

# **Traverse City Downtown Development Authority Regular Meeting**

**Friday, February 21, 2025**

**9:00 am**

Commission Chambers, Governmental Center  
400 Boardman Avenue  
Traverse City, Michigan 49684



The City of Traverse City does not discriminate on the basis of disability in the admission to, access to, treatment in, or employment in, its programs or activities. Interim Assistant City Manager, 400 Boardman Avenue, Traverse City, Michigan 49684, phone 231-922-4440, TDD/TTY 231-922-4412, VRS 231-421-7008, has been designated to coordinate compliance with the non-discrimination requirements contained in Section 35.107 of the Department of Justice regulations. Information concerning the provisions of the Americans with Disabilities Act, and the rights provided thereunder, are available from the ADA Coordinator.

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 and Downtown Development Authority are committed to a dialog that is constructive, respectful and civil. We ask that all individuals interacting verbally or in writing with board members honor these values.

Downtown Development Authority:  
c/o Harry Burkholder, DDA Executive Director  
(231) 922-2050  
Web: [www.dda.downtowntc.com](http://www.dda.downtowntc.com)  
303 East State Street, Suite C  
Traverse City, MI 49684

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# Welcome to the Traverse City Downtown Development Authority meeting

## Agenda

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<b>1. CALL TO ORDER</b>	
<b>2. ROLL CALL</b>	
<b>3. REVIEW AND APPROVAL OF AGENDA</b>	
<b>4. PUBLIC COMMENT</b>	
<b>5. CONSENT CALENDAR</b>	
<i>The purpose of the consent calendar is to expedite business by grouping non-controversial items together to be dealt with by one DDA Board motion without discussion. Any member of the DDA Board, staff or the public may ask that any item on the consent calendar be removed therefrom and placed elsewhere on the agenda for individual consideration by the DDA Board; and such requests will be automatically respected. If an item is not removed from the consent calendar, the action noted in parentheses on the agenda is approved by a single DDA Board action adopting the consent calendar.</i>	
A. Consideration of approving the minutes from the December 20, 2025 DDA Regular Board Meeting (approval recommended). <a href="#">January 17, 2025 DDA Board Meeting Minutes - PDF</a>	4 - 7
B. Consideration of approving the January 17, 2025 Financial Reports and Disbursements for the DDA General, Old Town TIF and TIF-97 (approval recommended) <a href="#">DDA General, Old Town TIF, TIF-97 Financial Report and Dashboard - PDF</a>	8 - 15
<b>6. ITEMS REMOVED FROM CONSENT CALENDAR</b>	
<b>7. SPECIAL ORDER OF BUSINESS</b>	
A. Presentation from Community Police Officer - Officer Culver <a href="#">Community Police Officer Memo (Burkholder) - PDF</a>	16
<b>8. OLD BUSINESS</b>	
A. Hannah Park Overlook (approval recommended)	17



	<a href="#">Hannah Park Overlook Memo (Burkholder) - PDF</a>	
B.	Lower Boardman/Ottaway Riverwalk Design and Engineering Services <a href="#">Boardman Ottaway Memo</a> <a href="#">Boardman Ottaway Downtown Riverwalk INFORM Proposal - PDF</a>	18 - 112
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<b>9.</b>	<b>NEW BUSINESS</b>	
A.	Old Town TIF Strategic Capital Improvement Priorities <a href="#">Old Town TIF Capital Improvement Priorities Memo (Burkholder) - PDF</a>	113 - 115
B.	2025 - 2026 Budget <a href="#">2025 - 2026 Budget Memo (Burkholder) - PDF</a>	116 - 120
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<b>10.</b>	<b>EXECUTIVE DIRECTOR REPORT</b>	
A.	Executive Director Report <a href="#">Executive Director Report Memo - PDF</a> <a href="#">Draft Implementation of Charter Section 28 TIF Amendments 2024 1.30.25 - PDF</a>	121 - 125
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<b>11.</b>	<b>BOARD MEMBER REPORTS</b>	
A.	Arts Commission Report <a href="#">Art Commission Report (McMillen) - PDF</a>	126
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<b>12.</b>	<b>STAFF REPORTS</b>	
A.	Director of Events and Engagement Report <a href="#">Director of Events and Engagement Report (Klebba) - PDF</a>	127 - 128
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<b>13.</b>	<b>RECEIVE AND FILE</b>	
A.	Scott Hardy Resignation Letter <a href="#">Hardy DDA Board Resignation Letter 2-3-25 - PDF</a>	129
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<b>14.</b>	<b>PUBLIC COMMENT</b>	
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<b>15.</b>	<b>ADJOURNMENT</b>	



**Minutes of the  
Downtown Development Authority for the City of Traverse City  
Regular Meeting  
Friday, January 17, 2025**

A regular meeting of the Downtown Development Authority of the City of Traverse City was called to order at the Commission Chambers, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan, at 9:00 a.m.

The following Board Members were in attendance: Board Member Peter Kirkwood, Board Vice Chair Scott Hardy, Board Member Jeff Joubran, Board Member Todd McMillen, Mayor Amy Shamroe, Board Member Shelley Spencer, and Board Member Gary Howe

The following Board Members were absent: Board Member Ed Slosky, Board Member Hillary Ascroft, and Board Member Mike Powers

Chairperson Hardy presided at the meeting.

(a) **CALL TO ORDER**

The meeting was called to order by Chair Hardy at 9:00am.

(b) **ROLL CALL**

(c) **REVIEW AND APPROVAL OF AGENDA**

(1) That the board approve the Agenda as presented.

Moved by Jeff Joubran, Seconded by Amy Shamroe

**Yes:** Peter Kirkwood, Scott Hardy, Jeff Joubran, Todd McMillen, Amy Shamroe, Shelley Spencer, and Gary Howe

**Absent:** Ed Slosky, Hillary Ascroft, and Mike Powers

**CARRIED. 7-0-3 on a recorded vote**

(d) **PUBLIC COMMENT**

n/a

(e) **CONSENT CALENDAR**

*The purpose of the consent calendar is to expedite business by grouping*

*non-controversial items together to be dealt with by one DDA Board motion without discussion. Any member of the DDA Board, staff or the public may ask that any item on the consent calendar be removed therefrom and placed elsewhere on the agenda for individual consideration by the DDA Board; and such requests will be automatically respected. If an item is not removed from the consent calendar, the action noted in parentheses on the agenda is approved by a single DDA Board action adopting the consent calendar.*

- (1) Consideration of approving the minutes from the December 20, 2024 DDA Regular Board Meeting (approval recommended).
- (2) Consideration of approving the December 2024 Financial Reports and Disbursements for DDA General, Old Town TIF, TI-97 and the Arts Commission (approval recommended).

That the board approve the Consent Calendar as presented.

Moved by Amy Shamroe, Seconded by Todd McMillen

**Yes:** Peter Kirkwood, Scott Hardy, Jeff Joubran, Todd McMillen, Amy Shamroe, Shelley Spencer, and Gary Howe

**Absent:** Ed Slosky, Hillary Ascroft, and Mike Powers

**CARRIED. 7-0-3 on a recorded vote**

(f) **ITEMS REMOVED FROM CONSENT CALENDAR**

(g) **OLD BUSINESS**

- (1) Capital Project Priorities Update

The following addressed the board:

Harry Burkholder  
Scott Hardy  
Amy Shamroe  
Pete Kirkwood  
Shelley Spencer  
Gary Howe

(h) **NEW BUSINESS**

- (1) DDA 2024 Annual Audit Report (approval recommended)

The following addressed the board:

Harry Burkholder  
Gary Howe

Brian Postma  
Scott Hardy

That the DDA Board accept the annual audited financial statements for the Traversde City Downtown Development Authority for the year ending June 30, 2024

Moved by Amy Shamroe, Seconded by Jeff Joubran

**Yes:** Peter Kirkwood, Scott Hardy, Jeff Joubran, Todd McMillen, Amy Shamroe, Shelley Spencer, and Gary Howe

**Absent:** Ed Slosky, Hillary Ascroft, and Mike Powers

**CARRIED. 7-0-3 on a recorded vote**

(2) Annual Treasury Report

The following addressed the board:  
Harry Burkholder

(3) Governance Committee Recommendation (approval recommended)

The following addressed the board:  
Harry Burkholder  
Todd McMillan  
Pete Kirkwood  
Amy Shamroe  
Scott Hardy

That the DDA Board approve the Governance Committee Roles and Responsibilities Document and the DDA Board Roles and Responsibilities Document.

Moved by Amy Shamroe, Seconded by Peter Kirkwood

**Yes:** Peter Kirkwood, Scott Hardy, Jeff Joubran, Todd McMillen, Amy Shamroe, Shelley Spencer, and Gary Howe

**Absent:** Ed Slosky, Hillary Ascroft, and Mike Powers

**CARRIED. 7-0-3 on a recorded vote**

(i) **EXECUTIVE DIRECTOR REPORT**

(1) Executive Director Report

The following addressed the board:  
Harry Burkholder  
Scott Hardy

Scott Howard  
Amy Shamroe

(j) **BOARD MEMBER REPORTS**

**(1)** Arts Commission Report

The following addressed the board:

Harry Burkholder  
Todd McMillan  
Amy Shamroe

(k) **STAFF REPORTS**

**(1)** Director of Events and Engagement Report

The following addressed the board:

Sara Klebba  
Jeff Joubran  
Gary Howe  
Pete Kirkwood  
Scott Hardy  
Amy Shamroe  
Shelley Spencer

(l) **RECEIVE AND FILE**

(m) **PUBLIC COMMENT**

n/a

(n) **ADJOURNMENT**

The board meeting was adjourned by Chair Hardy at 9:58am

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Harry Burkholder, Executive Director

# Traverse City DDA - General

## Trial Balance

As of January 31, 2025

	DEBIT	CREDIT
1000 Fifth Third Checking - 3112	757,236.49	
1010 Fifth Third Savings - 6740	213,325.22	
1020 Petty Cash	0.00	
1072 Bill.com Money Out Clearing	0.00	
1200 Accounts Receivable	2,046.78	
1101 Due From APS (City of TC)	0.00	
1102 Due From Arts Council	0.00	
1103 Due From DTCA	0.00	
1104 Due From Other Funds	0.00	
1220 Grants Receivable	50.00	
1230 Other Receivable	0.00	
1300 Pre-Paid Expense	17,401.59	
1480 Payroll Advance	0.00	
1499 Undeposited Funds	0.00	
2000 Accounts Payable		188,293.37
2153 Credit Card		2,460.39
2050 Other Accrued Liabilities		150.00
2100 Due to Other Funds		0.00
2110 Due to Oldtown TIF		0.00
2120 Due to TIF 97		0.00
2200 Payroll Liabilities		0.00
2201 Payroll Liabilities:Direct Deposit Liabilities		0.00
2202 Payroll Liabilities:Accrued Payroll Liabilities		11,081.49
2203 Payroll Liabilities:Accrued Salaries		37,361.89
2205 Payroll Liabilities:457b Payable		1,709.32
2210 Payroll Liabilities:Federal Income Tax Payable		0.00
2215 Payroll Liabilities:Health, Dental, Vision Insurance Payable	584.89	
2220 Payroll Liabilities:Life & Disability Insurance Payable	83.99	
2225 Payroll Liabilities:Medicare Tax Payable		0.00
2230 Payroll Liabilities:Social Security Tax Payable		0.00
2235 Payroll Liabilities:State Income Tax Payable		0.00
2240 Payroll Liabilities:State Unemployment Tax Payable		0.00
2245 Payroll Liabilities:Wage Garnishment Payable		0.00
2300 Deposits Payable		0.00
2301 Deposits Payable:Double Up Food Bucks	2,490.00	
2303 Deposits Payable:NCF Reimbursements	469.00	
2304 Deposits Payable:Prescriptions for Health		0.00
2305 Deposits Payable:Project Fresh		764.00
2306 Deposits Payable:Senior Project Fresh	1,429.00	
2307 Deposits Payable:SNAP Food Assistance Payable		0.00
2403 GRANTS:EGLE - Cornwell Development		0.00
2407 GRANTS:MEDC Civic Square		100,000.00
2409 GRANTS:Rotary Charities		0.00
2600 Deferred Income		22,510.83
Bryan Crough Memorial Fund		0.00

Accrual Basis Tuesday, February 11, 2025 06:37 PM GMT-05:00

1/3

# Traverse City DDA - General

## Trial Balance

As of January 31, 2025

	DEBIT	CREDIT
Bumpout Project Funds Collected		0.00
Buy Local Give Local Campaign		0.00
Suspense		0.00
3000 Opening Bal Equity		107,606.27
3900 Retained Earnings		468,428.85
4101 TAXES:Property Taxes		123,856.16
4207 GRANTS & CONTRIBUTIONS:MACC Grant		12,000.00
4212 GRANTS & CONTRIBUTIONS:EGLE Grant-State Street West-End Mixed Use		1,485.00
4302 REIMBURSEMENTS:Administrative Services		545,296.00
4303 REIMBURSEMENTS:Parking Services		181,257.90
4305 REIMBURSEMENTS:Farmers Market Revenue		15,488.68
4306 REIMBURSEMENTS:Farmer's Market Booth Rental Income		33,452.00
4501 INTEREST INCOME:Interest & Dividends		4,711.57
5101 SALARIES:Salaries & Wages	290,793.11	
5102 SALARIES:Hourly Wage Expense	128,620.72	
5201 FRINGE BENEFITS:Health Insurance	8,861.10	
5202 FRINGE BENEFITS:Disability Insurance Benefits	696.48	
5203 FRINGE BENEFITS:Life Insurance Expense	177.70	
5204 FRINGE BENEFITS:457 Company Matching	30,464.98	
5208 FRINGE BENEFITS:Social Security Tax Expense	27,120.35	
5209 FRINGE BENEFITS:Medicare Tax Expense	6,342.60	
5210 FRINGE BENEFITS:SUTA Tax Expense	1,296.72	
5211 FRINGE BENEFITS:Workers Compensation	1,341.50	
5400 PROFESSIONAL SERVICES	26,531.40	
5401 PROFESSIONAL SERVICES:Contract Services	5,000.00	
5402 PROFESSIONAL SERVICES:Legal	32,394.00	
5403 PROFESSIONAL SERVICES:Professional/Contractual	176,120.03	
5409 PROFESSIONAL SERVICES:Grant exp EGLE cornwell bldg	1,250.00	
5418 PROFESSIONAL SERVICES:SNAP Food Assistance Expense	17,458.39	
5419 PROFESSIONAL SERVICES:EGLE Grant-State Street West-End Mixed Use	385.00	
5420 PROFESSIONAL SERVICES:Farmers Market Administrative Expense	23,290.39	
5421 PROFESSIONAL SERVICES:Marketing	48,990.00	
5501 TRAVEL AND CONFERENCES:Lodging, meals	545.39	
5502 TRAVEL AND CONFERENCES:Transportation	390.76	
5503 TRAVEL AND CONFERENCES:Training	275.00	
5601 REPAIRS AND MAINTENANCE:Repairs & Maintenance	269.78	
OFFICE SUPPLIES AND UTILITIES	80.00	
5301 OFFICE SUPPLIES AND UTILITIES:Office Supplies	9,396.09	
5302 OFFICE SUPPLIES AND UTILITIES:Utilities	2,916.62	
5303 OFFICE SUPPLIES AND UTILITIES:Operation Supplies	389.12	
5305 OFFICE SUPPLIES AND UTILITIES:Dues, Subscriptions and Memberships	12,568.37	
5306 OFFICE SUPPLIES AND UTILITIES:Printing & Publishing	953.54	
5307 OFFICE SUPPLIES AND UTILITIES:Communications	1,689.52	
5308 OFFICE SUPPLIES AND UTILITIES:Miscellaneous Expense	4,956.52	
5311 OFFICE SUPPLIES AND UTILITIES:Escheatment Liability	0.00	

# Traverse City DDA - General

## Trial Balance

As of January 31, 2025

	DEBIT	CREDIT
5404 OFFICE SUPPLIES AND UTILITIES:Insurance, Bonds & Taxes	1,231.58	
<b>TOTAL</b>	<b>\$1,857,913.72</b>	<b>\$1,857,913.72</b>



# Traverse City DDA - Old Town TIF

## Trial Balance

As of January 31, 2025

	DEBIT	CREDIT
1001 Fifth Third Checking - 0650	1,474,466.86	
1072 Bill.com Money Out Clearing	0.00	
1200 Accounts Receivable	40,620.70	
1103 OTHER CURRENT ASSETS:Due From Other Funds	0.00	
1104 OTHER CURRENT ASSETS:Due From DDA	0.00	
1300 Prepaid Expense	3,333.33	
2000 Accounts Payable		0.00
2100 Due to Other Funds		0.00
3900 Retained Earnings		799,554.29
4101 Property Taxes		854,646.16
Sales		0.00
5302 OFFICE SUPPLIES & UTILITIES:Utilities	936.64	
5308 OFFICE SUPPLIES & UTILITIES:Miscellaneous Expense	146.10	
5400 PROFESSIONAL SERVICES	115,036.48	
5500 Contributions to District Construction Projects		3,500.00
5900 Repairs and Maintenance	23,749.77	
4501 INTEREST INCOME:Interest & Dividend Income		589.43
<b>TOTAL</b>	<b>\$1,658,289.88</b>	<b>\$1,658,289.88</b>

# Traverse City DDA - TIF 97

## Trial Balance

As of January 31, 2025

	DEBIT	CREDIT
1001 CASH AND CASH EQUIVALENTS:Fifth Third Checking - 8026	8,938,579.98	
1072 Bill.com Money Out Clearing	0.00	
1200 Accounts Receivable	129,713.69	
1102 OTHER CURRENT ASSETS:Due from other governments	0.00	
1103 OTHER CURRENT ASSETS:Due From Other Funds	0.00	
1104 OTHER CURRENT ASSETS:Due From DDA	0.00	
1210 Deposits-Security Deposit	4,500.00	
1300 Prepaid Expense	24,666.67	
1499 Undeposited Funds	0.00	
2000 Accounts Payable	4,500.00	
2300 Due to City - Capital Projects		0.00
2100 Due to Other Funds		0.00
2200 Deferred Revenue		0.00
3000 Opening Bal Equity	21,200.00	
3900 Retained Earnings		6,307,524.02
4101 TAXES:Property Taxes		3,804,793.47
4501 INTEREST INCOME:Interest & Dividends		1,340.83
5301 OFFICE SUPPLIES AND UTILITIES:Office Supplies	210.75	
5302 OFFICE SUPPLIES AND UTILITIES:Utilities	2,063.59	
5306 OFFICE SUPPLIES AND UTILITIES:Printing & Publishing	1,530.43	
5308 OFFICE SUPPLIES AND UTILITIES:Miscellaneous Expense	1,123.26	
5309 OFFICE SUPPLIES AND UTILITIES:Bank Charges	416.88	
5400 Professional Services	492,190.97	
5500 Contributions to District Construction Projects	368,837.67	
5600 Contributions to Other Governments-Debt Service	36,859.98	
5801 RENT OR LEASE EXPENSE:Rent Expense	31,500.00	
5901 REPAIR & MAINTENANCE EXPENSES:Repairs and Maintenance	55,764.45	
<b>TOTAL</b>	<b>\$10,113,658.32</b>	<b>\$10,113,658.32</b>

**TC Downtown Development Authority (DDA)**  
Board Financial Report - Dashboard

1/31/2025

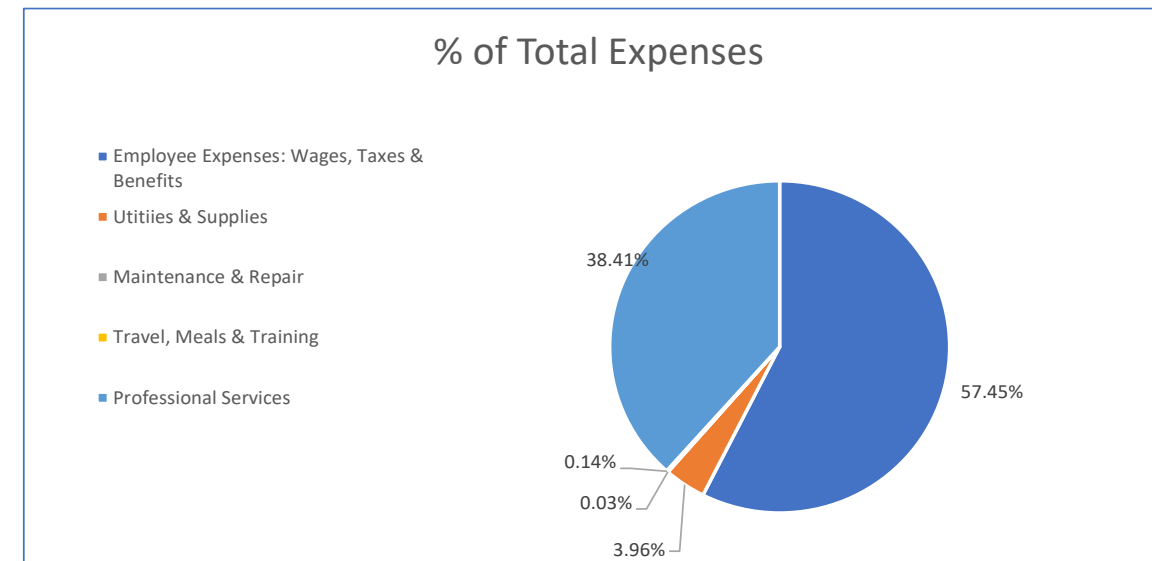
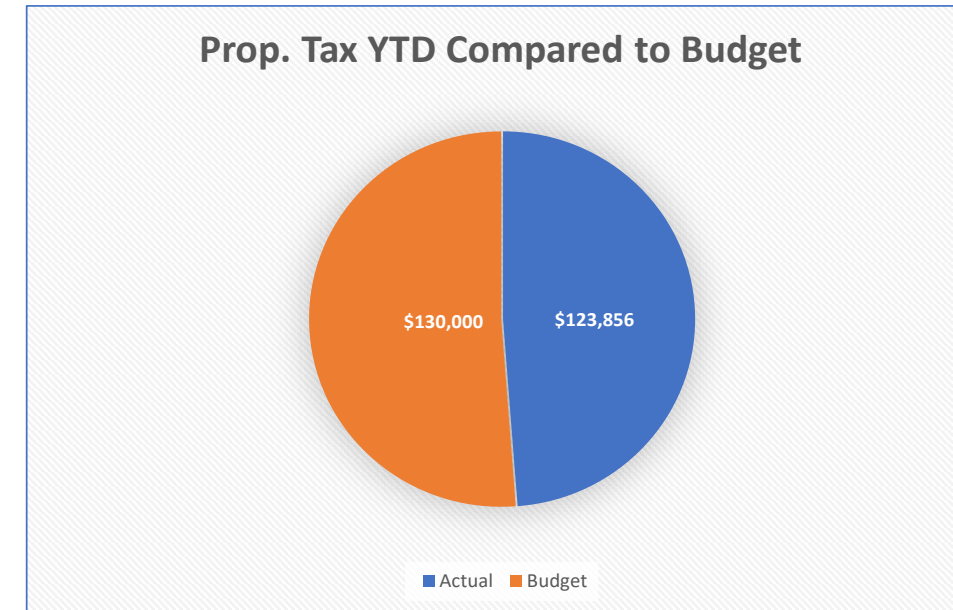
<b>Financial Position</b>	<b>YTD as of 1/31/2025</b>	<b>Prior Year as of 6/30/2024 *</b>	<b>Change</b>
Total Cash and Cash Equivalents	\$ 970,562	\$ 811,754	\$ 158,808
Other Assets	19,498	283,104	(263,606)
<b>Total Assets</b>	<b>\$ 990,060</b>	<b>\$ 1,094,858</b>	<b>\$ (104,798)</b>
Current Liabilities	\$ 188,293	\$ 337,420	\$ (149,127)
Total Other Liabilities	170,981	181,402	(10,421)
<b>Total Liabilities</b>	<b>359,274</b>	<b>518,823</b>	<b>(159,548)</b>
Fund Balance	630,786	576,035	<b>54,751</b>
<b>Total Liabilities and Fund Balance</b>	<b>\$ 990,060</b>	<b>\$ 1,094,858</b>	<b>\$ (104,798)</b>

\* Prior year balances are pre-audit and subject to change

<b>Revenue</b>	<b>YTD</b>	<b>Annual Budget</b>	<b>% of Budget</b>
Property Taxes	\$ 123,856	\$ 130,000	95.3%
Grants & Contributions	13,485	1,875,000	0.7%
Reimbursements	742,043	743,728	99.8%
Rental Income	33,452	51,000	65.6%
Interest	4,712	2,000	235.6%
<b>Total Revenue</b>	<b>\$ 917,547</b>	<b>\$ 2,801,728</b>	<b>33%</b>

<b>Expenses</b>	<b>YTD</b>	<b>Annual Budget</b>	<b>% of Budget</b>
Employee Expenses: Wages, Taxes & Benefits	\$ 495,715	\$ 541,113	92%
Office Supplies & Utilities	34,181	80,000	43%
Maintenance & Repair	270	0	0%
Travel, Meals & Training	1,211	30,000	4%
Professional Services	331,419	377,800	88%
Rental Expense	-	-	0%
<b>Total Expenses</b>	<b>\$ 862,797</b>	<b>\$ 1,028,913</b>	<b>84%</b>

No CPA has audited, reviewed, compiled or expressed any assurances on these financial statements



**Old Town Tax Increment Financing**  
Board Financial Report - Dashboard

1/31/2025

<b>Financial Position</b>	<b>YTD as of 1/31/2025</b>	<b>Prior Year as of 6/30/2024 *</b>	<b>Change</b>
Total Cash and Cash Equivalents	\$ 1,474,467	\$ 1,192,161	\$ 282,306
Other Assets	43,954	35,035	8,919
<b>Total Assets</b>	<b>\$ 1,518,421</b>	<b>\$ 1,227,196</b>	<b>\$ 291,225</b>
Current Liabilities	\$ -	\$ 427,642	\$ (427,642)
Total Other Liabilities	-	-	-
<b>Total Liabilities</b>	<b>-</b>	<b>427,642</b>	<b>(427,642)</b>
Fund Balance	1,518,421	799,554	<b>718,867</b>
<b>Total Liabilities and Fund Balance</b>	<b>\$ 1,518,421</b>	<b>\$ 1,227,196</b>	<b>\$ 291,225</b>

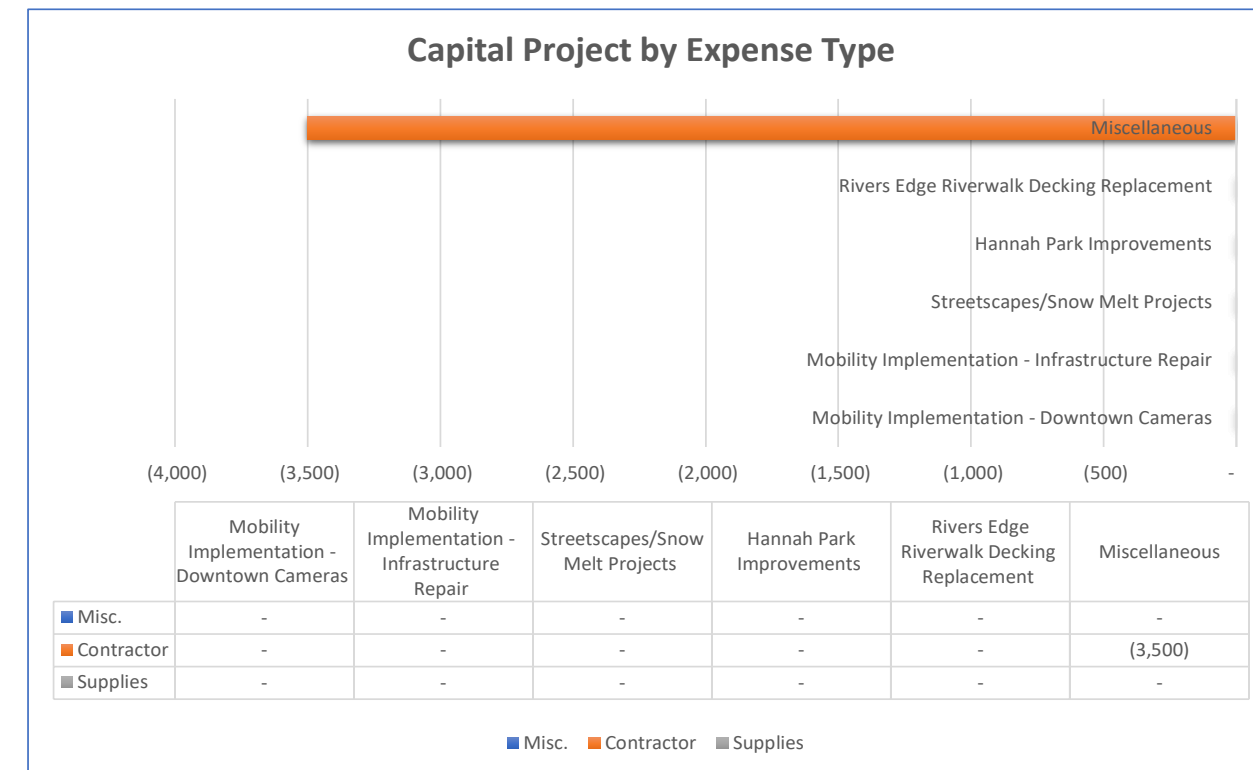
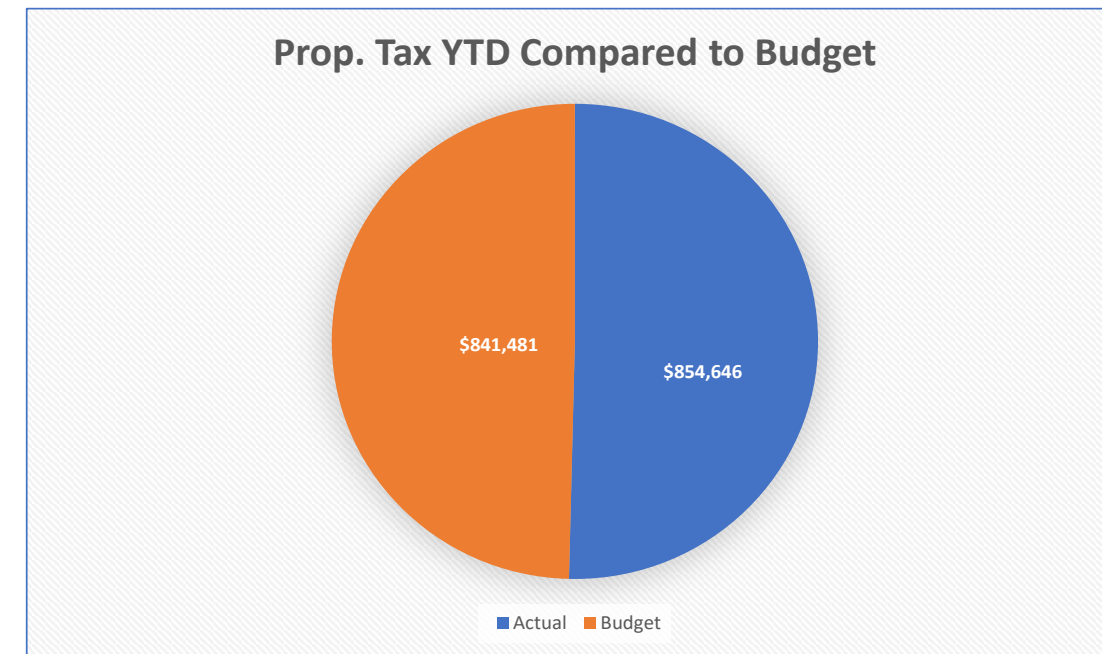
\* Prior year balances are pre-audit and subject to change

<b>Revenue</b>	<b>YTD</b>	<b>Annual Budget</b>	<b>% of Budget</b>
Property Taxes	\$ 854,646	\$ 823,427	103.8%
Interest	589	100	589.4%
<b>Total Revenue</b>	<b>\$ 855,236</b>	<b>\$ 823,527</b>	<b>104%</b>

<b>Expenses</b>	<b>YTD</b>	<b>Annual Budget</b>	<b>% of Budget</b>
Utilities	\$ 937	\$ -	N/A
Professional Services	115,036	303,383	38%
Other: Printing/Publishing, Supplies	146	100	146%
Repairs & Maintenance	23,750	60,000	40%
Capital Projects	(3,500)	378,120	-1%
<b>Total Expenses</b>	<b>\$ 136,369</b>	<b>\$ 741,603</b>	<b>18%</b>

<b>Capital Project Expenses:</b>	<b>YTD</b>	<b>Annual Budget</b>	<b>% of Budget</b>
Mobility Implementation - Downtown Cameras	-	28,120	0%
Mobility Implementation - Infrastructure Repair	-	30,000	0%
Streetscapes/Snow Melt Projects	-	100,000	0%
Hannah Park Improvements	-	80,000	0%
Rivers Edge Riverwalk Decking Replacement	-	130,000	0%
Miscellaneous	(3,500)	10,000	-35%
<b>Total Project Expenses</b>	<b>\$ (3,500)</b>	<b>\$ 378,120</b>	<b>-1%</b>

No CPA has audited, reviewed, compiled or expressed any assurances on these financial statements



**Tax Increment Financing Bond 97 (TIF97)**  
Board Financial Report - Dashboard

1/31/2025

Financial Position	YTD as of 1/31/2025	Prior Year as of 6/30/2024 *	Change
Total Cash and Cash Equivalents	\$ 8,938,580	\$ 6,109,666	\$ 2,828,914
Other Assets	158,880	274,515	(115,634)
<b>Total Assets</b>	<b>\$ 9,097,460</b>	<b>\$ 6,384,181</b>	<b>\$ 2,713,280</b>
Current Liabilities	\$ (4,500)	\$ 97,857	\$ (102,357)
Total Other Liabilities	-	-	-
<b>Total Liabilities</b>	<b>(4,500)</b>	<b>97,857</b>	<b>(102,357)</b>
Fund Balance	9,101,960	6,286,324	<b>2,815,636</b>
<b>Total Liabilities and Fund Balance</b>	<b>\$ 9,097,460</b>	<b>\$ 6,384,181</b>	<b>\$ 2,713,280</b>

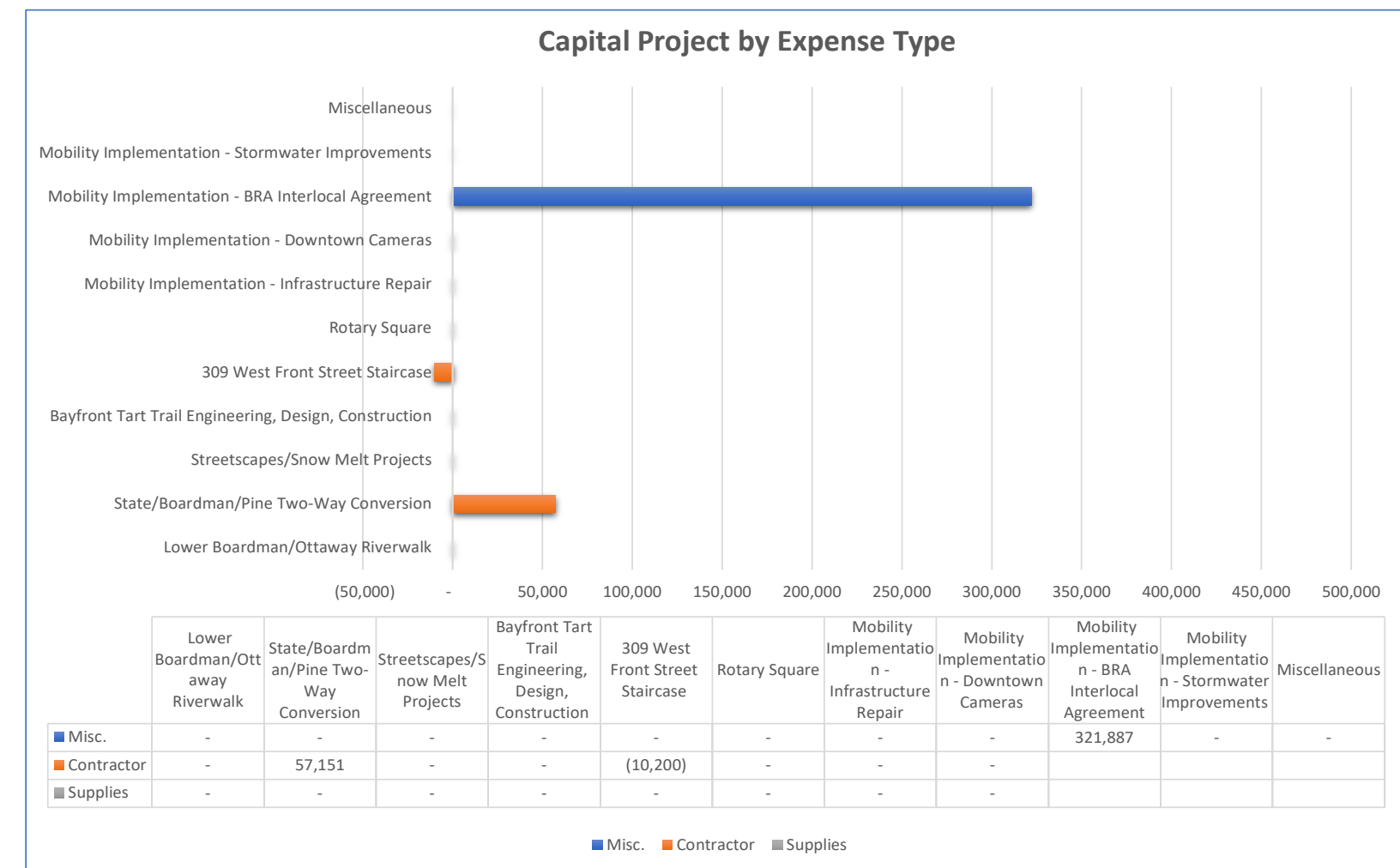
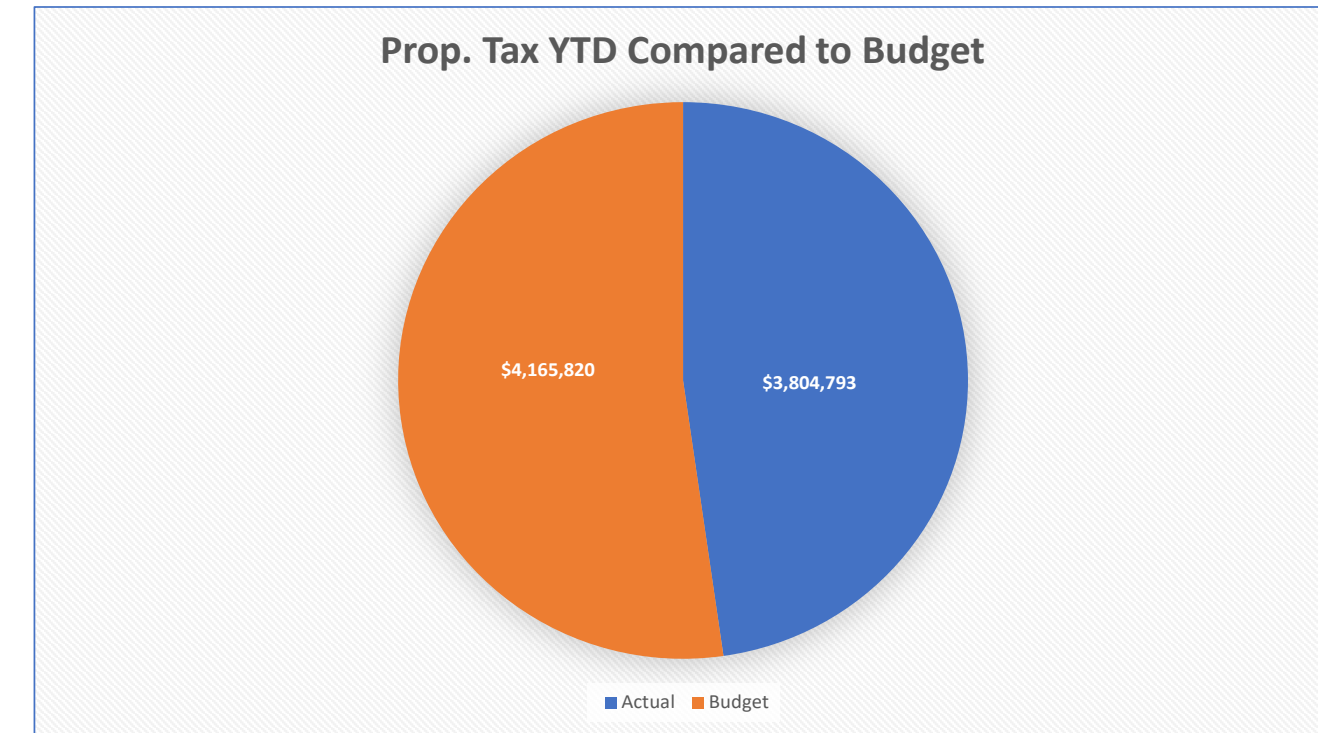
\* Prior year balances are pre-audit and subject to change

Revenue	YTD	Annual Budget	% of Budget
Property Taxes	\$ 3,804,793	\$ 4,165,820	91.3%
Grant Revenue	-	-	N/A
Reimbursements	-	-	N/A
Interest	1,341	4,500	29.8%
<b>Total Revenue</b>	<b>\$ 3,806,134</b>	<b>\$ 4,170,320</b>	<b>91%</b>

Expenses	YTD	Annual Budget	% of Budget
Office Supplies & Utilities	\$ 5,345	\$ 20,000	27%
Professional Services	492,191	1,427,215	34%
Rent Expense	31,500	50,000	0%
Repair & Maintenance	55,764	250,000	22%
Capital Projects	368,838	3,034,367	12%
Debt Service	36,860	913,720	4%
Taxes & Transfers	-	-	0%
<b>Total Expenses</b>	<b>\$ 990,498</b>	<b>\$ 5,695,302</b>	<b>17%</b>

Capital Project Expenses:	YTD	Annual Budget	% of Budget
Lower Boardman/Ottaway Riverwalk	-	1,000,000	0%
State/Boardman/Pine Two-Way Conversion	57,151	500,000	11%
Streetscapes/Snow Melt Projects	-	400,000	0%
Bayfront Tart Trail Engineering, Design, Construction	-	200,000	0%
309 West Front Street Staircase	(10,200)	100,000	-10%
Rotary Square	-	100,000	0%
Mobility Implementation - Infrastructure Repair	-	100,000	0%
Mobility Implementation - Downtown Cameras	-	112,480	0%
Mobility Implementation - BRA Interlocal Agreement	321,887	321,887	100%
Mobility Implementation - Stormwater Improvements	-	100,000	0%
Miscellaneous	-	100,000	0%
<b>Total Project Expenses</b>	<b>\$ 368,838</b>	<b>\$ 3,034,367</b>	<b>12%</b>

No CPA has audited, reviewed, compiled or expressed any assurances on these financial statements





Downtown Development Authority  
303 E. State Street  
Traverse City, MI 49684  
harry@downtowntc.com  
231-922-2050

## Memorandum

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To: DDA Board of Directors

From: Harry Burkholder, DDA Executive Director

Date: February 17, 2025

Subject: Officer Culver Presentation

For the last several years, the DDA has funded a community policer officer dedicated to the downtown district. The dedicated community police officer position has been a tremendous asset to downtown, providing immediate and direct response (and follow-up) to specific issues, serving as a resource for downtown business and property owners and serving as an ambassador to residents and visitors enjoying downtown. Officer Culver will be at our meeting to provide an overview of downtown through the lens of his position and discuss community policing efforts over the last year.



