planning process. Through the process, a Public Art Commission was created and policies and processes were put in place in order to solidify a public art program for the City. The plan addressed how the City could use public art as a tool for creating ‘place’ throughout the community. It addressed a variety of location types within Sandusky including an historic downtown, new and existing residential neighborhoods, and suburban style commercial districts.

**Read more about Sandusky on Page 44*



ART FOR ALL : FORT WAYNE PUBLIC ART MASTER PLAN

CITY OF FORT WAYNE, INDIANA

WHY IT MATTERS TO TRAVERSE CITY

Fort Wayne is a mid-sized city in Northern Indiana that had recently implemented a public art funding mechanism and seated a commission but had no polices, procedures, or geographic strategy in place for public art. Like Traverse City, Fort Wayne wanted to ensure that community feedback was at the center of developing their plan. Extensive public engagement efforts were created including a series of neighborhood based events and a large scale engaging educational ‘Pecha Kucha’.

**Read more about Fort Wayne on Page 40*



CLEARWATER CULTURAL ARTS STRATEGIC PLAN

CITY OF CLEARWATER, FLORIDA

WHY IT MATTERS TO TRAVERSE CITY

Clearwater is another coastal city, though a little further south than Traverse City. The City five to ten years prior to the Cultural Arts Strategic Plan the City had developed a Public Art Master Plan and Arts and Culture Master Plan but headed into a new decade, wanted additional direction on where the program should go. The Plan, which was recently finalized, sets a new neighborhood based direction for the Cultural Arts program and directs investments for the next 10 years.





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PEOPLE RESUMES & PROFILES

At Designing Local we're a small team working hard and building together. Internally and externally we prize open, honest, and clear communication. Principal-level service is among the core values of our firm. We have a passion and curiosity for what we do and we bring the devotion we have for our community to each of those we work in.

ABOUT

As a city planner who has extensive professional experience in real estate development, Josh knows what it takes to get something built. From a prominent role on leading a transit advocacy organization to working in neighborhoods as an urban planner, his strongest skill set is in public involvement and community action. He wants to take your community's collective passion and uniqueness and translate that into your brand and your physical form. Josh believes that the branding and built environment of a place should communicate the essence of its people.



APPOINTMENTS

- Transit Columbus multi-modal advocacy group, Chair of Board
- Former Commissioner, Create Columbus Commission
- Former Commissioner, Italian Village Historic Review Commission

EDUCATION

- Bachelor of Science in City & Regional Planning, The Ohio State University

RECENT RELATED PROJECTS

- Akron Cultural Plan | Akron, Ohio | Engagement Lead
- Fort Wayne Public Art Master Plan | Fort Wayne, Indiana | Engagement Lead
- Upper Arlington Arts and Culture Master Plan | Upper Arlington, Ohio | Project Manager
- Douglasville Public Art Master Plan | Douglasville, Georgia | Project Manager
- Downtown Mansfield National Register Nomination | Mansfield, Ohio | Project Manager
- Surprise, Arizona Public Art Master Plan | Surprise, Arizona | Project Manager
- Montpelier, Vermont ArtSynergy Public Art Master Plan | Montpelier, Vermont | Engagement Lead
- University District Arts and Character Plan | Columbus, Ohio | Project Manager
- The Essence of Athens Plan | Athens, Ohio | Principal, Engagement Strategist
- Duluth Public Art Master Plan | Duluth, Georgia | Principal, Engagement Strategist
- San Luis Obispo Public Art Master Plan | San Luis Obispo | California, Principal
- Emeryville Public Art Master Plan | Emeryville, California | Principal
- Mansfield, Ohio Historic Preservation Plan | Project Manager
- Roscoe Village, Ohio Heritage Tourism Plan, Ohio Humanities Council Grant Recipient
- Madison's and White Haines Buildings, State and Federal Historic Tax Credits | Columbus, Ohio
- Worthington Masonic Lodge, State and Federal Historic Tax Credits | Worthington, Ohio

ABOUT

Amanda is a Certified Creative Placemaker and an Executive Board Member of the Central Ohio Chapter of the American Planning Association. She has extensive knowledge and practice in tapping and extracting the beloved local stories and values people care about in every community. She also has an insatiable curiosity for helping citizens visually define their local culture utilizing her urban planning, research, and public participation background. As a writer, graphic designer, and a plan publisher, Amanda's joy is putting her skills to work for places that want to stand out from the rest.

Amanda is co-founder of the firm and has been an active member since March 2014.



APPOINTMENTS

- Central Ohio APA, Immediate Past Chair
- State of Ohio APA, Former Board Member
- Development Commissioner, City of Columbus, Ohio

EDUCATION

- Master of City & Regional Planning, The Ohio State University
- Bachelor of Science in City & Regional Planning, The Ohio State University

RECENT RELATED PROJECTS

- Akron Cultural Plan | Akron, Ohio | Project Manager
- Fort Wayne Public Art Master Plan | Fort Wayne, Indiana | Project Manager
- Upper Arlington Arts and Culture Master Plan | Upper Arlington, Ohio | Engagement Lead
- Douglasville Public Art Master Plan | Douglasville, Georgia | Engagement Lead
- Art on High Strategic Plan Implementation | Columbus, Ohio | Project Manager
- Sandusky Public Art and Placemaking Plan | Sandusky, Ohio | Project Manager
- Art on High Strategic Plan | Columbus, Ohio | Project Manager
- Frisco Public Art Master Plan Update | Frisco, Texas | Project Manager
- Montpelier, Vermont Artsynergy Public Art Master Plan | Montpelier, Vermont | Project Manager
- Los Altos Public Art Master Plan | Los Altos, California | Project Manager
- Emeryville Public Art Master Plan | Emeryville, California | Principal, Project Manager
- San Luis Obispo Public Art Master Plan | San Luis Obispo, California | Principal, Project Manager
- University District Arts and Character Plan | Columbus, Ohio | Engagement Strategist
- Duluth Public Art Master Plan | Duluth, Georgia | Principal, Project Manager
- Roswell, Georgia Public Art Master Plan | Roswell, Georgia | Principal, Project Manager
- The Essence of Athens Plan | Athens, Ohio | Principal



3

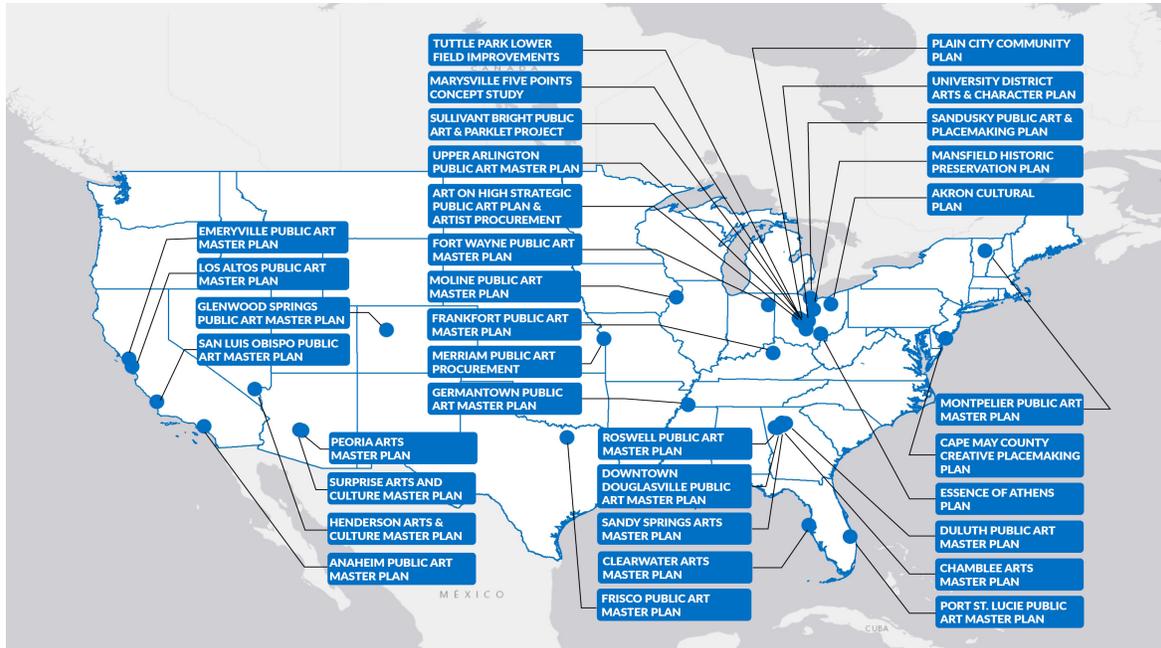
EXPERIENCE

OUR WORK

Our work has taken us both down the street and across the country. Whether working in a large metropolitan city, mid-sized suburb, or rural village we bring the same careful focused attention to each of our projects. On the following pages are examples of our most interesting and impactful projects.



ARTS & CULTURE EXPERIENCE



ACTIVE AND COMPLETED PLACEMAKING PLANS

- Akron Cultural Plan | Akron, Ohio
- Art on High Strategic Public Art Plan | Columbus, Ohio
- Art on High Artist Procurement | Columbus, Ohio
- Cape May County Creative Placemaking Plan | Cape May County, New Jersey
- Chamblee Arts Master Plan | Chamblee, Georgia
- Clearwater Arts Master Plan | Clearwater, Florida
- Downtown Douglasville Public Art Master Plan | Douglasville, Georgia
- Duluth Public Art Master Plan | Duluth, Georgia
- Emeryville Public Art Master Plan | Emeryville, California
- Essence Of Athens | Athens, Ohio*
- Frankfort Public Art Master Plan | Frankfort, Kentucky
- Frisco Public Art Master Plan | Frisco, Texas
- Fort Wayne Public Art Master Plan | Fort Wayne, Indiana
- Germantown Public Art Master Plan | Germantown, Tennessee
- Glenwood Springs Public Art Master Plan | Glenwood Springs, Colorado
- Los Altos Public Art Master Plan | Los Altos, California
- Mansfield Historic Preservation Plan | Mansfield, Ohio
- Marysville Five Points Concept Study | Marysville, Ohio
- Merriam Community Center Artist Procurement | Merriam, Kansas
- Moline Public Art Master Plan | Moline, Illinois
- Montpelier Public Art Master Plan | Montpelier, Vermont
- Plain City Community Plan | Plain City, Ohio
- Port St. Lucie Public Art Master Plan | Port St. Lucie, Florida
- Roswell Public Art Master Plan | Roswell, Georgia
- San Luis Obispo Public Art Master Plan | San Luis Obispo, California
- Sandusky Public Art & Placemaking Plan | Sandusky, Ohio
- Sullivant Bright Public Art & Parklet Project | Columbus, Ohio
- Surprise Arts & Culture Master Plan | Surprise, Arizona
- Tuttle Park Lower Field Design | Columbus, Ohio
- University District Arts & Character Plan | Columbus, Ohio
- Upper Arlington Public Art Master Plan | Upper Arlington, Ohio

ARTS & CULTURE REFERENCES



ROCHELLE MUCHA

Executive Director
Roswell Arts Fund
Roswell, Georgia
770.367.1779
Contract: \$50,000
Time: 2016-2017



AMBER EVANS

Community Economic Dev. Coordinator
City of Emeryville
Emeryville, California
510.596.4382
Contract: \$50,000
Time: 2016-2017



LORI BAUDRO

Senior Project Coordinator
City of Columbus Dept. of Development
Columbus, Ohio
614.645.6986
Contract: \$146,000
Time: 2017-2018



STEPHEN ROSS

Public Art Coordinator
City of Frisco
Frisco, Texas
972.292.6532
Contract: \$50,000
Time: 2017-2018



PAUL LOGUE, AICP

City Planner
City of Athens
Athens, Ohio
740.592.3306
Contract: \$120,000 (in-kind)
Time: 2014-2015



MARSHA ANDERSON BOMAR

City Council Member - Post 1
City of Duluth
Duluth, Georgia
678.480.3801
Contract: \$30,000
Time: 2015



MONTPELIER PUBLIC ART MASTER PLAN

CITY OF MONTPELIER, VERMONT

WHY

When the City of Montpelier, Vermont began a collaboration with a private developer for a redevelopment project, they wanted to pursue an innovation approach. The project, supported by local, state and federal funds will be Montpelier's largest private to public development in the past 30 years. One Taylor Street, which is being called the new gateway to Montpelier, has been catalytic for other design and community development projects. To that end, the City applied for and won an Our Town grant from the National Endowment for the Arts to express community values and vision through public art at One Taylor Street.

