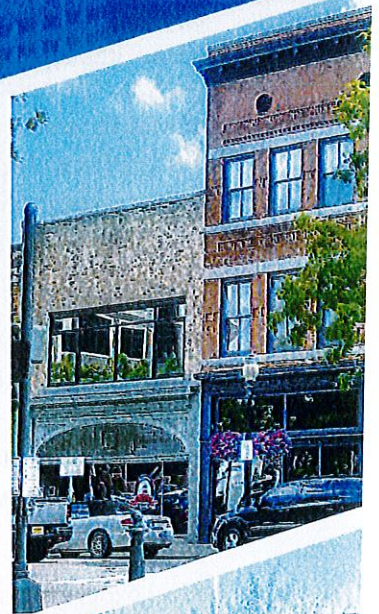
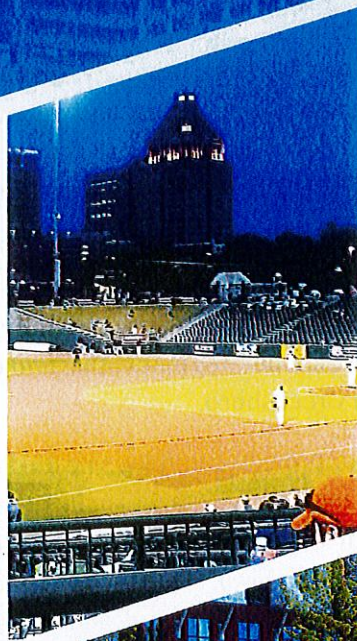
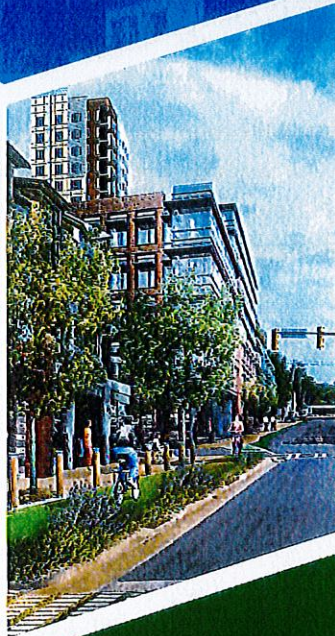
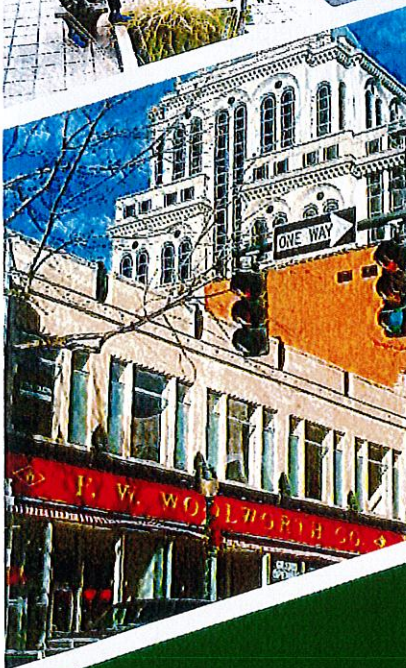




greensboro

DOWNTOWN STRATEGIC MASTER PLAN

proposal



APRIL 9, 2018



800 HEARST AVENUE | BERKELEY, CA 94710
(510) 845-7549 | WWW.MIGCOM.COM



April 9, 2018

Zack Matheny
Downtown Greensboro Inc.
536 Elm Street
Greensboro, NC 27406

Subject: Greensboro Downtown Strategic Master Plan

Dear Zack:

MIG is pleased to present a draft scope, budget and process schedule for the Greensboro Downtown Strategic Master Plan project.

Now is a critical time in planning for the future of Downtown Greensboro. This important project will leverage the **excitement and momentum of the ongoing Streetscape Master Plan process**, harnessing efficiencies with community engagement, existing conditions analysis, mapping and graphics. The detailed streetscape designs currently being developed will serve as a launching point for MIG to work with the community to craft a broader vision for Downtown. The final Strategic Master Plan will address **land use, urban design and character, streets and mobility, community health, placemaking and programming, and the overall economic vitality of the city center**. It will be an action-oriented document that catalyzes development and change in Downtown Greensboro while honoring the city's deep history and rich cultural context.