Downtown Development Authority  
303 E. State Street  
Traverse City, MI 49684  
harry@downtowntc.com  
231-922-2050

## Memorandum

To: DDA Board of Directors

From: Harry Burkholder, DDA Executive Director

Date: February 16, 2025

Subject: Hannah Park Overlook Project Update and Budget Adjustment

As you recall, this past July, the DDA Board approved a budget amendment of \$25,000 to the Old Town TIF Budget for the reconstruction of the Hannah Park Overlook, for a total project contribution of \$105,000 (we had budgeted \$80,000) in the 2024/2025 Old Town TIF Budget). The City of Traverse City is contributing to the remaining costs of this project.

If you've passed over the Union Street Bridge, you can see the project is well underway. To date, the contractor has completed the demolition of the wall, performed excavation to determine existing footings and has completed the installation of the wall core masonry structure. During this effort, the contractor discovered a large open joint between two adjacent footings as well as a portion of the footing was missing – both of which were buried and not observable prior to construction.

Upon the discovery of the open joint and missing footing, Machin Engineering, which is providing engineering support and oversight to the project, developed additional engineering drawings to repair the joint as well as add additional foundation support to the northeastern portion of the wall.

Due to these additional services, Machin is asking for an additional \$4,000 to complete the support and oversight to the project. These costs are above the original contingency costs we had allocated for the project. Therefore, I am asking the DDA Board to consider contributing an additional \$4,000 toward the completion of this project. If the budget amendment is approved by the DDA Board, the budget amendment would be presented to the City Commission for consideration at an upcoming City Commission meeting. This project is still on track to be completed by late March/Early April.

### **Recommended Motion**

That the DDA Board approve an increase to the 2024/2025 Old Town TIF Budget for the Hannah Park Overlook to \$109,000 and furthermore; that up to an additional \$4,000 from the Old Town TIF budget be allocated for the on-going, as needed, construction monitoring of the Hannah Park Overlook in partnership with the City of Traverse City.



**Downtown Development Authority**  
303 E. State Street  
Traverse City, MI 49684  
harry@downtowntc.com  
231-922-2050

## MEMORANDUM

---

To: Downtown Development Authority Board

From: Harry Burkholder, Executive Director

Date: February 17, 2025

Re: Consideration of Design & Engineering Services  
Lower Boardman/Ottaway Riverwalk – Phase 1-A

As you recall, in December, after several months of discussion and consideration, the DDA Board agreed to advance four capital project priorities: (1) Lower Boardman/Ottaway Riverwalk – Phase 1-A; (2) East Front Street; Rotary Square; and (4) the Farmers Market Pavillion.

This memo is intended to provide a little bit of project background on the Lower Boardman/Ottaway Riverwalk project and provide a summary (with possible action) on the next steps to advance this project priority.

### **Project History**

The 1.6-mile segment of the Boardman/Ottaway River in Downtown Traverse City has long served as the center for human activity in the Grand Traverse region – home first to the Anishinbek people and then European settlers who used the river and the surrounding forests to leverage a robust logging industry. As early settlement and industrial development around the river expanded over the 19th century, much of its associated waste went directly into the Boardman River. Over time, the ecology, habitat and overall health of the river was severely impacted. As a result, much of the built environment near and along the river either “turned its back” to the river or were relegated to less than desirable land uses or forgotten spaces.

While the ecology, habitat and overall health of the river is now considerably better, in many places along the river in downtown, the legacy of that early built environment still exists today – retail and commercial buildings face away from the river, surface parking lots and concrete walls line areas along the river, public access is limited, old concrete slabs and infill material protrude from the riverbank.



Despite its prominent role in defining the trajectory of much of Traverse City's past, the river's place within the urban fabric of downtown Traverse City today feels disconnected and not well defined.

Over the past twenty years, a number of local, state, federal and tribal stakeholders, have worked together to dramatically restore the **upper reaches** of the Boardman River, with one of the largest dam-removal and habitat restoration projects in the history of the greater Great Lakes Basin. Work also continues on *FishPass*, a capstone of the 20-year restoration project, which will ultimately re-connect the river to Lake Michigan and re-establish hydrological and ecological connectivity without allowing the passage of invasive species

Over that same time period, the City of Traverse City and Downtown Development Authority have implemented a series of boardwalks and pedestrian bridges along portions of the river that flow through downtown. While these well-intentioned projects provide additional access to the river, the disjointed network lacks cohesion and fails to properly connect the river corridor with downtown.

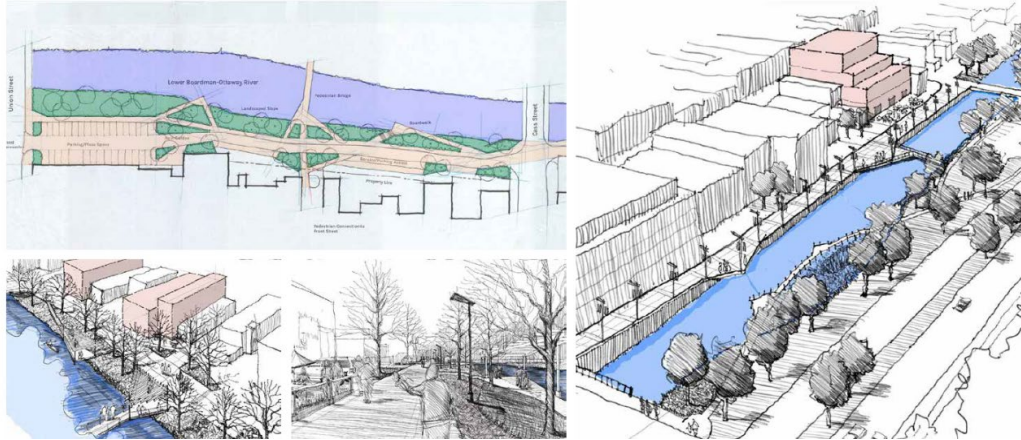
### **Let's Develop a Plan**

In 2018, noting the lack of a comprehensive vision and plan for the Lower Boardman/Ottaway River corridor and facing increasing development pressure along the river, the Downtown Development Authority initiated a planning effort to develop a Unified Plan for the Lower Boardman/Ottaway River. The Unified Plan (which was adopted in 2021 by the DDA, Planning Commission and City Commission) provides the framework and blueprint for significant pedestrian, placemaking and habitat restoration efforts along the river, supporting a long-held desire for downtown to "turn and embrace" the river.

The centerpiece for this transformation is the north and south banks of the river between Union Street and Park Street. The south side of the river lies adjacent to the alley behind the 100 and 200 blocks of Front Street. Both alleys provide "back-of-house" access to the restaurants, retail establishments and other uses along Front Street, which serves as the commercial core of downtown Traverse City. The 100-block alley is lined with dumpsters, utility boxes and an expansive parking lot that rests right up against the concrete retaining wall of the river. The 200-block alley is much narrower, but include many of the same features. The north side of the river has a small riparian vegetative buffer, but is otherwise bordered by expansive parking lots. The north side of the 200-block also has an existing boardwalk that was erected in 2017.

The Unified Plan identified a desire to repurpose and transform this section of the river into an active riverwalk/pedestrian zone – an interesting and unique place for people to gather, interact with each other, and also engage with the river, surrounding businesses and adjacent public spaces, including the Farmers Market and Clinch Park (see the Unified Plan concept sketches below).

## Unified Plan Concept for the 100 and 200 Block River Corridor



On the heels of the Unified Plan, in 2022 the DDA hired Inform Studio and their team of urban designers, placemaking and mobility experts, architects, engineers and community engagement specialists to develop a conceptual design for a downtown riverwalk along the Boardman/Ottawa River between Union Street and Park Street.

In November of 2022, following an 11-month planning and design process that included extensive public engagement, the DDA Board approved a conceptual design for the downtown riverwalk. The conceptual design addressed several components, including mobility, public infrastructure (lighting, furniture, public restrooms, dumpsters, etc.), ecology, the built environment and water access, programming and placemaking recreation and activities, and maintenance. The conceptual design also included construction estimates for the overall project.

In 2023, with the conceptual design in place, the DDA (in partnership with the City) issued an RFP for qualified consulting landscape architectural/civil engineering firms to provide schematic design, engineering and construction administration services for the section of the Riverwalk between Union and Cass Streets. The conceptual design for the Riverwalk between Union and Cass Streets is provided below.

As the realistic scope and potential costs of the schematic design and engineering services became clearer and the change in leadership at the DDA was initiated, this project was essentially placed on hold. However, \$1,000,000 was still allocated in the 2024/2025 TIF-97 Budget to move forward with schematic design, engineering and construction administration services, should the opportunity to move this project forward opened up.

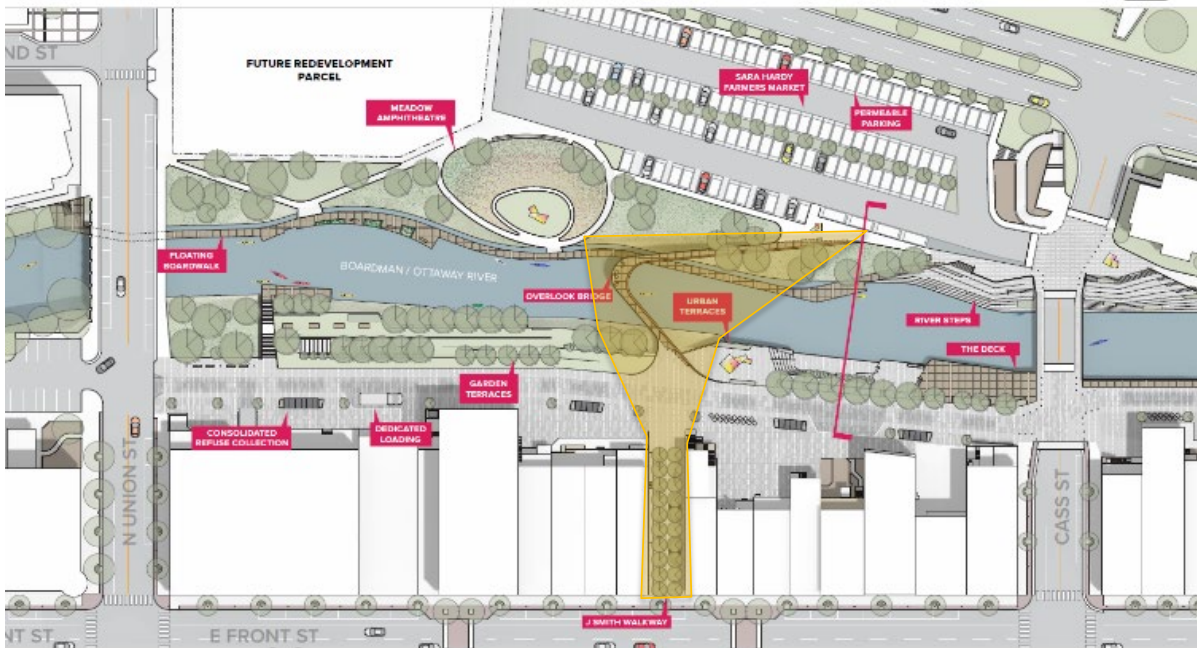
Over the last several months, the DDA has worked to narrow the focus of the proposed Riverfront project to a narrow corridor (i.e., "Phase 1-A", highlighted in yellow below) of the original design, which would include the J-Smith Walkway, new pedestrian

amenities through the alley and parking lot, and a new pedestrian bridge over to improvements on the north side of the river. As part of this modified scope, we would also be looking to implement stormwater management and habitat restoration infrastructure into the design. To that end, I have been working with INFOM Studio to secure a revised cost estimate (see attached) to this comprehensive, but smaller project area. As noted in previous Board discussions, the northern portions of this project will influence the design of the proposed Farmers Market Pavilion.

### Original Riverwalk Conceptual Design between Union and Cass Streets (INFOM)



### Revised Riverwalk (Phase 1-A) Scope (highlighted in yellow)



Based on the fees outlined in the proposal (page 86 and 87), if the DDA Board decides to move forward, I am suggesting a staggered approach.

Approve to enter into a contract with INFORM for the Schematic Design and Design Development portions of the overall scope of services for a not-to-exceed cost of \$486,419.50 This fee would include all of the "core design services" listed under Schematic Design and Design Development as well as all of the "expanded services" (minus community engagement and mobility services) listed under Schematic Design and Design Development.

The completion of these two phases will provide the DDA Board with a realistic and accurate cost estimate to complete the project. With that cost established, the DDA Board could then decide either to not advance the project or advance the project. If the DDA Board were to decide to advance the project, we would then develop a second contract with INFORM to complete the remaining three phases (construction documents, bidding & awarding and construction administration). We would also work with the City to bid out the construction of the project – that is, the city would hold the contract on the construction portion of the project and it would be paid for with TIF funds.

The Schematic Design and Design Development Phases are expected to take roughly 29 weeks to complete.

As you will see in the INFORM proposal, we are working from basic assumption that the total construction cost for this project is in the ballpark of \$6,000,000. This cost is based very preliminary cost estimates during the conceptual design process. Therefore, the total cost of the project is subject to change (less or more) as we begin to weigh key design element decisions with the availability of TIF funds and other project priorities.

Should the DDA Board decides its ready to move forward with these services, the following motion could be used.

**Recommended Motion**

That the DDA Board enter into contract with INFORM Studio for a not-to-exceed cost of \$486,419.50 for Schematic Design and Design Development Services related to the Lower Boardman/Ottaway Riverwalk Phase 1-A, subject to approval as to its form by the DDA Executive Director and Attorney.

# HONORING WATER AND HERITAGE TO CONNECT PEOPLE TO PLACE

## CONSULTING SERVICES FOR BOARDMAN/OTTAWAY DOWNTOWN RIVERWALK

To: Traverse City Downtown Development Authority  
Submitted By: INFORM Studio / August 2, 2024

**INFORM**





August 2, 2024

Harry Burkholder  
Executive Director  
Traverse City Downtown Development Authority  
303 E. State Street, Suite C  
Traverse City, MI 49684

## Honoring water and heritage to connect people to place.

The Boardman/Ottaway Downtown Riverwalk represents the next exciting step to redevelop the 100 and 200 block alleys into one of the most unique downtowns in Michigan. This initial phase evaluating the region behind the 100 block can catalyze efforts to transform the river corridor throughout the city, revitalizing existing elements of downtown like the Jay Smith Walkway. Our team continues to accept this challenge! Outlined in this proposal is our vision for a collaborative, responsive effort to exceed your expectations and position the project for realization.

The initial phase of the Boardman-Ottaway Downtown Riverwalk is an opportunity to mindfully honor the Boardman/Ottaway River and those who live near its shores. As you seek to revitalize your downtown and integrate the local ecology back into your community, we have assembled a team of experts, guided by local advisors who have experience working with cross-sector partners with vested interests in caring for the river, including many nonprofits and the Grand Traverse Band of Ottawa and Chippewa Indians, to further the thoughtful design solutions outlined in the concept plan.

We are excited to propose our team and expertise. Staying mindful of the Boardman/Ottaway River's role in daily life, as well as envisioning a more accessible downtown that sustains local businesses, will guide us in this collaboration. We are placemakers— that finish! Since INFORM's founding in 2000, we have prioritized active design and multimodal streetscapes that improve access for residents and visitors of all ages and abilities, with tangible results.

Sincerely,



Michael Guthrie, AIA, LEED AP  
Founding Partner/Principal  
INFORM Studio  
235 E. Main Street  
Northville, MI 48167

We know how important it is to integrate the natural landscape when connecting people to place, and now we know intimately the community of Traverse City: whether it's incorporating dynamic native plantings throughout a woonerf or designing a pedestrian bridge with amazing views to local waterways, our priority is to realize the meaningful places that deliver experiences and connect communities that were such an important part of the conceptual plan. The goal: to preserve Traverse City's beloved way of life while positioning your public spaces, businesses, and waterways for a sustainable future.

With the help of our local advisory team and the addition of more critical experts to our design team, we seek to deliver a responsive riverwalk that celebrates life in Traverse City. We know that technical competency and an attention to budget will be required— and, given the need for critical funding to realize this project, we have bolstered our team with experts who have been a part of orchestrating funding mechanisms to realize some of our most nationally prominent work.

Our team is ready and excited to continue working with Traverse City on this project, which will benefit generations to come. We will place a special emphasis on project organization, efficiency and technical acumen to deliver what the people want and need out of downtown Traverse City, and will keep the Boardman/Ottaway River and its surrounding flora and fauna at the heart of our delivery methods. We know that together, with a collaborative spirit, we can make your vision for the Downtown Riverwalk a reality.





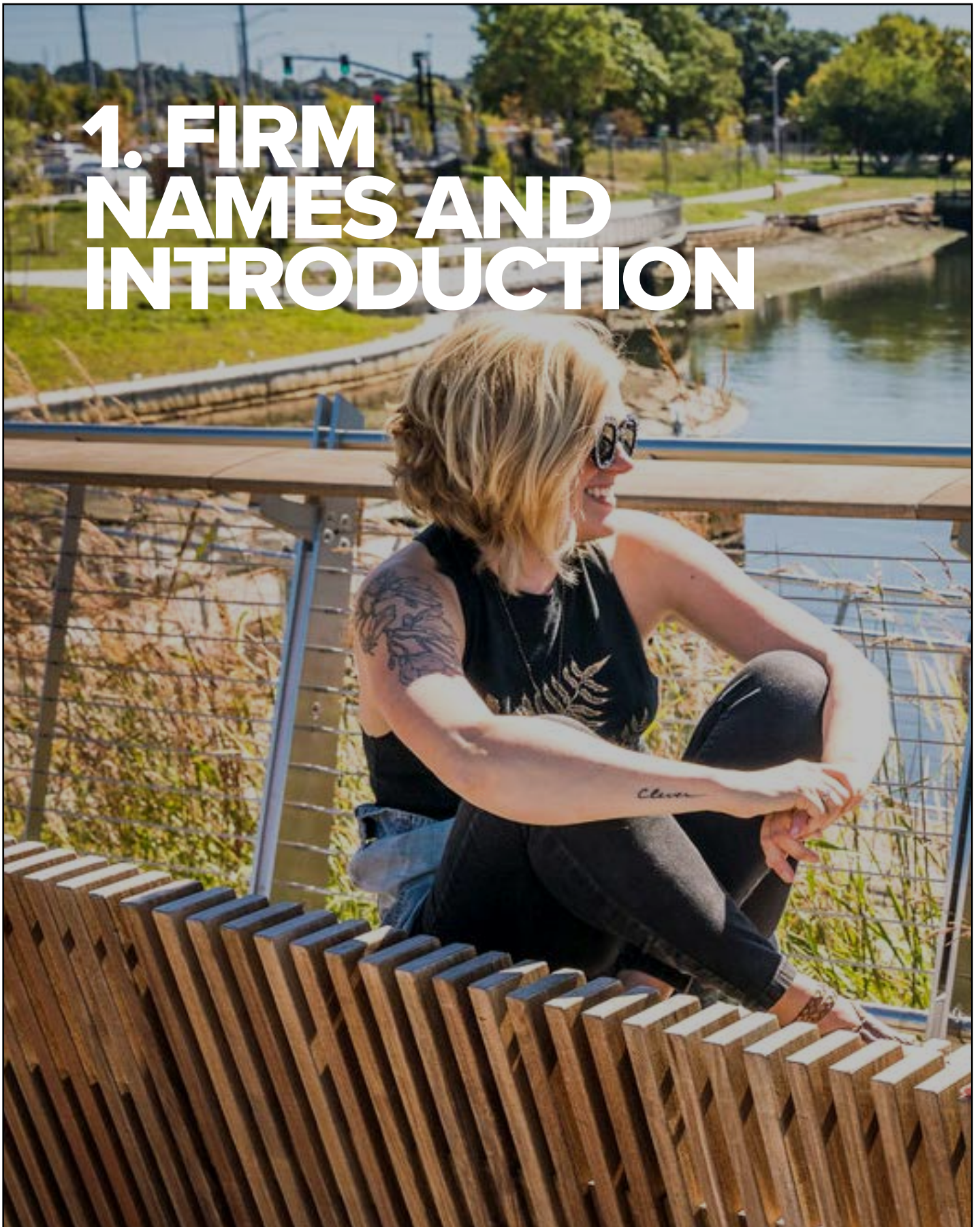
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# 1. FIRM NAMES AND INTRODUCTION



## MEET YOUR TEAM

# WE CREATE EXPERIENTIAL CONNECTIONS BETWEEN PEOPLE PLACE AND CULTURE.

**INFORM Studio has been working with Buro Happold since 2010, and with Spackman Mossop Michaels since 2018. These partnerships have led to successful placemaking projects similar to the Downtown Riverwalk. These three firms together with HRC and Great Blue Orange delivered the successful completion of the Boardman/Ottaway Downtown Riverfront Conceptual Design:**

### **INFORM STUDIO**

#### **PRIME: PLACEMAKING LEAD, ARCHITECTURE & URBAN DESIGN**

For over 20 years INFORM Studio has been designing urban spaces in Michigan and across the nation, with the goal of connecting people to meaningful places and revitalizing communities. Our emphasis on placemaking has resulted in award-winning projects like the Van Leesten Memorial Bridge, as well as projects like the Lenox Community Center at AB Ford Park, which expand access to outdoor space. INFORM is proud to call Michigan home, and are excited to help improve quality of life for residents of, and visitors to, Traverse City.

### **SPACKMAN MOSSOP MICHAELS (SMM)**

#### **LANDSCAPE ARCHITECTURE**

SMM finds sustainable landscape and urban design approaches to all of their projects. Currently working with INFORM on The MID Co-Living in Detroit and having worked together on the conceptual design for the Boardman/Ottaway Downtown Riverfront, they've been a trusted landscape design partner since 2018. The proposed team from

SMM is uniquely suited for this project, as they take great care to fully understand the needs and wants of the communities they design for, while keeping local ecology front and center. Their diversity of experience shows that they can respond to any design challenge and reach a successful outcome.

### **BURO HAPPOLD**

#### **STRUCTURAL ENGINEERING, SUSTAINABILITY CONSULTING ELECTRICAL, MOBILITY, ACCESSIBILITY & LIGHTING**

Buro Happold has been a collaborative partner with INFORM for over a decade, and has leveraged a positive relationship that spans multiple projects. Their expertise in structural, sustainability mobility, and lighting engineering is unmatched in the industry, and they are consistently able to deliver unique, scaled engineering solutions that respond to specific client needs and enhance public spaces. They will serve as a valuable partner and have the knowledge and capacity to address multiple parts of the scope.

### **HUBBELL, ROTH & CLARK (HRC)**

#### **CIVIL ENGINEERING, ENVIRONMENTAL, HYDROLOGY & GEOTECH**

With an office in Traverse City and others across Michigan, HRC has been involved in the design and construction of many iconic Michigan projects that have supported the growth and prosperity of our state. HRC has extensive experience revolving around human activity in relation to the environment.

### **BLUE ORANGE CONSULTING**

#### **LOCAL ADVISOR / STAKEHOLDER & COMMUNITY ENGAGEMENT**

Blue Orange is a Traverse City consulting firm that connects people, projects, and places. We are excited to continue to work with Leah McCallum on our team, as she will assemble and lead a local cohort of advisors and community members. This group will include local ecology expertise from Steve Largent. Blue Orange will seamlessly integrate with our team in order to ensure a design that speaks to the needs of the Traverse City community.



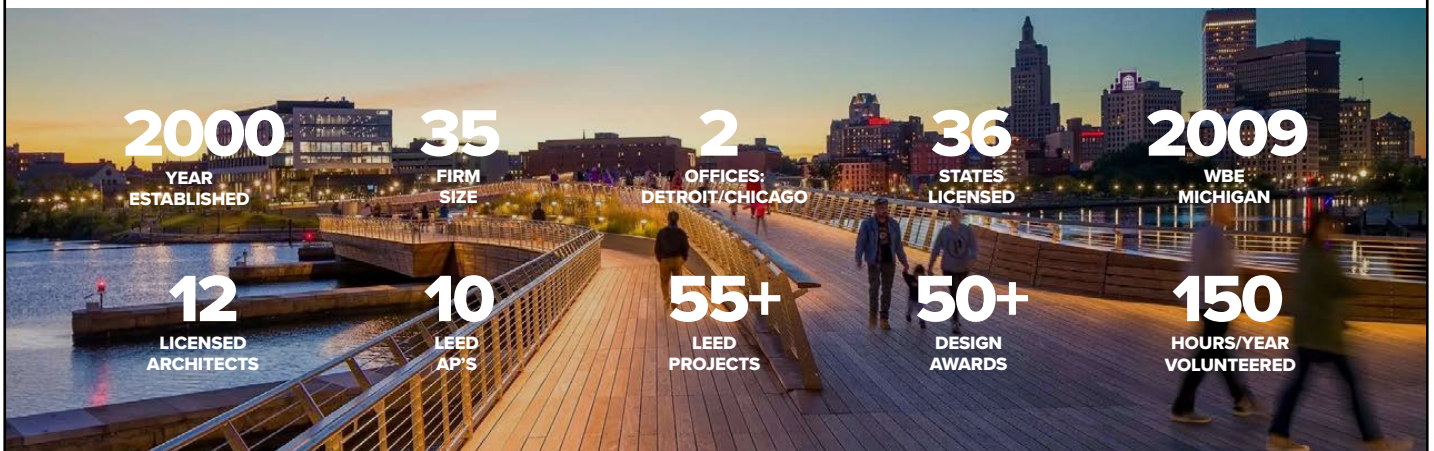
**INFORM STUDIO:**

**PRIME: PLACEMAKING, ARCHITECTURE & URBAN DESIGN LEAD**

# WE DESIGN FOR TOMORROW BECAUSE IT CAN IMPROVE TODAY.

**INFORM Studio (INFORM) is a woman-owned (WBE) architectural and design practice with offices in metro Detroit and Chicago. We specialize in placemaking, designing community, mixed-use, cultural, retail, urban design, and residential projects across the nation. As a multidisciplinary team of architects, interior designers, engineers, urban and computational designers, we seek to change the way the built environment is designed and delivered to bring positive change.**

We are committed to creating experiential connections between people, place, and culture. We design to support expression and create identity. We design to strengthen communities and connect its members. We design for inclusion because we believe every person has value. We design for tomorrow because it can improve today. Since our beginning in 2000, our design approach has been in response to the unique conditions specific to each client and location. Today, we continue to evolve our practice by integrating data into an advanced technological design process that can expedite project delivery.



**COMPANY TYPE**  
Inform Studio, P.C

**DISCIPLINES**  
Architecture  
Interior Design  
MEP Engineering  
Urban Design

**DETROIT**  
235 E Main Street  
Suite 102b  
Northville, MI 48167  
248 449 3564

**CHICAGO**  
188 W Randolph Street  
Suite 200  
Chicago, IL 60601  
309 825 1351

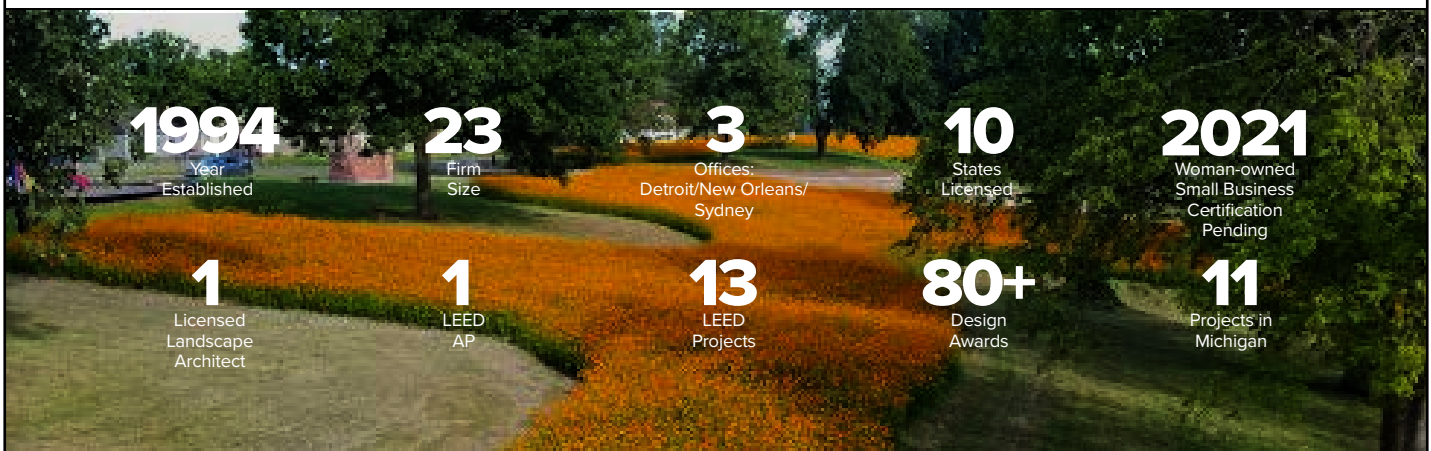
**PRIMARY CONTACT**  
Michael Guthrie, AIA, LEED AP  
mguthrie@in-formstudio.com  
O 248 449 3564  
M 248 346 7142

**SPACKMAN MOSSOP MICHAELS:  
LANDSCAPE ARCHITECTURE**

# WE CREATE PLACES PEOPLE LOVE TO USE EVERY DAY.

**Spackman Mossop Michaels is a landscape architecture and urban design firm with offices in Detroit, New Orleans, and Sydney, Australia. The firm was established in 1994, and has an international reputation for transformative urban and landscape projects. We are leaders in our realm, being awarded an ASLA National Honor Award in 2017 and the ASLA National Award of Excellence in 2012, 2009 and 2008.**

We believe that as designers of public space we have a responsibility to transform the mundane into an extraordinary and meaningful experience. Our approach to design is driven by a deep understanding of how the natural, social and cultural environments contribute to the design of the built environment as well as the technical realities of a project. We are focused on finding creative solutions that enrich the urban environment. As we continue to work in the public realm, it is increasingly important to us that our work is both effective socially, and accessible to diverse communities.



**COMPANY TYPE**  
Spackman Mossop  
Michaels, LLC

**DISCIPLINES**  
Landscape Architecture  
Planning  
Urban Design

**DETROIT**  
440 Burroughs Street  
#696  
Detroit, MI 48202  
313 720 1055

**NEW ORLEANS**  
1824 Sophie Wright Place  
New Orleans, LA 70130  
504 218 8991

**PRIMARY CONTACT**  
Wes Michaels, ASLA, LEED AP  
wes@smm.studio  
O 504 218 8991

**BURO HAPPOLD:**

**STRUCTURAL ENGINEERING, SUSTAINABILITY CONSULTING ELECTRICAL, MOBILITY, ACCESSIBILITY & LIGHTING**

# WE MAKE THE VISION VIABLE.

**Buro Happold is an international, integrated consultancy of engineers, designers and advisers, with a presence in 35+ locations worldwide, over 80 partners and 2,500 employees. For over 45 years we have built a world-class reputation for delivering creative, value led solutions for an ever challenging world.**

OUR EXPERIENCE IN NET ZERO CARBON AND SUSTAINABILITY WORK COVERS A BREADTH OF SECTORS AND SCALES. PROJECTS RANGE FROM ENTERPRISE WIDE TO SINGLE BUILDING SYSTEM ENGINEERING—FROM ASSESSING AND ORGANIZING CARBON FOOTPRINT REDUCTION STRATEGIES OF GLOBAL TECHNOLOGY COMPANIES' ENTIRE PORTFOLIOS, TO PROVIDING DETAILED ENGINEERING SPECIFICATIONS ON A BUILDING'S MICROGRID ELECTRICAL SYSTEMS. BURO HAPPOLD HAS DEVELOPED A NUMBER OF LONGSTANDING CLIENT RELATIONSHIPS AS WE WORK HAND IN HAND WITH THEM THROUGH THEIR SUSTAINABILITY JOURNEY.

Buro Happold's core offering of structural, complemented by our suite of specialist services and strategic urban realm expertise, enables us to push boundaries and achieve more. It is this commitment that sets us apart, that adds value, that makes us award winning. At Buro Happold we look beyond engineering to see the bigger picture, combining all of our knowledge – whether that means engineering a building or master planning a city or an entire region – to offer truly holistic design and consultancy services for every element of our work.

Our ability to approach these challenges with a creative and fresh perspective is what enables us to deliver some of the world's most iconic, value-led buildings and city solutions. Our role, as engineers, is to listen, understand, and advise. We think imaginatively and inventively about building structures, and we make the design experience enjoyable. This is how, for the past four decades, we have helped deliver leaner, greener and more cost effective environments that benefit all society.

**1976**

YEAR  
ESTABLISHED

**2500**

FIRM  
SIZE

**15**

YEARS  
WORKING IN  
MICHIGAN

**1 M+**

SQUARE FEET OF NET  
ZERO SPACE DESIGNED

**2040**

MEP  
FOUNDING  
SIGNATORY

**80+**

PARTNERS  
WORLDWIDE

**800+**

LEED  
PROJECTS

**13**

NORTH  
AMERICAN  
OFFICES

**2045**

TARGETED  
OPERATIONAL  
DECARBONIZATION

**2050**

SE FOUNDING  
SIGNATORY

**COMPANY TYPE**

Buro Happold Consulting  
Engineers, INC

**DISCIPLINES**

Engineering design  
Sustainability  
Cities & Infrastructure  
Specialist Consulting  
Technology & Digital

**DETROIT**

1001 Woodward Ave,  
Office 5A121  
Detroit, MI 48226

**PRIMARY CONTACT**

Paul Richardson, PE, SE, CEng  
MIStructE MICE  
paul.richardson@burohappold.com  
O: 617 830 1695  
M: 646 240 7743

**HUBBELL, ROTH & CLARK, INC. (HRC):**  
CIVIL ENGINEERING, ENVIRONMENTAL, HYDROLOGY & GEOTECH

# ENGINEERING AND ARCHITECTURAL PROFESSIONALS.

Hubbell, Roth & Clark, Inc. (HRC) is a 108-year-old, privately held, Michigan-headquartered consulting engineering firm that provides a full range of engineering and architectural services to municipal, industrial, and private clients. HRC has been involved in the design and construction of many iconic Michigan projects that have supported the growth and prosperity of our state. HRC has extensive experience revolving around human activity in relation to the environment. Our project experience fits seamlessly with the requested services, such as landscape architecture, design, engineering, and construction administration.

HRC is organized as an S-Corporation headquartered in and licensed in the State of Michigan. There are nine principals of the firm, all licensed professional engineers in the State of Michigan. Additionally, HRC has 19 associates.