HOW

The centerpiece of the planning process is a series of five creative visioning workshops led by teaching artists from different disciplines. These hands-on workshops are lead community members to create expressions of their vision for how art can increase their sense of place and community.

Each workshop culminated into a public event to exhibit the creative visioning works, with reflection time with the audience to gather input for the master plan.

WHAT

All five of the creative visioning workshops will culminate into a Master Plan and an installation of the first major city-funded public art work. This commissioned work will celebrate the community's hard work at developing the Public Art Master Plan and the adoption of the plan as a central component of city planning. The artwork – done by a Vermont artist and selected by a jury – will be installed at the One Taylor Street Redevelopment Project in 2019.



PROJECT INFO

Client: City of Montpelier, Vermont
Contact: Paul Gambill
802.595.0087
Role: Prime Consultant
Time: 2017 - Present



LOS ALTOS PUBLIC ART MASTER PLAN

CITY OF LOS ALTOS, CALIFORNIA

WHY

For over twenty five years, the City of Los Altos has boasted a public art program and has in it's collection over 35 pieces. Those pieces have either been purchased by the city or are part of the Sculpture on Loan program. In early 2017, Designing Local entered into contract with the City of Los Altos to develop a Public Art Master Plan to further define and enhance both the identity and sense of place for a City in the heart of Silicon Valley.

A strong interest by the Arts Commission and Council for a strategic public art plan drove the development of funding strategies, conceptual projects and programs, as well as a maintenance, a percent for art policy and a gifting policy.

HOW

Because of the strong technology-focused residents, a project website, survey and careful attention to community engagement activities have been pursued. The first community engagement activity was an open house with a public artist. The artist presented her method to creating site specific work and the community had an open discussion on what public art could mean for their city.

WHAT

The panel was well attended and challenged the community to examine their legacy through the lens of art and culture. Through the discussion, the community excitement built and will be channeled into developing Los Altos specific ideas for high impact projects.

PROJECT INFO

Client: City of Los Altos

Contact: John Maginot
650.947.2609

Role: Prime Consultant

Time: 2017





ROSWELL PUBLIC ART MASTER PLAN

CITY OF ROSWELL, GEORGIA

WHY

Roswell, Georgia is at a crossroads. As a historic community in the fast growing Atlanta region, Roswell is determined to embrace its historic past while showcasing its identity in new development for the future.

With a quasi-public structure for administering its public art program, Roswell desired a unique process for engaging with residents and businesses that would help build support for public art in the future.

HOW

In Roswell engagement took many interesting and unusual forms. From local breweries to high school classrooms the team was focused in meeting people where they were, which even included a specially made small batch 'Roswell Arts Fund' beer.

With a fragile local political environment, engagement and education of a representative array of stakeholders is key. Through targeted outreach the team was able to ensure that all factions of the community were engaged and in the end supportive of the final plan.

WHAT

The final results of the plan focused on two key aspects: prioritization of key art sites and types and education for future policy changes. The final document sets the stage for a long term effort at enacting a percent for the arts ordinance for public and private parties while the strategic priorities will assist the Roswell Arts Fund with immediate implementation.

The Roswell Public Art Master Plan was adopted in July of 2017.



PROJECT INFO

Client: City of Roswell, GA /
Roswell Arts Fund
Contact: Rochelle Mucha
770.367.1779
Role: Prime Consultant
Time: 2017



**ART OF
ROSWELL**
A PUBLIC ART MASTER PLAN





SAN LUIS OBISPO PUBLIC ART MASTER PLAN

CITY OF SAN LUIS OBISPO, CALIFORNIA

WHY

San Luis Obispo's vision for public art stems from a long legacy of public art champions and from over twenty-five years of investment in the arts at a citywide level. In 1990, the city of San Luis Obispo established and funded a public art program. This funding included a percent (1%) of the estimated construction cost of eligible projects in the Capital Improvement Plan to be set aside for public art.

With an exceptional first twenty five years in action, the San Luis Obispo Public Art Program has secured San Luis' reputation as a community who uses its public art to promote community excellence, creativity, and cohesiveness. In an effort to build upon their strong legacy of public art and to look forward to the next twenty five years, the city decided to seek the input of the community to find out what is next for the public art program in San Luis Obispo.

HOW

To kick off the planning process, stakeholders were asked a series of questions about how public art relates to their sense of place, to the overall identity of San Luis, economic growth, business development, education, downtown development and community engagement.

San Luis Obispo residents were then invited to participate in a week-long series of events. Participants were asked to consider where new pieces of public art should go and what types of art they would like to see in their community. They also discussed attributes that make San Luis Obispo stand out among other Central Coast communities, California communities, and the rest of the United States.

In addition to the three public meetings, engagement opportunities also took place at an Elementary after-school program, during a Middle School lunch break, and during regularly scheduled San Luis Obispo High School art classes. An Online survey was conducted to capture the ideas of those who were unable to attend any of the workshops.

WHAT

Recommendations from the Public Art Master Plan include an increase in Art in Public Places funding, developing a full time Public Art Manager position in the Parks and Recreation Department, and the development of a maintenance and conservation plan, among others.

The Public Art Master Plan was adopted by City Council in early December, 2016.

PROJECT INFO

Client: City of San Luis Obispo
Role: Prime Consultant
Time: 2016



EMERYVILLE PUBLIC ART MASTER PLAN

CITY OF EMERYVILLE, CALIFORNIA

WHY

Emeryville's vision to be a city that values art comes from a long legacy of public art champions and a commitment of investment in the arts at a citywide level for over twenty-five years.

Today the City's Art in Public Places Program (AIPP) has nearly 70 publicly-owned art works and 230 art installations available to the public in private locations. Both collections are growing as the City continues to commission additional work, and as private development extends the reach of the Art in Public Places (AIPP) program.

A major goal of the Public Art Master Plan is to define the focus of the program for the residents, business owners, and other stakeholders who help define what is important to the community and Emeryville's identity. By using the community engagement results, the City can facilitate a future of AiPP program that is meaningful, locally-based and one that resonates with residents and visitors alike.

HOW

The planning process included meeting with numerous key stakeholders who were asked a series of questions about the importance of public art in Emeryville, how public art informs their sense of place, economic development, business development and retention, education, art programming and community engagement.

Key stakeholders included council members, local business owners, artists, city staff, architects, and educators. The information received from the stakeholders was well-rounded and informative, laying the foundation for the Emeryville public art master planning process.

In addition, Emeryville residents were invited to participate in a series of workshops, where they were asked to consider geographic priorities, what new types of art they would like to see, and how they would like to see the Art in Public Places Program grow. Participants were also asked to consider what values and attributes make Emeryville stand out from its context in a region known for its artistic excellence and innovation. In addition to the workshop series,

WHAT

From the public engagement and stakeholder interviews, a priority action plan was created with six major goals and strategies, and nine conceptual projects and six conceptual programs.

The plan was adopted on November 15, 2016.

PROJECT INFO

Client: City of Emeryville, CA
 Contact: Amber Evans
 510.596.4382
 Role: Prime Consultant
 Time: 2017



ATHENIANS LOVE LIVING IN ATHENS AND WE ALL THINK THIS IS A VERY UNIQUE AND SPECIAL PLACE. WE ALSO WANT TO GROW AND DEVELOP IN WAYS THAT INCORPORATE THAT UNIQUENESS INTO OUR EVERYDAY LIVES.

PAUL LOGUE, ATHENS CITY PLANNER





THE ESSENCE OF ATHENS

CITY OF ATHENS, OHIO

WHY

Athens, Ohio is a forward-thinking town that doesn't shy away from new ideas. Its a unique place, tucked in a valley in the Appalachian foothills, but it knows it could be even more special.

Community leaders were keen to build upon their assets to help continue attracting new residents, tourists, and businesses as well as students to Ohio University. This is why they came together to discuss how to make Athens a 100% original community and an uncopyable city.

HOW

The community was asked a simple question: "What is the Essence of Athens?" The collective answer helped the Designing Athens Committee understand and define the specific elements involved in making Athens an original city.

Nearly 500 photos were contributed by the community. These photos represented what makes Athens truly special. Several essays were also submitted.

WHAT

Based on the community's input, the committee agreed on a framework that should represent Athens in any new civic infrastructure projects and suggestions for commercial and residential development.

Essence of Athens is a framework for ideas to create Athens-specific civic infrastructure (roads, sidewalk, lights and poles, parking garage, pavers, staircases, community spaces, signs, benches, and anything that can be used and seen). The meetings were passionate. Their ideas were amazing.

RECOGNITION

- 2015 Vernon Deines Award for an Outstanding Small Town Special Project Plan by the American Planning Association's Small Town and Rural Division
- Donald E. Hunter Award for Excellence in Economic development Planning for the American Planning Association
- 2015 Focused Planning Project, Ohio Chapter of American Planning Association
- 2014 Merit Award, Ohio Chapter of the American Society of Landscape Architects

PROJECT INFO

Client: City of Athens, Ohio
 Contact: Paul Logue, City Planner
 740.592.3306
 Role: Prime Consultant
 Time: 2014-2015
 Team: MKSK (Sub-consultant)



PALETTES FOR INSPIRATION:
SOUTHERN GROWN
NORMAN ROCKWELL MEETS
MODERN FAMILY
SOUL OF DULUTH
SMALL AND SOPHISTICATED
OUR COLORS
OUR LEGACY



WE ARE SOUTHERN GROWN

WHAT ARE YOUR IDEAS?
 WHAT DOES SOUTHERN ART LOOK AND FEEL LIKE TO YOU? WE LOOK FORWARD TO YOUR INTERPRETATION!

DULUTH DEFINED: OUR ART MAKES IT CLEAR WHERE WE ARE IN THE WORLD.

"Southern" means our region's particular lifestyle and mindset. It's a bit more relaxed here, and we believe relaxed is beneficial—we take the time to get to know and be a part of our neighbors' lives. We gather together and take time for small talk. We enjoy southern food, better weather, and genuine hospitality. While we are attracting new citizens from around the world, our new southerners embrace the idea that we are family. Our art reflects this cherished heritage.



DULUTH PUBLIC ART MASTER PLAN

CITY OF DULUTH, GEORGIA

WHY

Duluth, Georgia, a community in the Atlanta region, took a journey to identify itself to the state and to the world as an arts destination. A pioneer in the public art field, Duluth became the first city in the region to complete a Public Art Master Planning Process.

With an understanding of the competition with other suburbs in the area for residents and businesses, Duluth forged a new course in defining its character and translating that character into public art throughout the city.

HOW

With an eye toward inclusive public outreach, the City of Duluth sought extensive public engagement. This included a series of stakeholder meetings, two rounds of public workshops and a custom built Online engagement tool to allow residents to participate in the workshops Online. In-person and virtual attendees of the workshops viewed the same video and were able to engage with the same workshop content, worksheets for in-person attendees, and Online worksheets for virtual workshop attendees. Residents were also asked to submit photos using a series of hashtags. These images were used as a way to encourage participation in the process as well as for data collection.

WHAT

The result of the process was a collaborative, engaging Public Art Master Plan that gives a blueprint and action plan for public art in Duluth. The Duluth Public Art Master Plan was adopted on April 13, 2015 and the City has begun to implement many of the recommendations.

PROJECT INFO

Client: City of Duluth, GA
 Contact: Marsha Anderson Bomar
 678.480.3801
 Role: Prime Consultant
 Time: 2015



Above and right: Participants were asked to select locations for six different types of public art as well as vote for which type of art they would like to see.

Left: The workshop tab on the project site contained the video and workshop materials from the first round of workshops. This tool allowed participants to attend the workshops virtually. The project website has custom plug-ins for an Instagram feed corresponding with a series of hash tags as well as built in surveys. More at: www.duluthgapublicart.com



SURPRISE ARTS & CULTURE MASTER PLAN

CITY OF SURPRISE, ARIZONA

WHY

Surprise Arizona is a fast growing city in the West Valley of the Phoenix Metro Region. With 125,000 residents and a projected population of 500,000 by 2050, the city and its leaders are looking to arts and culture to help define the city within the vast and growing metro area. Its not just the population of the city that is projected to grow. Current plans forecast and additional 300 square miles of additional land (on top of the 125 miles of existing incorporated land. This provides an opportunity for the city to be proactive in ensure new development is interspersed with arts and culture that reflect the city and its people.