As noted Downtown planners, designers and strategists, MIG team members are leaders in helping communities create places where people want to be. Our work on downtown plans throughout the country, as well as my involvement in the International Downtown Association, will ensure that this Strategic Master Plan incorporates **innovative and cutting-edge strategies to foster a vibrant and enduring Downtown Greensboro**.

At MIG, we choose our projects carefully, selecting only those assignments where we can provide critical expertise and meaningful impact, and where we have passion for the work. **Working in Greensboro represents a metaphorical "homecoming" for MIG**. One of our Founding Principals, Susan Goltsman (the "G" in MIG), was raised in Greensboro. She grew up in Starmount Forest, attended Sternberger Elementary School, and went on to graduate from Grimsley High School. Her mother and father started Carpets By Direct on Westover Terrace and were intimately tied to Greensboro's business and faith communities. Although Susan went on to travel the world and live in places like England, New York City and the San Francisco Bay Area, when people throughout her life asked her where she was from, the answer was always Greensboro.

PLANNING | DESIGN | COMMUNICATIONS | MANAGEMENT | SCIENCE | TECHNOLOGY

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coordination and management activities, including in-person meetings, emails and phone calls with the City and other partners.

Optional Tasks

PHASE 1

Task O.1.1 – Downtown Online Survey

Rather than conducting a joint online survey in conjunction with the Streetscape Master Plan Concept Alternatives Survey, the MIG Team will conduct a separate survey dedicated to Downtown Master Plan visioning. This survey will be created using a tool called "Mapita," which is an online interactive mapping platform that will capture community member and stakeholder feedback about Downtown Greensboro's assets, opportunities, challenges, as well as their vision for the future of Downtown. This tool allows participants to answer questions by mapping specific sites, routes, and destinations within the planning area. Responses can then be imported into GIS and analyzed spatially. Mapita is also a mobile-friendly tool and could be utilized during intercept surveys or other pop-up outreach.

PHASE 2

Task O.2.1 – Pop-Up Workshop

During Meeting Window #3, the MIG Team will facilitate a "Pop-Up Workshop," in which we take over a street or public space Downtown to demonstrate certain Framework and Recommendation concepts and create a Downtown festival with food vendors, music, and activities. Pop-Up Workshops provide a fun and interactive way for community members to provide input, and to engage stakeholders who may not otherwise participate in the process.

Task O.2.2 – Real Estate Feasibility Analysis

MIG will partner with an economic development subconsultant to understand the development feasibility of the catalytic projects identified during Phase 2. This analysis will outline necessary land use, zoning, and regulatory changes, as well as development incentive packages, to encourage specific types of development on key sites. The findings will be summarized in a memo and incorporated into the Downtown Strategic Master Plan document.

PHASE 3

Task O.3.1 – Developer Toolkit

As an additional standalone document, MIG will create a "Developer Toolkit" that provides a succinct, user-friendly summary of all relevant policies, regulations and guidelines outlined in the Specific Plan. This toolkit will also outline each step in the permitting and approval process to streamline and facilitate development.

Phase 3: Downtown Strategic Master Plan

Task 3.1 – Administrative Draft Master Plan

Incorporating feedback collected during Meeting Window #3, the MIG Team will prepare an Administrative Draft Plan with accompanying graphics, anticipated to include the following chapters:

- Introduction
- Existing Conditions
- Vision and Strategic Framework
- Policies and Programs
- Downtown Initiatives and Catalytic Projects
- Implementation

This plan will be reviewed by DGI and City staff, and MIG will incorporate edits into the Public Draft Plan (Task 3.2).

Task 3.1 Deliverables: Administrative Draft Downtown Strategic Master Plan

Task 3.2 – Public Draft Master Plan

Based on DGI and City comments, MIG will prepare a formatted Public Draft Master Plan, which will be posted on the DGI and City websites and reviewed by the community during Meeting Window #4.