**1915**  
YEAR  
ESTABLISHED

**290+**  
FIRM  
SIZE

**9**  
MICHIGAN  
OFFICES

**100+**  
INDUSTRY  
AWARDS

**\$1 BILLION**  
GRANTS AND  
LOW INTEREST  
LOANS SECURED  
FOR CLIENTS

**75+**  
LICENSED  
PROFESSIONALS

**100**  
MICHIGAN  
GOVERNMENT  
AGENCIES SERVED

**43**  
MDOT  
PREQUALIFICATION  
CLASSIFICATIONS

**BLOOMFIELD HILLS  
(HEADQUARTERS)**  
555 Hulet Drive  
Bloomfield Hills, MI 48302  
248.454.6300

**TRAVERSE CITY**  
1501 Cass Street  
Traverse City, MI 49684  
231.714.5007

**PRIMARY CONTACT**  
Randall Wilcox, PE  
RWilcox@hrcengr.com



**BLUE ORANGE CONSULTING:**  
**LOCAL ADVISOR / STAKEHOLDER & COMMUNITY ENGAGEMENT**

# **WE HELP FRESH WATER ECONOMIES THRIVE.**

**Blue Orange seeks outcomes that improve communities in and around Traverse City. Leveraging key relationships and with a deep appreciation for our shared natural resources, their involvement will help ensure an effective project.**



**LEAH MCCALLUM**  
**STAKEHOLDER ENGAGEMENT LEAD**

Leah McCallum, Principal with Blue Orange, leverages years of nonprofit and political experience to assist clients. Blue Orange is a place-based consulting company catering to the people, projects and places that see bright orange sunsets on blue water. Leah will lead our team of community advisors to ensure that the riverwalk project enhances the lives, ecology, and economy that call Traverse City home.



## **GRAND TRAVERSE CONSERVATION DISTRICT: HABITAT CONSULTANT**

The Grand Traverse Conservation District, established in 1941, is a local environmental organization that connects the community to nature through education and conservation. The organization has a continuum of environmental education programs, held at the Boardman River Nature Center, designed for schools, youth/children, adults, and families. The Boardman River Nature Center, owned & managed by the Grand Traverse Conservation District, features an interpretive gallery and rotating exhibits. Outside, there are native plant gardens, a Nature Playscape, a demonstration wetland, and access to hiking trails in the county-owned 505-acre Natural Education Reserve. The Grand Traverse Conservation District's conservation work is focused on keeping our natural resources healthy and empowering the community to become active environmental stewards themselves. Our mission is to "Lead, facilitate and inspire exploration, appreciation, conservation and restoration of our natural world.

## **DHARAM CONSULTING: COST ESTIMATION & MANAGEMENT**

Dharam Consulting is a 50 person MBE/DBE certified, Cost and Risk Consultancy. The company concentrates on doing what it does best, which is providing the highest quality pre-construction services including cost & risk, schedule, logistics, and procurement advice to clients. Project benchmarking, data analytics and market reports support the service which goes beyond simply estimating. Dharam Consulting understands that a key metric of any construction project's success is its ability to deliver value for money in the eyes of those who commission, fund, design and occupy the building. Dharam's consulting service is specifically designed to provide timely and relevant information during planning, design, and the construction processes, making it possible for clients and design teams to effectively plan, control and manage the cost of construction.

# 2. STAFF QUALIFICATIONS

**Statement of Work: INFORM studio and its subconsultants will work collaboratively throughout the project. The design team's breakdown of work and anticipated hours for each segment are summarized in Section 5 fee worksheets (pages 94-95) and the roles of each team member are clarified in the following pages. Additionally, Section 4 clarifies each team member's role for the Scope of Services (pages 81 - 89).**

**We know that community engagement, respect for natural resources, understanding economic drivers that sustain local business, and a deep appreciation for accessible public space all must work together to deliver an impactful Riverwalk.**

We are committed to an approach that will promote resiliency, inclusivity, and accessibility for individuals of all abilities and ages. Our approach will encourage exploration, play, socializing, and gathering, seamlessly integrating access to the Riverwalk from the adjacent districts. Sustainability will be prioritized as we explore integration opportunities in the creation of a civic hub that will exemplify resilience, environmental stewardship and a commitment to a voice for all ages and future generations. Key considerations include universal access, contextual sensitivity, community engagement, placemaking, waterfront connectivity, lighting, safety, constructability, cost-effectiveness, and maintenance. The following is our team make-up and the roles each firm will play based on expertise required:



## INFORM STUDIO

WBE ARCHITECTURE LEAD WITH INTERNATIONAL AWARD-WINNING PEDESTRIAN BRIDGE AND PLACEMAKING DESIGN EXPERIENCE.

## SPACKMAN MOSSOP MICHAELS

LANDSCAPE ARCHITECT WITH A REPUTATION FOR TRANSFORMATIVE URBAN AND LANDSCAPE PROJECTS

## BURO HAPPOLD

STRUCTURAL / SUSTAINABILITY / ELECTRICAL / MOBILITY / ACCESSIBILITY WITH INTERNATIONAL DESIGN RECOGNITION FOR URBAN COMMUNITY, CIVIC AND INFRASTRUCTURE PROJECTS.

## HUBBELL, ROTH & CLARK

LOCAL EXPERTS IN CIVIL ENGINEERING, ENVIRONMENTAL, HYDROLOGY & GEOTECH

## GRAND TRAVERSE CONSERVATION DISTRICT

LOCAL ECOLOGY AND RIVER CONSERVATION SPECIALIST

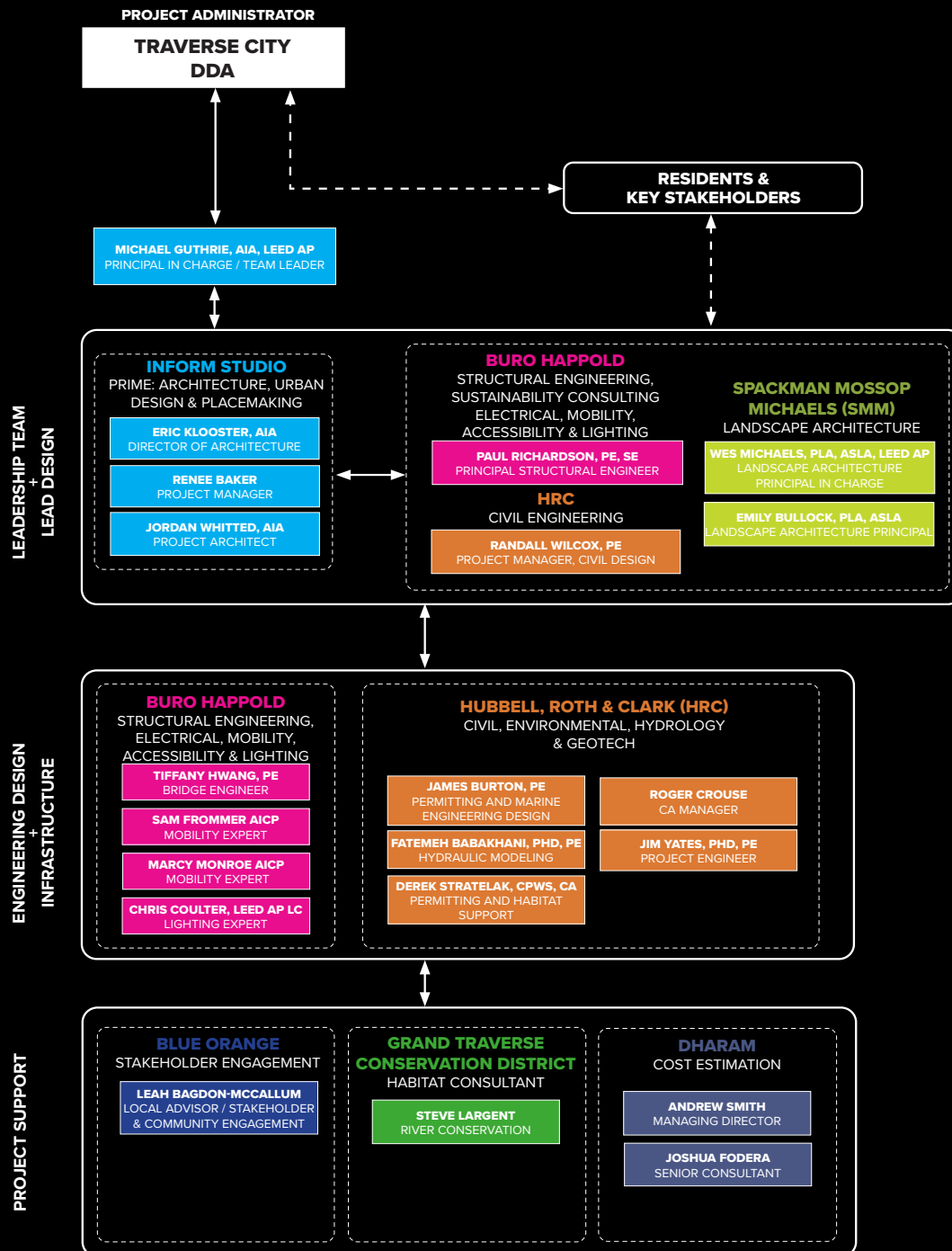
## BLUE ORANGE

LOCAL ADVISOR AND CONSULTANT TO LEAD STAKEHOLDER ENGAGEMENT AND ENSURE THAT THE RIVERWALK PROJECT ENHANCES THE LIVES, ECOLOGY, AND ECONOMY THAT CALL TRAVERSE CITY HOME

## DHARAM

MBE/DBE CERTIFIED, COST AND RISK CONSULTANCY PROVIDING THE HIGHEST QUALITY PRE-CONSTRUCTION SERVICES INCLUDING COST & RISK, SCHEDULE, LOGISTICS, AND PROCUREMENT ADVICE TO CLIENTS

Every member of our team is not only an expert, but a knowledge leader in the specific role they are championing for this project, ensuring the development of a spectacular vision and sound execution for the Boardman/Ottaway Downtown Riverwalk.



## MIKE GUTHRIE, AIA, LEED AP

TEAM LEADER / PRINCIPAL-IN-CHARGE / **INFORM STUDIO**  
NORTHVILLE, MI



### EDUCATION

Master of Architecture  
University of Michigan

Bachelor of Science, Architecture  
Lawrence Technological University

### REGISTRATIONS & CERTIFICATIONS

Licensed Architect: Michigan, Colorado,  
District of Columbia, Florida, Nevada, New  
York, North Carolina, Ohio, Rhode Island,  
South Carolina, Texas, Virginia

NCARB

U.S. Green Building Council: LEED AP

### MEMBERSHIPS & AFFILIATIONS

NCARB

AIA

U.S. Green Building Council

### LECTURES/PANELS

2020 Winter Cities Conference, Chicago

2019 Midwest Assest Building  
Conference on Inclusivity, Detroit

2019 Detroit 139 Design Exhibition

2017 Design Technology, East Residence  
Hall, Lawrence Technological University

### PROFESSIONAL AWARDS

35+ Local and State AIA Honor Awards

2004 AIA Michigan Young Architect  
Award

2003 AIA Detroit Young Architect Award

Michael is a founding principal of INFORM Studio, where he focuses on vision, culture, innovation, and strategy. Through listening, discussion, and critique, Michael can synthesize critical inputs and goals from key stakeholders, and turn them into cohesive design visions that impact communities for a better tomorrow. With nearly 30 years of experience, Michael's project accomplishments include a broad range from educational, cultural, mixed-use, and housing to urban design and pedestrian bridges. Michael makes it a priority to impact the urban communities the firm works within, leading studio efforts for fundraising and volunteer efforts, including Life Remodeled and Gleaners Food Bank in the City of Detroit.

### KEY PROJECTS

#### Michael Van Leesten Memorial Bridge / Providence, RI

An internationally recognized pedestrian bridge that re-purposes abandoned infrastructure into a transformative public space that has created a new identity for the City of Providence. Winner of 2023 AIA National Award for Regional & Urban Design.

#### Bagley Ave. Pedestrian Bridge / Detroit, MI

This national competition winning bridge reconnects the divided Mexicantown community in Southwest Detroit, serving as a mediator between the neighborhood and the city by providing accessible pedestrian crossing and transforming the surrounding public space, including urban parks that showcase regional and community landmarks.

#### I-395 Pedestrian Baywalk & Bikeway Bridge / Miami, FL

The Baywalk project aims to establish pedestrian continuity, enhance community access, and showcase sustainable design, art, ecology and natural habitats viewed through the Oculus, a fabricated acrylic underwater viewing element.

#### Roger Williams Park Gateway Center / Providence, RI

A Net Zero Energy project, the water retention and educational opportunities provided by the gateway and visitor center are fundamental drivers and organizational tools employed throughout the site's design. The center increases community access to the historic park.

#### Boardman Ottaway Downtown Riverfront / Traverse City, MI

The Boardman Ottaway Downtown Riverfront project creates a vibrant gathering space in downtown Traverse City with pedestrian bridges, a naturalized riverbank, a pedestrian plaza, and a park-like setting, aiming to connect the community with the river and surrounding businesses, transforming the urban fabric of the area.

## ERIC KLOOSTER, AIA

DIRECTOR OF ARCHITECTURE / **INFORM STUDIO**  
NORTHVILLE, MI



### EDUCATION

Master of Architecture  
Lawrence Technological University

Bachelor of Science, Architecture  
Lawrence Technological University

### REGISTRATIONS & CERTIFICATIONS

Licensed Architect

Bringing 15 years of diverse professional experience and a passion for asking tough questions, Eric leads the architecture discipline through creative design responses, innovative technical solutions, and thorough project management. He has taken a pioneering role integrating design technology and computational design practices into INFORM's practice while collaborating on some of the firm's largest and highest-profile projects.

### KEY PROJECTS

#### **Boardman Ottaway Downtown Riverfront / Traverse City, MI**

The Boardman Ottaway Downtown Riverfront project creates a vibrant gathering space in downtown Traverse City with pedestrian bridges, a naturalized riverbank, a pedestrian plaza, and a park-like setting, aiming to connect the community with the river and surrounding businesses, transforming the urban fabric of the area.

#### **Michael Van Leesten Memorial Bridge / Providence, RI**

An internationally recognized pedestrian bridge that re-purposes abandoned infrastructure into a transformative public space that has created a new identity for the City of Providence. Winner of 2023 AIA National Award for Regional & Urban Design.

#### **Roger Williams Park Gateway Center / Providence, RI**

A Net Zero Energy project, the water retention and educational opportunities provided by the gateway and visitor center are fundamental drivers and organizational tools employed throughout the site's design. The center increases community access to the historic park.

#### **The MID Co-Living, 4 acre mixed-use Development / Detroit, MI**

Project Manager for a complex mixed-use project comprised of 287,000sf over 12 stories with retail, assembly and multi-family residential space, along with amenity and meeting space for Wayne State University.

#### **LTU East Residence Hall, MI**

The new East Residence Hall is designed to support the University's design programs, student-body social groups and to function as a residential flagship for the LTU. The buildings design integrates with courtyard and outdoor spaces and allows for the building to also connect the campus.

## RENEE BAKER

PROJECT MANAGER / **INFORM STUDIO**  
TRAVERSE CITY, MI



### EDUCATION

Master of Business Administration  
Eastern Michigan University  
Bachelor of Science, Architecture  
Lawrence Technological University

### LECTURES AND TEACHING

Instructor of Sustainable Building Design  
at Northcentral Michigan College in  
Traverse City, MI

As Director of Project Management, Renee brings 17 years of architectural project management experience to the design team and nine years with INFORM studio. Renee is responsible for all aspects of project management across all disciplines at INFORM including establishing the project management processes, ensuring the processes are adhered to, managing and mentoring all project managers, facilitating reporting of project metrics and forecasting staffing projections.

### KEY PROJECTS

#### **Boardman/Ottaway Downtown Riverfront / Traverse City, MI**

Project Manager for a two-block transformational public alley along the Boardman/Ottaway River into a public amenity space that includes pedestrian bridges, amphitheater, interpretive education programming, landscape and urban plazas, and a recalibration of all infrastructural services such as delivery, sanitation, etc.

#### **Owen Economic Empowerment Center / Detroit, MI**

Project Manager for a new 20,000sf multi-purpose, flexibly designed Community Empowerment Center. This space will provide vital resident amenities such as a childcare facility, youth-serving amenities, the creation of community space, economic development and workforce opportunities, and the repurposing of vacant land.

#### **A.B. Ford Park New Recreation Center / Detroit, MI**

Project Manager for Detroit's first climate resilient community center and the integration of a Cross-Laminated Timber deck. Currently under construction and set to open in summer 2023 with a wide range of educational programming.

#### **Roger Williams Park Gateway Center / Providence, RI**

Project Manager for a Net Zero Energy project. The water retention and educational opportunities provided by the gateway and visitor center are fundamental drivers and organizational tools employed throughout the site's design.

#### **The MID Co-Living, 4 acre mixed-use Development / Detroit, MI**

Project Manager for a complex mixed-use project comprised of 287,000sf over 12 stories with retail, assembly and multi-family residential space, along with amenity and meeting space for Wayne State University.

#### **Various Projects with Bedrock / Detroit, MI**

Project Manager for three integrated mixed-use projects with Bedrock (unable to disclose details) totaling over 80,000sf that will achieve LEED Silver certification.



**JORDAN WHITTED, AIA**  
PROJECT ARCHITECT / **INFORM STUDIO**  
CHICAGO, IL



**EDUCATION**

Master of Architecture  
University of Michigan

Bachelor of Science, Architecture  
Lawrence Technological University

**REGISTRATIONS & CERTIFICATIONS**

Licensed Architect  
NCARB  
U.S. Green Building Council: LEED AP

As a committed member of the INFORM family for over 15 years, Jordan serves as a strong leader in the Chicago office, with extensive experience in design and project management spanning an array of markets such as urban design, cultural, retail, mixed-use, hospitality, and housing. He diligently performs responsibilities and articulately communicate ideas to teammates and clients. Outside the office, he is passionate about investing his time and skillset within his community.

**KEY PROJECTS**

**Meacham Road Pedestrian Bridge / Schaumburg, IL**

Project Architect for new pedestrian bridge which will connect the future Entertainment districts and new Verdian Developments spanning across Meacham Road.

**The Motor Enclave / Tampa, FL**

Project Architect for a new 33,000sf Event Center and buildings for 300+ customizable private garages for car enthusiasts on this 196 Acre site with 1.6 mile Tilke-design Performance Circuit and 30 Acre Off-Road Experience strategically located off I-75.

**Michael Van Leesten Memorial Bridge / Providence, RI**

An internationally recognized pedestrian bridge that re-purposes abandoned infrastructure into a transformative public space that has created a new identity for the City of Providence. Winner of 2023 AIA National Award for Regional & Urban Design.

**Bagley Ave. Pedestrian Bridge / Detroit, MI**

This national competition winning bridge reconnects the divided Mexicantown community in Southwest Detroit, serving as a mediator between the neighborhood and the city by providing accessible pedestrian crossing and transforming the surrounding public space, including urban parks that showcase regional and community landmarks.

**The MID, 4 acre mixed-use Development / Detroit, MI**

Project Architect for a complex mixed-use masterplan with retail, hotel, assembly and multi-family residential space, along with amenity and meeting space for Wayne State University.

## WES MICHAELS, PLA, ASLA, LEED AP

PRINCIPAL-IN-CHARGE / SPACKMAN MOSSOP MICHAELS  
NEW ORLEANS, LA



### EDUCATION

Master of Landscape Architecture  
Harvard University

Bachelor of Landscape Architecture  
University of Georgia

### REGISTRATIONS & CERTIFICATIONS

Licensed Landscape Architect:  
Alabama, Arkansas, Georgia, Illinois,  
Louisiana, Michigan, Mississippi, Ohio,  
Puerto Rico, Tennessee, Texas

### MEMBERSHIPS & AFFILIATIONS

Member, ASLA

Member, Urban Planning Institute

Member, American Planning  
Association

CLARB Certified Landscape Architect

### LECTURES/PANELS

2022 Disaster Ever After, ASLA  
Conference, San Francisco, CA

2019 Designing for Water, AIA COTE  
Detroit, Detroit, MI

### PROFESSIONAL AWARDS

2022 ASLA Honor Award in  
Communications, Talk Tree to Me:  
Facilitating a Complex Conversation  
Around Trees in Detroit

2017 ASLA Honor Award in Analysis  
and Planning: Fitzgerald Revitalization  
Plan

2012 ASLA National Award of  
Excellence in Communication  
for Digital Drawing in Landscape  
Architecture

2009 ASLA Award for Excellence  
in Analysis and Planning: Couturie  
Forest + Scout Island

Wes Michaels is a founding principal of Spackman Mossop Michaels landscape architects. He is a licensed landscape architect with over 20 years of professional experience and a LEED Certified Professional. Wes has worked on a diverse range of projects from sustainable campus design to urban waterfronts on a national and international scale. His current work as principal of Spackman Mossop Michaels focuses on the interplay between culture and the environment in parks, streets and urban open space networks.

Wes holds an undergraduate degree in landscape architecture from the University of Georgia and a master's degree from Harvard University. He has taught at LSU and Auburn University and was awarded a Fulbright Fellowship in 2009. Wes is recognized as a leading authority on digital media and the design process and his book 'Digital Representation in Landscape Architecture' was published by Wiley Press in 2010. His work has won numerous design awards and been published widely in national and international journals.

### KEY PROJECTS

#### Ella Fitzgerald Park and Greenway / Detroit, MI

Using landscape strategies as the framework for affordable housing, workforce development, and community empowerment, the Ella Fitzgerald Park and Greenway presents an innovative way to think about neighborhood revitalization where healthy, inclusive, and ecologically robust landscapes are the driving force

#### Convention Center Linear Park, New Orleans, LA

A new \$65 million park running almost a mile in front of the New Orleans Convention Center was completed in the fall of 2020. This new park includes a road diet, reducing 4 lanes of traffic to 2 lanes, and using the previous roadway as a new urban park. The park stretches almost a mile, linking the Convention Center to the French Quarter.

#### Sunflower River Art Park / Clarksdale, MS

A plan for the expansion of the existing Sunflower River park into a multi-layered, arts-driven experience for the community and visitors. As part of a design-led, community-inclusive process, a robust vision plan was created that invites people to explore the park by including sculptures, new sites for river-side musical and theatrical performances, wildflower super-blooms, safe, well-lit sites for picnics and field trips, and walking & nature tours that explore the social, geological, hydrological significance of the Sunflower River.

#### Luther George Park Expansion and Renovation / Springdale, AR

A 14-acre park design set along Spring Creek in downtown Springdale Arkansas that fosters healthy community engagement by providing a sustainable venue for recreation, play and outdoor performances and also connects the Razorback Regional Greenway, downtown and surrounding neighborhoods.



## EMILY BULLOCK, PLA, ASLA

PRINCIPAL / SPACKMAN MOSSOP MICHAELS  
NEW ORLEANS, LA



### EDUCATION

Master of Landscape Architecture  
Louisiana State University

Bachelor of Arts  
Davidson College

### REGISTRATIONS & CERTIFICATIONS

Licensed Landscape Architect:  
Louisiana, Arkansas

### MEMBERSHIPS & AFFILIATIONS

Member, ASLA

Secretary, Louisiana Chapter ASLA

Board Member, The Water  
Collaborative

Board Member, Friends of Lafitte  
Greenway

### LECTURES/PANELS

2023 Creating Equitable Refuge for  
a Changing Climate, Living Futures  
Conference, Washington D.C.

### PROFESSIONAL AWARDS

2022 ASLA Honor Award in  
Communications, Talk Tree to Me:  
Facilitating a Complex Conversation  
Around Trees in Detroit

2017 ASLA Honor Award in Analysis  
and Planning: Fitzgerald Revitalization  
Plan, Detroit, MI

2011 ASLA Student Honor Award in  
General Design, Chattanooga Central  
Park

Emily Bullock is a Principal at Spackman Mossop Michaels landscape architects. Emily's work focuses on planting design, especially the use of native plants, and sustainable landscape design. She has worked on a range of projects that involve comprehensive stormwater management practices and the capture and reuse of water on site.

Emily has experience working with dynamic and diverse communities across New Orleans, as well as in cities such as Detroit, Brownsville, TX, and Springdale, AR among others. She has designed and led community engagement efforts in the Fitzgerald neighborhood in Detroit, a youth-inclusive design process with middle school students at Habans Elementary in New Orleans focused on stormwater management, and a bilingual neighborhood green infrastructure engagement plan in San Juan, Puerto Rico.

### KEY PROJECTS

#### Luther George Park Expansion and Renovation / Springdale, AR

A 14-acre park design set along Spring Creek in downtown Springdale Arkansas that fosters healthy community engagement by providing a sustainable venue for recreation, play and outdoor performances and also connects the Razorback Regional Greenway, downtown and surrounding neighborhoods.

#### Livernois Streetscape / Detroit, MI

A full redesign of a 4-lane street over 2 miles in Detroit, with a "road diet" to convert it into a 2-lane street with integrated Stormwater Management, protected bike lanes, as well as a revitalization of a historic Business Corridor.

#### Miller Park District / Chattanooga, TN

A vibrant centerpiece to the rapidly developing Innovation District in downtown Chattanooga, the Miller Park District renovation was focused on events, programming and walkable connections to the new developments in the Innovation District. Stormwater Management is a central feature of the park as well as a robust infrastructure for hosting events, art exhibits and technology-focused festivals.

#### Convention Center Linear Park, New Orleans, LA

A new \$65 million park running almost a mile in front of the New Orleans Convention Center was completed in the fall of 2020. This new park includes a road diet, reducing 4 lanes of traffic to 2 lanes, and using the previous roadway as a new urban park. The park stretches almost a mile, linking the Convention Center to the French Quarter.

#### Lafitte Greenway Shelter / New Orleans, LA

A demolition and rehabilitation of the storm damaged Lopez Street Brake Tag Station to facilitate the re-purposing of this structure as an open air pavilion/pedestrian area available for groups, workshops, meetings, markets, music events and private events as opportunities to generate rental revenue for the adjacent Lafitte Greenway.

## PAUL RICHARDSON, PE, SE, CENG MISTRUCTE MICE

PROJECT DIRECTOR / **BURO HAPPOLD**  
BOSTON, MA



### EDUCATION

Bachelor of Engineering,  
University of Leeds

### REGISTRATIONS & CERTIFICATIONS

Professional Engineer (PE)  
Structural Engineer (SE)  
Chartered Engineer Member of the  
Institute of Structural Engineers (CEng  
MIStructE)

### MEMBERSHIPS

Member of the Institute of Civil  
Engineers (MICE)

Paul Richardson is a principal at Buro Happold and leads the structural and bridges engineering team in the Boston office. Having been with Buro Happold for nearly 20 years, Paul's creativity and ingenuity have led to the successful completion of projects worldwide across all sectors - from higher education, cultural, and residential buildings to mixed-use complexes and transportation hubs. Since joining the Boston team in 2016, Paul has worked on numerous pedestrian bridges in both the US and abroad including Providence's Van Leesten Bridge and a new pedestrian bridge in Houston, Texas that is working to create a wider network of pedestrian/bike trails in the city. Additionally, he is recently oversaw the completion of the completion of Wellesley's Global Flora Greenhouse, Massachusetts' first ETFE structure.

### KEY PROJECTS

#### Boardman/Ottaway Downtown Riverfront / Traverse City, MI

Project Director for a new plaza that will repurpose multiple alleyways into an active space for visitors and residents to appreciate the city's proximity to the Boardman/Ottaway River.

#### Van Leesten Memorial Bridge / Providence, RI

A new public space which has provided a new identity for the City of Providence. Winner of 2023 AIA Award for Regional & Urban Design.

#### Memorial Park Connector / Houston, TX

Project Director for a new 267 foot pedestrian bridge in Houston, Texas that is apart of a larger effort to create a network of pedestrian/bike trails in the city.

#### M8 Harthill Bridge / Lanarkshire, UK

Structural engineer for the new vandal resistance lighting scheme that were detailed into the structural steel work to enhance the visual appearance.

#### Bear Mountain State Park Pedestrian Bridges / Tomkins Cove, NY

Project Director for a pedestrian bridge that is apart of a renovation and expansion of the existing picnic area and gateway arch.

#### Sports Boulevard Pedestrian and Cycling Bridge / Riyadh, Saudi Arabia

A new elevated path that will allow pedestrians and bicyclists to cross multiple lanes of traffic and enhance the city's overall connectivity.

## TIFFANY HWANG, PE

BRIDGE ENGINEER / BURO HAPPOLD  
LOS ANGELES, CA



### EDUCATION

Master of Engineering, Civil Engineering and Engineering Mechanics, Columbia University

Bachelor of Science and Engineering, Civil and Environmental Engineering, Princeton University

### REGISTRATIONS & CERTIFICATIONS

Professional Engineer (PE)

### MEMBERSHIPS

Women in Transportation Seminars (WTS)

Tiffany Hwang is an Associate Bridge Engineer with Buro Happold where she specializes in bridge structural engineering. She has 10 years of experience working on both national and international bridge projects, including the Iron Horse Trail Bollinger Canyon Road Pedestrian cable-stayed bridge in San Ramon, California; the Wellsburg network tied-arch bridge in West Virginia; and the world's longest suspension bridge, the Çanakkale 1915 Suspension Bridge in Turkey.

### KEY PROJECTS

#### **Bear Mountain State Park Pedestrian Bridges / Tomkins Cove, NY**

Bridge engineer for a pedestrian bridge that is apart of a renovation and expansion of the existing picnic area and gateway arch.

#### **Sports Boulevard Pedestrian and Cycling Bridge / Riyadh, Saudi Arabia**

A new elevated path that will allow pedestrians and bicyclists to cross multiple lanes of traffic and enhance the city's overall connectivity.

#### **Confidential Pedestrian Bridge Development / New York, NY**

Buro Happold is providing 50% SD design of multiple pedestrian bridges in New York City

#### **Iron Horse Trail Bollinger Canyon Road Pedestrians and Bicycle Over Path / San Ramon, CA\***

A new pedestrian and bicycle path that will increase pedestrian safety and vehicular traffic below.

#### **Wellsburg Network Tied-Arch Bridge / Wellsburg, WV\***

A tied-arch bridge that will span over the Ohio River connecting the towns of Brilliant, Ohio and Wellsburg, West Virginia.

\* experience prior to joining Buro Happold

## **SAM FROMMER, AICP**

**MOBILITY EXPERT / BURO HAPPOLD**  
NEW YORK, NY



### **EDUCATION**

Master of Urban Planning, Hunter College  
Bachelor of Science, Chemical Engineering, University of Rochester

### **REGISTRATIONS & CERTIFICATIONS**

Certified Urban Planner (AICP)

Sam Frommer is an Associate at Buro Happold where he specializes in issues of transportation, access, and equity. He has spent the past 10 years working on a wide range of mobility projects related to biking, bike share, and pedestrian studies; public realm, safety, and economic development; industrial and transitional areas; adapting aging infrastructure to the 21st century; and traffic and transit studies. Having worked in the public, private, and NGO sectors, Sam brings a deep understanding of how process, politics, funding, and communities can shape a project, and how to navigate those factors to achieve a project's objectives. Drawing on his background in engineering and urban planning, Sam's work is rooted in thoughtful analysis and successfully communicating complex ideas that help communities make informed decisions about their futures.

### **KEY PROJECTS**

#### **Boardman/Ottaway Downtown Riverfront / Traverse City, MI**

A new plaza that will repurpose multiple alleyways into an active space for visitors and residents to appreciate the city's proximity to the Boardman/Ottaway River

#### **Update Of Glendale Bicycle Transportation Plan / Glendale, CA**

Mobility consultant for the updates to the bicycle plan that will include a balance between utilitarian and recreational bike trips.

#### **Bear Mountain State Park Pedestrian Bridges / Tomkins Cove, NY**

Mobility expert for a the planning of the renovation and expansion of the existing picnic and gateway area.

#### **Bedrock District Infrastructure/ Detroit, MI**

Buro Happold developed unique district infrastructure goals and guiding principles per district to customize the district infrastructure framework to the districts' unique conditions and Bedrock's vision for the 16-acre site.

#### **Grand Rapids Bike Share Analysis / Grand Rapids, MI\***

A Bike Share study that will design a bike share system that improves access to public transit, sustains itself financially, and serves residents in an equitable fashion.

\*experience prior to joining Buro Happold



## MARCY MONROE AICP

MOBILITY EXPERT / BURO HAPPOLD  
NEW YORK, NY



### EDUCATION

Dual Masters of Urban and Regional Planning and Architecture, University of California, Berkeley, College of Environmental Design

Bachelors of Design in Architecture, Minors Degree in International Development and Humanitarian Assistance, University of Florida, College of Design, Construction, and Planning

### REGISTRATIONS & CERTIFICATIONS

Certified Urban Planner (AICP)

### MEMBERSHIPS

American Planning Association; Urban Land Institute: Associate Member; Women in Transportation Seminars (WTS)

Marcy Monroe, a Certified Planner (AICP), is a senior consultant at Buro Happold with experience in mobility, transit, urban design, and resilience planning. Her work focuses on a range of planning projects including: mobility planning; bike and pedestrian studies; station area planning and architecture; transportation and rail planning; public safety and access design; climate adaptation and resilience planning; hazard mitigation planning; and urban visioning and design. Marcy's interests involve utilizing analysis, planning, and/or design techniques to tackle challenges surrounding mobility, equity, and climate change.

### KEY PROJECTS

#### Boardman/Ottaway Downtown Riverfront / Traverse City, MI

A new plaza that will repurpose multiple alleyways into an active space for visitors and residents to appreciate the city's proximity to the Boardman/Ottaway River

#### Reimagine the Canals / New York, NY

As a part of our work on the Erie Canal, BH performed a feasibility study that examined converting an existing guard gate structure into a new pedestrian bridge that would connect the SUNY Brockport campus to the Empire State Trail.

#### Bedrock District Infrastructure/ Detroit, MI

Buro Happold developed unique district infrastructure goals and guiding principles per district to customize the district infrastructure framework to the districts' unique conditions and Bedrock's vision for the 16-acre site.

#### SANDAG Planning Services Related to the South Bay to Sorrento Comprehensive Multimodal Corridor Plan / San Diego, CA\*

The aim of the CMCP was to provide information on current and anticipated future conditions in the corridor and aid decision-making for project development.

\*experience prior to joining Buro Happold

## CHRIS COULTER, LEED AP LC

LIGHTING EXPERT / BURO HAPPOLD  
BROOKLYN, NY



### LOCATION

New York, NY

**EDUCATION**  
Bachelor of Science, Architectural Engineering with Emphasis in Illumination Systems, University of Kansas

**REGISTRATIONS & CERTIFICATIONS**  
LEED Accredited Professional (AP);  
Lighting Certified (LC); National Council on Qualifications for Lighting Professionals

**Memberships**  
US Green Building Council;  
Illuminating Engineering Society of North America; Designers Lighting Forum, New York

Chris Coulter is a lighting designer who focuses on the integration of lighting systems with the built environment. His responsibilities include the conceptualization, development, and implementation of lighting schemes. Chris also plays an integral role in the lighting practice's daylight analysis sector. Through sophisticated daylighting studies, Chris is able to provide more captivating interior environments while reducing energy demands of electric lighting and HVAC systems. For each project, he works with the design team to develop specific daylight performance goals.

### KEY PROJECTS

**Traverse City Riverwalk and Plaza / Traverse City, MI**  
A new plaza that will repurpose multiple alleyways into an active space for visitors and residents to appreciate the city's proximity to the Boardman/Ottaway River.

**Idlewild Park Nature Center / Queens, NY**  
A state-of-the-art 5,000ft<sup>2</sup> Idlewild Nature Center will offer classroom and exhibit space in the Idlewild Park Saltwater Marsh.

**Under Armour Corporate Campus Master Planning / Baltimore, MD**  
A master plan for Under Armour's 4 million ft<sup>2</sup> headquarters. The master plan focused on interaction, flexibility, resource conservation, and ecological stewardship of the Patapsco River's Middle Branch and Chesapeake Bay; positioning the campus to become a model for urban development.

**Hudson's Site Development / Detroit, MI**  
A new development, on the site of Detroit's former downtown department store, will house 1 million ft<sup>2</sup> of residential, entertainment, cultural, office, retail, and hotel spaces as well as a 700+ space underground parking structure.

**NASA Glenn Research Center Support Building / Cleveland, OH**  
The new 80,000 ft<sup>2</sup> Research Support Building (RSB) is the central collaborative hub for the NASA Glenn Research Center. One the road to net zero, the RSB supports GSA's Green Proving Ground program.

## RANDALL WILCOX, PE

ASSOCIATE / PROJECT MANAGER, CIVIL DESIGN / HUBBELL, ROTH & CLARK  
TRAVERSE CITY, MI



200 Block Retaining Wall Stabilization  
Traverse City, MI



100 Block Sanitary Sewer Relocation  
Traverse City, MI

### EDUCATION

BS, Civil Engineering  
Michigan Technological University,  
1984

### REGISTRATIONS & CERTIFICATIONS

Professional Engineer, Michigan No.  
6201034587

### MEMBERSHIPS & AFFILIATIONS

Dale Carnegie Leadership Training  
ISO Internal Auditor Training  
TenCate University (Geosynthetics)  
CEC/M Management Training  
APWA  
ASCE

Randy Wilcox has over 35 years of varied experience in the civil/municipal engineering field. He has served as the primary engineering contact or project manager for numerous Michigan municipalities. His project experience includes water and wastewater treatment, collection/distribution projects, local street and utility projects, master utility planning, storm drain, and stormwater management. He has also managed MDOT and local agency transportation projects during design and construction activities. Mr. Wilcox excels at effective communication with involved parties on complex projects. He has been involved with simple small municipal projects to large and complex municipal and transportation projects. He has also worked on alternate project delivery methods such as design/build. Mr. Wilcox works out of our Grand Rapids and Traverse City offices.

### KEY PROJECTS

#### 100 Block Sanitary Sewer Relocation and 200 Block Retaining Wall Stabilization / Traverse City, MI

Mr. Wilcox served as the Project Manager for these projects, financed through CWSRF and permitted through EGLE and U.S. Army Corps of Engineers.

#### Miller Road Rehabilitation / Kalamazoo, MI

The project involved a mill and overlay as well as storm sewer improvements. Two separate railroads along the project limits also required coordination and permitting. In addition, the site was located in an industrial zone of the City and required special coordination during construction.

#### McBride Drain / Macomb County, MI

The restoration of approximately 20,000 feet of this drain to a more traditional stream environment provided immediate and long-term benefits for diverse wildlife habitats and promote enhanced wildlife populations. Improvements included in-stream structures such as boulder clusters, covered logs, tree cover, cross logs, and others.

#### Industrial Park Roadway and Utility Expansion / Muskegon, MI

The project consisted of the full-depth roadway construction of the extension of Olthoff Drive into the new industrial park. This included a new water main and sanitary sewer along the new extension of Olthoff Drive.

#### Southern Road Safety Project / Branch County, MI

The project involved asphalt cold milling and resurfacing, along with concrete pavement, earthwork, and pavement marking to improve the safety of Southern Road between Whaley Road and Flint Road.