HOW

Because of the large scale of the population and land area, the team focused on ensuring that public engagement was accessible and diverse. From Baseball Spring Training to Public Art Bus Tours, the team provided interested engagement opportunities that met the needs of a community whose population includes large numbers of young families and retirees.

Great care and attention was paid to integrating the results of other planning efforts to ensure that this plan can be easily implemented alongside others such as the Park and Recreation master plan as the city grows and develops.

WHAT

The results of the Surprise Arts & Culture Master Plan cover a diverse array of topics, from recommendations on how to bring more publicly and privately supported public art to the city to encourage the development of large scale cultural venues.

More than any one particular recommendation, the goal of reactively adding arts and culture to the existing city and proactive ensuring its inclusion in new development is a running strain throughout. This plan helps to solidify the place of the arts in the future of Surprise.

PROJECT FUNDING IN SURPRISE?

PORTION OF CITY FUNDS: PUBLIC ART			alternative:
full	partial	none	

PORTION OF CITY FUNDS: CULTURAL FACILITIES AND AMENITIES			alternative:
full	partial	none	



PROJECT INFO

Client: City of Surprise, Arizona
 Contact: Josh Mike
 623.222.3134
 Role: Prime Consultant
 Time: 2018



UNIVERSITY DISTRICT ARTS AND CHARACTER PLAN

UNIVERSITY DISTRICT ORGANIZATION | COLUMBUS, OHIO

WHY

Time and change aren't just words in the Ohio State alma-mater, they are words that define the spirit of life in the University District. As the ever evolving place transitions into a new era, long term residents and businesses want to ensure that the spirit of the community lives on for the next generation.

New buildings and new residents provide new opportunities for patrons to engage with the arts and for public art opportunities. It was all these ideas that spurred the neighborhood and the University District Organization into action to ensure that their thoughts and ideas were integrated into a vision for the future.

HOW

A diverse community necessitates diverse engagement. In the University District this meant specifically engaging with the various artists and performers in the district through targeted workshops. Music, Visual Arts, Culture and History were each the subject of a separate workshop hosted a targeted venues, such as music or poetry venues.

Additionally residents, students and all those who care about the neighborhood contributed online and in person with ideas to inject the spirit of the neighborhood into its built environment.

WHAT

The University District Arts and Character Plan yielded targeted recommendations to add public art to the neighborhood as well as bolster existing performing arts and music venues. A 'Music Trail' concept modeled on other successful marketing efforts but with an artistic twist will help to drive attendance to existing music venues.

Additional specific recommendations include specific locations and art pieces to be added throughout the neighborhood as well as possible future art trails and installations.



PROJECT INFO

Client: University District Organization
 Contact: Matt Hansen
 614.294.5113
 Role: Prime Consultant
 Time: 2017
 Team: MKSK (Sub-consultant)



ART ON HIGH STRATEGIC PLAN & ARTIST SELECTION

CITY OF COLUMBUS, OHIO

WHY

In 2010, the City of Columbus, Ohio dedicated \$25 million to the High Street Streetscape Project which will transform both the Short North Arts District and the southern University District portions of High Street, one of the busiest corridors in Columbus. The streetscape improvements will create a safer, more walkable and more inclusive neighborhood by burying overhead utilities, increasing sidewalk widths, standardizing streetscape elements, upgrading lighting, adding marked crosswalks, improving stormwater management, and adding new street trees. In addition 2% of the total project budget has been dedicated to an investment in public art within the streetscape project.

HOW

Designing Local advised the City of Columbus as it planned for its anticipated investment, and managed a consultant team of three additional consultants; MKSK, Kolar Design, and curator Marc Pally. Through extensive public engagement and a thorough understanding of the existing and future built environment, Designing Local selected eight ideal locations within the two mile stretch of streetscape. Each location was vetted by Columbus Department of Public Service and the design team to ensure future investment in those selected locations would be suitable for public art.

WHAT

The team held three public meetings, monthly walkabouts, and conducted extensive stakeholder interviews. Accepted by the Columbus Arts Commission and project partners in January of 2018, the Art on High Strategic Plan provided direction and a community-wide vision for how public art can be integrated into the corridor and how this initial investment will be used to catalyze investment in public art within the corridor in the future.

Designing Local was hired to complete Phase 2 of Art on High which included management of a \$420,000.00 call for artists. A national caliber artist was selected and implementation of the artwork will be complete in 2020.

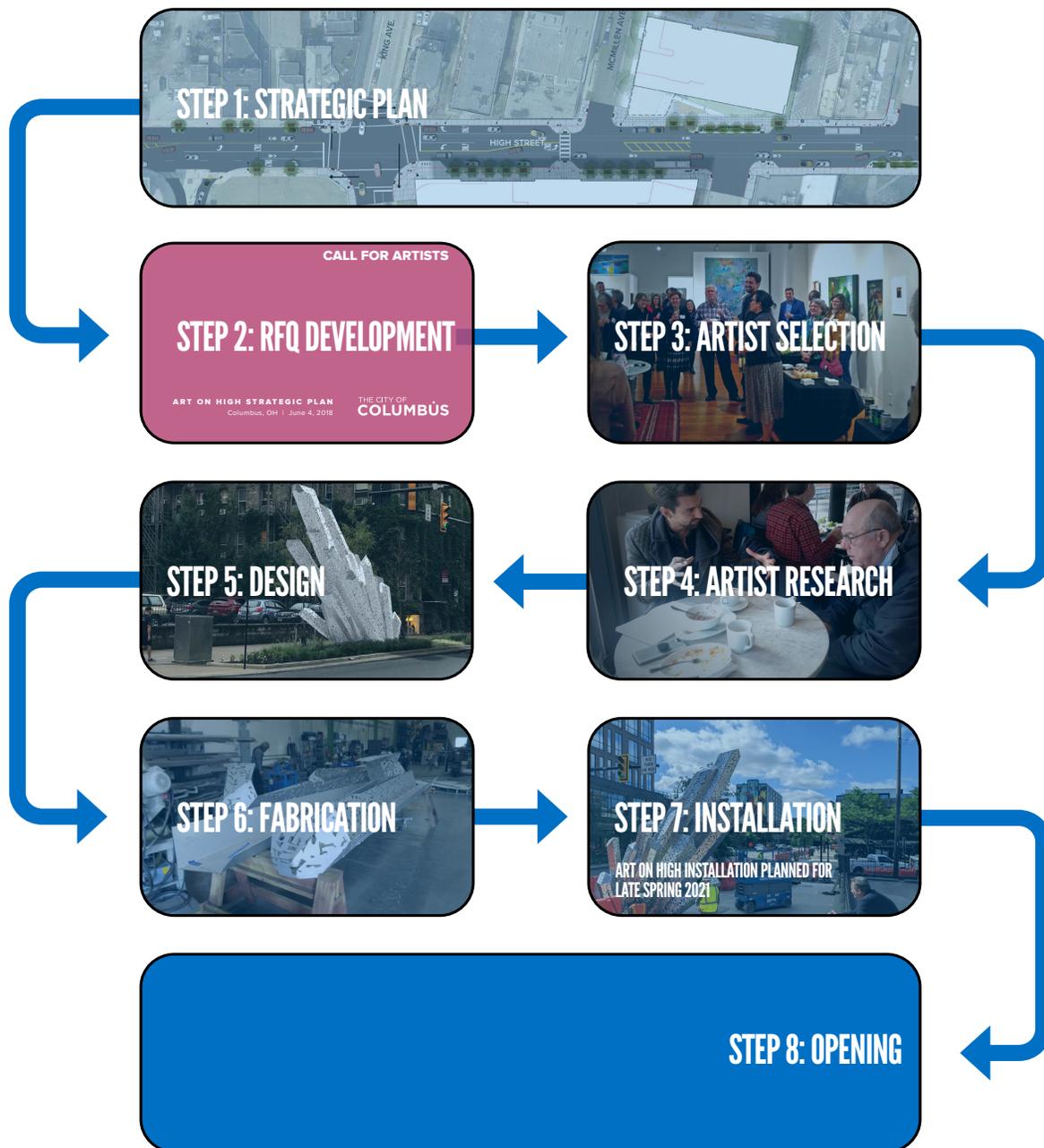
**ART
ON
HIGH.**



PROJECT INFO

Client: City of Columbus, Ohio
 Contact: Lori Baudro
 614.645.6986
 Role: Prime Consultant
 Time: 2017 - Present
 Team: MKSK, Marc Pally, Kolar Design
 (Sub-consultants)

ART ON HIGH IMPLEMENTATION WORKFLOW



Note: Images of art design and production courtesy of Mark Reigelman



AKRON CULTURAL PLAN

ARTSNOW | AKRON, OHIO

STATEMENT OF CULTURAL EQUITY

The strength and future of Akron resides in our ability to be an inclusive community where all people are acknowledged, welcomed, and respected. Our arts and cultural assets are a tribute to our individuality and shared humanity. Together we will create a future where we inspire authentic learning, celebrate our uniqueness, and cultivate creativity.

HOW

The Akron Cultural Plan was a culmination of the efforts of more than 5 years of work by the City of Akron along with its partners ArtsNow, a county-wide non-profit, the GAR Foundation, and the John S. and James L. Knight Foundation. The plan seeks to build upon past studies of the existing cultural landscape in Akron to help the community grow and prosper with arts and culture at the center of the City's renaissance.

WHAT

Work on the plan began in early 2019 and completed in February 2020. Extensive public and stakeholder engagement revealed themes of access, equity, parity and more. The planning team continues to assist with ongoing implementation of the Cultural Plan and the Akron Public Art Program.

PROJECT INFO

Client: ArtsNow
 Contact: Nicole Mullet
 330.410.3362
 Role: Prime Consultant
 Time: 2019-2020





PHASE 1:

DISCOVER

Understand the rich history and landscape of Akron's arts and cultural assets while crafting an inclusive and equitable cultural planning process

31 people

on the Akron Cultural Plan steering committee

150+ people

people representing hundreds of organizations across Akron interviewed to guide the process



PHASE 2:

LISTEN

Explore attitudes, perceptions, and future visions about Akron's culture through inclusive and authentic engagement activities

210 hours

one-on-one listening

639 hours

total community listening
(that's 16 weeks!)

753,045

social engagement

27

focus groups and meet-ups



PHASE 3:

REVIEW

Present the shared visions and public priorities back to the Akron community for additional input and review

5 rounds

of public review



ART FOR ALL : FORT WAYNE PUBLIC ART MASTER PLAN

CITY OF FORT WAYNE | FORT WAYNE, INDIANA

WHY

The City of Fort Wayne, Indiana is experiencing a significant amount of revitalization throughout the City, resulting in a significant investment in planning efforts. Because of this, the City adopted an ordinance requiring any private development receiving TIF incentives to contribute 1% of the project fee to the City of Fort Wayne's Public Art Fund. In an effort to invest these dollars responsibly, the City set out to create a Public Art Master Plan. The plan is intended to direct spending to high priority projects both downtown and in neighborhoods, and to think critically about the needed infrastructure for creating a robust public art program.

HOW

Designing Local held over 100 stakeholder interviews to kick off the discovery phase and hosted a Public Art Pecha Kucha event to initiate the planning process. Six local artists and a nationally recognized curator spoke about the power of public art to a standing-room audience of 250 people. The team hosted a series of meetings titled, Public Art Popsicle Pop-Up on a Parklet, to co-create big ideas for public art in the community. The team also developed a custom built map program where participants selected where public art should go, where special stories happen, and where public art currently exists.

WHAT

Through the development of sound policy and a framework for implementation, the Fort Wayne Public Art Master Plan offers the City an opportunity to inspire elected officials, private organizations, and residents to create public art strategies that are uniquely Fort Wayne.