Task 3.2 Deliverables: Public Draft Downtown Strategic Master Plan

Task 3.3 – Meeting Window #4: Draft Plan Review

The MIG Team travel to Greensboro to present the Public Draft Master Plan and receive public input. Engagement activities will include:

- A community celebration to review the Draft Plan, and a keynote address in a Downtown public space
- City Council and/or Planning Board hearings

Task 3.3 Deliverables: Materials for community celebration, and materials for City Council and/or Planning Board hearings

Task 3.4 – Final Downtown Strategic Master Plan

Based on final input collected during Meeting Window #4, and additional comments from DGI and City staff, MIG will prepare a final plan and implementation strategy document.

Task 3.4 Deliverables: Final Downtown Strategic Master Plan

Phase 4: Project Management

Task 4.1 – Project Management

Throughout the project, MIG will provide strong, hands-on management. This will involve regular communication with DGI, City staff, and project team members as appropriate to coordinate for key milestones, review project deliverables, and keep the project on schedule and budget. This task includes internal and external project

The following are the anticipated areas of recommendation:

- Land Use and Zoning
- Urban Design, Character and Placemaking
- Economic Development
- Connectivity and Mobility
- Identity and Branding
- Wayfinding
- Partnerships and Implementation

The Preliminary Recommendations will be presented to DGI and City Staff during a team call, and will be vetted by the community during Meeting Window #3. Input and refinements will be reflected in the Strategic Master Plan document.

Task 2.2 Deliverables: Preliminary Recommendations

Task 2.3 – Downtown Strategic Master Plan Framework

Using the Preliminary Recommendations (Task 2.2), the MIG Team will craft the Downtown Strategic Master Plan Framework, which will provide the structure for the Master Plan document. The Framework will identify goals, strategies, and catalytic projects for Downtown Greensboro and will serve as a “Plan on a Page” that summarizes the key plan concepts in a user-friendly, graphic format.

Task 2.3 Deliverables: Downtown Strategic Master Plan Framework Diagram

Task 2.4 – Meeting Window #3: Framework and Recommendations Review

MIG will travel to Greensboro to conduct creative community outreach and present the Vision and Guiding Principles, Preliminary Recommendations, and Strategic Master Plan Framework to relevant stakeholders and decision-makers. Engagement activities will include the following:

- A “Community Drop-In Center” with interactive display boards set up in an available Downtown space (MIG will facilitate the initial drop-in event and train DGI/City staff to facilitate additional sessions so that community members have multiple opportunities to weigh-in on the Framework and Recommendations materials)
- A Study Session with the Greensboro City Council and/or Planning Board
- Focus groups check-ins with key stakeholder groups

Task 2.4 Deliverables: Materials for Community Drop-In Center, Materials for the City Council/Planning Board Study Session, materials for focus groups check-ins

Task 2.5 – Funding and Implementation Strategy

The MIG Team will draft a strategy memo that identifies market segments, necessary public investments, and the best use of available public resources. We will also create a detailed implementation strategy that catalogues the plans, policies and programs necessary to implement the Downtown Master Plan. This memo will be incorporated into the Strategic Master Plan document.

Task 2.5 Deliverables: Funding and Implementation Strategy Memo

Task 1.7 Deliverables: Draft and final survey questions, weblinks, data analysis and a summary of key findings

Task 1.8 – Existing Conditions Scan

The MIG Team will analyze and summarize existing conditions information, as well as community feedback collected during Tasks 1.1 through 1.7, and create a highly graphical and succinct Existing Conditions Scan. The report will be used to inform the Downtown Master Plan vision, framework and recommendations. The report will cover the following topics:

- Downtown Greensboro history and context
- Demographics and population trends
- Land use and economic context
- Urban design and character
- Transportation and circulation
- Identity and sense of place

Task 1.8 Deliverables: Draft and Final Existing Conditions Scan

Task 1.9 – Vision and Guiding Principles

Based on the Existing Conditions Scan and community vision input collected throughout Phase 1, the MIG Team will draft a Vision Statement and a set of Guiding Principles to help form the Preliminary Recommendations and Downtown Master Plan Framework in Phase 2. MIG will work closely with DGI and City staff to refine the Vision and Guiding Principles, which will be vetted by the community during Meeting Window #3.

Task 1.9 Deliverables: Draft and Final Vision and Guiding Principles

Phase 2: Framework and Recommendations

Task 2.1 – Digital Team Charrette

The MIG Team will facilitate a 3-hour digital charrette with DGI and City staff to identify initial recommendations and catalytic projects for Downtown. MIG will set up a screen-share and use Google Earth to explore different sites and concepts within the planning area. Concepts identified during the charrette will be incorporated into the Preliminary Recommendations Memo (Task 2.2).