## JAMES BURTON, PE

PARTNER / PERMITTING AND MARINE ENGINEERING DESIGN / HUBBELL, ROTH & CLARK  
BLOOMFIELD HILLS, MI



### EDUCATION

MBA, Integrative Management  
Eli Broad Graduate School of  
Management/MSU, 2004

BS, Biosystems Engineering  
Michigan State University, 1998

### REGISTRATIONS & CERTIFICATIONS

Professional Engineer, Michigan No.  
6201049137

### MEMBERSHIPS & AFFILIATIONS

American Society of Civil Engineers  
(ASCE)

American Society of Agricultural  
Engineers (ASAE)

Michigan Water Environment  
Association (MWEA)

James Burton assists HRC's municipal and private clients with environmental, stormwater management, sustainability initiatives and habitat restoration projects. He is responsible for the direction, focus and success of the firm's environmental engineering department. His extensive civil engineering experience, combined with his in-depth understanding of municipally owned, bid, constructed and administered projects, makes him an effective leader and ensures environmental projects meet all project and client expectations. Mr. Burton works out of our Bloomfield Hills office.

### KEY PROJECTS

#### Stream Bank Erosion Inventory / Troy, MI

This project consisted of an inventory and evaluation of approximately 27 stream miles in the Clinton River Watershed. The inventory consisted of identifying and evaluating the stream crossings, stream bank sites, and stream reaches/corridors for overall conditions, impacts, and causes of impairments.

#### Heritage Park Pedestrian Bridge & Pathway / Utica, MI

The key elements of the pathway extension project include a 200-foot long, 14-foot wide pedestrian bridge over the Clinton River, an ADA accessible Canoe Launch along the Clinton River with a lift for persons with disabilities, an ADA accessible Fish Pier along the Clinton River, and 2,500 feet of 10-foot wide bituminous pathway

#### Geddes Avenue Reconstruction / Ann Arbor, MI

This project included the reconstruction of approximately 0.7 miles of an existing two-lane HMA roadway along a naturally scenic arterial roadway in the City of Ann Arbor. The new roadway included sidewalk replacement, bicycle accommodations, and a structural retaining wall to support a failing roadway edge.

#### Paint Creek Habitat Restoration Dam Removal / Rochester Hills, MI

Included development of a floodplain, hydrological and streambank analysis for dam removal while preserving the historical designation of the dam's mill race; prepare designs, specifications, and permits; and provide construction oversight for dam removal and stream restoration.

#### Rogue River Restoration Projects / Birmingham, MI

The new design included substantial toe protection, mid-bank and upland areas adjacent to the river using a combination of deep rooted vegetation, hard armoring, and bioengineering techniques.



## FATEMEH BABAKHANI, PHD, PE

MANAGER / HYDRAULIC MODELING / HUBBELL, ROTH & CLARK  
BLOOMFIELD HILLS, MI



### EDUCATION

PhD, Civil & Environmental  
Engineering  
Wayne State University, 2016

MS, Water and Wastewater  
Engineering  
Shahid Beheshti University, Iran,  
2009

BS, Civil Engineering,  
University of Semnan, Iran,  
2007

### REGISTRATIONS & CERTIFICATIONS

Professional Engineer  
Michigan No. 6201066498

### MEMBERSHIPS & AFFILIATIONS

River Assessment & Restoration 1  
(Jim Selegean, PhD, PE, 2013)

River Assessment & Restoration 2  
(Jim Selegean, PhD, PE, 2014)

Chi Epsilon National Civil Engineering  
Honor Society

American Society of Civil Engineers  
(ASCE)

Water Environment Federation  
(WEF)

Dr. Babakhani specializes in hydraulic and hydrology analysis, design, and software modeling, including EPA SWMM, HEC-RAS, RIVERMorph. Her work experience includes sediment transport, river restoration, dam removal, engineering design, technical calculations and writing, watershed management, stormwater assessment and management, design of green infrastructure, and permit acquisition.

She received her PhD in Environmental Engineering from Wayne State University in 2016. She has performed research on dam removal, sediment transport modeling, and river restoration topics. She has published several scientific papers on dam removal topics in Journal of Hydrology. Dr. Babakhani works out of our Bloomfield Hills office.

### KEY PROJECTS

#### Avon Creek Restoration / Rochester Hills, MI

Developed restoration plans for a channelized drain, pond improvements, pocket wetlands, and a pond bypass channel to improve water quality/temperatures. The plans included 300 feet of a riffle-pool channel to transition into a section of step-pool stream to bypass the pond. This design allowed for fish passage, reduction in stream temperatures, and reduction in maintenance costs.

#### Innovation Hills / Rochester Hills, MI

The project's focal point was a stormwater detention pond designed to be a water feature with waterfalls. Trails and boardwalks were designed to be universal-Design compliant pedestrian pathways throughout the park and wetlands. Tree tagging and surveying were done to ensure minimal tree removal and to allow the path and boardwalk to meander naturally within the park.

#### Plum Hallow Golf Course / Southfield, MI

Assisted with Watershed Stabilization, flooding issues, EGLE permit applications, dam removal, and stream restoration.

#### Power Road Reconstruction / Farmington Hills, MI

The project included one mile of reconstruction, adding an eight-foot bike lane on each side. The Reconstruction of Halstead Road between 696 and 12 Mile Road and the reconstruction of Nine Mile Road, Hawthorne to Middlebelt.

#### Hickory Grove Culvert Replacement / Bloomfield Hills, MI

The project included 1.0 miles of an HMA mill and overlay along Hickory Grove, from Lahser to Opdyke. This project also included replacing three roadway culverts for a stream crossing Hickory Grove with concrete paving otop it.

## **DEREK STRATELAK, LLA, CPWS, CA**

**MANAGER / PERMITTING AND HABITAT SUPPORT / HUBBELL, ROTH & CLARK  
DETROIT, MI**



### **EDUCATION**

BS, Landscape Architecture  
Michigan State University, 1983

### **REGISTRATIONS & CERTIFICATIONS**

Licensed Landscape Architect  
No.1021, Michigan, 1986

Professional Wetland Scientist,  
No. 993, 1996

NPDES Certified Stormwater  
Operator, No. C-00188, 1994

Certified Arborist, No. MI-  
0377, International Society of  
Arboriculture, 1997

Registered Forester, No. 46096,  
Michigan 2015

### *MEMBERSHIPS & AFFILIATIONS*

Society of Wetland Scientists

American Geophysical Union

State Association of Wetland  
Managers

International Society of  
Arboriculture

Derek Stratelak is a licensed landscape architect, registered forester, geomorphologist, and certified professional wetland scientist with a broad range of public and private sector experience in performing site planning and landscape architectural designs, woodland and tree evaluations, expert witness services, wetland delineations, restoration and mitigation design, stream evaluations, relocation, and bank restoration design. Mr. Stratelak's experience also includes environmental permitting and application negotiations, urban planning, engineering, and construction administration. He has worked on a wide variety of large and complex projects including parks, corporate headquarters, universities, government facilities, military facilities and bases, nuclear power plants, cemeteries, golf courses, recreational facilities, residential developments, commercial developments, public and private roads including work with numerous county road commissions, county drain commissions, the state transportation departments, and federal agencies (DoD, EPA, FWS, NRC). Mr. Stratelak works out of our Detroit office.

### **KEY PROJECTS**

#### **Civic Center Master Landscape Plan / Sterling Heights, MI**

Design included a massive foundation bed which utilized perennial plant massing to supplement the existing evergreen shrubs. Some existing shrub beds were removed, and the problematic exposed wood mulch beds which eroded into the storm drain system were removed. Areas adjacent to the driveways which receive tire traffic and snow storage were converted into cobblestone beds for a unique, durable, and functional solution.

#### **Heritage Park Wetland Mitigation / Farmington Hills, MI**

Lead consultant responsible for the review of private wetland impacts within the city for compliance with local, state, and federal regulations.

#### **Glen Echo Drive Sedimentation Study / Grand Rapids, MI**

Was responsible for the field assessment of extreme erosion occurring at the outlet of a subdivision drainage system and made recommendations for improvements.

#### **Police Headquarters Landscape Plan / Battle Creek, MI**

The new 46,000 square foot, two-story facility is more than double the size of the previous facility. All police operations remained intact while the new facility was being constructed. In addition, the site is designed to provide secure parking facilities for the department and a well-defined and welcoming public entry.

#### **Allegan State Game Area Wetland Mitigation Bank / Allegan, MI**

The project involves constructing a 61.6-acre wetland mitigation bank on state-owned property. The mitigation bank will be utilized to provide wetland banking credits for projects in either the watershed or the ecoregion.

## ROGER CROUSE

MANAGER / HUBBELL, ROTH & CLARK  
TRAVERSE CITY, MI



### EDUCATION

BS, Business Administration  
Central Michigan University, 1989

### REGISTRATIONS & CERTIFICATIONS

MDOT Trained in:

- CPM Scheduling
- Field Manager
- Advanced Field Manager Operations
- Material Acceptance Process
- Computerized Office Technician

Certified in Stormwater Construction Site Operator

### MEMBERSHIPS & AFFILIATIONS

ACI Level I Concrete Field Testing Technician

40 Hour Hazardous Waste Operations and Emergency Response (Hazwoper) Trained

Ferris State University—Bituminous Paving Operations Course

Roger Crouse has a broad range of construction observation and construction administration experience including work for underground drains, sanitary sewers, water mains and concrete and bituminous paving projects. During his first 20 years with HRC, Mr. Crouse worked on numerous projects that involved both utility and pavement construction providing observation services. He has served as HRC's Construction Services Manager for the past nine years for the Mid-Michigan area. Many of the projects that he has been involved with have included intersection work requiring multi-stage construction and maintenance of traffic. Mr. Crouse's previous experience in the City of East Lansing includes a 10-foot diameter poured in place combined sewer tunnel and a poured concrete retention treatment structure. He also worked on a \$3 million road reconstruction and sewer interceptor for the City of East Lansing. Additional assignments include sewer metering projects and industrial work for Ford, General Motors, and Delphi. Mr. Crouse works out of our Traverse City office.

### KEY PROJECTS

#### Ram Trail / Delhi Charter Township, MI

The project included two phases. Phase I, the construction of a 1.5-mile trail along Holt Road between Holt High School and Community School complex and an existing path system at Holt and Eifert Roads. Phase II, 1.7 miles to connect the new pathway constructed under Phase I through natural areas and residential neighborhoods to Jaycee Park.

#### Wealthy Street Reconstruction / Grand Rapids, MI

The project involved full reconstruction, including storm and water main improvements. The sidewalk was widened to 10 feet to allow room for green infrastructure and a more pedestrian-friendly walkway. Lanes were widened to 11 feet. The Old Ottawa connector was redesigned with a bioswale, green infrastructure, and elimination of its connection to Wealthy Street for added safety.

#### Realize Cedar Street Reconstruction / Delhi Charter Township, MI

The project involved 0.75 miles of complete road reconstruction in downtown Delhi Charter Township. The project also included HMA pavement, concrete curb and gutter, storm and sanitary sewer, sidewalk and ramps, permanent pavement markings, signs, signal upgrades, street lighting, and landscaping. The project also included 0.73 miles of mill and overlay adjacent to the reconstruction.

#### Kalamazoo Street Bike Lanes / Lansing, MI

This project included widening Kalamazoo Street from Cedar Street to Larch Street to accommodate the addition of bike lanes. The project also included 0.20 miles of HMA cold milling and resurfacing, concrete curb and gutter, aggregate base, storm sewer upgrades, and spot repairs, and 0.4 miles of pavement marking removal and restriping for bike lanes.

## JIM YATES, PHD, PE

SENIOR PROJECT ENGINEER / HUBBELL, ROTH & CLARK  
BLOOMFIELD HILLS, MI



### EDUCATION

PhD, Structural Engineering  
Michigan Technological University,  
1990

MS, Civil Engineering  
Michigan Technological University,  
1988

BS, Civil Engineering,  
Michigan Technological University,  
1985

### REGISTRATIONS & CERTIFICATIONS

Professional Engineer,  
Michigan No. 6201039224  
Ohio No. 64239  
Florida No. 68640  
Indiana No. 12100293  
Kansas No. 27573

### MEMBERSHIPS & AFFILIATIONS

Structural Engineers Association of  
Michigan

ASCE

Dr. Yates is a licensed structural engineer with over 30 years of experience in the structural design of multiple building materials and many sustainable construction techniques. His expertise includes a broad spectrum of building and client types, enabling him to provide creative, cost-effective solutions for all projects.

As a structural Senior Project Engineer, Dr. Yates manages projects of all sizes and has the depth of professional knowledge that allows him to evaluate, select, and engineer all structural systems and assist in developing standards and specifications. He provides sound solutions to projects of all shapes and sizes, balancing cost, complexity, and constructability, enabling the team to deliver a facility on schedule and budget. Dr. Yates works out of our Bloomfield Hills office.

### KEY PROJECTS

#### Police Department Evidence Lab Remodel / Warren, MI

Dr. Yates served as the senior structural QA/QC project reviewer for this project. He reviewed and provided comments on the calculations and drawings of the design for accuracy and completeness and ensuring proper details were provided for constructability.

#### Dewatering and Incineration Building / Warren, MI

The project included the complete structural design and drawing mark-up development for the Dewatering Building and Storage Building portion of the project including roof walls, stability, structural floor slab and foundation design. Dr. Yates also designed the 58' stair tower of Incinerator Building.

#### SMART Terminal Vehicle Wash Roof Resurfacing / Troy & Clinton, MI

Dr. Yates provided final structural design for the roof reinforcing required to support the new roof mounted equipment for the vehicle wash and the foundation upgrades required. He also provided solutions for unforeseen conditions that were uncovered during construction requiring field modifications.

#### Drywell Column 3 Repair / Warren, MI

As the structural QA/QC project reviewer, Dr. Yates reviewed and provided comments on the calculations and drawings of the design for accuracy and completeness and ensuring proper details were provided for constructability.



## LEAH BAGDON MCCALLUM

LOCAL ADVISOR / STAKEHOLDER & COMMUNITY ENGAGEMENT / PRINCIPAL / BLUE ORANGE CONSULTING  
TRAVERSE CITY, MI



### EDUCATION

Bachelor of English and Journalism  
Michigan State University

### LEADERSHIP & CIVIC EXPERIENCE

- MSU College of Agriculture and Natural Resources Advisory Board Member, 2022 – present
- Michigan State Police Advisory Board Member, 2020 – present
- Traverse City DDA Board of Directors, 2010 – 2021
- Munson Hospital Community Health Committee, 2012 – 2020
- Rural Housing Partnership Board of Directors, 2018 – 2020
- Traverse City Farmers Market Advisory Board, 2014 – 2016
- 2014 Named One of 25 “Power Women,” Traverse City Business News
- “40 Under 40” Most Influential People, Traverse City Business News 2010 – 2020
- 2011 Traverse City Chamber of Commerce Young Professional Leader of the Year
- Northern Michigan Fundraising Professionals, founder
- Rotary Club of Traverse City, Noon Club, 2015 - 2018
- Zonta Club of Traverse City, 2009 - 2015
- Leadership Grand Traverse, Class of 2011

Leah is the founding principal of Blue Orange; a **Traverse City-based** consulting firm that connects people, projects, and places all around the Great Lakes. We are excited to include Leah on our team, as she will help ensure that our work is informed by the community and partners who will implement and utilize our recommendations. Blue Orange will seamlessly integrate with our team in order to ensure that this placemaking project benefits the many stakeholders and audiences who have contributed to its creation.

Blue Orange is rooted in Traverse City. Prior to launching Leah served over ten years on the Traverse City DDA board of directors, as well as on many other volunteer endeavors aimed at economic development and attracting and retaining year-round talent and families in Traverse City. She will leverage that experience and her meaningful connections to help our team navigate City regulations and public engagement processes. Leah also was a part of our initial Downtown Riverfront conceptual design team. Her community relationships and familiarity with downtown partners proved to be invaluable in designing the Downtown Riverfront, which we’re thrilled to continue to support.

Bonnie Nickerson/**Nickerson Planning LLC** will be supporting **Blue Orange** to design community engagements and outreach platforms that ensure that citizens who have ideas about this project are heard and that their feedback is integrated in the project.

### KEY PROJECTS

Leah currently works with the Great Lakes Fishery Commission on **FishPass** (<http://www.glfc.org/fishpass.php>), a globally significant project located just upstream from this Downtown Riverfront. She has meaningful relationships with local, state, federal and tribal partners who are committed to the Boardman/Ottaway River.

Leah helped to form the **Northwest Michigan Community Development Coalition** (<https://nwmcommunitydevelopment.org/>), working closely with the Grand Traverse Regional Community Foundation.

Before becoming an independent contractor, Leah worked in fundraising an advancement, helping to create and build diverse funding streams for **Goodwill Northern Michigan, the Detroit Zoological Society** and **Northwestern Memorial Hospital in Chicago**. She also represented U.S. Senator Gary Peters in the 26 counties of Northern, Lower Michigan. Through these experiences, she is uniquely suited to help identify resources needed to help advance this project.





## ANDREW SMITH

**MANAGING DIRECTOR / DHARAM CONSULTING**

Andrew has over 35 years of experience leading our teams on a wide variety of project sectors including Parks/Recreation, Cultural, Education, Healthcare, Commercial, Residential, experience including K-12, higher education, commercial, industrial and automotive. His expertise includes managing teams and projects from conception to completion, including providing early phase cost modeling and cost planning as well as leading the cost management process through all phases of a construction project.

### KEY PROJECTS

#### Traverse City Riverwalk and Pedestrian Plaza Master Plan / Traverse City, MI

A Master Plan Estimate was created for the Traverse City Downtown Development Authority for a re-design of the riverfront and pedestrian plaza along the Boardman/Ottaway River.

#### River Balcony Project / St. Paul, MN

This project is a 1.5-mile promenade that extends along a river bluff and down to the river. The project transforms urban infrastructure into public space that connects parks, civic landmarks, and private development.

#### The High Line / New York, NY

This project is a 1.5-mile-long elevated park in the heart of mid-town Manhattan. Our cost team worked on phases 2 and 3 of the project, providing cost management services including budget setting, cost estimating and reconciliation with the CM.

#### Brockport Loop Pedestrian Bridge / Brockport, NY

This project is a 1,000 linear foot pedestrian bridge across the Erie Canal. The approx. \$10M steel structure pedestrian bridge will incorporate a ramp, stairs and elevator on each side, landscaping work, lighting, and recreational amenities.

### EDUCATION

High National Diploma in Quantity Surveying  
Nottingham Trent University



## JOSHUA FODERA

**SENIOR CONSULTANT / DHARAM CONSULTING**

A Senior Consultant of Dharam Consulting, Joshua has over 6 years of professional experience in pre-construction estimating, project planning, project management, and project budgeting. His strong attention to detail and exceptional communication skills are utilized in building and maintaining relationships, ensuring a full understanding of project needs and client expectations.

### KEY PROJECTS

#### Traverse City Riverwalk and Pedestrian Plaza Master Plan / Traverse City, MI

A Master Plan Estimate was created for the Traverse City Downtown Development Authority for a re-design of the riverfront and pedestrian plaza along the Boardman/Ottaway River.

#### Hudson River Park Gansevoort Peninsula / New York, NY

This project is a 250,000 SF waterfront park built on a 6-acre landmass on the West Side of Manhattan. The area will be transformed into a large green space including ball fields, river edge work, kayak launch area, park support and utility buildings, concessions, and a beach.

#### The High Line / New York, NY

The High Line project is a 1.5-mile-long elevated park in the heart of mid-town Manhattan. This portion of the project is the demolition and reconstruction of the stairs at 20th, 26th and 28th Streets, including , grading, landscaping and hardscaping, new exterior lights, utilities, security system, signage etc.

### EDUCATION

Bachelor of Arts Finance and Business Administration, Double Major  
Gordon College, Wenham, MA



*INFORM Studio  
Van Léeften Memorial Bridge  
Providence, RI*

# 3. EXPERIENCE WITH SIMILAR PROJECTS









# VAN LEESTEN MEMORIAL BRIDGE

PROVIDENCE, RI / **INFORM STUDIO** + **BURO HAPPOLD** + **NICKERSON PLANNING**

The Van Leesten Memorial Bridge reworks abandoned infrastructure to connect five prominent neighborhoods and institutions within the city. Acting as a pedestrian center, the bridge performs as a practical connector between regions, while offering multiple programmatic interventions to encourage community connection and engagement. The project serves as a mediator between urban and ecological spaces, allowing east and west to become a singular public space. In addition to establishing a visual symbol of renewal, the Van Leesten Memorial Bridge also provides access to over 40 acres of prime waterfront real estate that was freed up when interstate I-195 was relocated. So while the history of the area will remain embedded in the bridge's foundations, this new gateway will connect the site to the rest of the city and give it a new lease of life for future generations.



## REFERENCE

Bonnie Nickerson  
Former City Planning Director:  
Department of Planning  
and Development  
401.225.8192  
brnicker@gmail.com

## CLIENT

City of Providence  
& Rhode Island  
Department of  
Transportation (RIDOT)

## PARTNERS

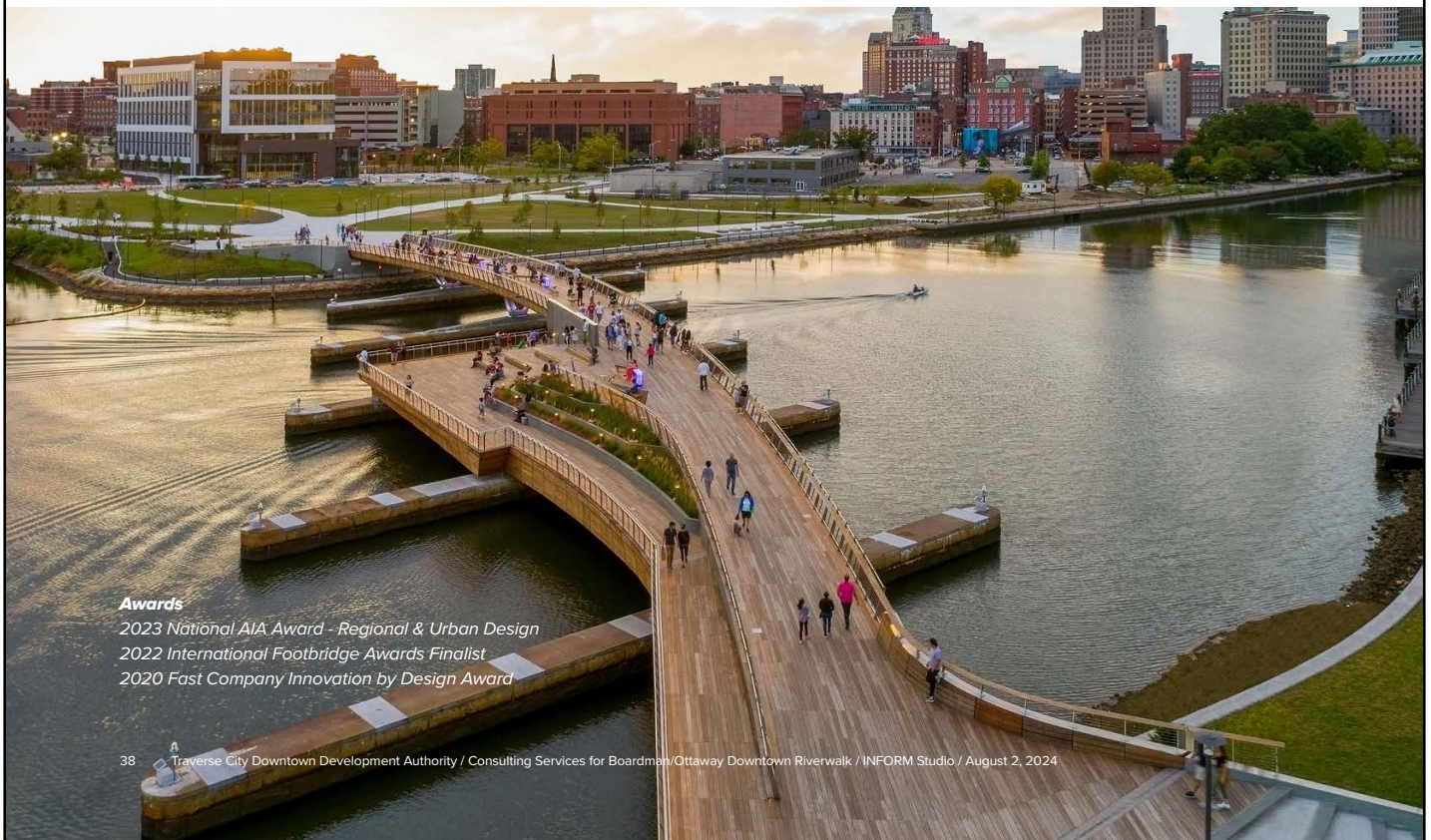
Buro Happold  
CJL Engineering

## COMPLETION

2019

## BUDGET

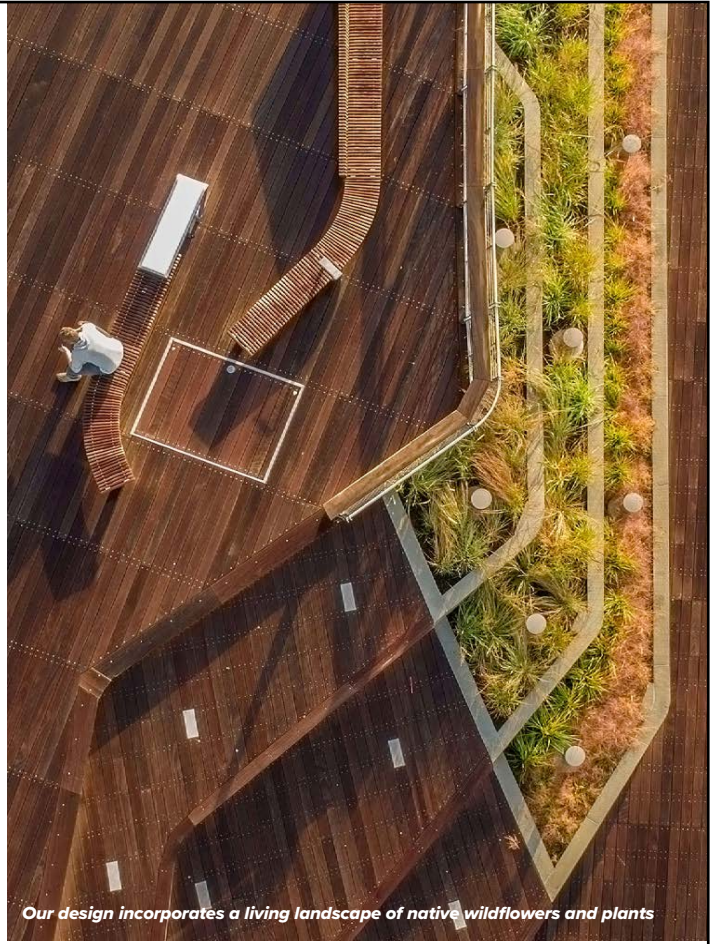
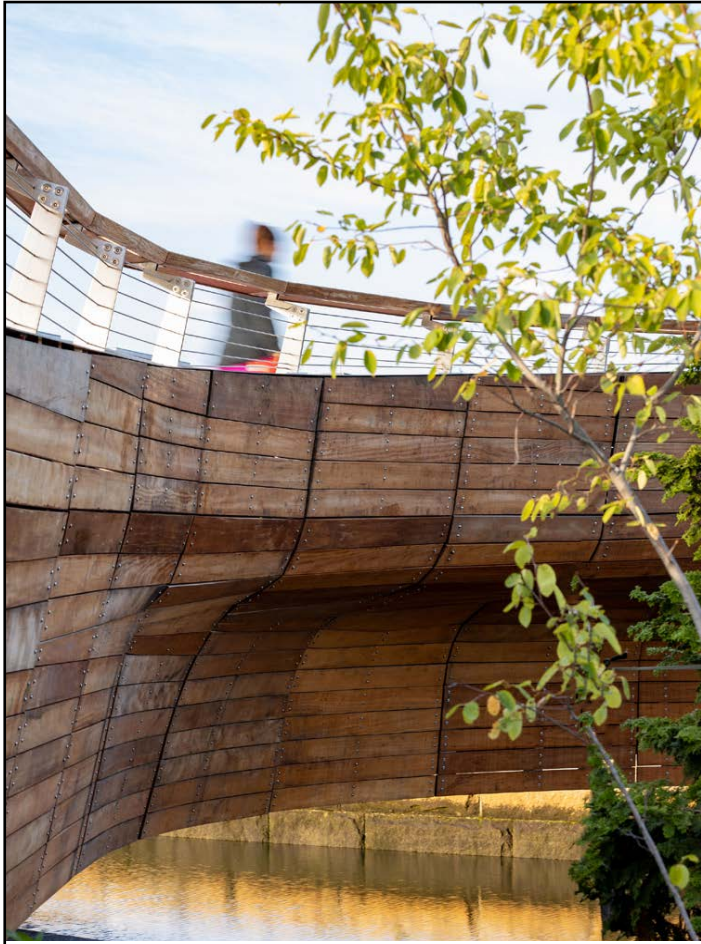
\$21,900,000



## Awards

2023 National AIA Award - Regional & Urban Design  
2022 International Footbridge Awards Finalist  
2020 Fast Company Innovation by Design Award







# BOARDMAN/OTTAWAY DOWNTOWN RIVERFRONT

TRAVERSE CITY, MI / **INFORM STUDIO** + **BURO HAPPOLD** + **SMM** + **HRC** + **BLUE ORANGE**

The conceptual design for the Boardman/Ottaway Downtown Riverfront makes it a place for people to gather and interact, and a place for people to engage with public spaces, the surrounding businesses, and with the river itself.

The final conceptual design proposes two new pedestrian bridges over the river, one which will create access to Clinch Park on the Traverse Bay waterfront, a more naturalized riverbank with enhanced amenities including steps, seating, lights, and public art, the conversion of part of the Front Street alley to a pedestrian plaza, and a park-like setting with trees and decorative lighting between various cafes and eating establishments.

The new riverfront redesign is part of the Traverse City DDA's "unified plan" for the 1.6 miles of the lower Boardman/Ottaway River.



## REFERENCE

Jean Derenzy  
Traverse City Downtown  
Development Authority  
O 231.922.2050  
M 231-342-7849  
jean@downtowntc.com

## CLIENT

Traverse City  
Downtown  
Development  
Authority (DDA)

## PARTNERS

Buro Happold  
Spackman Mossop Michaels (SMM)  
Great Blue Orange Consulting  
Hubbell, Roth & Clark (HBC)

## SCOPE OF WORK

Conceptual / Pre-Design  
Community Engagement

## COMPLETION

2022 for  
completion  
of conceptual  
design







**COMMUNITY ENGAGEMENT**

The process for designing the three preliminary concepts and then the final conceptual design was integrated with a thorough community engagement process. In June 2022 we met with local business and property owners and also had a tour with them to learn more about the site from their perspective. Then in July 2022 we held a public open house (open to the entire community) and presented boards with many ideas for design interventions throughout the site to get the public’s feedback. Then

we developed three preliminary design concepts which were brought to Traverse City for another public open house that took place all day on September 7, 2022. In this open house, the public was asked to share their thoughts about the three conceptual designs and share with us what parts of the three designs they liked and anything more they would like to see. In November 2022 INFORM Studio presented the final conceptual design to the Traverse City DDA and it was unanimously accepted.

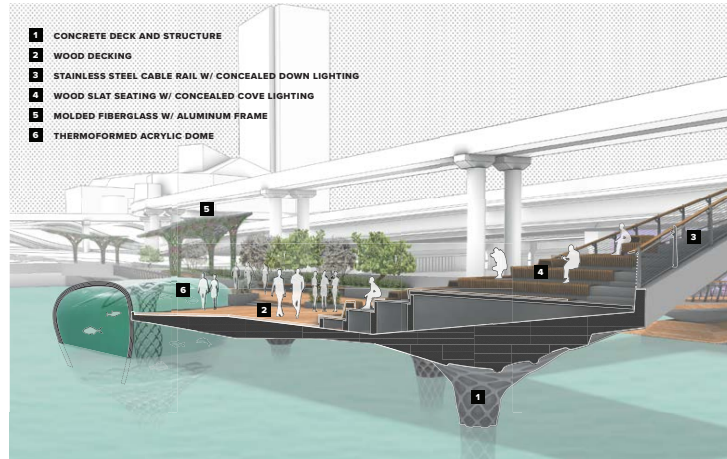




# I-395 PEDESTRIAN BAYWALK & BIKEWAY BRIDGE

MIAMI, FL / **INFORM STUDIO**

The future Miami Baywalk connection in front of the cultural district exemplifies one of the preeminent opportunities to demonstrate sustainable and socially conscious leadership for our nation's future infrastructure. The holistic design philosophy layers a profound set of solutions woven together within an integrated proposal that establishes a substantial new transit connectivity for the City of Miami and heightens broad community access to ecology, science and the arts within a cultural center of the Biscayne Bay. The project has the potential to become both a local and international destination that will contribute to the cultural and economic engine of Miami.



## REFERENCE

City of Miami  
Neal Schafers  
Head of Urban Planning,  
Miami Downtown  
Development Authority (DDA)  
p: 305.579.6675  
e: schafers@miamidda.com

## DESIGN PARTNERS

EXP  
Cummins Cederberg  
Arquitectonica GEO  
Langan

## PROJECT STATUS

Conceptual Design Phase

## CONSTRUCTION COST

\$18,000,000

## CONTRACT TYPE

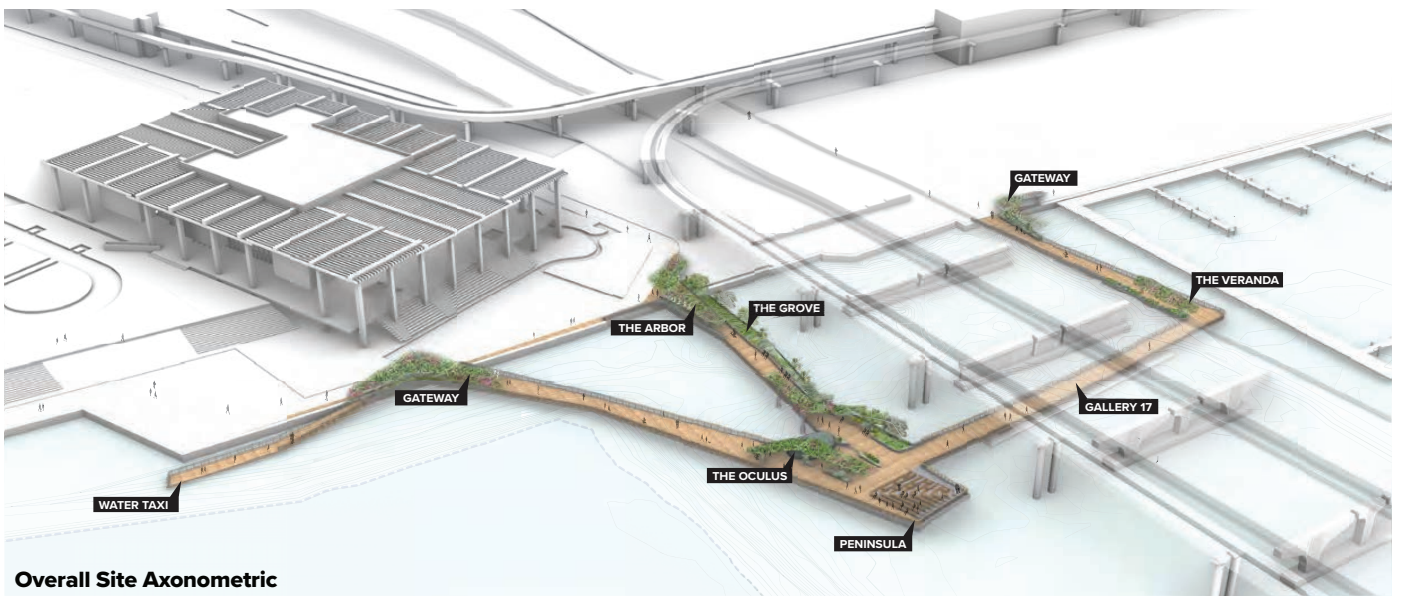
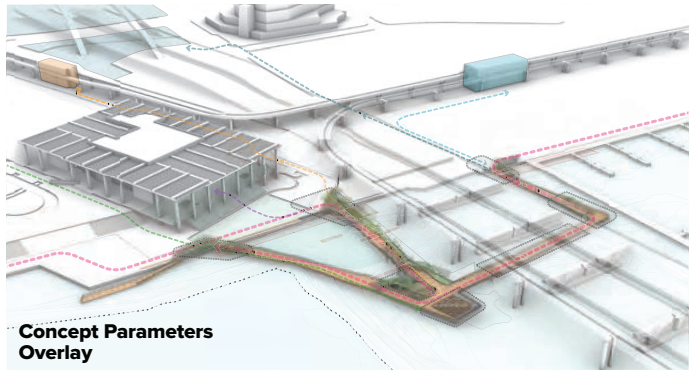
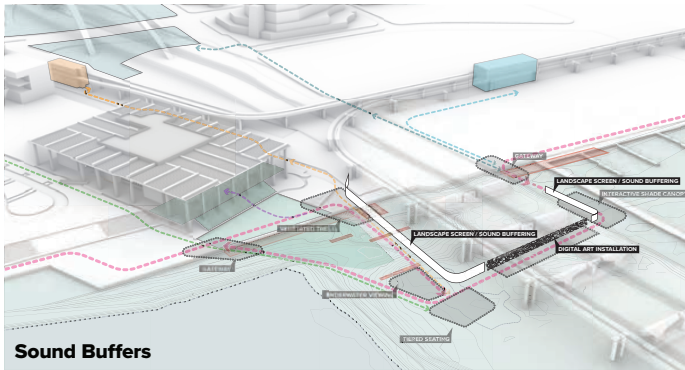
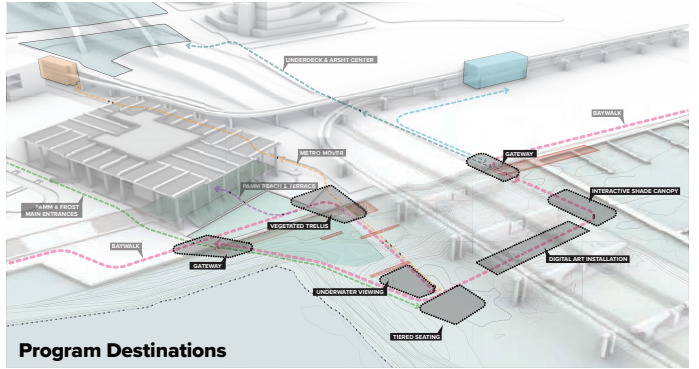
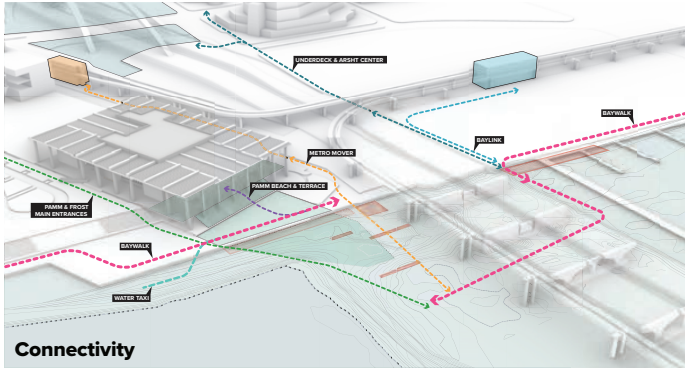
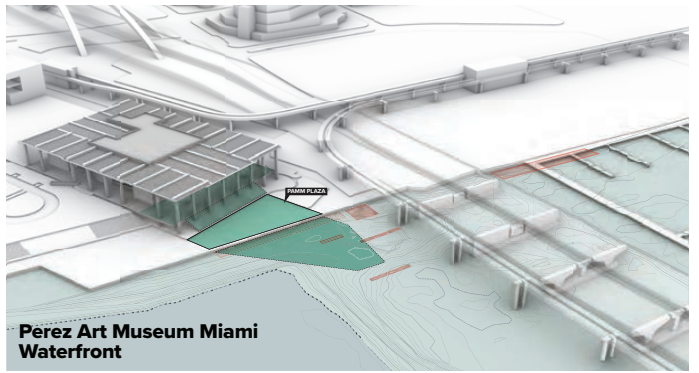
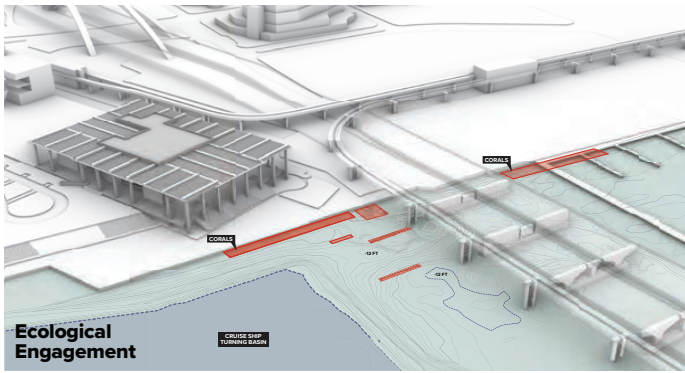
Design-Bid-Build

## SERVICES

Feasibility Study  
Community Engagement  
Conceptual Design









**DESIGN GOALS + CONCEPT**

The project aims to establish pedestrian continuity of the Baywalk under the MacArthur Causeway, connecting the existing Baywalk near Perez Art Museum Miami (PAMM) to Edgewater. This implementation integrates current and future non-vehicular transit into a comprehensive multi-modal network, linking cultural centers, institutions, and mobility options like the metro mover, Water Taxi, and Baylink to Miami Beach.