PROJECT INFO

Client: City of Fort Wayne, IN
 Contact: Dan Baisden
 260.427.5694
 Role: Prime Consultant
 Time: 2019





FRANKFORT ARTS & CULTURE MASTER PLAN

CITY OF FRANKFORT, KENTUCKY

WHY

Frankfort has been a destination for Kentuckians since its establishment as the state's capital. With the growth of the region as a national destination due to bourbon industry and a desire to increase economic activity and redevelopment of downtown the city and its partners have endeavored to improve arts and culture in the city and particularly in the downtown area. To that end, the City applied for and won an Our Town grant from the National Endowment for the Arts to express community values and vision through public art and to enhance cultural amenities throughout the city.

HOW

Like life around the world in 2020 the planning process was upended by the COVID-19 pandemic. What was initially envisioned as a series of large public meetings was retrooled to accommodate our new reality. Online focus groups were held alongside and enhanced survey effort. An in-person socially distanced outdoor 'choose your own adventure' engagement opportunity was set up at a sculpture park that allowed for in person engagement safely.

The efforts yielded extensive input and greatly influenced the outcomes of the plan.

WHAT

The plan recognizes short, medium, and long term strategies to reach some broad and bold visions. By following the strategies outlined in this document, the City will be able to phase in the proposed projects and programs in an orderly way as the economy recovers.

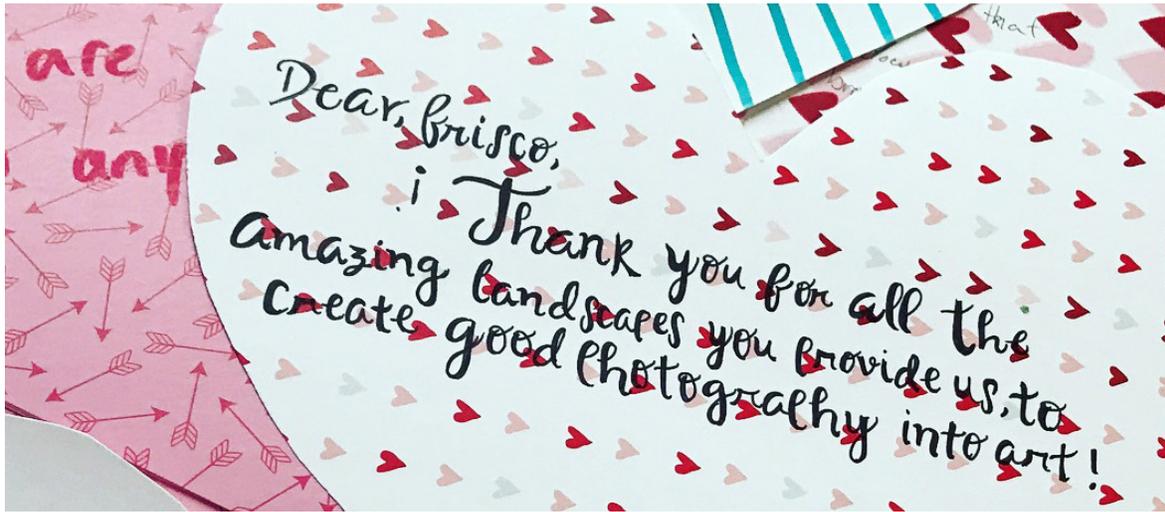
CULTURAL INVESTMENTS IN FRANKFORT SHOULD...

- **CONNECT US TO ONE ANOTHER**
- **TELL THE STORY OF FRANKFORT**
- **BE BOLD**
- **INCREASE THE DRAW**
- **BE A UNIQUELY FRANKFORT EXPERIENCE**

PROJECT INFO

Client: City of Frankfort
 Contact: Rebecca Hall
 502.352.2076
 Role: Prime Consultant (Designing Local)
 Sub Consultant (DLR Group)
 Time: 2020 - 2021





FRISCO PUBLIC ART MASTER PLAN UPDATE

CITY OF FRISCO, TEXAS

WHY

In 2002, the City of Frisco developed a public art program at a pivotal moment in its history. With a population of just over 50,000 residents and a unique position in the North Texas Region, the City was poised for explosive growth, culminating with an anticipated population of just over 350,000 people by 2035. In 2004, a Public Art Master Plan was adopted that would guide the City in making public art decisions in the midst of a transformation from a smaller community to a booming suburb of Dallas, all while celebrating the characteristics that make Frisco unique. Since the adoption of the ordinance and the 2004 master plan, over 75 pieces have been commissioned for the City that total over \$4 Million in investment.

HOW

In 2004, a Public Art Master Plan was adopted that would guide the City in making public art decisions in the midst of an ongoing transformation from a smaller community to a booming suburb of Dallas, all while celebrating the characteristics that makes Frisco unique. Public art has been a vital tool for the city in creating distinctiveness in such a large region. The 2004 plan calls for art that celebrates the anticipated transformation and metamorphosis of the City and sets out specific opportunities to complete that vision through installations at city facilities, neighborhood parks, hike and bike trails, road improvements and at numerous water projects.

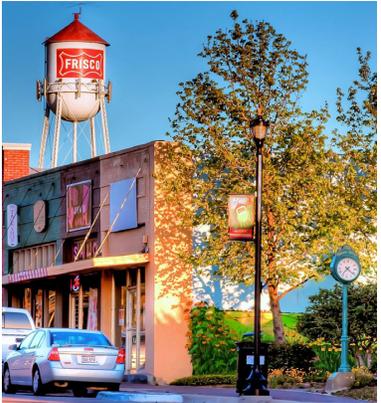
WHAT

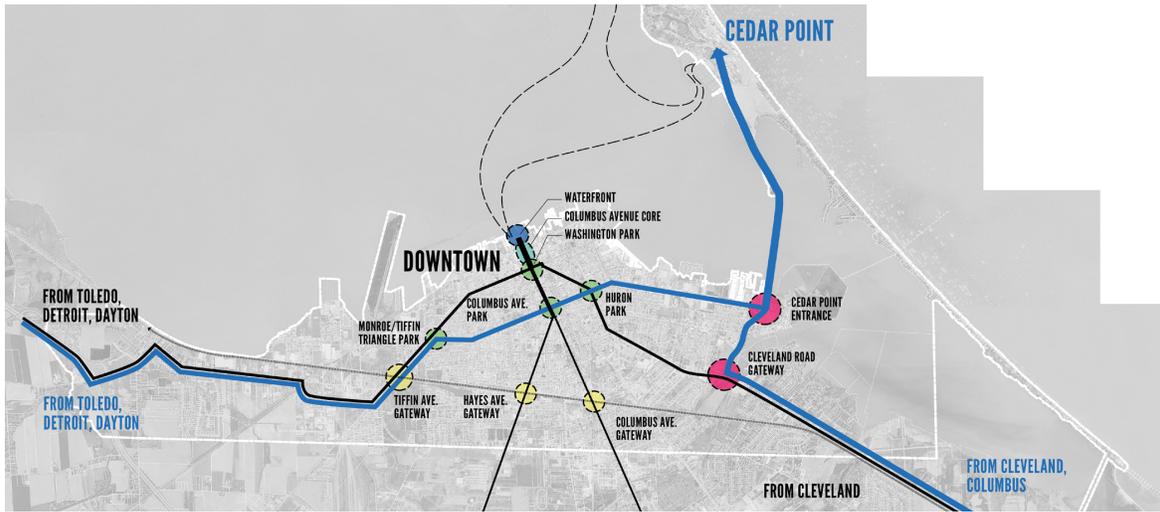
The Frisco Public Art Master Plan Update provides a roadmap to implementing thoughtfully curated public artworks into their capital projects for the next five years. With a Collection Management Policy in place, the City can now care for their robust collection while adding new pieces. The Public Art Master Plan was adopted in August 2018.

PROJECT INFO

Client: City of Frisco, Texas
 Contact: Stephen Ross, Public Art Coordinator
 972.292.6532
 Role: Prime Consultant
 Time: 2017 - 2018







SANDUSKY PUBLIC ART & PLACEMAKING PLAN

CITY OF SANDUSKY, OHIO

WHY

The City of Sandusky is one of Ohio's hidden gems that is seeing a significant amount of new investment and cutting-edge planning. With an opportunity to increase attachment to place and to draw new tourists, the City of Sandusky passed a public art ordinance in January of 2018 guaranteeing funding for public art through a 1% allocation of their general fund.

In an effort to invest the newly earmarked public art dollars responsibly, the City set out to complete a Public Art and Placemaking Plan. The plan directs spending to high priority projects and creates the needed infrastructure for administering a robust public art program.

HOW

Designing Local organized extensive stakeholder engagement and a public art popscile pop up to kickoff the planning process. Participants were asked their vision for public art in the City and were asked to think about potential transformative projects.

The team hosted several additional meetings to co-create ideas for the City's first projects that will be a result of the planning process. In addition to developing placemaking strategies, the team trained the newly formed Public Art and Cultural commission on procurement process for public art, the policy for maintenance and collection management, and donations.

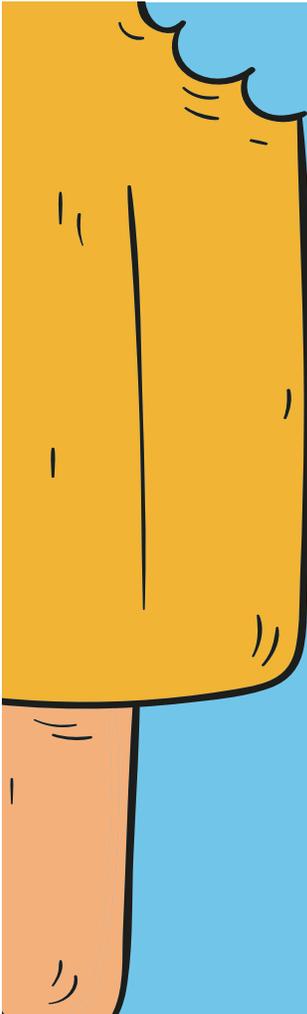
WHAT

The Sandusky Public Art and Placemaking Plan offers the City an opportunity to inspire elected officials and to create public art strategies that are uniquely Sandusky. By creating a framework for public art well into the future, the city can both execute projects that were conceptualized as well respond to opportunities as they arise. With an efficient and effective process for public art, the City of Sandusky has the tools to ensure a successful program well into the future.

PROJECT INFO:

Client: City of Sandusky, Ohio
 Contact: Greg Voltz
 419.627.5973
 Role: Prime Consultant
 Time: 2018





PUBLIC ART POPSICLE POP UP

JOIN THE CITY OF SANDUSKY FOR A
DISCUSSION ON PUBLIC ART OVER
POPSICLES AND KONA ICE SNO-CONES
AT
WASHINGTON
PARK

THURSDAY, MAY 17, 2018
6:00 - 7:30 PM

VISIT WWW.SANDUSKYPUBLICART.ORG TO LEARN MORE ABOUT
THE SANDUSKY PUBLIC ART MASTER PLAN





CAPE MAY COUNTY CREATIVE PLACEMAKING PLAN

CAPE MAY COUNTY, NEW JERSEY

WHY

In 1989, Cape May County initiated a taxpayer-funded program to purchase or protect open space and farmland throughout the County. The program proved successful and was eventually expanded to include funding of parks, recreational amenities, and historic preservation projects. While the program has been extremely successful in meeting its mission, it has relatively low public recognition.

To build awareness of the program and to increase the quality of funded projects, the County initiated a Creative Placemaking Plan which created a brand identity, standards for park design elements and amenities, and a demonstration site design.

HOW

Designing Local was selected through a competitive process to lead the creative placemaking plan. The team facilitated four total workshops to garner input from key stakeholders and to develop and test ideas.

A key part of the process was the creation of a community character framework which defines the unique sense of place present in Cape May County. This was utilized to drive the creation of the brand identity guidelines. The community character framework was also utilized in the design of various signage, site amenity, and architectural concepts throughout the County.

WHAT

The project was completed in August 2019. The plan document includes brand guidelines and original artwork, park facility design guidelines, a framework for public art and custom design, and a waterfront park concept.