Our approach emphasizes social equity by providing heightened access over the water and programmatic extensions of cultural institutions. The Baywalk offers opportunities for marginalized citizens to experience ecology and culture, with free Metro Mover rides allowing residents and visitors to enjoy views of the bay and shoreline.

Community feedback emphasized the importance of local ecological resources within the marine habitat, shaping our approach to the structure and construction process. This ensures an authentic solution that respects the region’s unique character and site-specific considerations.



**Peninsula**

The Peninsula evolves from the furthest extension of the southeastern bridge deck into a tiered seating element with enhanced views out to the Biscayne Bay and back to the shore.





**Oculus**

The Oculus is an underwater viewing element highlighting the marine ecology native to the environment that is hidden to most residents or visitors to the region. The elliptical lens emerges from the water integrated with an artificial reef to be used for mitigation and ecological enhancement with a focus on interpretive education.

anced  
nd



# A.B. FORD PARK NEW RECREATION CENTER

DETROIT, MI / **INFORM STUDIO**

Detroit's first climate resilient community center, the A.B. Ford Park New Community Center aims to be a responsive community space surrounded by an expansive public park that improves access to the waterfront. A main goal is for the completed project to increase economic potential and serve as a genuine extension of the Jefferson-Chalmers neighborhood's rich cultural fabric. The new Community Center will be a state-of-the-art facility built outside the floodplain and will serve as a new community and recreation space as well as a sustainable resilience hub during emergencies, where residents can access shelter, power, and supplies.



## CLIENT

City of Detroit

## CONTACT

Jeff Klein

City of Detroit / Deputy Chief of Landscape Architecture / General Services Dept.  
kleinj@detroitmi.gov

## PARTNERS

Jefferson East, Inc.  
(Community Engagement)  
Atlantes (Structural Engineering)  
PEA (Civil Engineering)  
GreenPath (Mechanical Engineering)

## FINAL COMPLETION

Summer 2023

## SCOPE OF WORK

Full Architectural Services:  
Predesign, Schematic Design  
Design Development  
Construction Documents  
Construction Administration



## MASS TIMBER

The first CLT project in the City of Detroit (INFORM Studio also designed the first CLT building in the state of Michigan). The use of CLT provides a more sustainable and durable material option and also has biophilic qualities bringing the nature of the surrounding areas into the building.





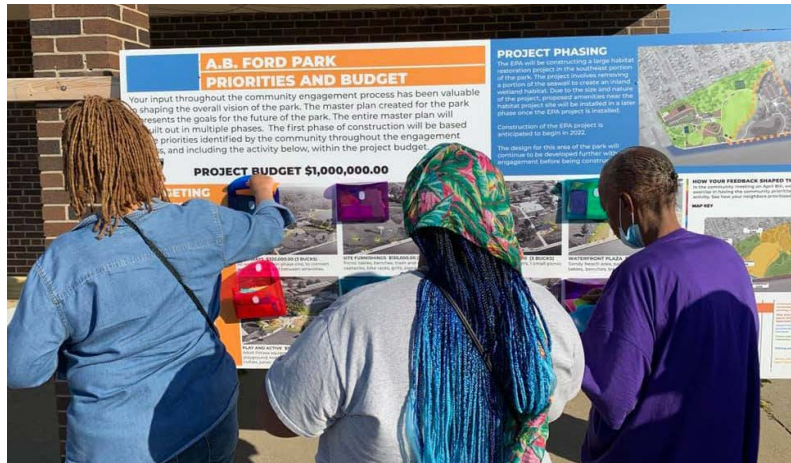
Rendering



Construction Progress, May 2023

**COMMUNITY ENGAGEMENT**

This project went through planning and consensus building to foster community engagement. Our collaborative approach emphasized consistent communication with the city and local stakeholders. A series of surveys and meetings provided opportunities for the community to share their desires for the new recreation center. Additionally, information was disseminated on signs around the neighborhood, local newsletters, social media, and mailings to ensure broad feedback. The results were synthesized into final plans for the community to vote on.





# ROGER WILLIAMS PARK VISITORS CENTER

## NET-ZERO ENERGY PROJECT

PROVIDENCE, RI / **INFORM STUDIO** + **NICKERSON PLANNING**

The Roger Williams Park Broad St. Gateway & Visitor's center represents an opportunity to enhance the dynamic interface between Broad St. & Roger Williams park, creating an accessible & safe urban park that will invigorate, educate and sew together a disconnected landscape to establish a signature gateway. Poised to increase community access, the park is intersected by transit, bike, and pedestrian routes that connect visitors to downtown Providence, creating a destination will further boost the economic and cultural activity along this corridor.



Color acts as a beacon for the 'the people's park,' drawing visitors in to celebrate the many 'gems' within the grounds. Borrowing from the diverse cultural vibrancy of the city, color represents the people of providence. It symbolizes the heritage of the local community, which is portrayed through the collection of restaurants, businesses & homes along Broad Street. It represents the future leaders - the students - from the many learning institutions in the area.

### REFERENCE

Bonnie Nickerson  
Former City Planning Director:  
Department of Planning  
and Development  
401.225.8192  
brnicker@gmail.com

### CLIENT

Providence  
Redevelopment  
Agency

### PARTNERS

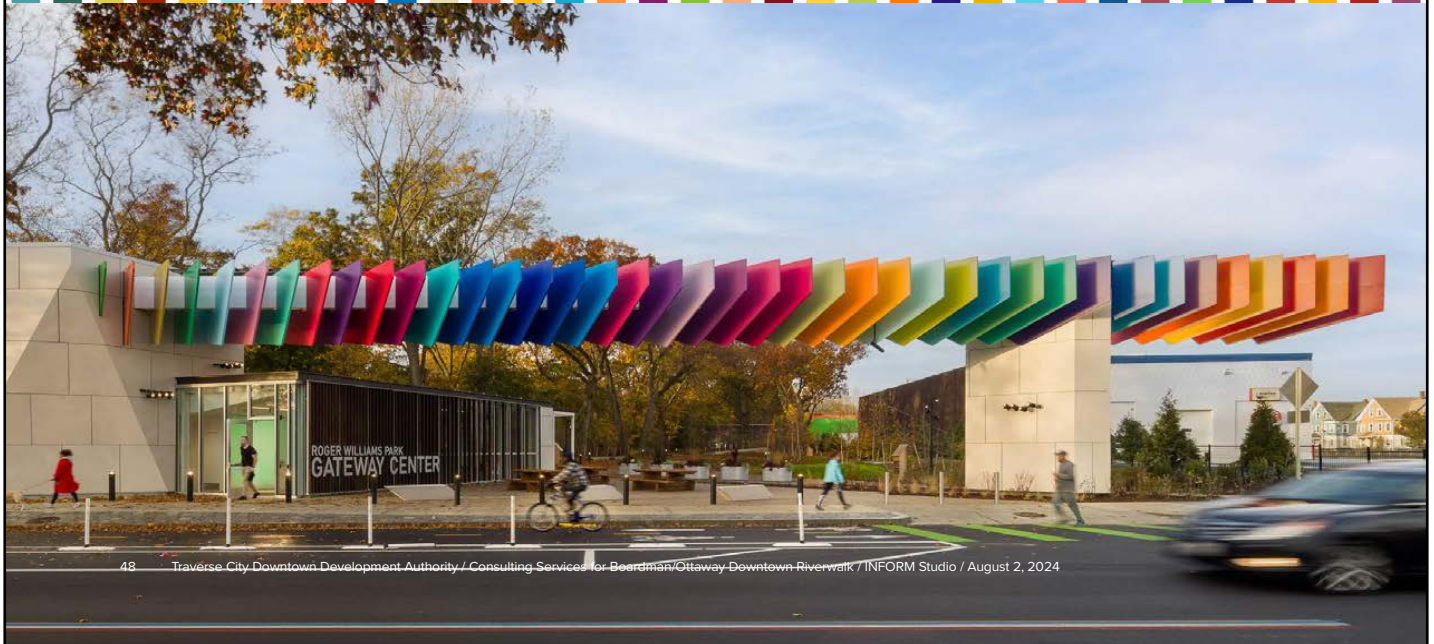
Design Under Sky  
Robert Darvas Associates  
GreenPath

### FINAL COMPLETION

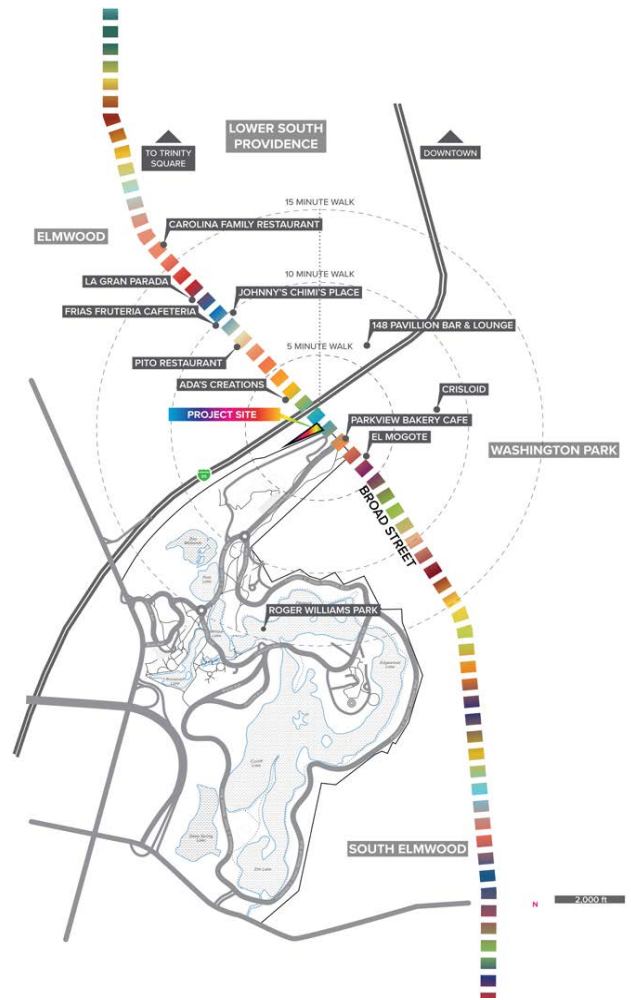
October 2023

### BUDGET

\$5,000,000









# MILLER PARK

CHATTANOOGA, TN / SPACKMAN MOSSOP MICHAELS

The City of Chattanooga is renovating Miller Park—and the surrounding open spaces and streets—to create a new, vibrant centerpiece to the rapidly developing Innovation District in their downtown. Spackman Mossop Michaels and Eskew+Dumez+Ripple are leading the design of these spaces. With a focus on events, programming and walkable connections to the new developments in the Innovation District, the park is destined to become the catalyst for inclusive development in the area. Located in a diverse area downtown—one block from City Hall and the Main Library—the park was designed to be a democratic open space where all downtown residents can come together and enjoy the park. An intensive Community Engagement process was undertaken to bring many different voices to the table during the design process.



**REFERENCE**  
Eric Booker  
CEO  
City of Chattanooga  
423.290.5707  
ebooker@chattanooga.gov

**CLIENT**  
City of Chattanooga

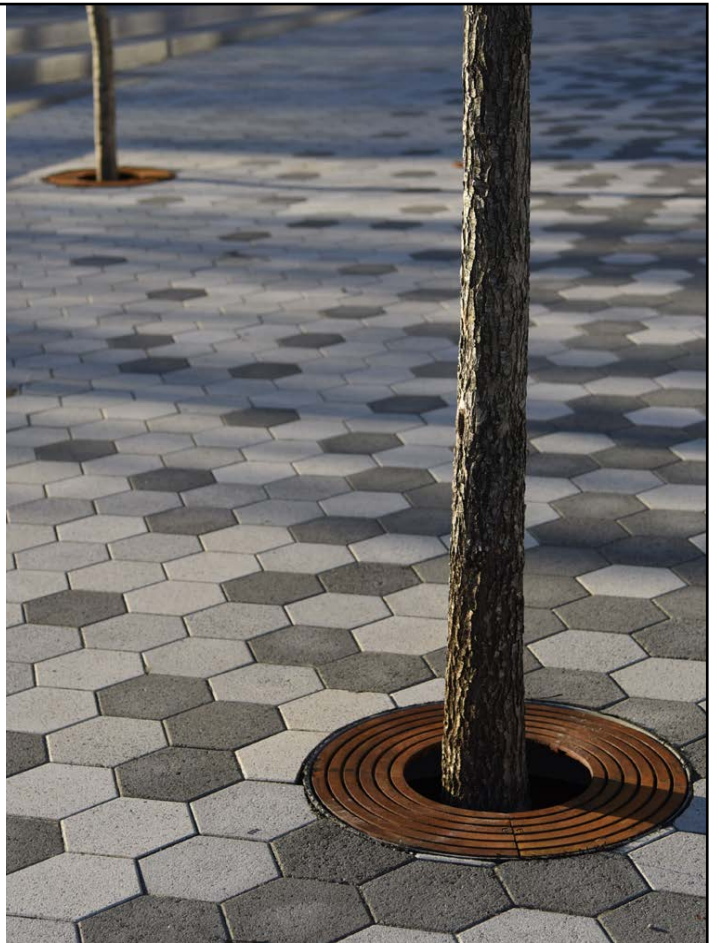
**PARTNERS**  
Eskew+Dumez+Ripple

**FINAL COMPLETION**  
2018

**BUDGET**  
\$10,300,000









# NEW ORLEANS CONVENTION CENTER LINEAR PARK

NEW ORLEANS, LA / SPACKMAN MOSSOP MICHAELS

A new \$65 million park running almost a mile in front of the New Orleans Convention Center will be complete in the fall of 2020. This new park, led by MAEDR with Spackman Mossop Michaels as the landscape architect, included a road diet, reducing 4 lanes of traffic to 2 lanes, and using the previous roadway as a new urban park.

As a part of a broader strategy for the revitalization of the Warehouse and Convention District downtown, this project creates a linear park through the reorganization of an existing major boulevard. Linking the French Quarter to the Warehouse District and the new Lower Garden District development, the new mile-long linear park incorporates green space, convention facilities, more effective pedestrian and bike circulation with cars.



## REFERENCE

David Mason  
Director of Building Operations  
MCCNO New Orleans  
504.582.3000  
dmason@mccno.com

## CLIENT

Ernest N. Morial  
Exhibition Hall  
Authority

## PARTNERS

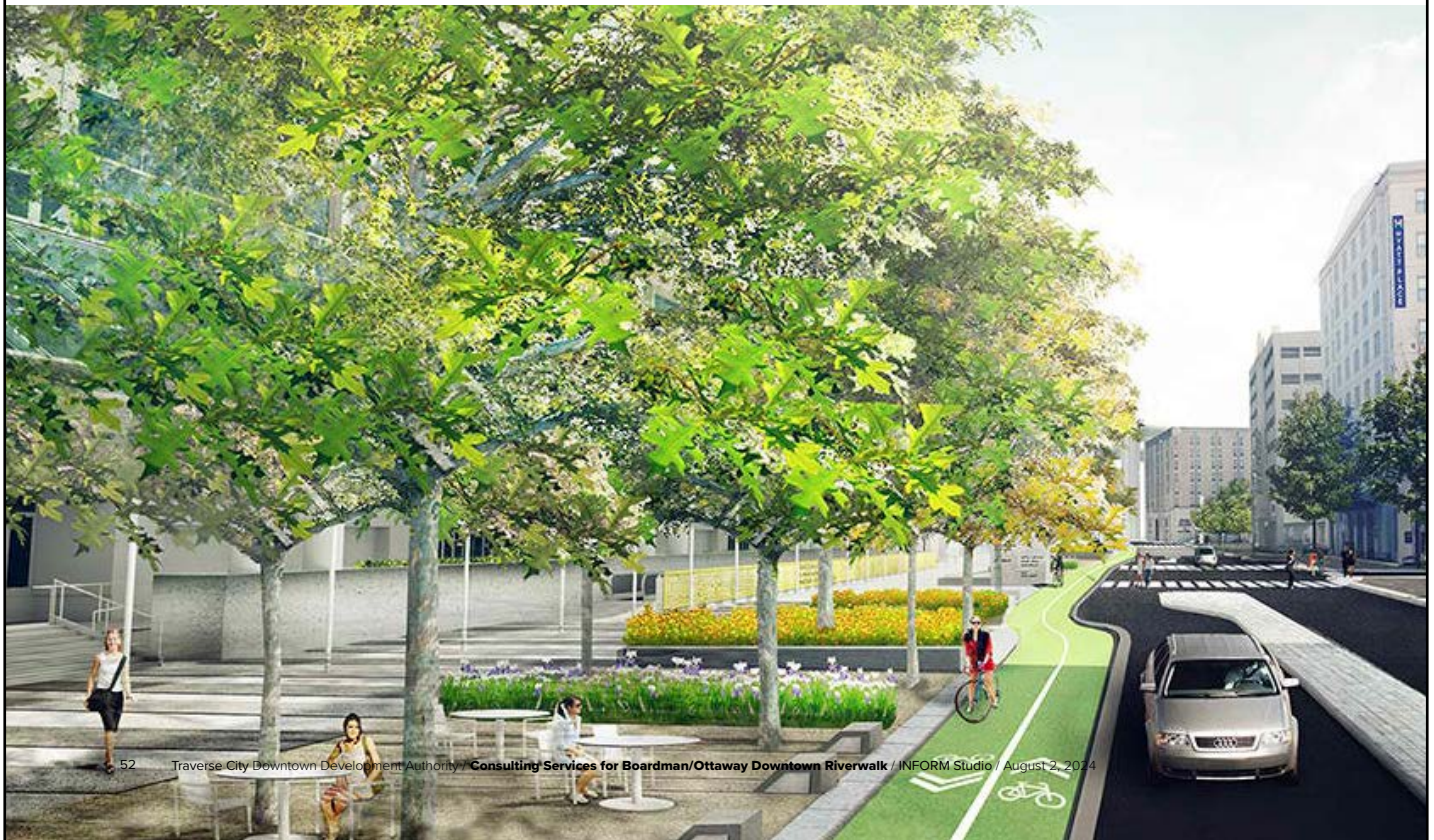
MAEDER

## FINAL COMPLETION

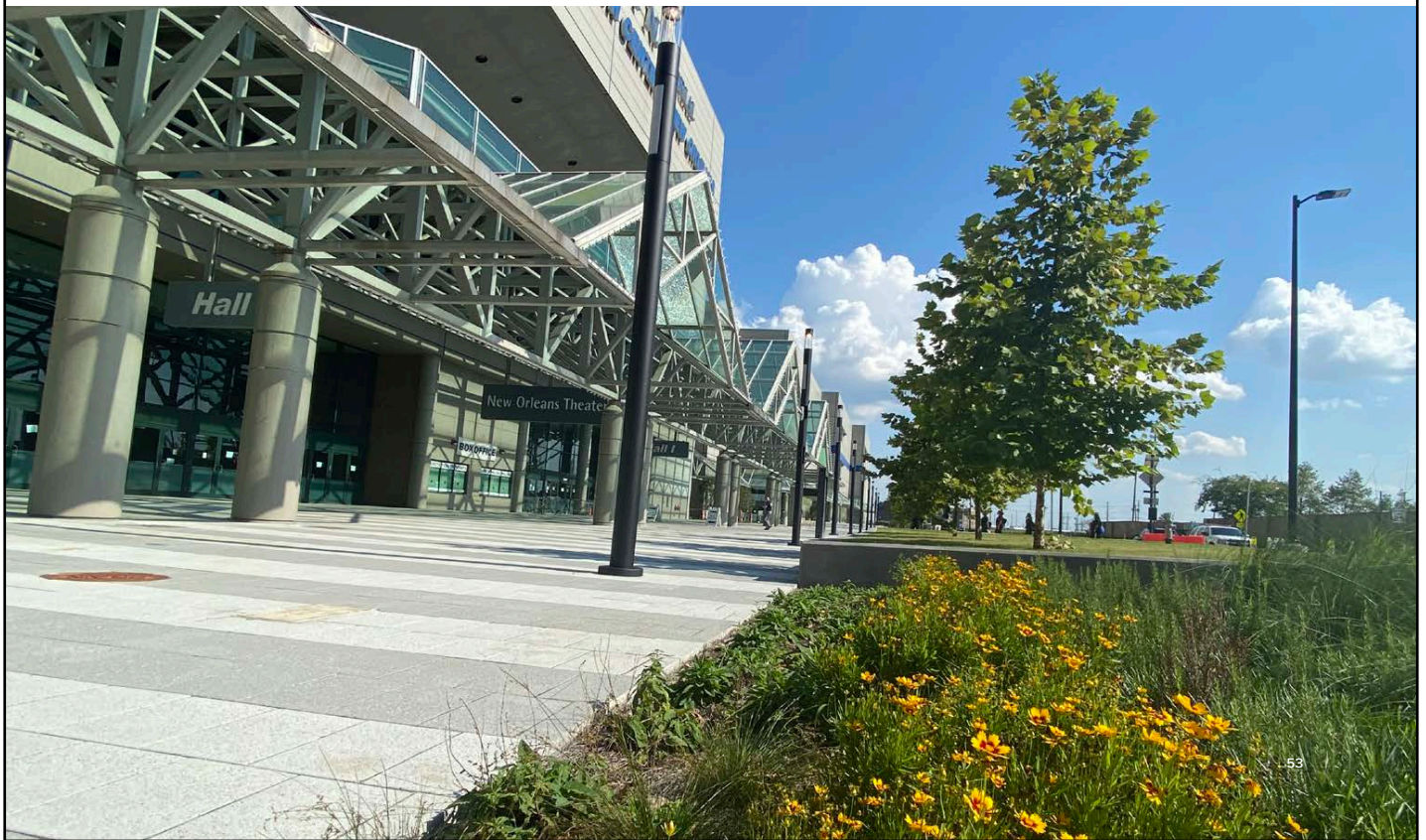
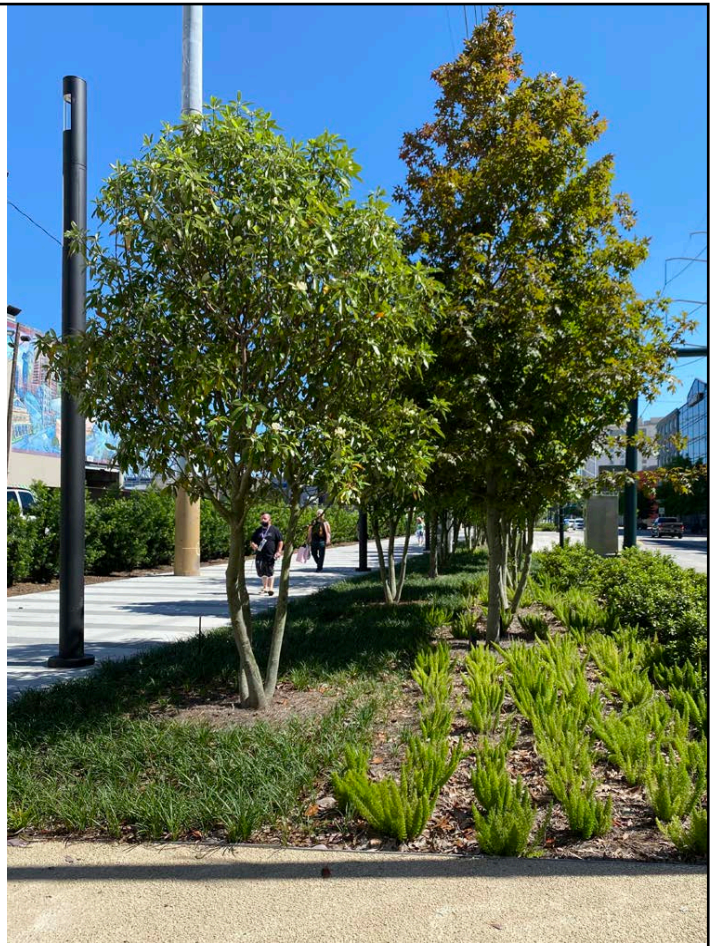
2020

## BUDGET

\$65,000,000









# LIVERNOIS STREETScape

DETROIT, MI / SPACKMAN MOSSOP MICHAELS

This is a full redesign of a 4-lane street over 2 miles in Detroit, with a “road diet” to convert it into a 2-lane street with integrated Stormwater Management, protected bike lanes, as well as a revitalization of a historic Business Corridor. The \$18 million project was led by Spackman Mossop Michaels—with a supporting team of engineers—with the goal of integrating Green Infrastructure, protected bike lanes, and increased pedestrian access and safety. Completed in the fall of 2020, this project has transformed a struggling commercial corridor into a bustling shopping district—historically called the Avenue of Fashion—and spurred the growth of new business ventures along the corridor. It has been hailed as one of the most successful urban streetscape transformations in the City of Detroit. Green Infrastructure, protected Bike Lanes, Parking, and Economic Development all come together in a seamless way in this project.



**REFERENCE**  
 Alexa Bush  
 Design Director - East Region  
 Planning and Development  
 City of Detroit  
 313.224.9119  
 bushal@detroitmi.gov

**CLIENT**  
 City of Detroit

**PARTNERS**  
 NTH Consultants

**FINAL COMPLETION**  
 2020

**BUDGET**  
 \$18,000,000

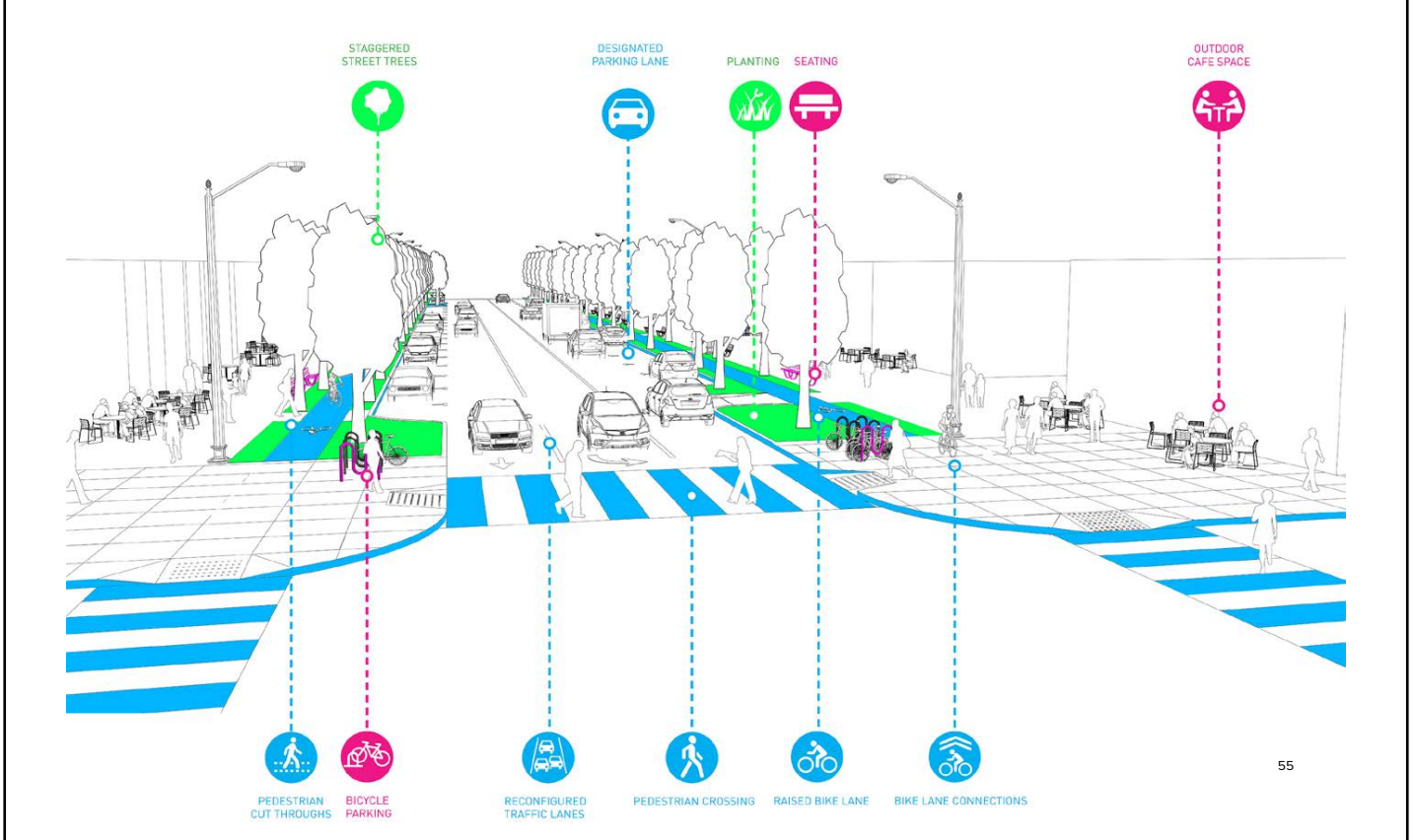
**Awards**

2021 ACEC of Michigan Engineering Merit Award



54 Traverse City Downtown Development Authority / Consulting Services for Boardman/Ottawa Downtown Riverwalk / INFORM Studio / August 2, 2024





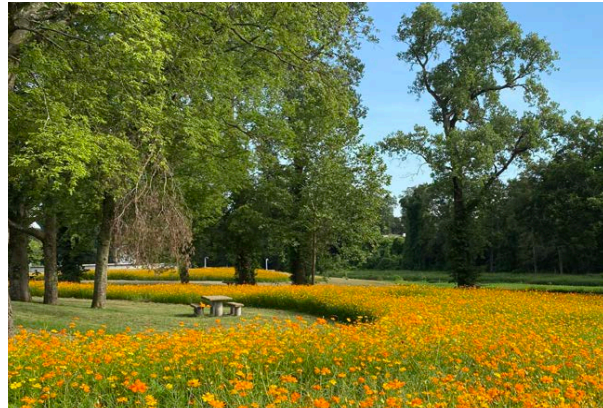


# SUNFLOWER RIVER ART PARK

CLARKSDALE, MS / SPACKMAN MOSSOP MICHAELS

Spackman Mossop Michaels is working with Coahoma Collective to develop a preliminary plan to expand the existing Sunflower River park into a multi-layered, arts-driven experience for our community and those who come to visit.

As part of this design-led, community-inclusive process, SMM created a robust vision plan that invites people into the park to explore by including sculptures, new sites for river-side musical and theatrical performances, wildflower superblooms, safe, well-lit sites for picnics and field trips, and walking & nature tours that explore the social, geological, hydrological significance of the Sunflower River.



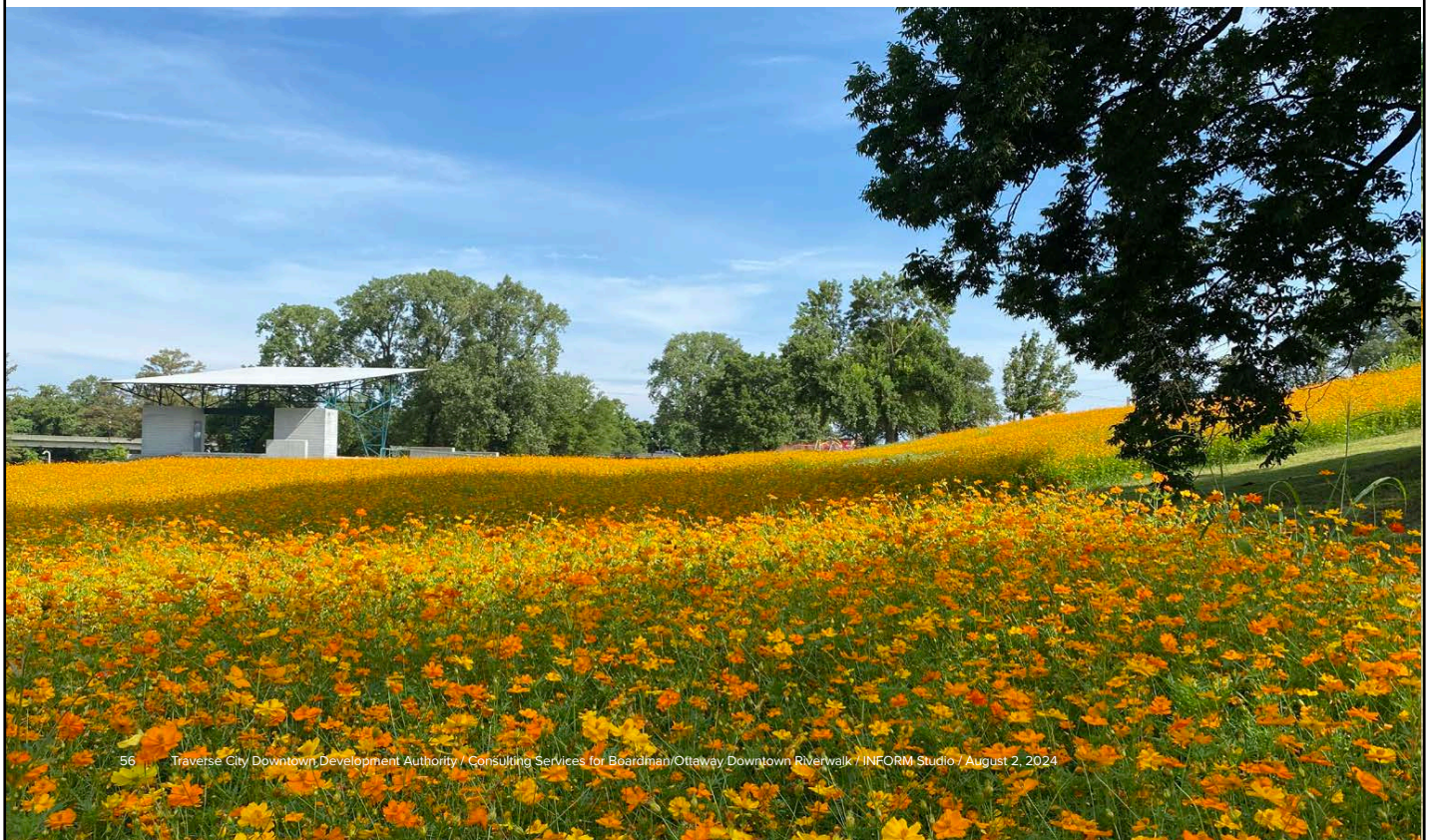
**REFERENCE**  
Chuck Rutledge  
Developer  
Coahoma Collective  
carnola@bellsouth.net