PROJECT INFO

Client: Cape May County
 Contact: Leslie Gimeno, PP AICP
 Planning Director
 609-465-6875
 Role: Prime Consultant
 Time: 2018-2019
 Team: MKSK (Sub-consultant)



**STAKEHOLDER FEEDBACK:
FIRST MEMORY OF CAPE MAY COUNTY**



**STAKEHOLDER FEEDBACK:
MOST REPRESENTATIVE COLOR OF CAPE MAY**

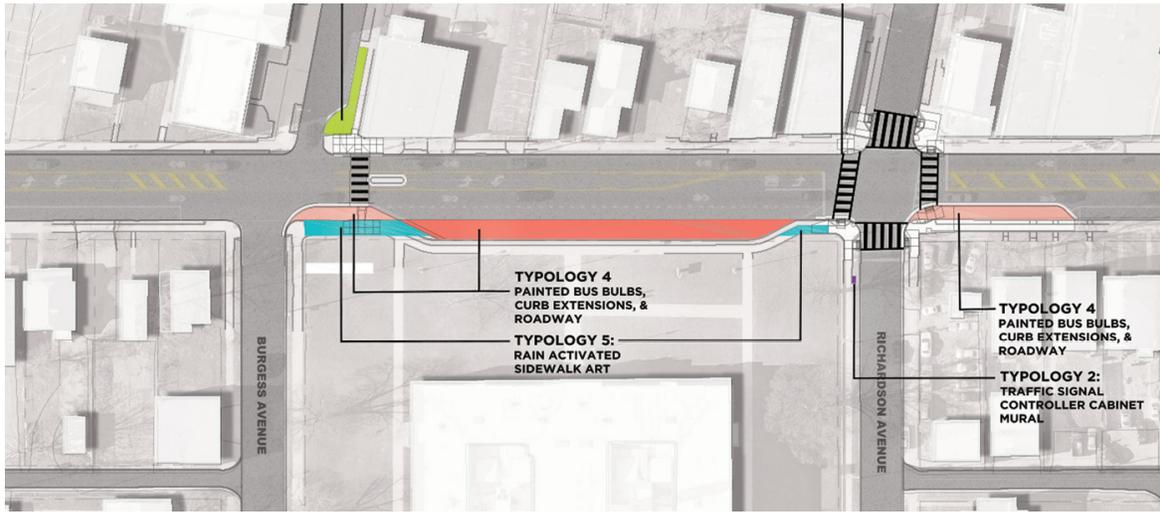


LOGO DESIGN



CUSTOM BENCH CONCEPTUAL DESIGN





SULLIVANT BRIGHT PUBLIC ART AND PARKLET PROJECT

CITY OF COLUMBUS DEPARTMENT OF PUBLIC SERVICE | COLUMBUS, OHIO

The Sullivant Avenue corridor in West Columbus has experienced severe disinvestment over several decades. The City of Columbus has initiated a major streetscape improvement project for the corridor that will include sidewalk repairs, new crosswalks and medians, and improved signalization.

To complement this project and encourage direct involvement by local community members, the City of Columbus engaged Designing Local to plan and manage a program to incorporate public art and placemaking elements throughout the corridor.

Designing Local is currently cataloging potential project sites and understanding proposed capital improvements. Following the initial phase, the team will host a series of focus groups with community leaders that will culminate into one large public meeting. After the public meeting, the team will select artists for a variety of projects.

Each project will be visually represented and presented to the Department of Public Service for approval. The team will also propose tactical urbanism parklets within this phase. Once the Department of Public Service approves the Public Art Plan, the team will present the Plan to the Columbus Art Commission for approval.

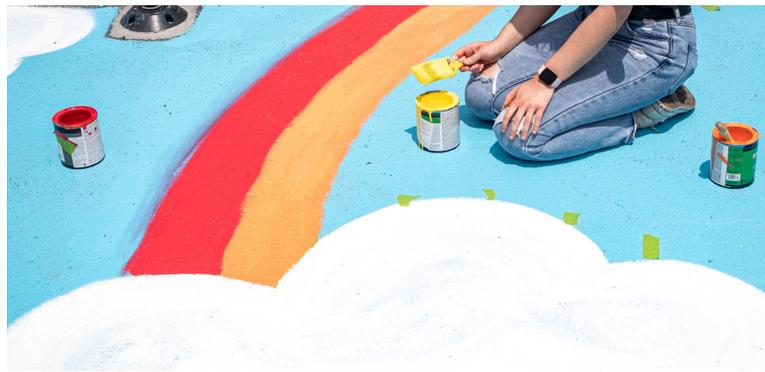
The project is currently in its initial planning phases and Designing Local is working with the engineering team to determine potential locations for public art. The entire project, including installation of public art, is expected to be complete in Fall of 2021.

PROJECT INFO

Client: Columbus Department of Public Service
 Contact: Dan Wayton, P.E.
 614.645.3797
 Role: Prime Consultant (Public Art)
 E.P. Ferris is Prime Consultant for Corridor Engineering
 Time: 2020-2021

**SULLIVANT
 BRIGHT**
Public Art and Parklet Project







MOLINE PUBLIC ART AND PLACEMAKING PLAN

CITY OF MOLINE | MOLINE, ILLINOIS

WHY

The City of Moline, Illinois is one of the Quad Cities and is bordered by the mighty Mississippi River. As the gateway to the East, the City understands the value of first impressions which is why the City developed its first ever, Public Art Master Plan. The plan focuses on downtown Moline and supports numerous other planning initiatives that are being implemented to support redevelopment of the downtown core.

HOW

Designing Local hosted a robust public engagement program despite the plan taking place throughout a global pandemic. A series of stakeholder meetings and focus groups were held with various organizations and leaders from the community. Students from Augustana College and Black Hawk College participated in a series of events with the public titled Walkabout Talkabout Public Art.

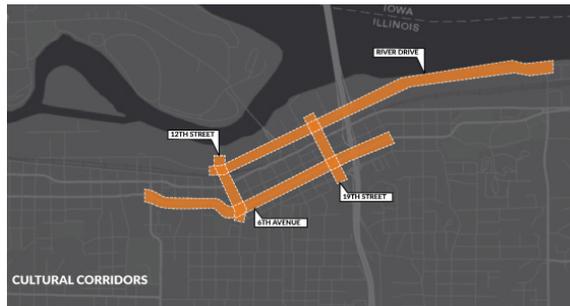
During these virtual events, participants were asked to consider seven different types of sites and how public art could impact the sites.

WHAT

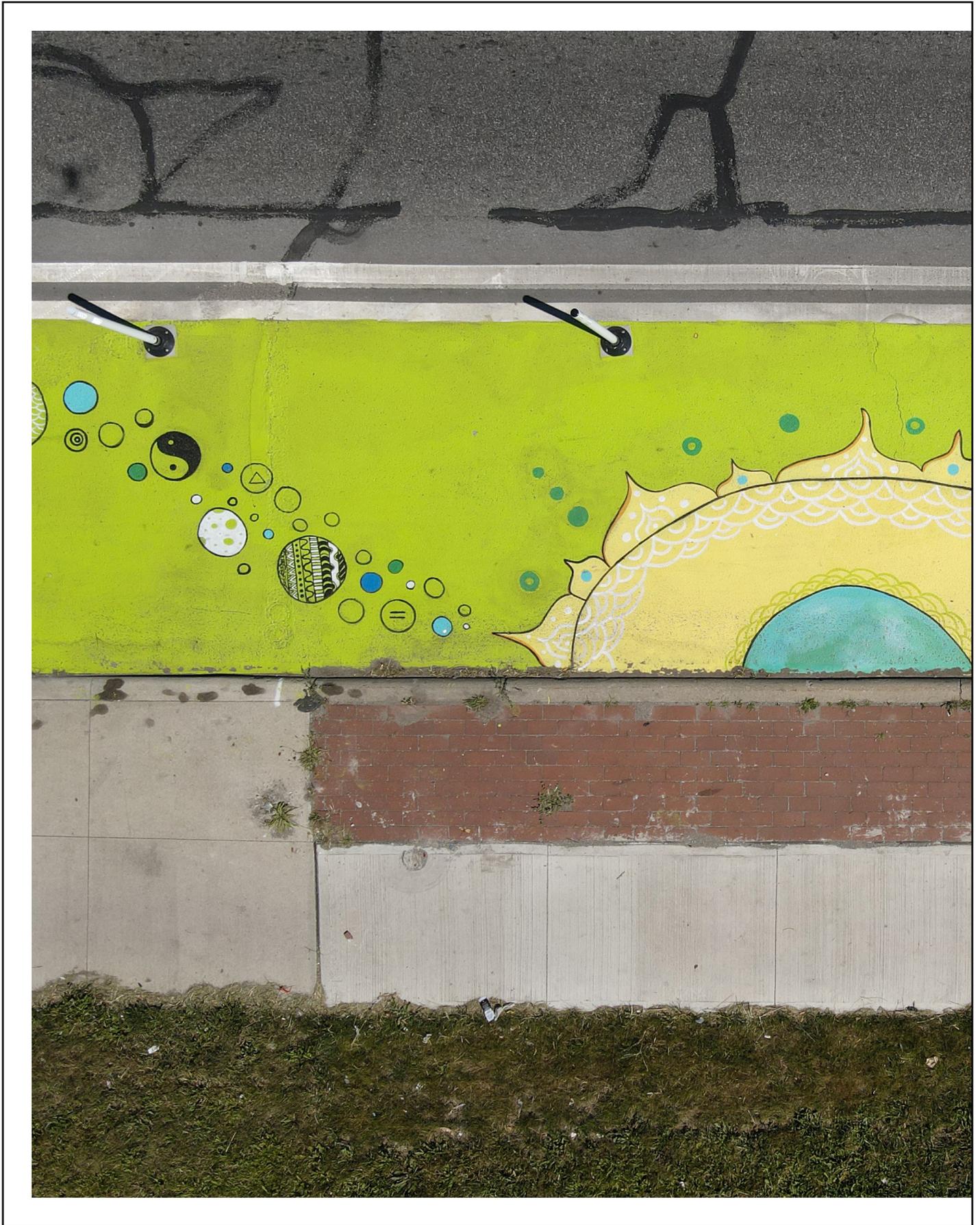
The Plan includes an implementation strategy that offers the opportunity to seek funding through federal, state and local grants along with private and non-profit support; and also uses the development process to focus investments in public art into future development and infrastructure projects. By employing multiple funding sources, the Plan will be both balanced and implemented over time.

PROJECT INFO

Client: Renew Moline
 Contact: Alex Elias
 309.762.9194
 Role: Prime Consultant (Public Art)
 Time: 2020-2021







4

WORK PLAN

PROPOSED SCOPE OF WORK, SCHEDULE, AND FEE

The following work plan is based on our understanding of the project goals, scope, and outcomes. We look forward to reviewing this scope and refining it to meet your needs.

OCTOBER 2021

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DESIGNING LOCAL



PROJECT UNDERSTANDING

Designing Local's unique method of delivering art plans that are created for the locals, by the locals, sets us apart from other firms. We understand that all residents, artists, business owners, elected officials, and tourists are the key to planning for public art. Designing Local will lead an innovative engagement process that is inclusive of Traverse City residents, artists, business owners, elected officials, city staff and relevant stakeholders.

Designing Local will work with City Staff to develop a Strategic Plan that speaks to the importance and power of place in Traverse City. It's understood that this plan is intended to assess the current state of public art in Traverse City through the creation of a comprehensive inventory of the City's collection, to gather widespread input from the community about their vision for public art, promote private and public programs to further public awareness of and interest in the visual arts, and encourage the integration of art into the architecture of municipal structures and privately owned commercial development projects.

This plan will create a unified vision and a ten-year guide that will enhance the City's current efforts, with specific and realistic goals that can be accomplished with City staff and an understanding of national best practices. The plan will establish a shared vision, identify and prioritize goals and strategies, explore new opportunities, sync public art investments with the overall City mission and give direction on how to leverage resources. Through the planning process, Traverse City's creative assets will be uncovered and built upon to strengthen the community. Strong community input, researched best practices and trends in the arts industry, and discovery of new opportunities for projects will be the basis of the plan.

OUR APPROACH

HIGHLIGHT AND BUILD UPON TRAVERSE CITY'S STRONG QUALITY OF LIFE

Traverse City has a high quality of life and unique qualities that neighboring communities do not. We will strive to generate resident input which illustrates what they love about the community as well as where they envision public art investment.

FOCUS ON CREATIVE ACTIVITIES WHICH EMPHASIZE THE COMMUNITY'S SENSE OF PLACE

We will construct fun, one-of-a-kind experiences that will allow residents to express their creative spirit as well as their ideas for a prosperous future.

MEET PEOPLE WHERE THEY ARE

Traverse City residents are busy people. We tailor our engagement activities to engage residents within the flow of their regular activities. We don't want this process to feel like work for your constituents; we desire to create an atmosphere that is convenient, fun, and fosters open and inclusive dialogue.

UTILIZE CONCISE AND EASILY UNDERSTANDABLE COMMUNICATION MATERIALS

We are a team of strong communicators. Collectively, we bring a unique blend of skills- verbal, visual, and written communication skills. We will work hard to develop communication materials which are direct, easily understandable, and visually appealing.

BE AN ORGANIZED, EFFICIENT, AND RESPONSIVE CONSULTANT TEAM

Our team stresses process, communication, and attentiveness. We will provide strong project organization and clearly-defined roles and responsibilities. We are also flexible and will adapt and modify the process in response to detours along the way. We are committed to an inclusive, transparent, and collaborative process working across sectors - government agencies and the public - creating cross pollination.

PROJECT TEAM ORGANIZATIONAL CHART

Designing Local understands no changes are permitted to the organizational chart after submission.

CLIENT GROUP

The Client Group will consist of City of Traverse City and DDA Staff. This small group of critical people will be the primary entity that will provide support to the Planning Team. A representative designated by the Client Group will directly coordinate with Designing Local for all logistical considerations.

STAKEHOLDER COMMITTEE

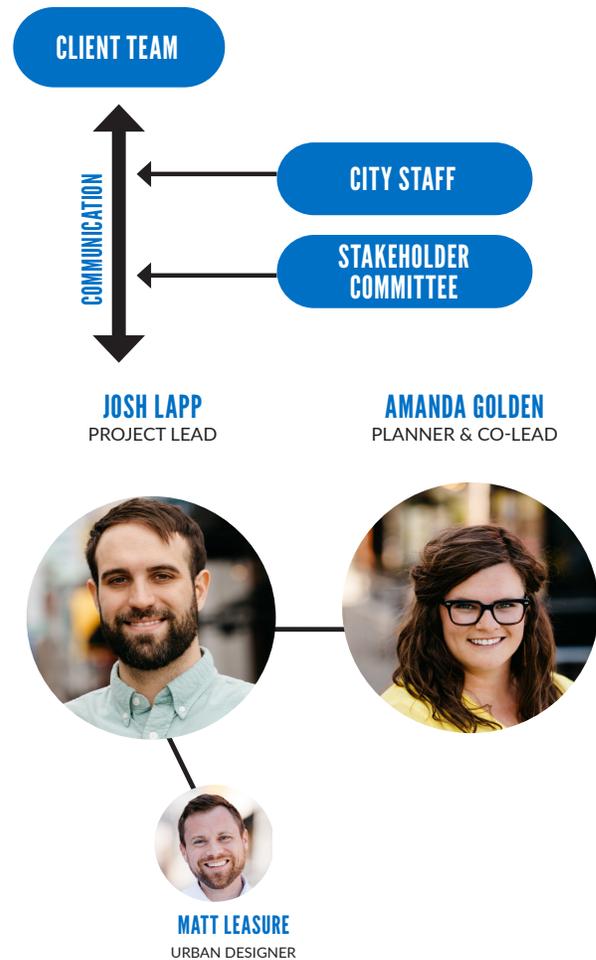
The Stakeholder Committee will play a key role in the development of the public engagement series and of the final plan by providing information and guidance. The planning team in collaboration with the client group will provide regular updates to the Stakeholder Committee and solicit feedback throughout the process

COMMUNITY INPUT

The Planning Team will design and facilitate a public engagement series that will be highly interactive and look to get in-depth feedback from the community in order to understand the wants and needs of the community. The Planning Team will also provide highly visual communication tools throughout the process to properly inform the public about the process and project.

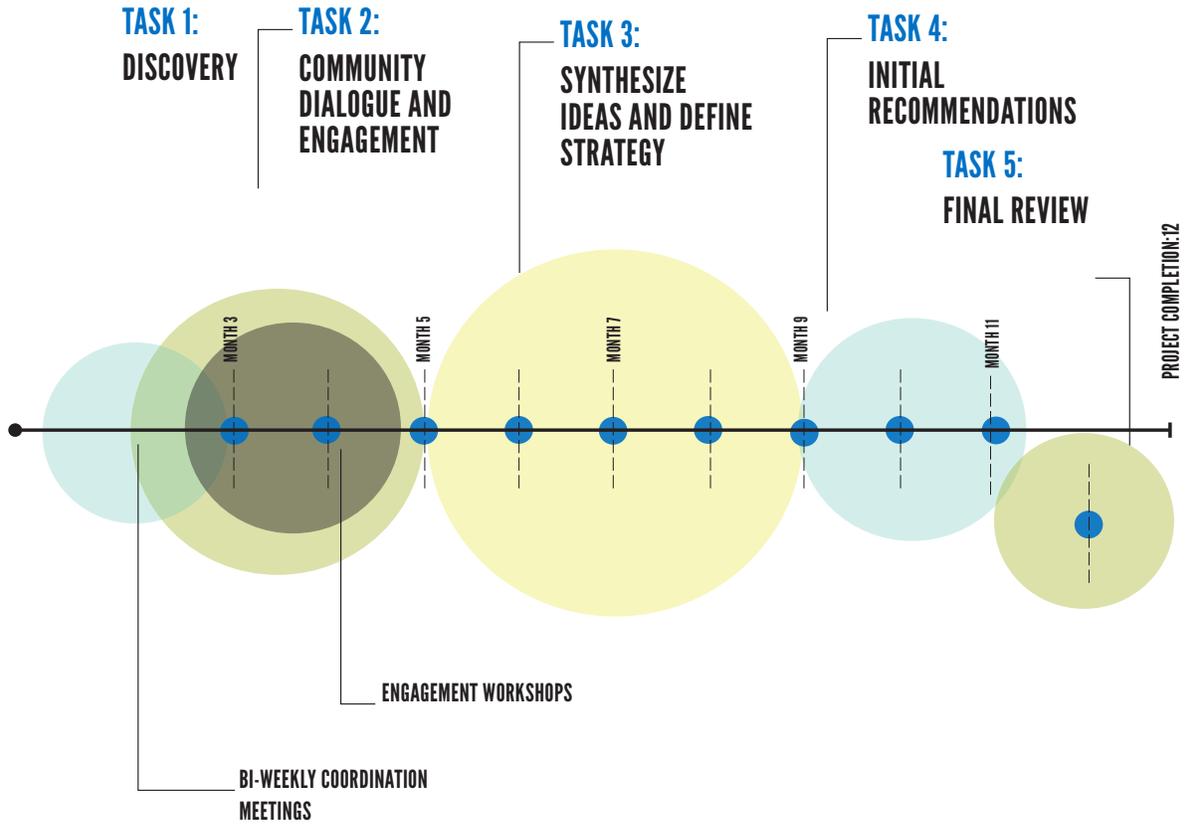
PLANNING TEAM

Designing Local prides itself on its collaborative team approach to projects. Co-Founder and Principal Josh Lapp will be the project lead for the Plan and will assisted throughout the project by Co-Founder and Managing Principal Amanda Golden. Principal Matt Leasure will manage graphic communications.



PROPOSED PROJECT SCHEDULE

Designing Local anticipates that this project will require approximately 12 months to complete. This will include a minimum of 3 public engagement events and bi-weekly Project Management Team meetings. The process shown below is preliminary and we anticipate refinement of the schedule with input from the Project Management Team.



PROJECT SCOPE OF WORK

The proposed scope for the Public Art Master Plan is below. The scope should be refined with input from staff.

PHASE 1: DISCOVERY

1.01: Research and document an inventory of existing art and cultural assets throughout Traverse City. The team will work with staff to determine what current cultural destinations and attributes are revered and valued. The team will be familiar with the following:

- 2014 Master Plan for the Public Arts Program;
- All Arts and Culture work of Traverse City since 2014;
- Other relevant city planning efforts;
- Geographic distribution of cultural attributes and assets;
- Traverse City history;
- Locations for future development projects in the City;
- National assessment of conditions and trends in Arts and Culture Planning and Placemaking, paying special attention to municipalities of similar size and character both locally and nationally as benchmark cities.

1.02: Discover Traverse City. The Team will meet with the staff for an intense orientation. This is anticipated to be a full day session and include a tour of the City, highlighting any existing art, cultural, and historic destinations throughout the City. A staff person will be expected to lead this tour.

A meeting with the Project Client will also be scheduled to review the plan context, mission, goals, meeting schedule, public meeting schedule, and expected deliverables. This Team is expected to participate throughout the process in engaging, soliciting, and managing feedback that help achieve the Project goals and outcomes.

1.03: Design a comprehensive project plan and detailed schedule of the overall timeline for the creation of the Strategic Plan. This will address the role and responsibility of the staff and consultants with specific milestones to reach within the scope of the project including, but not limited to: timing of any project management meetings, stakeholder meetings, public meetings, and project presentations and reports. This will be refined and monitored by both the staff and the team project manager.

1.04: Design a project website. The team will create a project website that will allow the public to be engaged throughout the planning process. The website will include information on planned events, images from public engagement events, an online survey, and any other relevant information to the planning process. In addition to a project website, a communication plan will be developed with staff to ensure maximum community engagement and publicity.

Task 1 Deliverables

- Project Framework
- Work plan and overall timeline of the project
- Project website/webpage
- Stakeholder List

PROJECT SCOPE OF WORK (CONTINUED)

PHASE 2: COMMUNITY DIALOGUE AND ENGAGEMENT

2.01: Determine existing attitudes and perceptions, opportunities and challenges to creating a Strategic Plan for Traverse City. Upon completion of Task 1, the team will meet with stakeholders to listen and learn about the City. Stakeholder meetings may take place in one-on-one or group sessions.

During this series of meetings, the team will determine an internal vision and will discuss the plan for fulfilling the vision. The stakeholder list will be provided by the Staff and the Project Client.

2.02: Determine optimal method and process for community engagement opportunities. The team will work with the staff and the Project Client to design and facilitate a series of workshops. These events will be highly interactive and inclusive and yield essential insight to craft a narrative about Traverse City and the values of the community.

- **Create.** The team will work with the Project Client to design the specific details for engagement, including specific activities, necessary background research, and essential products. In addition to the engagement workshops, the team will develop a survey for the community to participate in. The survey will be distributed online through social media channels, the city's website, and will be available in hard copy in City offices.
- **Market.** The team will assist with promoting the workshops, including developing the design of all marketing materials. The team will utilize the arts community, neighborhood organizations, and the City to promote the workshops within their networks.
- **Facilitate.** The team will lead and facilitate an informative and engaging program.
- **Report.** The project team will prepare a detailed report that interprets the data and identifies key values, priorities, vision and goals. All findings will be presented based on community feedback and support and will be evaluated through a national best practice lens.

Task 2 Deliverables

- Public workshop series and materials including survey
- Public Engagement Report including data from Public Engagement meetings and Stakeholder Meetings.

PHASE 3: SYNTHESIZE IDEAS AND DEFINE STRATEGY

3.01: Update the Public Art Inventory Review. Designing Local will work with DDA staff and the Art Commission to update the collection of public art under the direction of the Arts Commission. Each piece (and its associated sign) within the collection will be inventoried and photographed. In addition, Designing Local will help the Arts Commission determine the best method/process to evaluate the condition of each art piece and help determine maintenance needs.

3.02: Update Guiding Principles Goals and Priorities for Public Art. Designing Local will work with the Arts Commission to assess and evaluate the current guiding principles and goals of the Arts Commission, evaluating each priority and goal and determining if should be revised, or eliminated and if new goals should be added.

3.03: Action plan for future artwork installation. Designing Local will work with the Arts Commission to identify the types (and priorities) of artwork that should be commissioned for Traverse City for the next five years. These priorities or “areas of focus” should address different mediums (e.g., murals, digital media, statues, sculptures, integrated landscaping, etc.), location, size and other strategies that will bring the maximum impact for the city. This component of the strategic plan will be a particular focus of the Phase 2 public engagement efforts and final concepts will be brought back to the public for final comments.