**CLIENT**  
Coahoma Collective

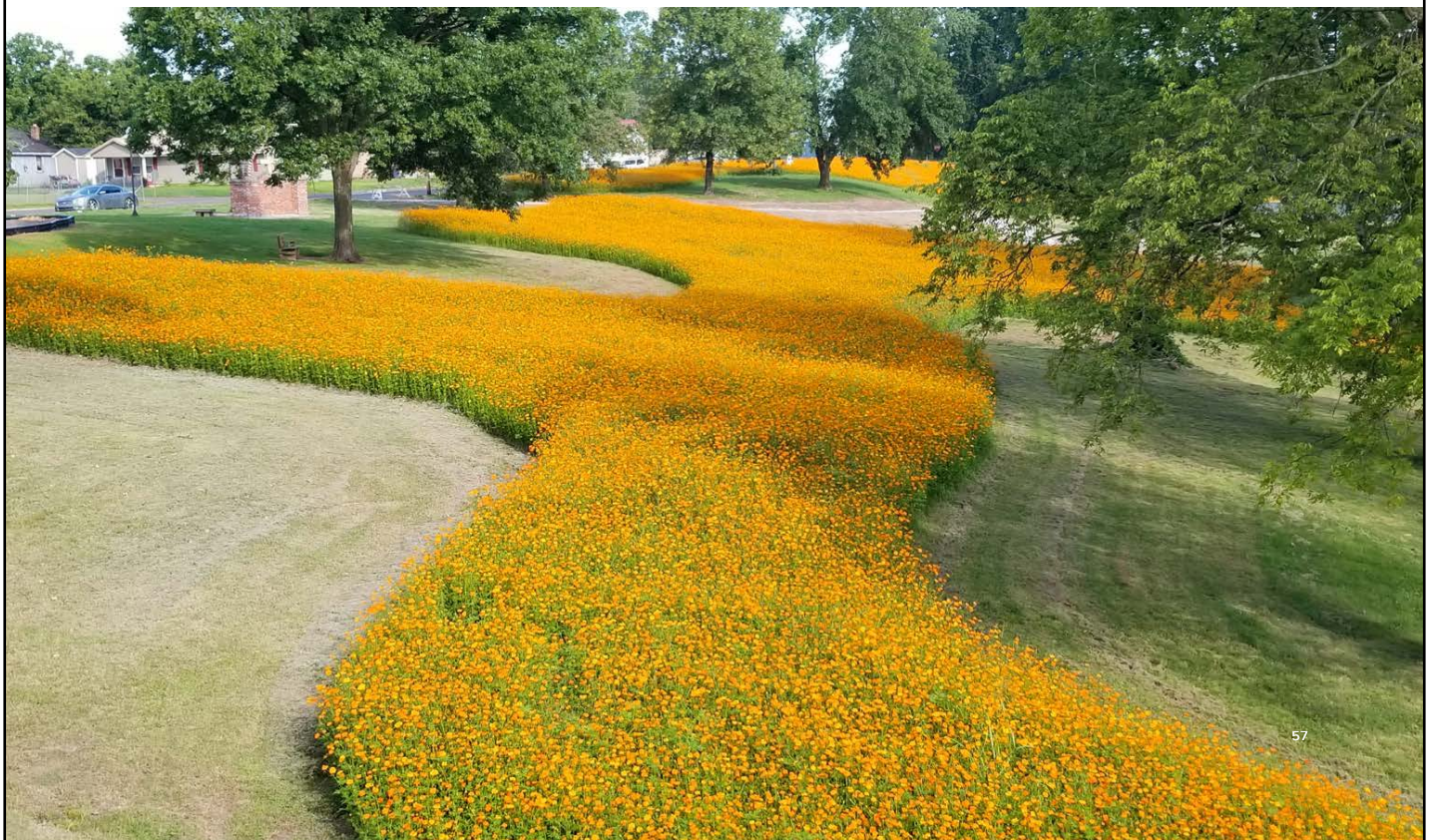
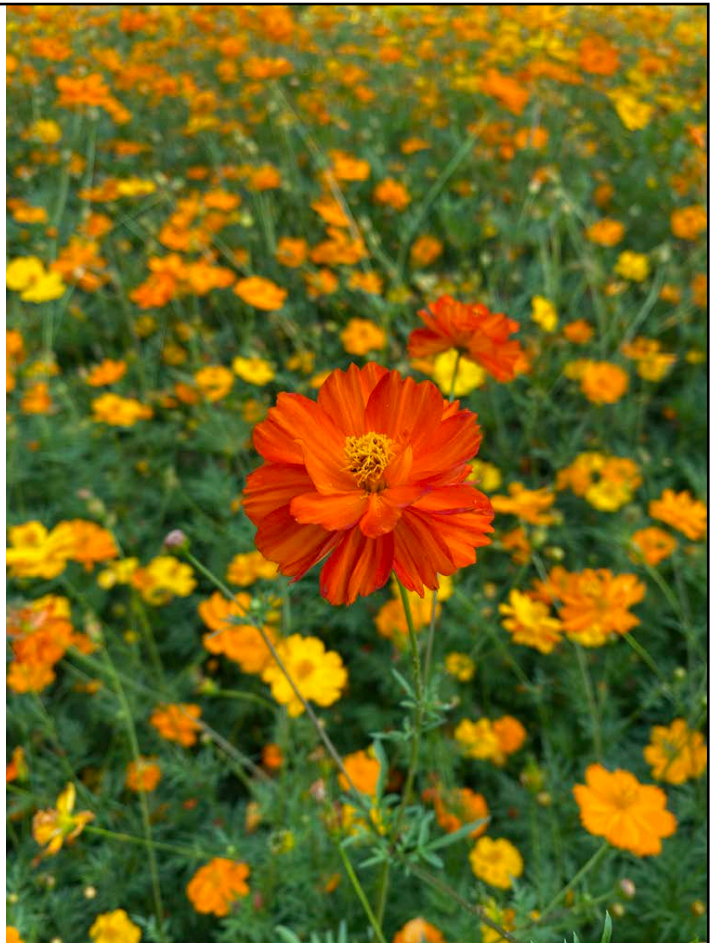
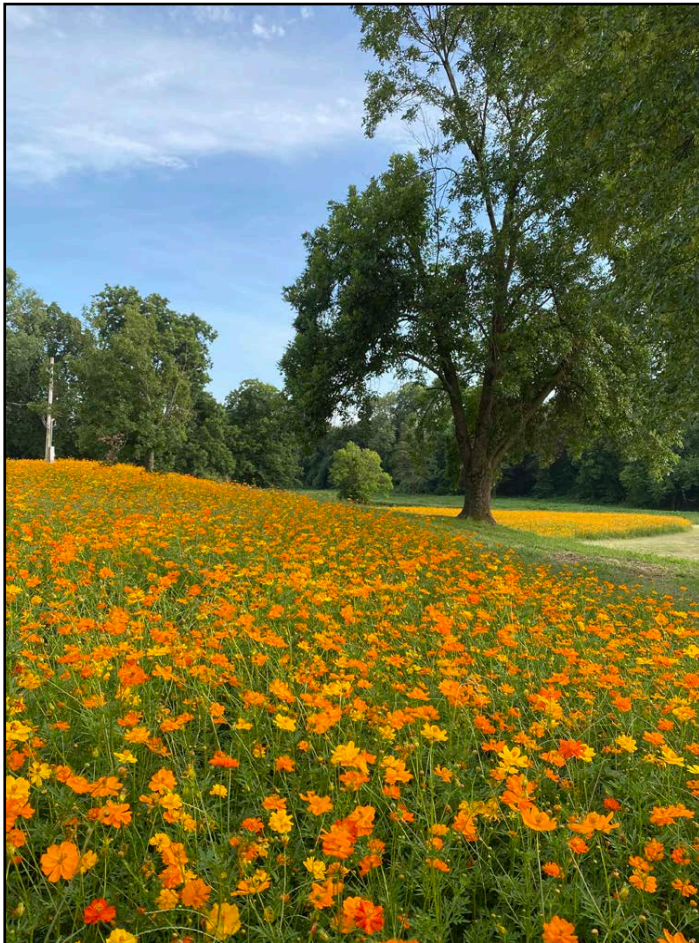
**PARTNERS**  
N/A

**FINAL COMPLETION**  
2020

**BUDGET**  
\$40,000









# DWYER CANAL REVITALIZATION

NEW ORLEANS, LA / SPACKMAN MOSSOP MICHAELS

The design goals for the Dwyer Canal Revitalization were to transform the canal between Pontchartrain Park and Gentilly Woods into a beautiful, safe parkway. The design enhances connectivity between the two neighborhoods while addressing stormwater management and water quality issues. The proposed design looks at ways to slow stormwater flow in the neighborhood in order to reduce flooding and to promote natural water filtration for a safer and healthier neighborhood. The design includes the creation of a series of walking paths to allow for community use of the space. Native plantings and erosion control techniques will increase the performance of the canal from an engineering standpoint. Safety concerns are addressed in the design by limiting access to the park to designated community entry points, by providing adequate lighting and by keeping an open feeling.



## REFERENCE

Hilairie Schackai  
Director of Community Initiatives  
and Education  
Recharge NOLA  
504.314.2330  
baronne@tulane.edu

## CLIENT

Longue Vue House  
and Gardens

## PARTNERS

Pontilly Community  
Association  
Pontchartrain Park  
Neighborhood Association  
Greater New Orleans  
Foundation

## FINAL COMPLETION

2011

## BUDGET

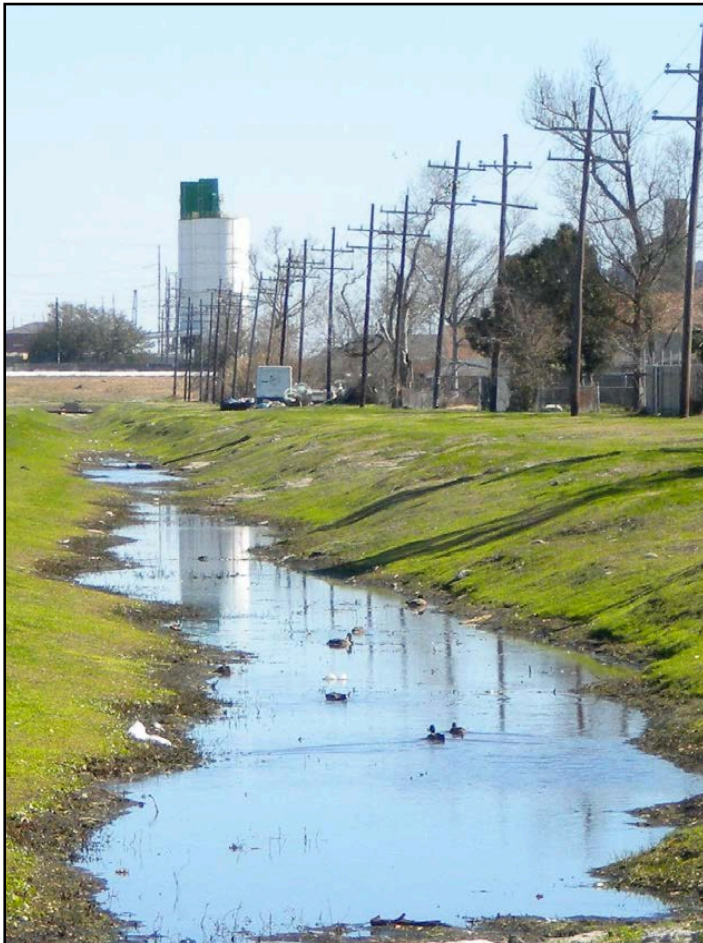
\$200,000



## Awards

2014 ASLA Louisiana Chapter Honor Award







# NAVY PIER

CHICAGO, IL / **BURO HAPPOLD**

Chicago's Navy Pier is Illinois' most popular attraction, drawing in almost 9 million visitors annually. In anticipation for its centennial in 2016, the Pier was reimagined to maintain its status as a world class public space in a unique location. The new Pier landscape features vibrant architecture along with a year round program of entertainment for visitors, uniting the relationship between the diversity of the city and the Pier's dynamic waterside location. The redevelopment also works alongside the wider sustainable master plan for Navy Pier, which supports long term planning for energy efficiency. Working closely with the design team, Buro Happold provided structural and environmental engineering for the Pier's landscaping and streetscape, the addition of water features, public art, and lighting. Showcasing the city's vision for the future, the redevelopment of Navy Pier has made this site an iconic cultural landmark for Chicago.



**REFERENCE**  
Michael R. Degnan  
Senior Vice President  
Navy Pier Inc  
312-617-1394

**CLIENT**  
Navy Pier, Inc.

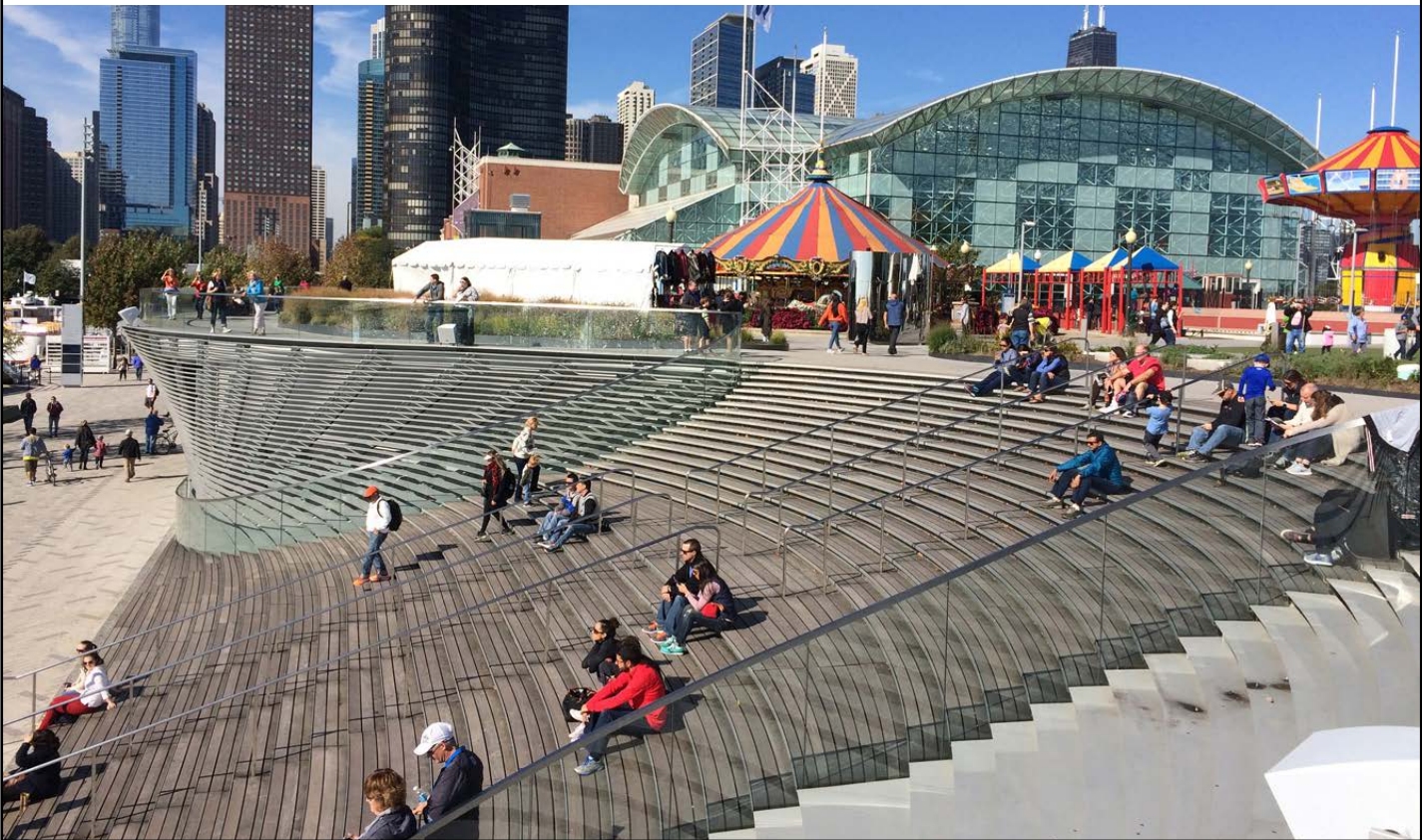
**PARTNERS**  
James Corner Field  
Operations

**ORIGINAL DEADLINE**  
2016

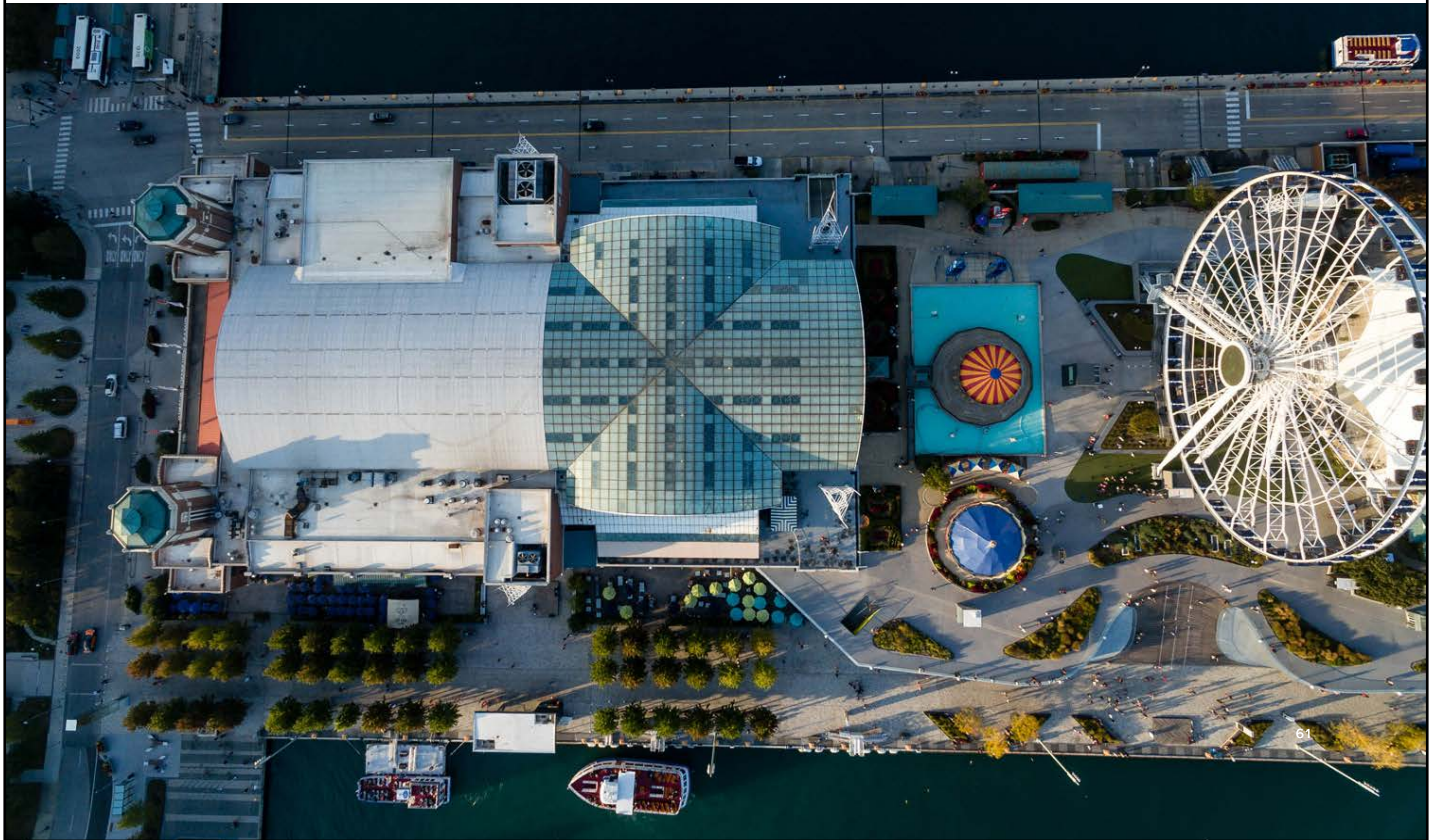
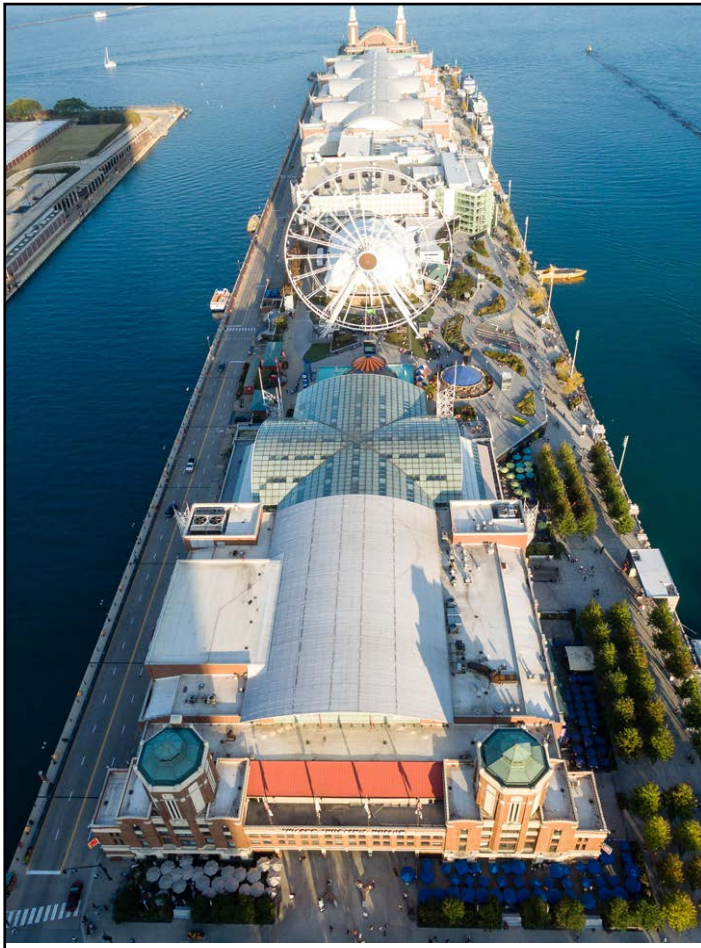
**FINAL COMPLETION**  
2016

**INITIAL BUDGET**  
\$85,000,000

**FINAL COST:**  
\$90,000,000









# THE YARDS

## WELL COMMUNITIES PILOT PROGRAM

WASHINGTON, DC / **BURO HAPPOLD**

The Yards is an urban development that will add 5.5 million sf of space across 24 buildings, including: 2,700 residential units; up to 300,000 square feet of retail space; and 1.8 million square feet of office space. The development vision offers future residents true luxury living: a blend of residential development with working spaces, waterfront parks, cultural offerings, and more than a dozen dining experiences, all lending to a vibrant, connected community.

The Yards is located in a walkable urban center, near the Metrorail's Greenline, and surrounded by the Anacostia waterfront, historic Navy Yards, and Nationals Park.

Our team is working with the design team to establish the sustainability story for project's master plan and meet sustainability goals set by Forest City Real Estate Trust.

Sustainability is a unique foundation for this dynamic mixed-use neighborhood, creating an authentic place that Metro DC NGOs and advocacy groups can call home. Paladino is driving projects to attract marquee tenants, green economy retailers, and ecology-minded visitors. Values are represented by a walkable urban grid, block and stack configurations for super green floorplates, and a district-wide attitude of infrastructure as-amenity and nature-as infrastructure.

The WELL Communities certification aligns to human wellness at an urban scale. The result will be a walkable, workable urban village that creates a healthy ecosystem and community.

**CLIENT**  
Brookfield

**DURATION**  
Ongoing

**SERVICES PROVIDED BY  
PALADINO, A BURO HAPPOLD  
COMPANY**  
Property prospectus for sustainability,  
design peer review, LEED certification  
management





# PIKE AND ROSE     DESIGNING SUSTAINABILITY TO BE AN EXPERIENCE

ROCKVILLE, MD / **BURO HAPPOLD**

The Pike and Rose project is a 3.4 million sf transit-oriented, mixed-use development in Rockville, MD. Pike and Rose consists of 450,000sf of ground floor retail, more than one million sf of office space, 1,500 residential units, and 250,000sf of hotel space on a 24-acre site that is walking distance to the Washington Metropolitan Area Transit Authority's Red line.

The project vision is a premier destination for shopping, dining, living, and working in a transit- oriented district. Developed by Federal Realty Investment Trust and selected by the Washington Business Journal as Best Real Estate Deal in 2014, the client's values are front and center. A bank of solar panels, which is Maryland's largest retail garagetop canopy, showcases green building to visitors.

A 17,000sf rooftop farm provides fresh produce to neighborhood restaurants and residents who can sign-up for a farm membership to receive fresh weekly produce.

Pike and Rose replaced 23 acres of asphalt with 21,000 cubic feet of green roof space and on-street bio-retention, capable of treating 100% of storm water. Outdated lowrise retail was replaced by LEED Silver certified mid-rise buildings.

LEED ND provides a common language focused on sustainability for all downstream agreements and fitouts. The through-line brings each building, curated retailer, and visitor into a common Pike and Rose experience of environment and community. Buro Happold is also the commissioning authority, and oversees commissioning of HVAC, plumbing, lighting, and lighting controls.

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**CLIENT**

Federal Realty Investment Trust

**DURATION**

Ongoing

**SERVICES PROVIDED BY  
PALADINO, A BURO HAPPOLD  
COMPANY**

LEED ND and NC certification management, service provider training and onboarding, business case development, marketing support

**ARCHITECT**

WDG



# BROCKPORT PEDESTRIAN BRIDGE STUDY

BROCKPORT, NY / BURO HAPPOLD

In early 2017, the New York Power Authority (NYPA) assumed control of the Canal System and hired Buro Happold to run the Reimagine the Canals competition as well as develop a strategic vision for the future of the Canal System. Working with key stakeholders and experts inside and outside the agency, Buro Happold developed a vision that returns the Canal to its communities based on three key aspects: ecological restoration, climate resiliency, and economic regeneration. The overarching goal is to celebrate the heritage of this significant infrastructure while adapting it to the 21st-century needs and desires of the communities along it. As part of the economic regeneration focus, our team identified an opportunity to re-use an existing guard gate structure to help support a new pedestrian bridge that would connect the campus of SUNY Brockport – and its over-9,000 students and staff – to the Empire State Trail on the other side of the canal.



**REFERENCE**

Howard M. Goebel, P.E., P.H.  
Chief Technical Officer –  
Reimagine the Canals  
New York Power Authority  
518-813-5026  
howard.goebel@nypa.gov

**CLIENT**

New York State Canal  
Corporation | New York  
Power Authority

**PARTNERS**

Buro Happold Engineering  
(prime)  
WXY Architects  
SHoP Architects  
CLUAA

**ORIGINAL DEADLINE**

2024

**FINAL COMPLETION**

TBD

**INITIAL BUDGET**

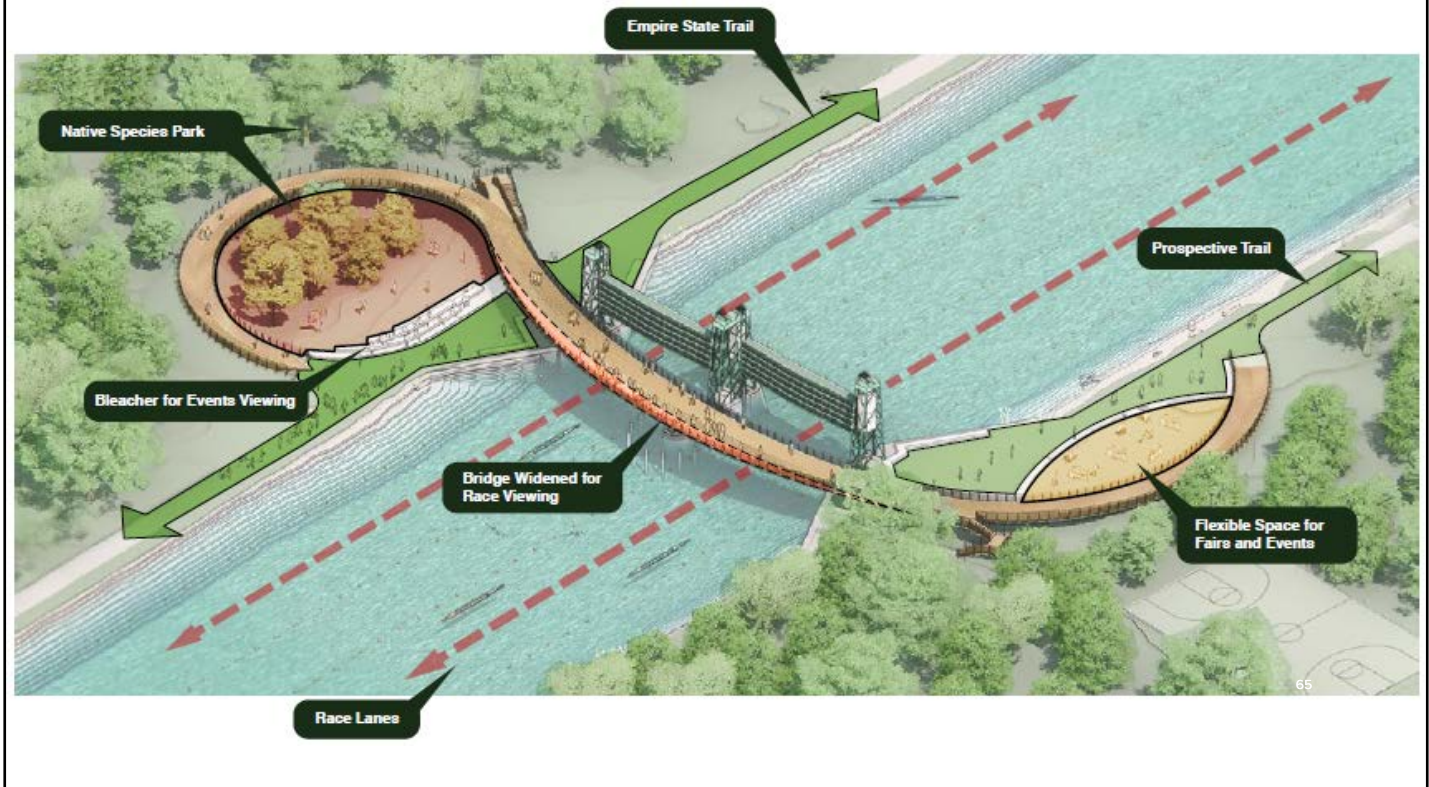
\$7,000,000

**FINAL COST:**

\$TBD









# THE MID MIXED-USE DEVELOPMENT

DETROIT, MI / **INFORM STUDIO** + **SPACKMAN MOSSOP MICHAELS**

Inspired by Midtown’s music, art, history, and culture, this 3.8 acre mixed-use development is carefully planned to offer diverse programs including retail, hotel, housing, and dining experiences with interwoven public spaces for community, resident, and visitor engagement and connectivity.

The site design focuses on concepts of urban, social, and cultural sustainability while targeting specific environmental sustainability goals. The urban site design creates space that is pedestrian and transit-centric. The ground floor is dedicated to retail, restaurants, and entertainment, which reinforces sustainable urban communities and active streetscapes. Residential programming is diversified to focus on all tiers of affordability to create an income-diverse community essential to broader cultural sustainability.



**REFERENCE**  
 Turkia Mullin,  
 Chief of Staff  
 The Cienna Group  
 313.468.4932  
 Tmullin@apis.us.com

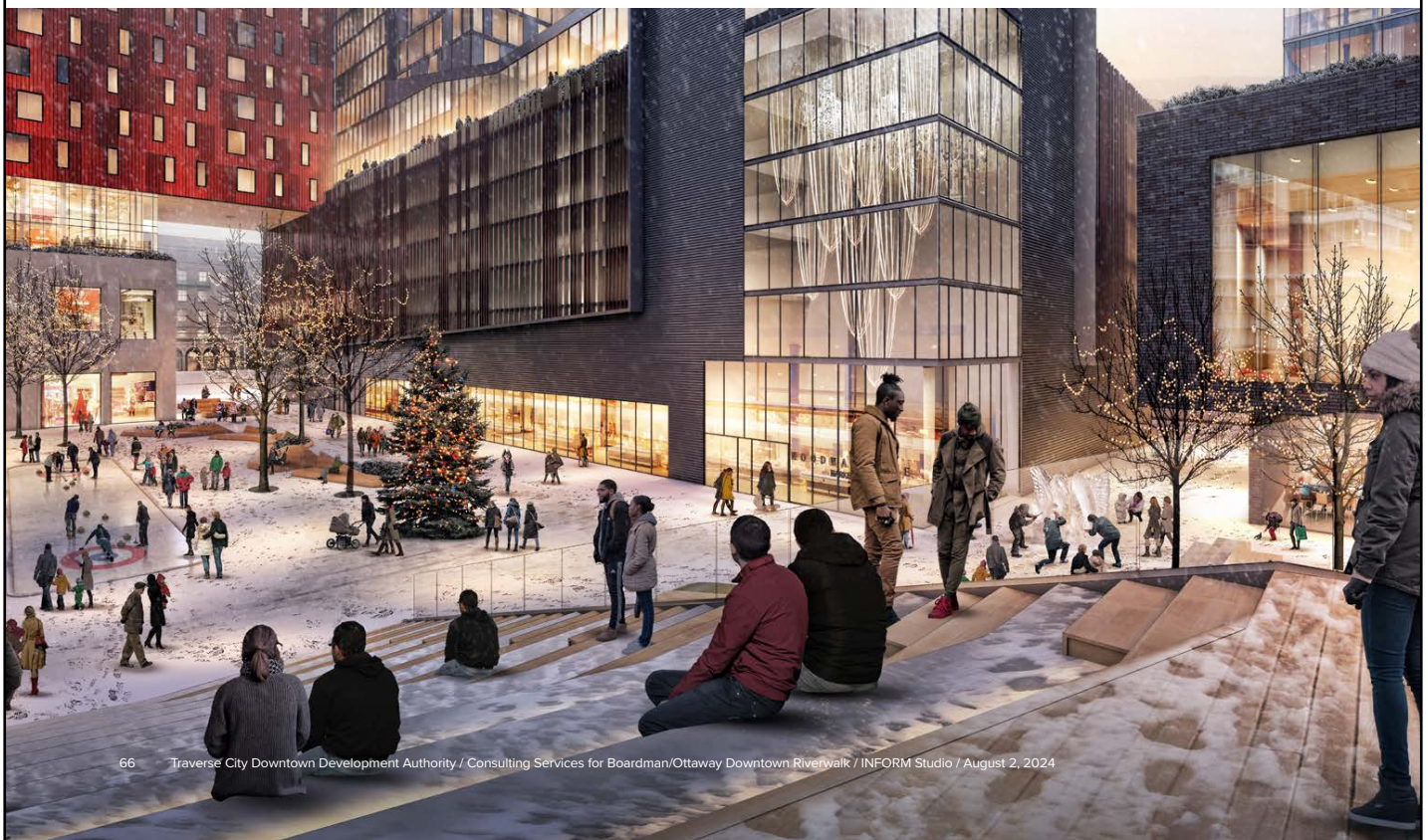
**CLIENT**  
 3750 Woodward

**SIZE**  
 3.8 acres  
 1.5 million sf

**STATUS**  
 Ongoing

**INITIAL BUDGET**  
 \$300,000,000

**FINAL COST**  
 TBD



66 Traverse City Downtown Development Authority / Consulting Services for Boardman/Ottaway Downtown Riverwalk / INFORM Studio / August 2, 2024



# TRICENTENNIAL PARK

NEW ORLEANS, LA / **SPACKMAN MOSSOP MICHAELS**

The intersection of Canal Street and the Mississippi River has historically played a significant role in the culture, commerce, and identity of New Orleans. The delicate and difficult connection to water has continued to define the identity of the city. With the redesign of the Ferry Terminal, the riverfront connection between Woldenberg Park and Spanish Plaza will finally be re-established. The opportunity now exists to re-energize this iconic civil landmark and stitch these areas together with common landscaping, hardscape, lighting, signage, and public artwork in a cohesive riverfront area called Tricentennial Park.

Spackman Mossop Michaels (SMM) is working with prime architects Eskew Dumez Ripple (EDR) to transform an 11-acre section of the New Orleans riverfront with construction anticipated to be completed in 2024.



*Planted pathway area under construction, expected to be complete in 2024.*

#### REFERENCE

Haley Robinson  
Senior Project Architect  
Eskew Dumez Ripple  
hrobinson@eskewdumezripple.com

#### CLIENT

Audubon Institute

#### PARTNERS

Eskew Dumez Ripple  
(Prime)

#### EXPECTED FINAL COMPLETION

2024

#### INITIAL BUDGET

**(PHASES 1-3)**  
\$15 Million

*Aerial rendered plan with of Tricentennial Park.*





# FORD MICHIGAN CENTRAL STATION MOBILITY PLAN

DETROIT, MI / **BURO HAPPOLD**

With the historic Michigan Central Station building as its anchor, Buro Happold was commissioned by Ford to develop a comprehensive plan for a “mobility innovation district” situated in Corktown, Detroit. The key challenge of this project was how to balance Ford’s vision of a district on the cutting-edge of mobility technology with the real-world needs of the site’s users, the needs of the broader neighborhood and community, and the market-readiness of mobility and built environment technologies. Buro Happold developed a Vision Plan, with an integrated equity screening tool and business case/opportunity framework to guide the overall development and selection of technologies. This was complemented by a technology roadmap and vendor overview for building-specific “smart city” applications.

From there, a Mobility Plan was developed, covering everything from transportation demand management (TDM) policies and mode shift targets to site-specific access and circulation, pick-up/drop-off, parking, micromobility, and logistics strategies.



## REFERENCE

Carolina Pluszczynski, Michigan  
Central Mobility Innovation  
District Development Director  
313-322-3000  
cpluszcz@ford.com

## CLIENT

Ford Motor Company

## PARTNERS

PAU  
Gensler  
MYKD  
AvroKO

## ORIGINAL DEADLINE

2021

## FINAL COMPLETION

2021

## INITIAL BUDGET

Confidential

## FINAL COST:

Confidential









# THE HIGH LINE

NEW YORK, NY / **BURO HAPPOLD**

Built in the 1930s and last used in 1980, the High Line was a little known and long abandoned stretch of elevated railroad that spanned Manhattan’s meatpacking district, when an initiative to determine the fate of the line began in 1999. Demolition seemed imminent until, after a competitive selection process, the Friends of the High Line and the City of New York commissioned Buro Happold and Field Operations to create a master plan for the reuse and reintegration of the railroad. Inspired by the wild beauty of the derelict line, the team re-imagined this industrial pathway through the city as a route for leisure, life and growth, mitigating the need for demolition and instead enriching people’s lives. BuroHappold created two structures which pushed this ethereal concept even further – the Flyover, an elevated steel walkway engineered so as to appear to float above the main path, and the Cutout, a steel mesh deck providing views through the original rail structure and down to 30th Street below.



**REFERENCE**

Robert Hammond  
Co-Founder/Executive Director  
Friends of the High Line  
212-206-9922  
adam.ganser@thehighline.org

**CONTRACTOR**

Sciame Construction  
Manager / Supervisor  
Paul Haydon  
212-232-2200 / PHaydon@Sciame.com  
Julien Leysene  
212-232-2200 / JLeysene@Sciame.com

**DESIGN PARTNERS**

Diller Scofidio + Renfro  
Field Operations

**PROJECT COMPLETION**

2014 to present (Engineering)  
2022 (Mobility)

**CONTRACT TYPE**

Design-Bid-Build

**PROJECT COST**

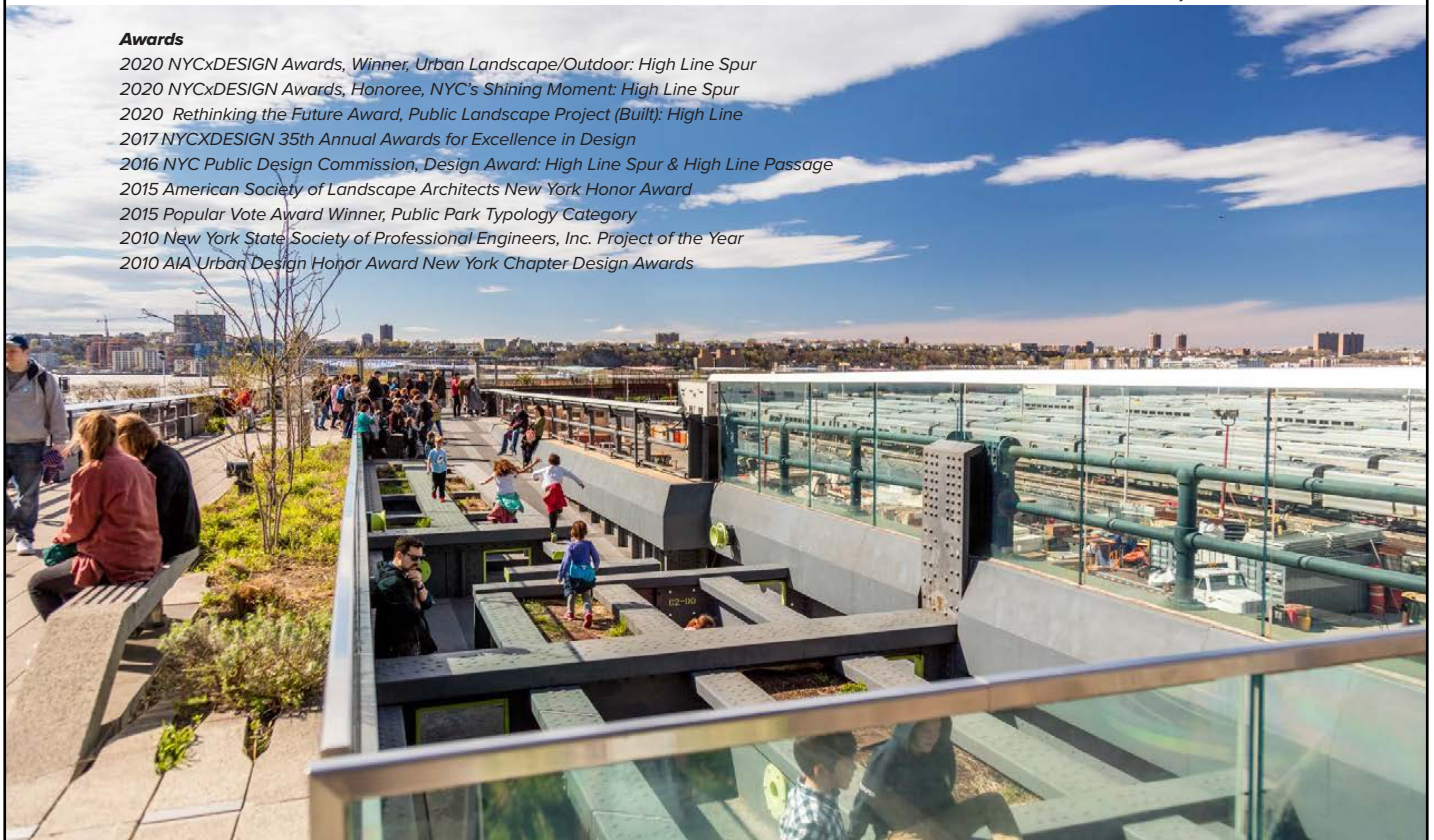
Phase III: \$75 million  
The Spur: \$30 million

**SERVICES**

Structural Engineering  
MEP Engineering  
Life Safety / Code  
Sustainability  
Mobility

**Awards**

- 2020 NYCxDESIGN Awards, Winner, Urban Landscape/Outdoor: High Line Spur
- 2020 NYCxDESIGN Awards, Honoree, NYC’s Shining Moment: High Line Spur
- 2020 Rethinking the Future Award, Public Landscape Project (Built): High Line
- 2017 NYCxDESIGN 35th Annual Awards for Excellence in Design
- 2016 NYC Public Design Commission, Design Award: High Line Spur & High Line Passage
- 2015 American Society of Landscape Architects New York Honor Award
- 2015 Popular Vote Award Winner, Public Park Typology Category
- 2010 New York State Society of Professional Engineers, Inc. Project of the Year
- 2010 AIA Urban Design Honor Award New York Chapter Design Awards









# MCBRIDE DRAIN HABITAT RESTORATION

MACOMB COUNTY, MI / HUBBELL ROTH & CLARK

The restoration of approximately 20,000 feet of this drain to a more traditional stream environment will provide immediate and long-term benefits for diverse wildlife habitat and promote enhanced wildlife populations. Improvements may include in-stream structures such as boulder clusters, covered logs, tree cover, cross logs and others. These types of structures function as riffles and create pools within the stream. Additional improvements include restoring riparian corridor vegetation along agricultural and suburban lands, as well as restoring degraded wetlands that would enhance terrestrial habitat and provide cover for the low flow channel of the stream.