3.04: Organizational Assessment. Designing Local will conduct an internal organizational assessment to evaluate the Arts Commission ability to effectively plan for, fund and implement public art throughout the city. This assessment will include a compressive review of the project assessment and selection process, call for artists and solicitation, artist selection process, installation, maintenance and long-term funding. The assessment will also include a review of how the Arts Commission is staffed and its relationship with the City. This assessment will likely include several discussions with the City Clerks Office as well as the Arts Commission and DDA staff.

3.05: Articulation of a common vision for Traverse City - Draft Strategic Plan. Based on the public workshops and stakeholder meetings, the team will extract the story Traverse City wants to tell to the outside world through its public art strategy. This narrative, in addition to any existing plans and the needs assessment completed in Phase 2, will become the foundation on which the Strategic Plan is built. The plan will contain goals and action steps for public art that are achievable within the next 10 years. Each recommendation will be examined for connection to other planning and capital projects. It is understood that the objectives of the plan may be subject to change during the planning process.

3.06: Develop a strategy to gain community consensus for the Plan. The team will work to determine the tools and information needed to create the basis for community-wide consensus building.

Task 3 Deliverables

- Draft Strategic Plan elements (text version)
- Community outreach strategy and execution for Master Plan adoption

PHASE 4: INITIAL RECOMMENDATIONS

4.01: Present outline and graphic elements of the plan. The team will present the structure and components of the Strategic Plan, including design concepts and format to staff and the Arts Commission.

4.02: Present draft master plan to the community stakeholders and City Staff. The team will provide the community stakeholders, the general public with recommendations and will solicit final comments to gauge the level of support and feedback for any plan changes. The team will also educate staff, and project stakeholders about the process of implementing recommendations in the respected departments and with respective partners.

4.03: Creation of the final Strategic Plan. The team will finalize the plan based on feedback from the community stakeholders, staff, and elected officials.

4.04: Outreach Materials. The team will develop education and PR materials that will communicate the process and outcomes of the Strategic Plan for consumption.

Task 4 Deliverables

- Presentation of initial recommendations to community stakeholders and Staff
- Outreach materials

- Draft and final Strategic Plan including presentation slides

**All deliverables from all phases will be compatible with Traverse City' software and all materials will become property of the City.*

PHASE 5: FINAL REVIEW AND RECOMMENDATION

5.01: Presentation to Elected Officials and Traverse City residents. The team will present the final draft of the Strategic Plan at a work session or meeting.

Task 5 Deliverables

- Final Strategic Plan Presentation to elected officials and public

PROPOSED FEE

The following task and fee worksheet is based on the preceding project scope of work. Designing Local anticipates refinement of the scope of work, and subsequently, the task and fee worksheet.

ITEM	DESCRIPTION	FEE
BASE SCOPE OF WORK		
PHASE 1	DISCOVERY	\$1,500
PHASE 2	COMMUNITY DIALOGUE AND ENGAGEMENT	\$3,000
PHASE 3	SYNTHESIZE IDEAS AND DEFINE STRATEGY	\$3,000
PHASE 4	INITIAL RECOMMENDATIONS	\$4,000
PHASE 5	FINAL REVIEW AND RECOMMENDATION	\$500
ESTIMATED COSTS		
MILEAGE	+/-3 TRIPS (1000 TOTAL MILES)	INCLUDED
PRINTING	ESTIMATED TOTAL FOR MEETING MATERIALS AND PLANS	INCLUDED
SCOPE OF WORK TOTAL (NOT TO EXCEED)		\$12,000

PROJECT ASSUMPTIONS

- Base information will be provided by the Client including existing data, current planning proposals, and other key elements.
- This scope of work will be converted to a detailed work plan finalized in collaboration with the staff that will address coordination among the Client.
- Any costs for rental of facilities for meetings and workshops in City of Traverse City will be covered by the Client, or the Client will select facilities that are free of charge for use during the project.
- The Client Group will act as a liaison with the appropriate legislative bodies.
- The Client Group will coordinate document review and supply edits or approvals in a timely manner.
- The Client Group will assist with securing locations for meetings, events, and workshops.

Bidder - Please complete and return

BID SUMMARY

TITLE: Traverse City Arts Commission Strategic Plan – October 2021 Re-Issue

DUE DATE: Monday, November 1, 2021 at 4:00 PM

Having carefully examined the attached specifications and any other applicable information, the undersigned proposes to furnish all items necessary for and reasonably incidental to the proper completion of this bid. Bidder submits this bid and agrees to meet or exceed all requirements and specifications unless otherwise indicated in writing and attached hereto.

Bidder certifies that as of the date of this bid the Company or he/she is not in arrears to the City of Traverse City for debt or contract and is in no way a defaulter as provided in Section 152, Chapter XVI of the Charter of the City of Traverse City.

Bidder understands and agrees, if selected as the successful Bidder, to accept a Purchase Order / Service Order / Contract and to provide proof of the required insurance.

Bidder submits this bid and agrees to meet or exceed all the City of Traverse City's requirements and specifications unless otherwise indicated in writing and attached hereto. Bidder shall comply with all applicable federal, state, local and building codes, laws, rules and regulations and obtain any required permits for this work.

The Bidder certifies that it is in compliance with the City's Nondiscrimination Policy as set forth in Administrative Order No. 47 and Chapter 605 of the City's Codified Ordinances.

The Bidder certifies that none of the following circumstances have occurred with respect to the Bidder, an officer of the Bidder, or an owner of a 25% or more share in the Bidder's business, within 3 years prior to the bid:

- (a) conviction of a criminal offense incident to the application for or performance of a contract;
- (b) conviction of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or any other offense which currently, seriously and directly reflects on the Bidder's business integrity;
- (c) conviction under state or federal antitrust statutes;
- (d) attempting to influence a public employee to breach ethical conduct standards; or

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REFERENCES: (include name of organization, contact person, and daytime phone number).

1. ArtsNow
Contact Person: Nicole Mullet Telephone: 330.410.3362
2. City of Fort Wayne
Contact Person: Daniel Baisden Telephone: 419.606.5435
3. University District Organization
Contact Person: Matt Hansen Telephone: 614.419.3117

SUBCONTRACTORS: (include name of organization, contact person, daytime phone number, and services to be performed).

1. _____
Contact Person: _____ Telephone: _____
Services to be Performed: _____
2. _____
Contact Person: _____ Telephone: _____
Services to be Performed: _____
3. _____
Contact Person: _____ Telephone: _____
Services to be Performed: _____

2021

PREPARED BY
CASANDRA COLE

ORGANIZING TOGETHER
CONSULTANCY GROUP
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TRAVERSE CITY ARTS COMMISSION STRATEGIC PLAN

CITY OF TRAVERSE CITY

COMPANY NAME SUBMITTING THE PROPOSAL:	Organizing Together (OT) Consultancy Group
DATE OF INITIAL SUBMISSION:	July 30th 2021 (Resubmit Oct. 26, 2021)
WHICH ENTITY WILL IMPLEMENT THE READINESS AND PREPARATORY SUPPORT PROJECT?:	City of Traverse City Traverse City Downtown Development Authority 303 E. State Street Traverse City, Mi 49684 Harry Burkholderl, 231-922-2050 tcmanage@traversecitymi.gov
TITLE OF PROPOSAL:	Traverse City Arts Commission Strategic Plan
TYPE OF SUPPORT:	Strategic Planning, Community Engagement, Organizational Assessment
BRIEF SUMMARY OF THE REQUEST:	The Traverse City Arts Commission is seeking proposals from qualified firms or individuals to update and develop a Strategic Plan that will guide the evolution and priorities of the Arts Commission for the next five years. The Strategic Plan will establish short and long-range goals and objectives that are well-defined and establish measurable outcomes.
TOTAL AWARD AMOUNT:	\$12,000
PROJECT DURATION:	January 1st - May 31st 2022

SIMILAR PAST PROJECTS



SAFE in Northern Michigan exists to prevent youth substance use, increase community awareness and create change through collaboration, education, prevention initiatives. OT helped to develop a volunteer geographic information system to monitor and evaluate programs systematically across 11 counties. [For more information.](#)

References:

Nicole Flickema,
Community Health Coordinator
Health Department of Northwest Michigan
N.Flickema@nwhealth.org
(231) 373-2822



The Michigan Overdose Data to Action (MODA) initiative was in partnership with the Prevention Network and the Michigan Department of Health and Human Resources. OT developed and supported the implementation of a state-wide assessment of overdose prevention programming. Based off the analyses a trauma informed curriculum was developed on our OT Network. [For more information...](#)

References:

Amy Moore
MDHHS
MooreA29@michigan.gov
+1 (517) 256-6206



Madison Heights Community Coalition (MHCC) is a coalition in Madison Heights formed to prevent substance abuse in our community with a focus on our youth. OT helped build capacity for MHCC by rebranding their image, identifying diversity, equity, and inclusion practices, and website redesign. [For more information...](#)

References:

Kimberly Heisler
Executive Director
mhcc@madison-heights.org
(248) 837-2665

ABOUT US

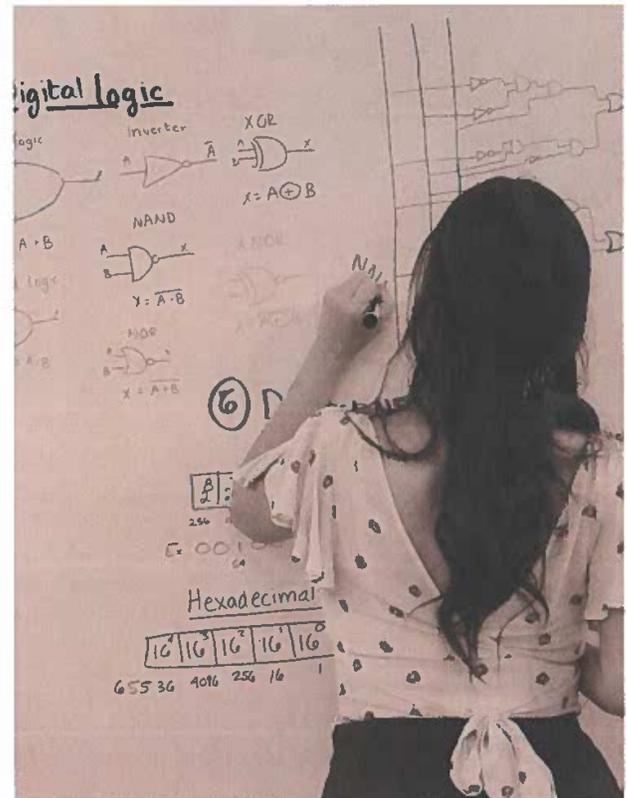
LEARN. COLLABORATE. GROW.

OrganizingTogether (OT) Consultancy Group is an organizational development and research collective founded on the principles of experiential learning and participatory decision-making. Our mission is to help organizations scale through collaborative capacity building.

We support individuals and groups in creating for-profit and nonprofit organizations that solve social, economic, and environmental problems through knowledge sharing, technology, and alternative solutions.

OT-Consultants specialize in organizational management, grant writing and management, technical development, decision support tools, mediation and negotiation, community development, website design and branding, empirical research design, and computer science.

Our team believes in the power of evidence-based practice that can only come about through empirical monitoring and evaluation. Let us guide you through the research and planning process!



"If it moves it can be measured, and if it can be measured it can be changed."

-Doug Pratt

LETTER OF INTENT

**TRAVERSE CITY ARTS COMMISSION
HARRY BURKHOLDER, CHIEF OPERATIONS
OFFICER TRAVERSE CITY DOWNTOWN
DEVELOPMENT AUTHORITY 303 E. STATE STREET
TRAVERSE CITY, MI 49684**

DEAR CHIEF OPERATIONS OFFICER HARRY BURKHOLDER,

It's with great interest that our team at OrganizingTogether (OT) submit this proposal. Our Strategic Plan will establish the Arts Commission's areas of focus and guiding principles for the next five years as well as make recommendations on the Commission's methods and organization.

Our team has a comprehensive background in strategic planning and is passionate about the importance and beauty of public art. OT is also very experienced with developing branding, social media presence, and leading community engagement. Our team looks forward to developing the Community Engagement Plan in order to integrate the needs and interests of local stakeholders (including both businesses and residents) into our recommendations for updated guiding principles, goals, and priorities.