The restoration of the McBride Drain will result in substantial reduction in pollutant loads, reduction of invasive species, restoration of fish habitat by encouraging spawning activities of fish species including pike and suckers that prefer small tributaries, improvement of the overall aesthetics of the

drain, and stabilization of the drain banks. Restoration and enhancement activities will focus on re-establishing pre-settlement wetland types for approximately 30 acres along the drain corridor and naturalize approximately 1,500 feet of shoreline around the pond on township property that connects to the McBride Drain.

In addition to the restoration of the McBride Drain, the establishment of an interactive nature preservation experience with paved pathways and pedestrian drain crossings including interpretive educational signage, as well as other education and training components along the drain is desired.

## REFERENCE

Mr. James Van Tiflin, PE  
(586) 992-0710

## CLIENT

Macomb Township  
54111 Broughton Road  
Macomb, MI 48042

## PARTNERS

Anderson, Eckstein & Westrick, Inc.  
Clinton River Watershed Council  
Macomb County Public Works Office  
Macomb County Planning & Economic  
Development

## COMPLETION

October 2018

## BUDGET

\$2,500,000 – EPA  
Funding

### Notable Features:

**Increase Habitat Diversity - 20,000  
lineal feet of enhancement and  
restoration**

**Improve Channel Stability - 10 acres of  
plant re-vegetation**

**Invasive Species Removal - 10 acres of  
invasive species control**

**Create Channel Connectivity - 1,500  
feet of shoreline naturalization**

**Incorporation of Native Vegetation - 10  
miles of riparian buffer**



# CLINTON RIVER SPILLWAY HABITATION RESTORATION

MULTIPLE COUNTIES, MI / **HUBBELL ROTH & CLARK**

Built in 1949 by the United States Army Corps of Engineers to alleviate flooding in Mount Clemens, Clinton Township, and Harrison Township; The Clinton River Spillway's effectiveness at controlling floodwater had created a host of environmental problems. Connectivity to Lake St. Clair was impacted – hampering fish passage, creating habitat loss, and promoting the growth of invasive plant species. Due to the installation of the weir, changes in hydrology led to sediment deposition in the natural channel and downcutting and erosion in the spillway.

Efforts to restore the damaged habitat along the two and one-half mile, 80-foot wide human-made channel took shape when the Macomb Public Works Office, on behalf of the Clinton River Spillway Intercounty Drain Drainage Board, was awarded initial funding of \$339,500 through the National Oceanic and Atmospheric Association's (NOAA) Great Lakes Restoration Program for habitation restoration planning.

Now complete, healthy wildlife thrive in a habitat — home to various fish, birds, and small animals. Bank heights have been reduced, and 4,800-feet of banks have been stabilized. Marsh enhancements have taken hold with submergent plantings encompassing 17,000 square feet. Wildlife diversity has populated the area, aided in part by the construction and placement of four reptile hibernaculum and four turtle mounds. Basking logs now provide fish cover and turtle habitat, while 12 inverted root wads offer protective cover and bird perch habitats in off-channel areas and vernal pools. Highlights of the project include:

- Inventory of terrestrial invasive species and existing erosion
- Development techniques (shoreline plantings, offline pools, habitat structures)

**REFERENCE**

Ms. Candice Miller  
Macomb County Public Works  
Commissioner  
(586) 469-5325  
public.works@macombgov.org

**CLIENT**

Clinton River Spillway  
Intercounty Drain  
Drainage Board

**KEY PERSONNEL**

Partner – James Burton, PE  
Project Mgr. – Albert Mickalich, PE  
Wetland Scientist – Derek Stratelak

**COMPLETION**

October 2018

**BUDGET**

\$2,500,000 –  
NOAA  
\$1,500,000 - EPA



**Notable Features:**

- Over two miles of stream habitat restored
- Streambank stabilization and creation of offline pools
- Improved spillway function and flood capacity
- Riparian vegetation restoration
- Invasive species removal
- Trail and recreation enhancement



# 4. PROJECT NARRATIVE & SCOPE OF SERVICES RESPONSE



# PROJECT SCOPE

As an important aspect of meeting and exceeding project expectations, our design team has outlined our understanding of the project scope below. The scope outlined in this proposal is associated with design and engineering the J Smith Walkway, the 100 Block Pedestrian Bridge, and a small portion of the 100 block alleyway to connect them, as well as minimal site work at the north pedestrian bridge landing to complete the crossing from Main Street to the Lot B parking lot. This is also referenced as "Segments 3" and portions of "Segment 4" in the conceptual estimate and is graphically depicted below in Fig.1 of this proposal. We have responded in as thorough a manner as we deemed acceptable for schematic design through construction administration services, and recommend any further refinement in scope to be carried out in a negotiation process with DDA representatives to delineate detailed contract terms in an AIA B-133 contract or similar.

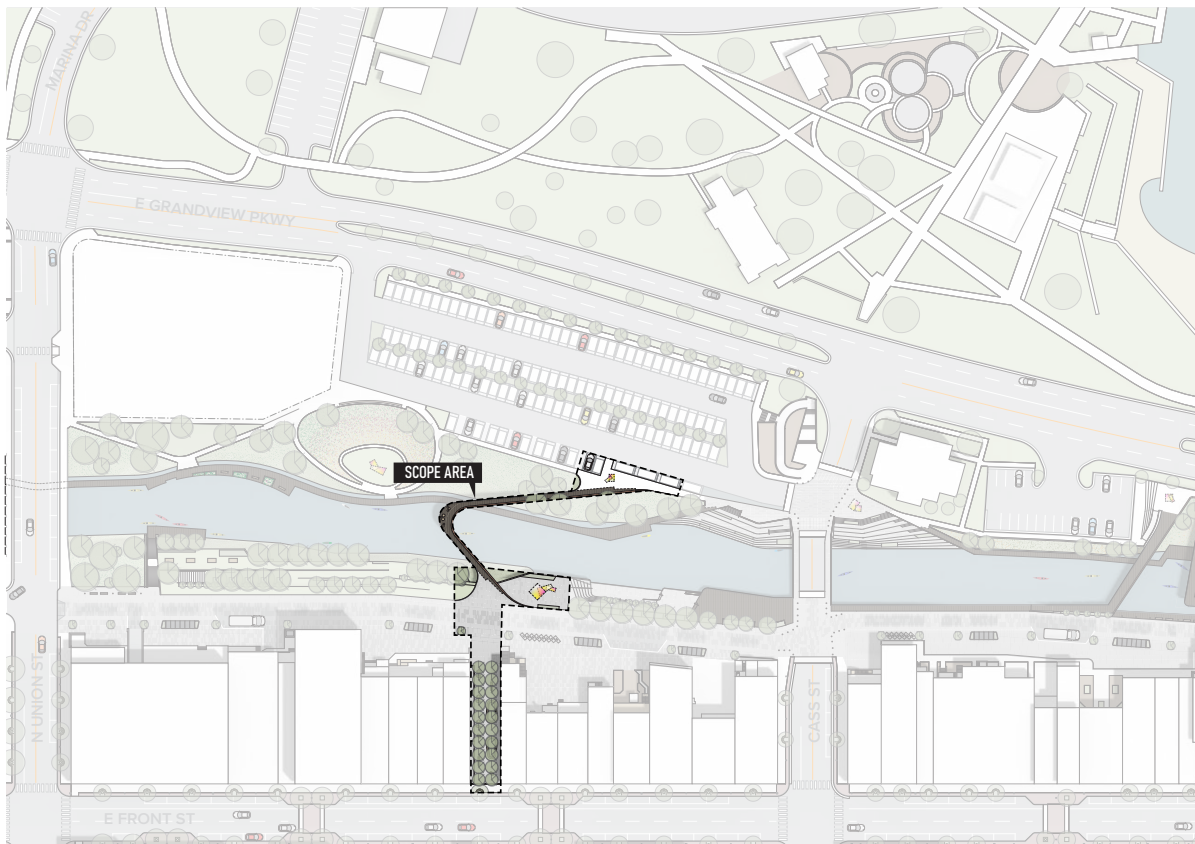


Figure 1

## SCOPE OF SERVICES

### **A. Customary engineering services, including but not limited to structural, bridge, environmental, geotechnical, site and related engineering. Customary landscape architecture and design.**

The design team collaboration of INFORM, SMM, Buro Happold and HRC has extensive experience in delivering the full scope of design services required for the successful completion of this project. INFORM studio as lead architect and urban designer will lead the design integration of all critical disciplines with a special emphasis of inclusion within the following:

- SMM has deep expertise in crafting integrated landscape and stormwater designs that are practical, fully compatible with existing infrastructure, and embody the most recent sustainable and green practices. With extensive background in designing for climate change resilience, SMM will employ the strategy of 'future-proofing' for the Boardman/Ottaway Downtown Riverfront by planting species that can withstand a changing climate, and preparing for higher and lower seasonal river flows. The design solutions will be long-lasting, durable, and require low maintenance; with an integrated landscape and stormwater management system that will demonstrate immediate effectiveness and longevity. Systems will be designed to withstand the rigors of time and changing climate conditions, ensuring they function optimally with minimal maintenance far into the future. Clean water is the lifeblood of Traverse City, and a green stormwater management system is the first line of defense for creating a healthy lake and river for all to enjoy.
- Buro Happold are experts in the design and construction of bridge structures. Their fluency and knowledge of the design process, along with their experience of liaising with architects, local authorities, planning agencies, and contractors, ensures that this team will deliver practical structural solutions which meet the aspirations of the DDA. Operating at the forefront of bridge design, Buro Happold will apply the latest technology and approaches to overcome the unique challenges of this project. With extensive experience in numerous bridges of a scale similar to that developed in the Boardman/Ottaway Downtown Riverwalk, this team is uniquely qualified for the opportunity to finalize the design for the 100 Block Pedestrian Bridge, and create an exciting and appropriate crossing for Traverse City.
- HRC is a Michigan based company that has been working with the City of Traverse City on numerous projects that are substantially complete in this area. The Boardman River Sanitary Sewer Relocation Project (100 Block) and Boardman River Wall Stabilization Project (200 Block) were an integral part of the Michigan Department of Environment, Great Lakes and Energy (EGLE) Clean Water State Revolving Fund (CWSRF) project that the City of Traverse City was awarded (Project Number 5745-01). HRC also assisted the City with the improvements to the North Cass Street Bridge over the Boardman River. This work has allowed HRC to work with City and DDA staff on a daily basis during the design and construction phases, providing a unique knowledge base and expertise related to the project area. HRC involvement with these projects brings a familiarity in coordinating with the various regulatory



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agencies including Michigan EGLE and US Army Corps of Engineers (USACE).

This collaborative team understands the importance of QA/QC for deliverables and communication to acknowledge when plans and specifications are ready for City review, permitting or construction.

**B. The Consultant shall prepare final design drawings, specifications and renderings for the riverwalk and supporting amenities for approval by the DDA Board and City Commission.**

Our design team has extensive experience preparing schematic design through construction documentation for complex architecture, urban landscape, structural and riverway engineering projects. Our work includes working with multiple permitting agencies, from the Federal and State level to the local agencies, on sensitive waterfront construction projects.

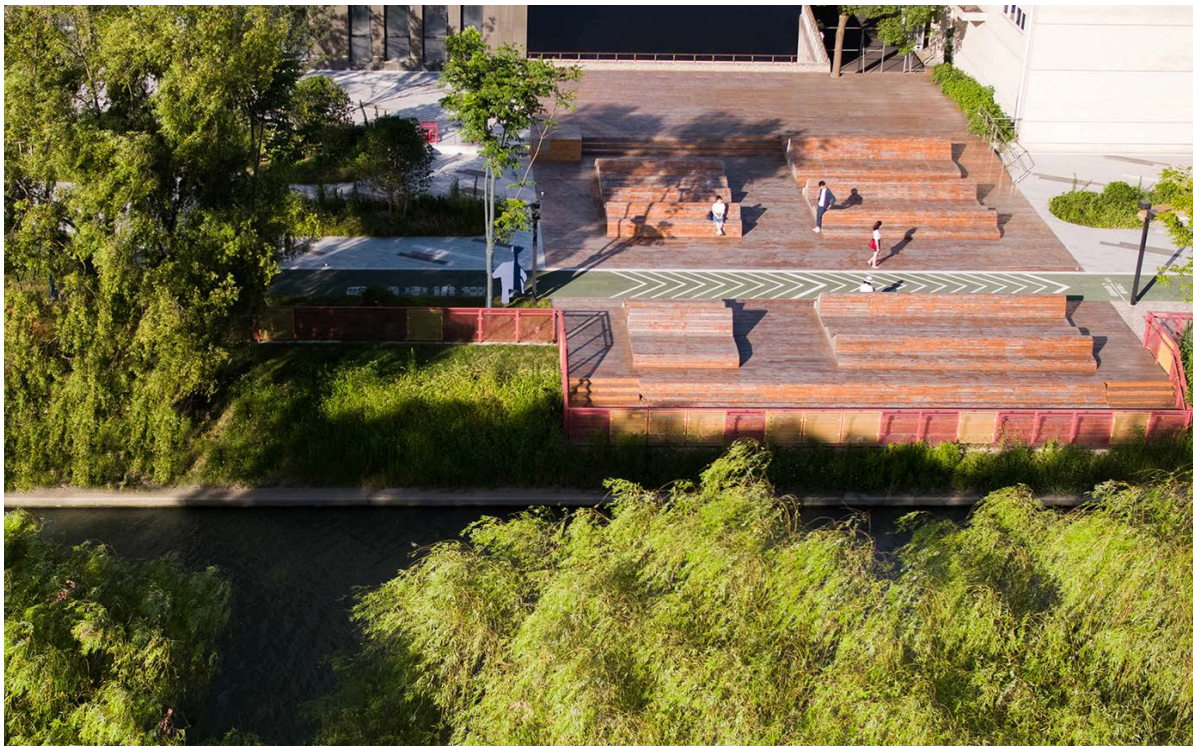
**C. Provide topographic and boundary survey as necessary to finalize the design for any features located within the project area, including, but not limited to, topography and tree inventory. The Consultant will provide a CAD drawing in AutoCAD format. The city will provide existing topographic surveying and mapping including the dock line survey pursuant to Chapter 1062 of the City Code of Ordinances.**

HRC will be responsible for the boundary and topographic surveying for this effort. The team is aware that existing survey information is available for the majority of the area, but that additional and supplemental survey will be required. During the construction of the recent projects, careful documentation of the improvements has been completed allowing record drawings to be prepared and utilized for the updated information required.

**D. Provide additional geotechnical engineering services for the riverwalk design as needed for the final design.**

The HRC team will collaborate with SME for the geotechnical investigations required for the successful completion of these improvements. HRC and SME both have local offices in Traverse City and have worked together successfully on many projects in Traverse City and elsewhere in Michigan. Both HRC and SME understand the importance of documenting the contaminated material known to be present in these areas and have included this work in our scope of work.

**E. Provide services and any permits that will be needed on the basis of the schematic design. Complete permit applications as needed for the city to submit to the appropriate agency. The work shall include consideration for navigation as may be required**



As noted above, HRC has worked with Michigan EGLE and the USACE for the permitting required for the 200 Block wall stabilization project. As a part of the EGLE permitting, the City has entered into an agreement that river habitat improvements will be completed before the expiration of the Joint Permit (November 14, 2027). The City was unable to complete the habitat improvements proposed with the wall stabilization project recommended by EGLE due to the inability to increase the floodplain elevation. HRC assisted with the negotiations with EGLE to move the project forward after a series of delays in permitting.

INFORM will coordinate fully with the HRC team and all other consultant disciplines from pre-submittal meetings to final approval for all permitting requirements.

**F. Work with a project team throughout the project that will provide input and help engage certain interests in the process and project. Project team members will at a minimum include representatives from the City and DDA.**

Blue Orange Consulting possesses the unique experience and relationships directly attributed to the Boardman/Ottaway Downtown Riverfront having led the stakeholder and community engagement process for the initial conceptual design. Leah McCallum successfully facilitated numerous meetings and events to build alignment, trust and support for the project that was ultimately approved by the DDA Board in November of 2022.

Leah is uniquely qualified to engage existing and future stakeholders and organize fruitful conversations between the team experts in all relevant disciplines with these stakeholders, and the community at large when appropriate. She is adept at liaising for both public meetings and individual relationship building.

**G. Provide a detailed cost estimate based on the schematic design which will help inform the extent of riverwalk, fundraising and potential grant efforts, as needed.**

Dharam Consulting will develop an estimating approach based on the feasibility study, asking the appropriate questions for the design stage, challenging and collaborating with the team in order to provide the right level of detail and narrative to price at the end of the design phase, with special emphasis on the schematic design phase, to ensure the proper content and arrangement of pricing to secure funding.

The design team will design to an estimated budget of \$6 million based on providing some value engineering to the previous estimates provided by Dharam Consulting.

The consultant team recommends a budget alignment session at the project kick-off to ensure that client and consultant expectations at the start of the project are commensurate with one another.

Being an active participant in design workshops, Dharam will advise and assist with decisions that affect costs as the project





progresses. Detail will be built into the estimate, and highlight areas of concern and risk where construction and project costs may vary due to unknowns that should be carried in a separate risk register.

**H. Participate in regular project team meetings regarding design for this project. The consultant will prepare exhibits as needed for these meetings. The Consultant will be present to answer any questions that may arise and gather input shared. The Consultant will be responsible for arranging, coordinating and facilitating all project team meetings.**

As the prime consultant, INFORM studio will liaise with all relevant client and consultant team contacts to ensure the proper flow of input, communications, approvals and sign-offs at every stage of the project. As project manager, Renee Baker, has demonstrated an outstanding ability to facilitate this process during the conceptual process and possesses the experience to deliver projects all the way through construction completion. She will actively collaborate with Leah from Blue Orange Consulting in the stakeholder/community engagement process, and ensure that all project exhibits for meetings are complete and developed to the highest standards.

The entire project team is adept at collaborating together on communicating both schematic concepts and construction details for all audiences including community, stakeholders, AHJ's and client representatives.

In addition, HRC hosts meetings with the City on a bi-weekly basis to discuss the status of on-going and anticipated work with the City to coordinate work and resolve any issues. We anticipate that an additional meeting will be scheduled for the discussion of the progress on this project that would include DDA and City staff as it relates to other projects within the district.

**I.1. The final schematic design should hold consistent to the design intent and elements expressed in the conceptual design, and address components such as: mobility, public infrastructure, ecology, the built environment and water access, programming and placemaking, recreation and activities and maintenance.**

This design team was intimately involved in the creation of the conceptual design, and will reaffirm the principles expressed by the community and stakeholders during the process to help align any new design work.

**I.2. Consultants should consider creative means to incorporate local artists, fabricators and products into features in and around the riverwalk.**

The local presence of the design team offers a unique relationship asset with a number of prominent local artists, particularly within indigenous cultures. Blue Orange Consulting would be leading the team's process of recommendation of local vendors for various pieces of art, fabrications or installations within the project.



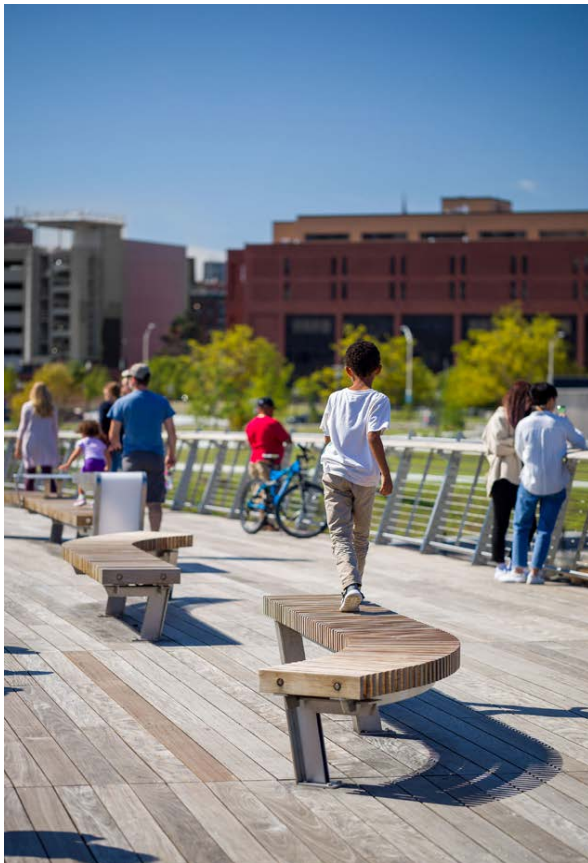
**I.3. Consultants should make every effort to employ sustainability principles, nature-based solutions and climate resilience practices into the project design. The final design should address, among other things, best practices related to energy consumption, carbon neutrality, stormwater management, waste management, building practices and landscape management.**

Our sustainability process would begin by re-engaging the relevant Traverse City stakeholders to understand their project aspirations for sustainability and then help to develop a framework document that encompasses infrastructure, ecology, energy, design, and community wellbeing.

Leveraging the existing 2022 Traverse City Commission – Strategic Priorities, Goals, and Objectives as well as the DDA's Moving Downtown Forward Guiding Principles, our team will establish sustainability indicators to monitor progress and inform decision-making throughout the project's design. We employ a comprehensive collaboration with the broader design team to identify opportunities to create a carbon neutral project and guide the team on best practices for a sustainable site that would consider energy, water, ecology and resiliency.

This holistic process through all stages of the project integrates diverse perspectives, fosters collaboration, and prioritizes equity to ensure a sustainable and inclusive development that benefits current and future generations. The resulting framework would serve as a roadmap for the project and as a reference point for the subsequent segments of the riverwalk area.

Further, creating sustainable landscapes begins with understanding landscapes as a system that will grow and evolve over time. While much of the hard infrastructure such as bridges, walls, steps, and pathways are constructed to resist change from natural forces, the landscape elements, riparian banks, meadows, trees, grass, and soils, are designed to change throughout the years, and with the seasons. Thinking about how maintenance regimes are incorporated into the initial design of the landscapes is critical to their long-term success. Ensuring that the landscapes are low-maintenance, so the City can afford to keep them healthy over years and decades, is a crucial first step. Incorporating stormwater management into the design of the landscape helps keep the water clean and healthy, while also mimicking the natural cycle of water flow along the edge of the river.



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**J. Identify, define and provide applications for any permits required.**

An EGLE Water Resources Division Permit will be required. This permit is based on the provisions of the Natural Resources and Environmental Protection Act, 1994 PA 451 specifically Part 301, Inland Lakes and Streams and Part 31 Water Resources Protection (Floodplain Regulatory Authority). An Army Corps of Engineers (USACE) Permit is also required since the Boardman River is classified as a navigable waterway.

HRC intends to utilize the existing hydraulic model and provide additional modeling of the proposed improvements. The same staff that completed the hydraulic modeling for the retaining wall stabilization will complete the work.

**K. Identify, define and provide any necessary coordination with utilities.**

HRC understands the importance of coordination with private and public utilities. They have been able to establish good working relationships with the various utilities that can extend to this project.

**L. Identify, define and provide any necessary work associated with environmental conditions such as contaminated soils, groundwater or related environmental conditions that is necessary for the protection of the health, safety and welfare of Construction Workers.**

*Please note that the contaminated soil/groundwater in the 100 block was a larger hurdle than anticipated during the 2023 utility work. Even though the excavated material was not considered "hazardous", the landfill that The City anticipated using would not take the material. The City hired Otwell-Mawby directly to manage the logistics and testing once this was discovered.*

The levels of contamination have been well documented in the 100 Block alley. Preparation of any updated Material Management Plan will likely be required depending on the excavation limits and other factors to provide guidelines for construction workers and the public. In addition, SME will include environmental testing based on known contamination for areas outside of the documented contaminated areas. Similar protective measures will be used if necessary for these other areas. Careful planning during the construction process will be needed to ensure the health of the natural systems and the workers that will build the project.

**M. Identify opportunities to incorporate aquatic science as well as best water and land management practices, management of invasive vegetation, ensure the natural flow of the river is protected and enhanced and not curtailed or impeded by any element of the design and provide for in-stream habitat improvements that help support and/or increase desired populations of fish, reptiles and macroinvertebrates.**

A key point of emphasis for the design team in response to community and stakeholder input during the conceptual design of the Boardman Ottaway Downtown Riverfront was best practices for the health and ecology of the river habitat.





An important consultant addition to the design team is Steve Largent of the Grand Traverse Conservation District. Steve's expertise as a River Habitat Specialist/Biologist will ensure the team considers all aspects of wildlife navigation, breeding habits, food source, habitat, etc., and proper cultivation of desired species.

Working with the flow of the river and the seasonal changes of the riverine landscape will be critical to protect wildlife habitat and maintain water quality. Protecting the riparian forest along the banks of the Boardman Ottaway provides habitat for birds, native pollinators and insects, and small mammals, while also providing shade and structural habitat for amphibians, aquatic macroinvertebrates, and fish that live in and along the banks of the river. Where the scope area intersects with the riverbank, the design approach is to create habitat moments that are closely integrated into the design of the walkways that draw people to the river. The design creates an experience of being within a riparian ecosystem along the riverbank for the public—and opportunities to observe butterflies and native plants—while also providing habitat and cleaning the water before it enters the river. This hybrid landscape, a blending of ecological systems and cultural systems, is at the heart of the riverbank design.

**N. The Consultant will define the necessary easements to construct the riverwalk to meet the goals and values of the conceptual plan, including providing survey work and legal descriptions necessary to move forward with easement identification and negotiations. Easements (if needed), will be drafted by the City Legal Staff in conjunction with the final construction documents and legal description prepared by the Consultant. Full title has been completed in 2022 and is available. The city believes it has full control over the project area, except for one parcel on the south side of the river.**

With the exception of one parcel under private ownership, the City has control over the alley in Segment 4. However, the areas between the alley and buildings are privately held. Agreements were established allowing the sanitary sewer laterals to be constructed on the private properties. We anticipate that similar agreements will be required for construction of any improvement on private property. HRC has access to the title work and boundary survey information to create these documents as required.

The sole privately held property (PID 51-798-191-00) will require separate easement. An easement for the sanitary sewer across this property was prepared and acquired, but additional easement will likely be required for the riverwalk improvements.

**O. Prepare schematic design and construction documents based on approved final design plans, specifications and documents for the identified portions of segments three and four identified in the conceptual plan.**

INFORM studio will coordinate the collaborative effort of all design consultants to provide the necessary documentation at all relevant stages for permitting, approval, bidding and construction. Our current proposal includes bidding and construction as a single deliverable. Upon completion of schematic design and associated funding, we can further consider multiple package releases as desired.

**P. Provide a range of costs for the entire project and each segment of the conceptual design related to materials and other design features.**

Reference Item 'G' in the proposal for all construction estimating scope.

**Q. Complete bidding services for competitive bidding for one (1) or more construction contracts. Include answering all questions and inquiries from contractors, attending prebid meetings, review and recommend contractor(s) selection and attending bid opening and tabulating bids received, as needed.**

The design team will assume a Design Bid Build delivery methodology and provide all bidding services as required below. Further delineation of standard of care should be outlined in a AIA B-133 contract or similar.

- Attend Pre-Bid Meeting(s) with GC and subcontractors.
- Provide clarifications to RFI's and issue addenda as required within reasonable time frames.
- Evaluate bids and GC's voluntary substitutions and cost saving suggestions. Adjust documents and specifications accordingly and provide addenda as required for clarification.\*
- Submit Contract Documents to AHJ's as required and administer the permitting process.

\*Additional fees may apply

**R. Complete customary construction phase services, including shop drawing review and approval, daily construction observation, contract administration, testing as may be required, review and recommendation of Contractor Pay estimates (monthly), respond to contractor questions and bulletins, clarify plan and specification intent with consent of City Engineer.**

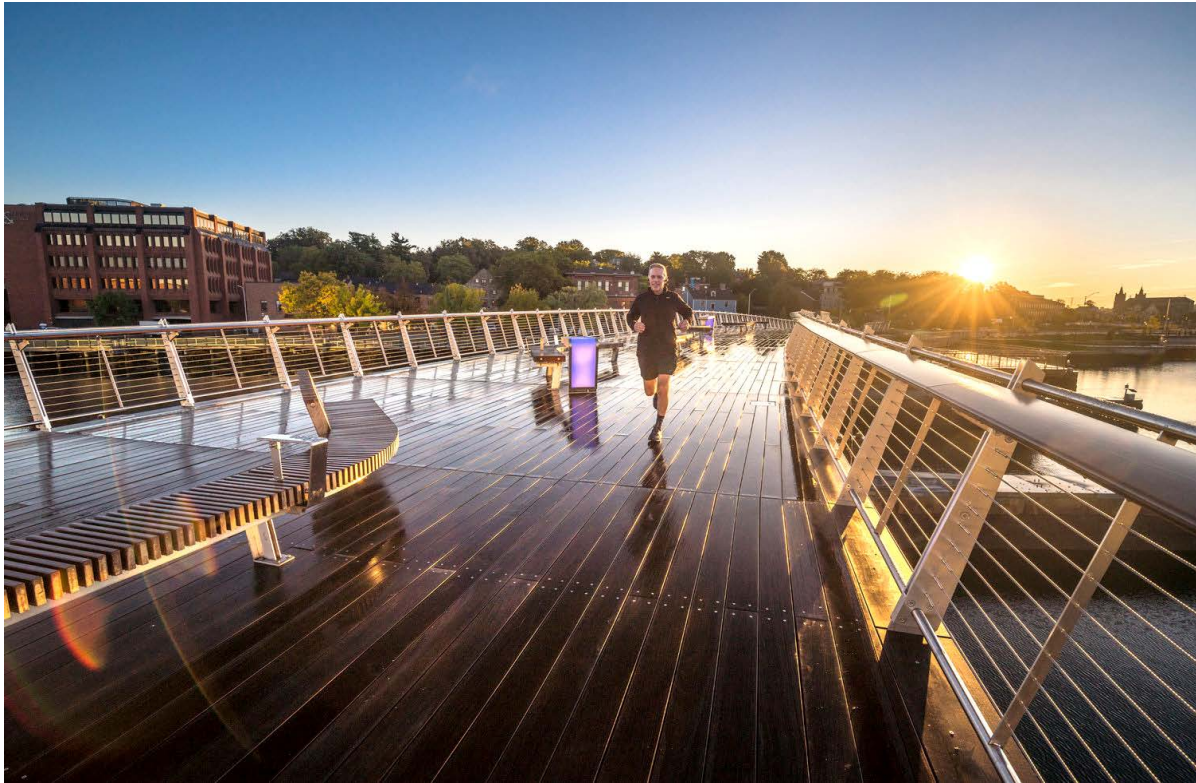
The design team will provide all construction administration services as listed below.

- Attend construction kick-off meeting and subsequent regularly scheduled OAC (Owner, Architect, Contractor) Meetings. OAC meetings are assumed to be held every two weeks.
- Track and respond to written Requests for Information (RFI's), Change Orders, and Construction Change Directives. RFI's and other requests are expected to be delivered in a digital format.
- Review shop drawings, product data, and material sample submissions based on schedule provided by the General Contractor. Submittals are expected to be delivered in a digital format.
- INFORM will work with the General Contractor to respond to all submittals, RFI's, and other requests in a reasonable, timely manner to support the construction schedule.
- Perform regularly scheduled site visits to observe the work in place, review mockups, and provide feedback on the progress of construction. Field reports will be issued to the Owner, Operator, and General Contractor to summarize observations.\*
- Review payment applications / certificates for payment
- Conduct Punch List observation and issue formal documentation to the Owner, and General Contractor.

\*Final on-site construction observation services to be determined following more detailed discussion with client representatives based on need for daily construction observation.





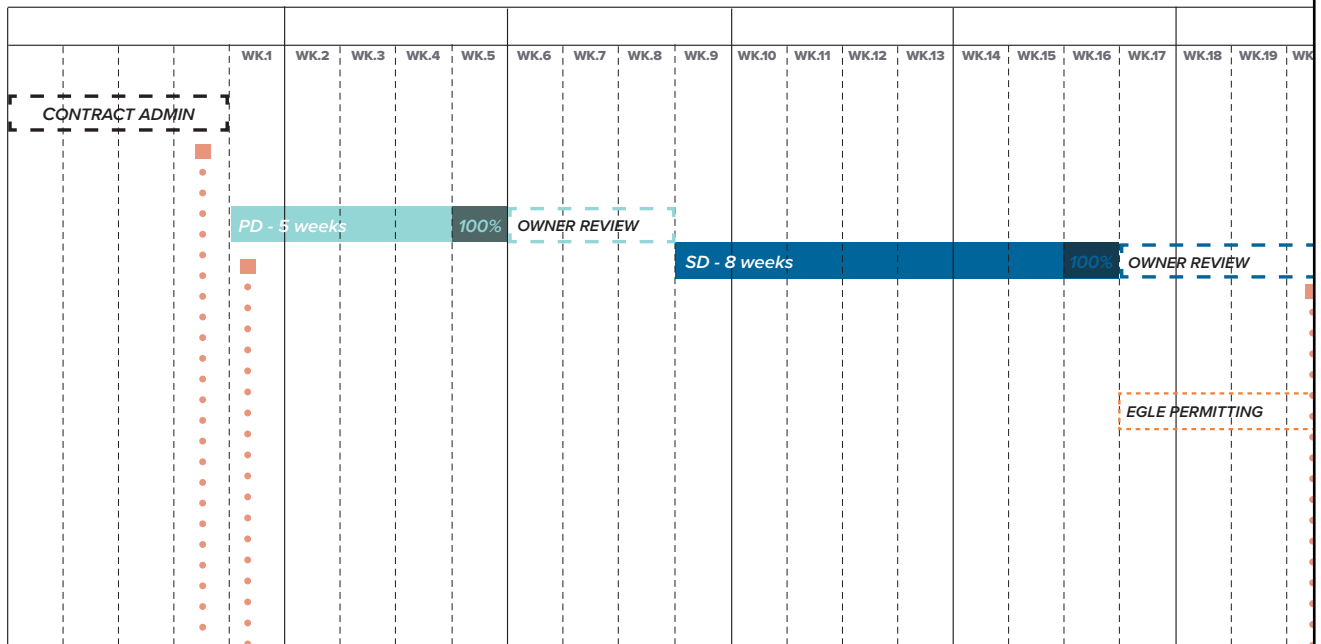


**S. Other services that may be required or recommended by the interested firm.**

The design team recommends one significant community event to present and gather feedback of the schematic design from the community at large. Scope of Work and level of effort to be comparable with the two previous community events as part of the Boardman Ottaway Downtown Riverfront Conceptual Design.

# 5. WORK PLAN

Upon receipt of a 'Notice to Proceed' our team will begin with the Schematic Design phase and Community Engagement preparation. Milestones include Schematic Design submittal, Cost Estimation Package and 1 Community Engagement Open House. Design Development submittal and Construction Document submittals will follow, with an Owner Review Page-Turn at 60% CD. Following the Contract Award and Permitting process we will provide complete Construction Administration services through the successful execution of the construction contract.

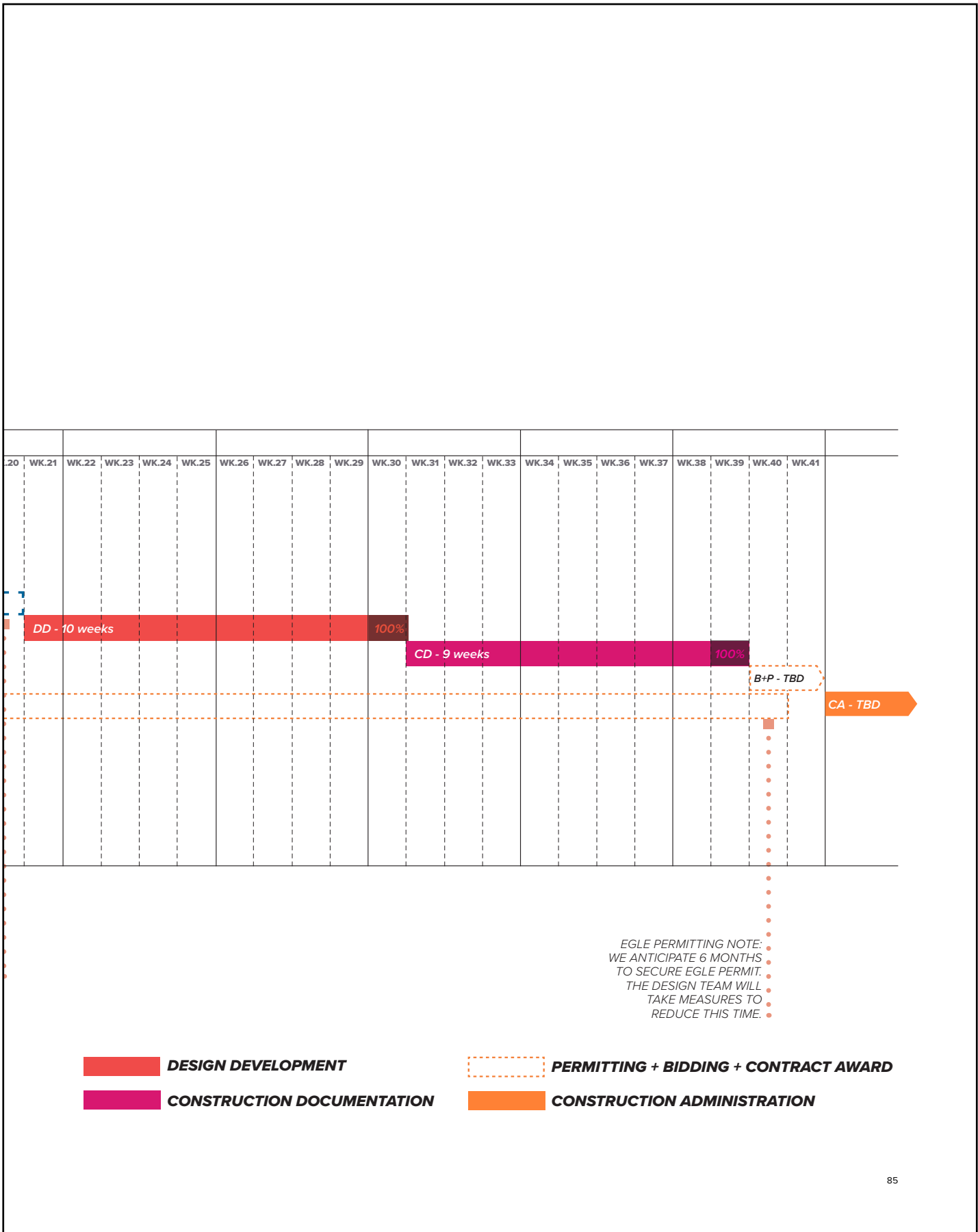


CONTRACT EXECUTED  
PROJECT KICK-OFF

COST ESTIMATION PACKAGE- 100% SD

  **CONTRACT ADMINISTRATION**      **SCHEMATIC DESIGN**  
 **PRE-DESIGN**       **OWNER REVIEW + COST ESTIMATION**





EGLE PERMITTING NOTE:  
 WE ANTICIPATE 6 MONTHS  
 TO SECURE EGLE PERMIT.  
 THE DESIGN TEAM WILL  
 TAKE MEASURES TO  
 REDUCE THIS TIME.

- DESIGN DEVELOPMENT
- CONSTRUCTION DOCUMENTATION
- PERMITTING + BIDDING + CONTRACT AWARD
- CONSTRUCTION ADMINISTRATION

# 6. FEES

OVERALL CONSTRUCTION BUDGET	\$	6,000,000.00
CORE A+E DESIGN SERVICE FEE	13.4%	\$ 802,716.00

PHASE	SCHEMATIC DESIGN		DESIGN DEVELOPMENT	
<b>CORE A+E DESIGN SERVICES</b>	24.2%	\$ 194,050.50	25.2%	\$ 202,590.00
LEAD DESIGN + ARCHITECTURE   <b>INFORM STUDIO</b>	53.8%	\$ 104,400.00	31.6%	\$ 64,000.00
ELECTRICAL ENGINEERING   <b>INFORM STUDIO</b>	0.0%	\$ -	7.0%	\$ 14,240.00
LANDSCAPE ARCHITECT   <b>SMM</b>	6.2%	\$ 12,000.00	8.0%	\$ 16,250.00
CIVIL + MARINE ENGINEERING   <b>HRC</b>	1.8%	\$ 3,550.50	12.4%	\$ 25,100.00
STRUCTURAL ENGINEERING   <b>BURO HAPPOLD</b>	17.0%	\$ 33,000.00	34.1%	\$ 69,000.00
LIGHTING DESIGN   <b>BURO HAPPOLD</b>	10.9%	\$ 21,100.00	6.9%	\$ 14,000.00
COST ESTIMATION   <b>DHARAM CONSULTING</b>	10.3%	\$ 20,000.00	0.0%	\$ -
<b>A+E DESIGN TOTALS</b>	<b>100.0%</b>	<b>\$ 194,050.50</b>	<b>100.0%</b>	<b>\$ 202,590.00</b>
<b>EXPANDED SERVICES</b>				
SURVEY + MAPPING (BY OWNER)   <b>HRC</b>		\$ 4,564.00		\$ -
GEOTECHNICAL (BY OWNER)   <b>SME</b>		\$ 17,215.00		\$ -
COMMUNITY ENGAGEMENT CONSULTANT   <b>BLUE ORANGE</b>		\$ 10,000.00		\$ -
COMMUNITY ENGAGEMENT COLLATERAL + FACILITATION   <b>INFORM STUDIO</b>		\$ 15,000.00		\$ -
COST ESTIMATION   <b>DHARAM</b>		\$ -		\$ 30,000.00
MOBILITY   <b>BURO HAPPOLD</b>		\$ 25,100.00	0.0%	\$ -
GREEN INITIATIVE DESIGN SERVICE   <b>BURO HAPPOLD</b>		\$ 18,000.00		\$ 10,000.00
<b>EXPANDED SERVICES TOTALS</b>		<b>\$ 89,879.00</b>		<b>\$ 40,000.00</b>
<b>ALLOWANCES</b>				
VISUALIZATIONS   \$3500 EA	2	\$ 7,000.00		\$ -
<b>ALLOWANCES TOTALS</b>				



	CONSTRUCTION DOCUMENTS	BIDDING + AWARD	CONSTRUCTION ADMINISTRATION	TOTAL
50	26.5% \$ 212,909.50	2.8% \$ 22,665.50	21.2% \$ 170,500.00	100.0% \$ 802,716.00
00	38.5% \$ 82,000.00	35.3% \$ 8,000.00	68.0% \$ 116,000.00	46.6% \$ 374,400.00
00	7.0% \$ 15,000.00	4.4% \$ 1,000.00	4.3% \$ 7,350.00	4.7% \$ 37,590.00
00	10.5% \$ 22,250.00	9.9% \$ 2,250.00	4.3% \$ 7,250.00	7.5% \$ 60,000.00
50	1.7% \$ 3,709.50	11.8% \$ 2,665.50	0.0% \$ -	4.4% \$ 35,026.00
00	42.2% \$ 89,950.00	38.6% \$ 8,750.00	23.4% \$ 39,900.00	30.0% \$ 240,600.00
00	0.0% \$ -	0.0% \$ -	0.0% \$ -	4.4% \$ 35,100.00
	0.0% \$ -	0.0% \$ -	0.0% \$ -	2.5% \$ 20,000.00
50	100.0% \$ 212,909.50	100.0% \$ 22,665.50	100.0% \$ 170,500.00	100.0% \$ 802,716.00
				<b>EXPANDED SERVICES TOTAL</b>
	\$ -	\$ -	\$ -	\$ 4,564.00
	\$ -	\$ -	\$ -	\$ 17,215.00
	\$ -	\$ -	\$ -	\$ 10,000.00
	\$ -	\$ -	\$ -	\$ 15,000.00
00	\$ 30,000.00	\$ -	\$ -	\$ 60,000.00
	\$ -	\$ -	\$ -	\$ 25,100.00
00	\$ 2,000.00	\$ -	\$ -	\$ 30,000.00
00	\$ 32,000.00	\$ -	\$ -	\$ 161,879.00
				<b>ALLOWANCES TOTAL</b>
	\$ -	\$ -	\$ -	\$ 7,000.00
				\$ 7,000.00

# FEE QUALIFICATIONS

## Fee

**We are estimating an overall professional fee of 13.4% of construction cost for base A+E design services for a project of this scope and a project budget of \$6 million. Additionally, we have provided expanded services and allowances that the Owner may choose to incorporate at their discretion. We recognize that these are assumptions and will require more in-depth conversation and evaluation regarding cost and fee that will occur in the evaluation and selection process.**

a page turn with Client and INFORM (~2 team members)

*Construction Administration: TBD*

## General Qualifications

1. The Design team shall not proceed from one design phase to another without written Client approval.
2. We assume that a Construction Manager will not be under contract during the design phases and the project will be design-bid-build.
3. Construction Administration services for Civil Engineer are not include in this Proposal and will be determined following a more detailed discussion with the Client Representatives based on need for daily construction observation.
4. The Design Team anticipates multiple site visits/ in-person meetings throughout the design phases of this project. Costs associated with travel and lodging shall be a reimbursable expense as noted in "Reimbursable Expenses" section. An outline of anticipated visits and team members that will incur travel expenses is below:

### **Schematic Design:**

Two (2) site visits/in-person meeting with INFORM (~3 team members)

### **Design Development:**

One (1) site visit/in-person meeting to facilitate a page turn with Client and INFORM (~2 team members)

### **Construction Documentation:**

One (1) site visit/in-person meeting to facilitate

## A / Additional Services

The design team can perform Additional Services for the Project upon request and for additional compensation. Additional Services are those services which can be added as a supplement to the base services as well as those services which may not have been anticipated by the parties at the time that this Proposal was submitted ("Additional Services"). In addition to those services identified as "Expanded Services", the following Services shall be considered Additional Services:

1. Value Engineering services, as may be required, after the completion of each design phase to meet budgetary requirements. Value Engineering is typically conducted as an integrated task during each design phase in consultation with the Project's cost consultant or construction manager.
2. Revisions to drawings, specifications, models, or other documents ("Deliverables") arising from: unanticipated field conditions, uncovered existing conditions after completion of the design phases, directions from Client that are untimely or inconsistent with prior approvals (including those necessitated because of revisions to the Project program or budget), changes or revisions to applicable laws, codes or the like enacted after the completion of the Deliverables.
3. Revisions to Deliverables due to a subsequent change in the Project's procurement method, including but not limited to, fast-track, early bid or out-of-sequence services.
4. Any extension of any of the identified phases of the Schedule of this Proposal, the design team shall be entitled to additional compensation; including but



not limited to in the event that a phase exceeds the allotted months and/or hours allocated as part of the Fee.

5. Services associated the change or replacement of contractor/construction manager or major subcontractor or major sub-consultant.
6. Green Initiative Design Services.
7. SITES accreditation support services.
8. Any services or items expressly excluded in the Scope sections above.

## **B / Exclusions**

### **B.1 / General Exclusions**

- B.1.1 Multiple Bid and Permit Packages.
- B.1.2 Additional submission/review periods.
- B.1.4 Special inspections and progress inspections, as required by local code.
- B.1.5 LEED services and documentation, life cycle assessment and embodied carbon services for third-party certifications (LEED, LCA, IFLI, Zero Carbon or similar).
- B.1.6 Project Mock-Ups.
- B.1.7 REVIT models.
- B.1.8 Security related design services, including but not limited to bomb blast analysis.
- B.1.9 Collection of new mobility data.
- B.1.10 Consultation related to contaminated soils or groundwater.

### **B.2 / Structural Engineering Exclusions**

- B.2.1 Design of foundation for signage and light poles.
- B.2.2 Analysis and observation of temporary structural support, such as bracing, shoring, underpinning, propping and de-propping.

### **B.3 / Electric Lighting Clarifications and Exclusions**

- B.3.1 Custom luminaire refurbishment specification and custom luminaire design is excluded.
- B.3.2 Lighting design for adjacent roadways is excluded.
- B.3.3 Commissioning and commissioning management of lighting control system.

### **B.4 / Electrical Engineering Exclusions**

- B.4.1 Engineering design and/or inspection of temporary power, water, heating, cooling, lighting systems.

B.4.2 Commissioning and Commissioning Management of Electrical systems. We suggest that a third-party commissioning agent be appointed for the project to sign off the completed commissioning of all Electrical systems.

B.4.3 Measurement and verification planning or implementation; this can be provided as an additional service.

B.4.4 As-built energy analysis/model and progress inspections.

B.4.5 Design and specification of security systems.

B.4.6 Design and specification of audio/visual systems.

### **B.5 / Cost Estimating Exclusions**

B.5.1 Excludes development of annual maintenance budget and capital replacement schedule and cost.

B.5.2 Excludes reconciliation with third party, including a construction manager.

B.5.3 There are no in-person meetings included in this fee. Conference calls as required are included.

B.5.4 The proposed effort does not include formal Value Engineering involving a VE Team or Peer Review process.

## **C / Reimbursable Expenses**

1. Printing and reproduction of prints (including but not limited to check prints, review/draft/preliminary/final submittals), models, calculations and reports.
2. Travel costs with associated overnight lodging and subsistence expenses; business class travel for flights over 5 hours or overnight flights; vehicle for hire/rental if required.
3. Mileage, tolls, taxis, parking etc. for local travel.
4. Overnight mail, messenger and courier services.
5. Permit fees, filing fees and application fees.
6. Software, cloud computing, project specific weather data, supplies and other purchases specifically required for the project; and
7. Miscellaneous out of pocket costs in connection with the project with prior authorization.

Primary Contact:  
Michael Guthrie, AIA, LEED AP  
Partner/Principal, INFORM Studio  
O 248 449 3564 M 248 346 7142  
[mguthrie@in-formstudio.com](mailto:mguthrie@in-formstudio.com)





**Downtown Development Authority**  
303 E. State Street  
Traverse City, MI 49684  
harry@downtowntc.com  
231-922-2050

## MEMORANDUM

---

To: Downtown Development Authority Board  
From: Harry Burkholder, DDA Executive Director  
Date: February 14, 2025  
Re: Old Town TIF Budget Priorities

Over the last several months, the DDA Board worked to determine what capital improvement projects within the TIF-97 District it wanted to focus on and complete over the next three years. This conversation was spurred, in part, by the lack of clarity in the long-term extension of TIF-97.

The long-term planning of capital improvement projects in the Old Town TIF District is a little different:

### **First**

The Old Town TIF is in place for another 16 years. The Old Town TIF was established in 2016 for a duration of 25 years, expiring in December of 2041.

The Old Town TIF Plan replaced the "TIF-2 Plan", which was established in 1985 and expired in 2015. The TIF-2 Plan envisioned the redevelopment of the Ironworks site and its environs with mixed-use development. The Plan called for street and streetscape improvements, utility upgrades, and public parking, paid for with TIF, to spur private development and realize the vision for this portion of downtown. Over the course of 30 years, with TIF as the catalyst, the former ironworks site bloomed into restaurants, residences, and the offices of hundreds of workers. All of this private development increased the value of the district nearly 13 times over the life of the plan.

### **Second**

Currently, the annual amount of tax revenue harnessed under the Old Town TIF equates to less than \$1-million. Tax revenue harnessed in 2023-2024 Fiscal Year totaled \$790,274. This year, the estimated harnessed tax revenue is projected to be an estimated \$829,992. The Old Town TIF had a fund balance at the end of the

2023-2024 Fiscal Year of \$799,555. The Old Town TIF Plan projects that the harnessed tax revenue will not climb above \$1-million until 2028.

In many instances, due to the high costs of implementing public infrastructure projects, we often have to save funding for a few years within the Old Town TIF before we can implement large infrastructure projects in this district. For example, the recent reconstruction of the Eighth and Cass and Eighth and Union intersections totaled just over \$900,000.

### **What Capital Infrastructure Projects Do We Want to Focus On?**

Based on previous DDA Board conversations and discussions regarding capital infrastructure projects, including community discussion during the Moving Downtown Forward planning process, the DDA has identified several capital infrastructure projects of interest. This list is just a starting point for additional discussion.

#### **Boardman/Ottaway Riverwalk Development & Enhancement      Cost: Unknown**

As outlined in the Unified Plan for the Lower Boardman/Ottaway River, there are several "sections" of the riverwalk that could be added and/or enhanced:

- A. "Riverine Section" – a new riverwalk along the west side of the river (adjacent to the Riverine Apartments) that would connect the Boardman Loop Trail and the existing boardwalk at the Eighth Street Bridge
- B. "Midtown Section" – replacement and possible extension of the existing boardwalk between Eighth Street and Cass Street
- C. "Rivers Edge Section" – replacement and possible extension of the existing boardwalk between Cass Street and Hannah Park (this project would be incorporated into the FishPass Project)

#### **Union and 7<sup>th</sup> Street Intersection      Cost: Unknown**

This intersection is in rough condition and would benefit from a reconstruction effort similar to the reconstructed intersections on Eighth and Cass and Eighth and Union.

#### **Lake Avenue Streetscaping and Plaza Improvements      Cost: Unknown**

This project is included in the Old Town TIF Plan and calls for new streetscaping along Lake Street (between Eighth and Oryana) and a plaza near Lake Street and 10<sup>th</sup> Street.

#### **Workforce Housing      Cost: Unknown**

One of the stated purposes of the of harnessed tax revenue in this district is for housing "contributions made to qualified non-profits, public agencies, or third-party administrators for the purpose of constructing workforce housing within one half mile of the development area boundary" (page 9). Recently, there has been discussion and interest about the possibility of adding workforce housing at the former Copy Shop location.

I have included the *Projected Infrastructure Projects* chart listed in the Old Town TIF Plan below. This list includes other capital expenditures typically supported by TIF, including streetscaping and snowmelt.



Project	Project Name and Description	Year	Future Cost
1	Lay Park improvements	2017	\$102,239
2	Eighth Street street and streetscape improvements	2018	\$1,428,757
3	Rivers Edge riverwalk decking and replacement	2019	\$106,869
4	Union Street Dam, park improvements and riverbank stabilization	2019	\$14,747,912
5	Boardman Lake Avenue street, streetscape and plaza improvements	2020	\$5,717,127
6	Union Street and streetscape reconstruction - Ninth Street to bridge	2021	\$996,059
7	South Union Street Bridge	2022	\$2,289,904
8	Hannah Park improvements	2022	\$799,468
9	Parking Garage in Lot G (123 East State Street)	2023	\$7,589,853
10	Midtown riverwalk decking replacement	2024	\$656,598
11	Cass Street street and streetscape reconstruction - Eight Street to bridge	2029	\$646,045
12	Riverine Riverwalk	2031	\$696,991
See map	Snowmelt on Eighth, Boardman Lake, Union, Cass and Lake Streets	2032	\$1,607,064
14	Lake Street street and streetscape reconstruction - Locust Street to Eighth Street	2036	\$1,620,759
	<b>TOTAL</b>		<b>\$39,005,646</b>



**Downtown Development Authority**  
**303 E. State Street**  
**Traverse City, MI 49684**  
**harry@downtowntc.com**  
**231-922-2050**

**MEMORANDUM**

To: DDA Board of Directors  
 From: Harry Burkholder, DDA Executive Director  
 Date: February 15, 2025  
 Re: Preliminary 2025 - 2026 Budget Discussion

Over the next five months, the DDA staff will be working with the DDA Finance Committee and full DDA Board to develop the 2025/2026 Budget. As a reminder, the fiscal year for the DDA runs from July 1<sup>st</sup> through June 31<sup>st</sup>, concurrent with the City of Traverse City.

Here is an estimated timeline for the budget approval process. The City Commission must formally approve the DDA budget prior to formal adoption by the DDA Board.

**Budget Process & Timeline** (dates subject to change)

- TBD DDA Finance Committee discusses preliminary budget
- March 14<sup>th</sup> DDA Board reviews and discusses preliminary budget
- April 4<sup>th</sup> DDA Finance Committee reviews and discusses draft budget
- April 18<sup>th</sup> DDA Board reviews budget & schedules public hearing for May 16<sup>th</sup>
- May 5<sup>th</sup> DDA draft budget submitted to the City Commission
- May 12<sup>th</sup> DDA draft budget discussed at City Commission Study Session
- May 16<sup>th</sup> DDA holds public hearing on budget
- May 19<sup>th</sup> City Commission holds public hearing on budget
- June 2<sup>nd</sup> Approval of budget by City Commission
- June 20<sup>th</sup> Approval of budget by DDA Board

**DDA Budget and Funds**

The DDA has three unique, but complementary, funds that comprise its budget:

**DDA General Fund**

Revenue sources for the DDA General Fund include a 2-mill levy on property within the Downtown District, grants, administrative fees from the TIF-97 and Old Town TIF Funds, and the DTCA’s contract.



### **TIF-97 Fund**

The TIF-97 Fund is funded through the harnessed appreciation of tax revenue within the TIF-97 District. The City of Traverse City contributes 53-cents on the dollar for TIF, with the remaining 47-cents contributed by the following regional taxing authorities:

- Commission on Aging - Veterans Affairs - Road Commission - NMC - BATA
- Conservation District - Animal Control - Grand Traverse County – Recreation Auth.

### **Old Town TIF Fund**

The Old Town TIF Fund is funded through the harnessed appreciation of tax revenue within the Old Town District. The City of Traverse City contributes 53-cents on the dollar for TIF, with the remaining 47-cents contributed by the following regional taxing authorities:

- Commission on Aging - Veterans Affairs - Road Commission - NMC - BATA
- Conservation District - Animal Control - Grand Traverse County – Recreation Auth.

### **Developing the Budget – What Do We Consider?**

In developing the 2025/2026 budget, it is helpful to think about the current plans, on-going initiatives and overarching strategies that have been adopted by the DDA and other community entities to serve as the framework for how the DDA allocates resources to invest in projects and services. These include, but are not limited to:

#### The Capital Improvement Plan (CIP)

The City updates its six-year CIP annually to develop a schedule of major public infrastructure projects and inform the Planning Commission. The CIP is separate from the City budget and inclusion of a project or cost in the CIP does not commit the DDA to the project or cost, but serves as a general outline for future plans and expenses.

In its preliminary CIP update, the DDA included the following TIF-97 projects for FY 2025/2026:

- Rotary Square- \$1,000,000
- Boardman/Ottaway Phase 1-A (design/engineering): \$500,000
- State Street Two-Way Pilot: \$500,000
  
- West Front Riverwalk Staircase: \$247,000 - *Accounted for in CIP in case of DDA Board approval*
- East Front streetscaping (design/engineering): \$150,000
- Farmers Market Pavilion (design/engineering): \$133,000
- Public Safety Video Surveillance System: \$40,000

#### Continuing Expenses and Services

Some of the DDA's expenses are static and will remain approximately the same in FY 25/26 (e.g., legal services, community police officer, city service agreement)

For other existing programs and services, we will be evaluating previous fiscal years budgeted versus actual operating costs to ensure funding is responsibly allocated and available where needed.

#### Moving Downtown Guiding Principles

1. Design a great place for all ages and for future generations
2. Protect and preserve small local independent businesses
3. Support job growth and varied career opportunities
4. Champion the development of attainable and workforce housing
5. Advance climate action, sustainability, renewable energy, energy efficiency and resiliency

The *Guiding Principles* were developed through input from more than 1,300 community members collected through various public engagement activities.

#### Traverse City Strategic Action Plan

While this Action Plan is still in development, a number of key themes have emerged through the process so far. These include topics identified critical to the future of Traverse City, such as:

- Building socio-economic systems and amenities
- Supporting environmental sustainability
- Strengthening place-making and neighborhood character
- Proactively managing urban design
- Fostering a regional collaborative approach
- Building a thriving year-round economy

#### Current Planning Documents and Initiatives

The DDA and City of Traverse City, respectively, have adopted extensive plans that create a framework for future infrastructure projects aligned with the community's goals, values, needs, and feasibility. These plans include but are not limited to:

- Lower Boardman Unified Plan
- TIF-97 Plan
- Moving Downtown Forward TIF Plan
- Old Town TIF Plan
- Mobility Action Plan
- City Master Plan

#### DDA Capital Improvement and Service Priorities

If TIF-97 is not extended, it will formally expire in December of 2027. That means the DDA may have limited time (and construction seasons) to advance and complete capital improvement projects. With this in mind, the DDA Board has narrowed its focus to prioritize advancement of 5 key infrastructure projects:

1. Rotary Square
2. East Front Street
3. Farmers Market (Pavilion only)
4. State Street (two-way)



5. Boardman/Ottaway Riverwalk - Phase 1-A (J-Smith Walkway, Pedestrian Bridge, Naturalized Abutments/Stormwater Infrastructure)

\*The DDA Board also included the "Ambassador" (i.e., a Director of Downtown Facilities) position as a priority service.

### Parameters of DDA Budget

In addition, it can be helpful to keep in mind the functions and limitations of the DDA.

#### WHAT DOES THE DDA DO?

The DDA **Does**

**Implement critical physical improvements, including public infrastructure projects and initiatives (in partnership with the city):**

- Issue bonds and use TIF funds to help build capital projects, including streetscape beautification, pedestrian bridges and trails and other public amenities.
- Contribute to and offer leadership for the planning, design and construction of wide variety of public improvements

**Provide services that create a vital and vibrant Downtown experience, including:**

- Implement "clean, green, safe and accessible initiatives":
  - Plan and implement the way-finding program
  - Operate and manage the Sara Hardy Farmers Market
  - Plan and facilitate Downtown cleaning
  - Plan and facilitate holiday lights
  - Plan and facilitate Downtown planting program
  - Fund the Downtown Police Officer position
  - Fund the removal of trash
- Work with, advocate for and promote Downtown business.
  - Manage the merchant's association (DTCA) and lead Downtown events, promotions and the gift certificate program
  - Apply for grants
  - Convene Downtown stakeholders

#### WHAT DOESN'T THE DDA DO?

The DDA **Does Not:**

**Maintain street, sidewalk, park and underground infrastructure and remove snow.**

The physical maintenance of streets, sidewalks, parks and underground infrastructure is managed by the city. However, the DDA continues to explore ways to provide enhanced cleaning and snow removal and often contributes financially to these types of infrastructure project within the downtown district.

**Provide direct funding to private developers**

The DDA can help fund infrastructure in support of and associated with a private development (e.g., streetscaping, heated sidewalks), but cannot fund any other part of the private development.

**Approve and reject private development proposals**

The DDA can work only work with private developers to help identify possible locations and additional resources for existing building rehabilitation and improvements. The size and aesthetic of private development is governed by the city's zoning ordinance and planning commission.

**Take a cut of parking revenue**

Parking services is now operated directly by the city. All parking revenue (e.g., permits, tickets, etc.) is allocated to the city.

I am working to organize the budget(s) and their associated projects under **Four Categories**

#### 1. Running Downtown

- a. Administration of DDA and TIFs
- b. Clean, green, safe and accessible services/maintenance to create a vibrant downtown

#### 2. Building Downtown - "Essential" Public Infrastructure

#### 3. Advancing Downtown - "Transformational" Public Infrastructure

#### **4. Promoting Downtown**

I look forward to discussing the preliminary budget at our March 14<sup>th</sup> meeting.





Downtown Development Authority  
303 E. State Street  
Traverse City, MI 49684  
harry@downtowntc.com  
231-922-2050

## Memorandum

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To: DDA Board of Directors  
From: Harry Burkholder, DDA Executive Director  
Date: February 17, 2025  
Subject: Executive Director Report

Below is an overview of projects and initiatives that the DDA is working on.

### **Hannah Park Overlook**

To date, the contractor has completed the demolition of the wall, performed excavation to determine existing footings and has completed the installation of the wall core masonry structure. The sidewalk adjacent to the project will remain closed and traffic will be shifted at times throughout the duration of the project. This project is expected to be completed by the end of March or early April.

### **Two-Way Pilot Project**

City Commissioners will consider formal action regarding the proposed two-way pilot extension at their February 18<sup>th</sup> meeting. In the meantime, I am working with City Engineering to determine potential costs for two mid-block crosswalks on State Street (one on the 100 block and one on the 200 block)

### **DDA Board Composition**

City Commissioners will hear an introduction to an amendment to the Traverse City Code of Ordinances which would reduce the number of members on the Downtown Development Authority Board of Directors from 12 to 9 at their February 18<sup>th</sup> meeting. Depending on City Commission discussion, the ordinance could be approved at the March 17, 2025 City Commission meeting.

### **TIF Implementation Policy**

City staff is introducing a draft implementation policy (see attached) that addresses the recent TIF related Charter amendments at the February 18<sup>th</sup> City Commission meeting. The purpose of this policy is to provide the City Commission, staff and the public with a clear process for how TIF related approvals are to be placed on the ballot as required by the Charter.

The draft policy is intended to ensure that each proposal is handled in the same way regardless of the content of the request. Depending on the discussion at the Commission meeting, the City Commission may refer this to a study session for additional discussion, adopt it with changes at the meeting or adopt it as written.

**March DDA Board Meeting**

Due to Spring Break, the March DDA Board Meeting has been moved up one week to March 14<sup>th</sup>



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The City of Traverse City

Office of the City Clerk

GOVERNMENTAL CENTER  
400 Boardman Avenue  
Traverse City, MI 49684  
(231) 922-4480  
tcclerk@traversecitymi.gov



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CITY OF TRAVERSE CITY  
IMPLEMENTATION POLICY FOR  
CHARTER §28 TIF AMENDMENTS

1. Background: The following language was added to Section 28 of the City Charter at the November 2024 election:

“We declare that tax increment financing (‘TIF’) plans shall be submitted to a vote of the people, since TIF plans divert local property tax revenue away from the general fund and basic city services such as police, fire, ambulance, streets and parks. Any proposal to create a TIF plan, or to modify, amend or extend an existing TIF plan, shall not be adopted or approved by the City or City Commission until after the proposal is submitted to and approved by a majority of the electors of the City at a regular election or at a special election held for that purpose.

The City Commission shall not attempt to evade the petition rights and voting rights of City residents. Any and all ordinances of the City to extend, amend, and/or modify Tax Increment Financing and Development Plan #97 (“TIF97”), which ordinance or ordinances were enacted or are enacted at any time after January 1, 2024 without first being submitted to and approved by a majority of the electors of the City at a regular election or at a special election held for that purpose are repealed and such ordinance or ordinances shall be void and of no effect.”

2. Purpose: The purpose of the City of Traverse City Implementation Policy for Charter §28 Tax Increment Financing (“TIF”) Amendments is to establish a procedure for implementation of the above referenced Charter provisions that may be relied upon by City administration, staff, and the public to ensure consistency and predictability in the administration of approvals related to TIF, as required by these provisions.
3. Procedure:
- a. Applicability: These Charter provisions are triggered by a proposal, that necessitates an action of the City Commission to create, modify, amend or extend a Tax Increment Financing (TIF) plan as of January 1, 2024.
  - b. Timing of election:
    - i. Once the requesting entity has submitted the proposed TIF plan, or proposed modification, amendment, or extension of an existing TIF plan to the City Clerk in writing, the City Commission shall take any action necessary or required to submit the proposal to the voters at the next regular or special election.
    - ii. A proposed TIF plan shall be submitted to the City after all of the necessary or required actions of the requesting entity have been completed

according to the applicable statutory requirements. Such statutes include but are not limited to the Recodified Tax Increment Financing Act (Act 57 of 2018; MCL 125.4101 et seq.), and Brownfield Redevelopment Financing Act (Act 381 of 1996; MCL 125.2651 et seq.) as they may be amended from time to time.

c. Preamble on Ballot:

The preamble for all ballot proposals that are a subject of this policy shall be, “The City Charter of the City of Traverse City provides that the City Commission shall not adopt or approve any proposal to create a Tax Increment Financing (TIF) plan, or a modification, amendment or extension of a TIF Plan until such proposal is approved by a majority of city electors at a regular or special election held for that purpose. The City of Traverse City has received a recommendation to [create/extend/amend/modify] a TIF plan.”

d. Ballot question: The question appearing on the ballot for consideration of the electors shall be “Shall the [\_\_\_\_\_ TIF Plan], which plan is on file at the City Clerk’s Office and available for public inspection, be [created/extended/amended/modified]?”

e. Title of Ballot Proposal:

The City Clerk shall establish the title of the ballot proposal consistent with the titling of other ballot proposals, such as *City Proposal 1* or *City Proposal 2* and shall make such title available to all interested parties as soon as possible in an effort to clearly establish the identity of a given proposal in advance of the election for public discourse purposes.

f. Election costs: If the question appears on a regular election, there are negligible costs to the City and therefore no costs will be charged to the applicant. If the question appears on a special election at the request and discretion of the applicant, the applicant shall pay the incremental additional costs to the City for the special election. If multiple questions are placed on the ballot at the request of multiple applicants the incremental costs shall be divided equally among the applicants.

g. Approval/Disapproval of Electors:

i. If the proposal *is not* approved at the election the proposal shall not be considered by the City Commission. The proposal may be placed before the electorate at the next available election, at the request of the applicant. There shall be no limit on the number of times an applicant may request to place the proposal before the electorate.

ii. If the proposal *is* approved at the election, the proposal shall be scheduled for consideration by the City Commission at a regular meeting within sixty (60) days following certification of the election results. Voter approval does not compel the City Commission to approve such a request.

4. Pre-existing TIF. Any lawfully approved TIF plan that pre-dates the Charter provisions that are the subject of this policy shall not be considered subject to the Charter provisions or this policy. However, in the event such TIF plan is allowed to expire or is otherwise terminated, the Charter provisions and this policy shall apply.



5. If the statutory or other applicable regulations regarding TIF are amended, this policy shall be revisited and updated by the City Commission as necessary.

I certify that this policy was adopted by the City Commission for the City of Traverse City on \_\_\_\_\_, at a regular meeting held in the Commission Chambers, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan.

\_\_\_\_\_  
Benjamin Marentette, MMC, City Clerk



303 E. State Street  
Traverse City, MI 49684  
harry@downtowntc.com  
231-922-2050

## Memorandum

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To: Downtown Development Authority Board of Directors

From: Harry Burkholder, DDA Executive Director & Todd McMillen, DDA Board Member

Memo Date: February 16, 2025

Subject: Arts Commission Update

### **Inaugural Mural Festival**

The RFP for artists - for the Mural Festival – was released prior to the holidays and we have received over 100 submissions. The Arts Commission will meet on February 19<sup>th</sup> to review and discuss the submissions. We continue to meet with representatives from NOBO to identify building owners interested in participating in the festival.





**Downtown Development Authority**  
303 E. State Street  
Traverse City, MI 49684  
sara@downtowntc.com  
231-922-2050

## Memorandum

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To: Harry Burkholder, DDA Executive Director  
Downtown Development Authority Board of Directors

From: Sara Klebba, DDA Director of Events & Engagement

Date: February 11, 2024

Subject: DTCA Director of Events & Engagement Update

### **Traverse City Restaurant Week (February 23-March 1)**

We are thrilled to welcome 54 area restaurants to the 15<sup>th</sup> annual TCRW. They're featuring dinner and limited lunch and take-out options. The Digital Passport by TC Tourism includes event details like restaurant list, menus, and locations – namely, guests will be able to check in for a chance to win a \$50 gift card to participating restaurants. Two check-ins earn you a free potholder.

### **Get Away or Stay & Play (March 14-16)**

This new spring shopping promotion is a fun way to encourage shoppers to prepare for their spring break plans, whether they're jetting off somewhere exciting or planning a relaxing staycation right here. From March 14-16, Downtown TC businesses will offer specials, experiences, and vacation-ready finds to help guests shop for their perfect getaway or local retreat. We are encouraging tropical décor, themed treats, and exclusive specials on travel essentials or staycation splurges. This is a low-effort way for merchants to drive traffic during a typically slow season while giving customers a fun and engaging shopping experience.

### **Live After 5 Spring Music Series (May 16, 23, 30, June 6)**

Live After 5 is a new downtown initiative featuring live entertainment on Friday evenings from May 16 to June 6, 5pm-7 or 8pm. Musicians or other entertainers (emerging artists, students, community theater, etc.) will perform along sidewalks and public spaces, creating an engaging atmosphere that encourages shoppers, diners, and visitors to spend more time downtown. This series is meant to increase foot traffic, support local businesses, and showcase emerging talent while activating public spaces during a shoulder season. We are currently activating outreach in the hopes to attract a series sponsor.

### **Toast to Downtown (June 6)**

This annual gathering is an experiential celebration of our downtown community, bringing together business owners, staff, property managers, and stakeholders. With a focus on inclusivity, accessibility, and energy, Toast to Downtown is more than just a gathering – it's a

celebration of the people and places that make our community flourish. Instead of a traditional seated dinner, attendees will enjoy interactive experiences. We are in development of a number of event details but are investigating including a Signature Cocktail & Slider Showdown, immersive games and art-related activities, live entertainment, DDA/DTCA member marketing prize package giveaway, and fundraising opportunities like a gift card marketplace, auction, and 50/50 raffle. The night will culminate with a brief program recognizing key contributors to our downtown's success, plus traditional awards. We are currently seeking sponsors to help underwrite this programming.

### **Art Fair Series**

Art fair season is fast approaching! We have three events planned:

- Old Town Arts & Crafts Fair: Sat, June 14
- National Cherry Festival Arts & Crafts Fair: Sun, June 29
- Downtown Art Fair (renaming and moving to Mural Fest dates): Sat & Sun, Sept. 13-14

Registration opened for June art fairs on January 28, and the deadline for exhibitor applications is March 9. Acceptance letters will be emailed in early April. Please help spread the word – we are accepting artist applications across a wide range of disciplines.

The traditional August Downtown Art Fair is being repositioned as satellite programming for the inaugural Mural Fest (September 12-17). To further integrate the fair with Mural Fest and enhance community engagement, we're exploring a collaborative mural project. This initiative is set to increase interest in both events and foster artistic expression in Downtown TC.

Scott Hardy  
LETTER OF RESIGNATION FROM THE  
DOWNTOWN DEVELOPMENT AUTHORITY

**Harry Burkholder and Mayor Shamroe,**

The time has come for me to step down from the DDA Board and my responsibilities as chair. This is a painful decision for me as I have devoted the last 30 years of my life, on and off, to serving the City of Traverse City as a DDA board member. I have found doing so personally rewarding and what I was taught to be my civic responsibility. I have always felt that collaboration between the DDA and City Commission is a vital part of how Traverse City deals with issues that affect our citizens. What I see now is a fractured relationship with some commissioners who seem more interested in airing personal grievances than maintaining a prosperous downtown. As future consensus with these commissioners on a downtown direction seems impossible, now is the time for new voices on both bodies.

As we saw in the November election there is great confusion on who should support and pay for the operation of our downtown. Apparently, the explanation of our current funding model and its regional cost share didn't resonate with city voters. Whether it was the message, or the messenger, I have concluded that my tenure, as one of the longer serving board members, should come to an end. It's time to turn this organization over to a very capable collection of newer board members with fresh voices and ideas. I like and trust them to lead the DDA and support our downtown moving forward. It is after all, the mission of the DDA to support the downtown and its property and business owners and to prepare this regional hub for what the future may bring. I'm very proud of what we've accomplished since 1997 and the way we have collectively reinvented our downtown. We need to support it now and recognize that, like any municipal investment, it will take work and investment to keep what we have.

I want to thank Bryan Crough, Jean Derenzy, and Harry Burkholder for their leadership in my time on the board. Each of them taught me volumes about how a successful downtown operates and its place in the larger regional economy. Thank you also to Gabe Schneider and Steve Constantin for their friendship and strong leadership of the DDA Board during some difficult times. We were a good team.

Lastly, thank you to the downtown merchants and property owners for their conviction to make downtown what it is today. Your investment in both time and money needs to be applauded. You stuck with us through numerous challenges, and for that I am forever grateful. My last day as a member of the DDA and board chair will be 3/1/25.