OT will develop an interactive map of Traverse City's current Arts around the city to replace older mediums. The project lead will be by Casandra Cole with support from Dr. Charla M. Burnett.

This proposal includes a detailed outline of strategic goals, deliverables, timeline, and the budget for this project. The list of activities is customizable and can be altered to meet your organization's budget and needs. You can click on our consultants' LinkedIn icon for more information about our individual qualifications. If you have any questions, you can contact me at (517) 667-8178 or email me at charla.burnett@otconsultancy.org. I look forward to discussing next steps with you!

Sincerely,



CHARLA M. BURNETT

CEO and Founder
OrganizingTogether Consultancy Group





OVERVIEW

This past year, due to the COVID-19 pandemic, the Arts Commission suspended all activities (including meetings) for seven months. This pause in activity (as well as the recent appointment of several new arts commissioners) provides an opportunity for the Arts Commission to conduct a more formal discussion about the direction of, and priorities for, public art. In addition, the Arts Commission would like to use this planning opportunity to re-evaluate the organizational, operational, funding and decision-making framework for the Arts Commission.

OBJECTIVES

The Strategic Plan will include an update of the Arts Commission's existing collection as well as the priorities for public art for the next several years. During the cataloging of all new art, OT will create an interactive map for the community. The Strategic Plan will also reassess the organizational structure of the Arts Commission (including funding mechanisms and decision making) capable of implementing and delivering the expectations set forth in the Plan. The Strategic Plan will be informed by input from the public as well as community stakeholders and current Arts Commission members through the Community Engagement Plan.

IMPLEMENTATION

Our team will update and photographically catalog the Public Art Inventory Review while noting any maintenance that needs to be done on the pieces. Our designers and geographers will create an online interactive map of all Public Art across the city.

OT will develop a Community Engagement Plan which will include having discussions and holding meetings with business owners, designers, and residents in Traverse City. A single in person session (or 3 online) community session(s) will be held to gather feedback about the Strategic Plan.

Our team's recommendations will extend to the organization and implementation methods of the Traverse City Arts Commission. These recommendations will be made based on an internal organizational assessment conducted by OrganizingTogether.

Then our team's Draft Plan will be submitted which will include the findings and recommendations from the Inventory Review, the identified Areas of Focus, and the Organizational Assessment. Lastly, a Planning Workshop will be held with the Arts Commission to develop the Final Strategic Plan.

ADDITIONAL INFORMATION

OrganizingTogether requires 50% of the planning and design fees up front and the other half at the completion of the project. Legal, registration, and technology fees must be paid entirely up front. If the project goes over 30 days, the contract is terminated and 25% of the second half of the fee will still be due to OrganizingTogether Consultancy Group. The proposal estimate is subject to change if fewer or additional resources are needed.

A per-diem travel expense, based on the average in Michigan, will be required to offset any costs accrued while traveling to and around Traverse City in order to fulfill certain activities and objectives.

OT-Consultancy Group donates 1% of its fees to the OT-Foundation in an effort to support nonprofits and grassroots organizations with access to technology and technical expertise to address issues related to poverty, inequity, and environmental degradation. For more information about OrganizingTogether (OT) Consultancy Group, our past projects, current partnerships, and future direction, please visit our website at www.otconsultancy.org.

LOGIC MODEL

OBJECTIVES

- 1 Update the Public Art Inventory Review and create map.
- 2 Develop Community Engagement Plan
- 3 Update Guiding Principles, Goals, and Priorities
- 4 Organizational Assessment
- 5 Develop the Strategic Plan

ACTIVITIES

- a Photograph and inventory each piece of art
- b Determine the best method to evaluate the condition of the pieces and determine what maintenance is needed
- c Define goals and objectives of Community Engagement effort, identify key stakeholders, engagement techniques, and materials needed
- d Develop a schedule for regular progress meetings
- e Hold regular progress meetings including initial team meetings to establish team organization and approach
- f Assess and evaluate current principles and goals
- g Identify 'areas of focus' for the next 5 years
- h Hold discussions/meetings with community businesses, designers, and residents
- i Conduct internal organizational assessment
- j Prepare a draft plan that articulates the findings from objectives 1, 3, and 4
- k Discuss the draft plan at a planning workshop with the Art Commission to develop the final strategic plan.

DELIVERABLES

- 1 An updated inventory review will be produced including photographs of each piece with interactive Map.
- 2 A Community Engagement Plan will be proposed and written progress reports will be submitted as part of the CEP
- 3 Meetings concerning the goals and priorities of public art will be held with community stakeholders
- 4 An internal organizational assessment will be submitted
- 5 A Draft Plan will be submitted that covers the findings from Objective 1, 3, and 4
- 6 A Planning Workshop with the TC Arts Commission will be held and a final Strategic Plan will be developed

TIMELINE

- 1 March 31st, 2022
- 2 May 31st, 2022
- 3 January 1st, 2022
- 4 February 31st, 2022
- 5 April 31st, 2022
- 6 May 31st, 2022

ACTIVITY COST

- a \$2,000
- b \$1,500
- c \$700
- d \$400
- e \$1,000
- f \$500
- g \$1,000
- h \$2,150
- i \$1,500
- j \$750
- k \$500

TOTAL AWARD AMOUNT

\$12,000

OUR TEAM

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CHARLA M. BURNETT, CEO

Community Development Consultant, Lansing MI

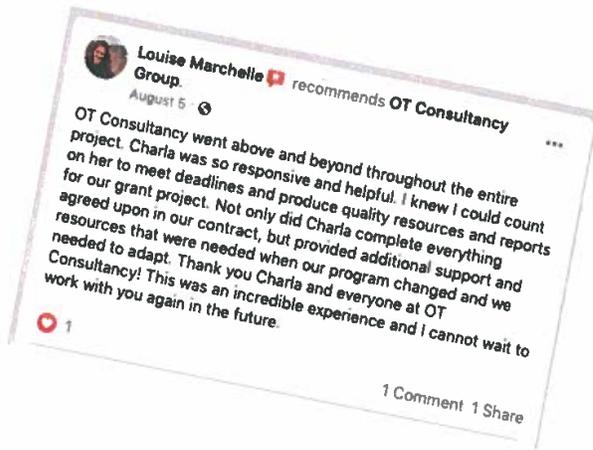
Named one of Forbes Magazine's Top 100 under 30 Scholars, Charla is a community mediator that specializes in strategic planning and decision support technologies. She holds a BA in Global Studies, MA in Conflict Transformation, and a Ph.D. in Global Governance and Human Security. She has conducted evaluation research for the United Nations Relief and Works Agency (UNRWA), Michigan Department of Health and Human Services, and the Center for Disease Control (CDC). She's also the founder of two successful nonprofit organizations- Refugees Welcome! and the International Society for Participatory Mapping (ISPM).

NICOLE REID

Mental Health, Prevention and the Environment, Lansing MI

Nicole Reid has a Master's Degree in Sociology and a BA in Criminal Justice and Organizational Communication. Nicole has over ten years of experience in substance abuse and criminal justice, in both the non-profit and government sectors. She specializes in Drug Treatment Courts, Medication Assisted Treatment and jail populations. Nicole also has four years of experience as an adjunct college professor. She is a progressive activist, experienced campaign organizer and ran for office in 2016. Nicole is dedicated to combating climate change through the use of renewable energy and sustainable living practices.





WHAT DO OUR CLIENTS SAY ABOUT US?

ZAHRA AHMAD

Communications, Environmental Law & Policy

Zahra reported on city, environmental, and policy impact Michigan communities for more than six years. She will graduate with a Master of Science in Environmental, Energy, and Natural Resource Law from Lewis and Clark Law School in December 2021. Zahra is transitioning into consultancy, focusing on environmental policy and advising. Zahra guest presenter for the Pulitzer Center and a big sister in the Big Brothers Big Sisters program.



JEFF SPANGLER

Political Organizing Consultant, Lansing MI

Jeff aspires to serve his community in many ways. As a first-generation college graduate, he received his BA in Political Science and Philosophy/Applied Ethics from Western Michigan University in 2011 and earned his Master's degree in Public Administration from the University of Michigan - Dearborn in 2016. With an emphasis on practical learning, Jeff gained policy experience working with Detroit-area nonprofits and Detroit Public Schools. He has led progressive campaigns for gubernatorial, mayoral, congressional and Senate races on behalf of organizations such as Planned Parenthood Votes, Color of Change, Center for Community Change, Clean Energy, and Healthy Michigan.





JEFFERY MOYER 

Public Policy Consultant, Boston MA

Jeffrey holds a Ph.D in Public Policy from University of Massachusetts Boston and specializes in understanding the policy process of legalizing cannabis and implementing equitable outcomes that benefit communities impacted by criminalization. Dr. Moyer is a proud AmeriCorps VISTA alumni and teaches at Suffolk University and Northeastern University. He has worked in variety of organizations and capacities to ensure legal compliance and adherence to values of transparency and accountability. Jeffrey is committed to ensuring those that are not traditionally included get a seat at the table, and seeks to work with organizations that are looking to expand opportunities and capabilities both internally and externally.



 **GEORGE CHICHIRAU**

Sustainability Consultant, Boston MA

George's primary research focus is on how to best integrate environmental sustainability, social justice and economic efficiency, particularly in regards to public transit policy and urban housing development, though he has experience conducting cost-benefit analyses and projections in many other areas. His lifelong research agenda revolves around creating a new public policy theoretical framework that is explicitly grounded in behavioral economics, ecological economics, institutional mapping and systems thinking. George is a doctoral candidate in Public Policy at the University of Massachusetts.





in TANISHA STEVERSON

Graphic Design and Anthropology
Detroit, MI

I am a Graphic Artist that specializes in Digital Illustration and Graphic Design. I earned my BA from the University of Michigan with a double major in Arts & Ideas in Humanities with concentrations in Film, Digital Art, Screen Printing, and Poetry, and Anthropology with a concentration in Linguistics, more specifically, African American Vernacular English (AAVE). I went on to earn her MFA in Computer Art from Syracuse University. I am currently obtaining a MFA in Animation & VFX from Academy of Art University, and a certificate in UI/UX from University of Newhampshire.

in ERICA ROPER

Sustainability Consultant, Boston MA

Erica Roper has a Masters in Sustainability Management from Columbia University and a Undergraduate in Sustainable Community Development from the University of Massachusetts Amherst. Erica works: to promote environmental and social sustainability and community resiliency, to leverage local resources to promote community health and social equity, and to disrupt systemic and institutional oppression. Erica teaches classes, runs workshops and supports individuals around active and sustainable transportation, development of a sustainable lifestyle and healthy patterns and boundaries, as well as energetic awareness, and improvisational movement and dance. Erica is a certified mediator, an experienced facilitator, a mental wellness advocate, and serves as a member of the Board of Directors of Dance New England.



**STRATEGIC
PLANNING TRAVERSE
CITY ARTS COMMISSION**



Collaboration Made Easy

**HAVE ANY
QUESTIONS?**

WE'D LOVE TO HEAR FROM YOU!
E-MAIL US AT
OUTREACH@OTCONSULTANCY.ORG

**STAY CONNECTED
[APP.ORGANIZETOGETHER.NETWORK](https://app.organizetogether.network)**



MEMORANDUM

To: Traverse City Arts Commission

From: Harry Burkholder, DDA COO
Katy McCain, DDA Community Development Director

Memo Date: November 12, 2021

Subject: Phi Theta Kappa Inquiry

We recently received an email from Amber Marsh, who is the president of Phi Kappa Theta International Honor Society's Alpha Rho Pi chapter at NMC. The organization is in the process of doing research on arts as activism and were interested in getting the Arts Commission involved. They were hoping to have someone from the Arts Commission with experience in this realm to come speak at one of their weekly meetings. They meet every Monday at 12pm on NMC's campus.

Her initial email:

Message: Hello,
My name is Amber Marsh and I am a student at Northwestern Michigan College. I am also the President of Phi Theta Kappa International Honor Society Chapter Alpha Rho Pi at NMC. We are doing research on art as activism for an upcoming project and I am reaching out to ask if we can connect. We meet on Mondays at 12:00pm on campus, as well we have evening flexibility for zoom meetings. We are eager to learn and thought a collaboration with your group would be a great place to start.

Thank you for your consideration.

Amber Marsh
Marsh95@mail.nmc.edu
231-622-2168