Task 2.1 Deliverables: Charrette materials

Task 2.2 – Preliminary Recommendations

The MIG Team will develop preliminary recommendations, based on the Existing Conditions Scan (Task 1.8), Vision and Guiding Principles (Task 1.9), Digital Team Charrette (Task 2.1), and best practices research. The recommendations will be compiled into a succinct draft framework that will serve as the basis for Task 2.3.

- Conduct a series of “pop-up” intercept surveys with community members in active public places or at community events such as farmers markets or a Grasshoppers baseball game
- Work with DGI to set up a “storefront engagement” display to help publicize the Downtown Master Plan effort

Task 1.4 Deliverables: Team visioning session materials, stakeholder/focus group materials, intercept survey materials, Meeting Window #1 Summary

Task 1.5 – Outreach Toolkits

The MIG Team will develop a kit of materials so that pop-up outreach activities can continue between Meeting Windows. MIG will train community leaders (such as neighborhood association and advocacy group leaders, youth council members, university students, etc.) to conduct outreach in a variety of settings. Specific materials will be developed in consultation with DGI and City staff, and could include the following:

- PDFs of poster boards with interactive visioning activities to be used at local events and in public spaces
- A handout with information about the project and opportunities to be involved
- Talking points for facilitators to teach community members about the process
- A series of questions for facilitators to use in smaller group outreach settings
- Flyers/posters to display in Downtown business windows to inform community members about the process

Task 1.5 Deliverables: Outreach Toolkit

Task 1.6 – Meeting Window #2: Streetscapes and Downtown

For Meeting Window #2, MIG will travel to Greensboro during the Streetscape Master Plan’s Meeting Window #4 to ensure that the vision and concepts for both plans are fully coordinated. Activities conducted during this Meeting Window will include:

- A Streetscape Alternatives and Downtown Vision Workshop, which will focus primarily on the Streetscape Master Plan, but will include targeted engagement and opportunities for input on the Downtown Master Plan
- A Joint Streetscape/Downtown Team Charrette to identify ways for Downtown Plan concepts to support the Streetscape Master Plan, and to establish a shared vision for the planning area

Task 1.6 Deliverables: Downtown Master Plan workshop materials, joint team charrette materials, Meeting Window #2 Summary

Task 1.7 – Joint Streetscape Online Survey

MIG will partner with the Streetscape Master Plan team to include Downtown visioning questions in the Streetscape Alternatives Survey. The survey will focus on the Streetscape Master Plan, but the additional Downtown questions will provide an opportunity to maximize utility of the survey for both processes. It will also serve as a joint-outreach effort that illustrates coordination and overlap between the processes.

The Outreach Plan will include:

- A description of all outreach activities
- A schedule of events
- Process and timing for releasing project materials
- Team roles for implementation of the Community Outreach Plan

Task 1.2 Deliverables: Draft and Final Community Outreach Plan

Task 1.3 – Basemapping

The MIG Team will develop a series of maps that identify existing strengths and amenities, development constraints, and locations for catalytic development activity or investment anchors. This task will include efficiencies by building on the mapping already completed for the Streetscape Master Plan project where possible. The maps will serve as a foundation for the strategies and recommendations to be developed during subsequent phases of the project. MIG will work with DGI and City to identify the specific maps and data to represent. Potential maps could include, but may not be limited to:

- Land use and zoning
- Building footprints and urban design characteristics
- Multi-modal transportation and circulation
- Parks and open space
- Vacant and underutilized land, ownership patterns, and potential for assembly of parcels
- Demographics

Task 1.3 Deliverables: Series of existing conditions basemaps

Task 1.4 – Meeting Window #1: Kick-Off and Visioning

Note: The project will be organized around a series of “Meeting Windows”, during which the MIG Team will travel to Greensboro and conduct a range of activities over an intensive period of two to three days. In between the Meeting Windows, phone calls, electronic communications, and virtual team “charrettes” will be used to advance ideas, tools, strategies and products, and to prepare for the next Meeting Window in the series.

For Meeting Window #1, the MIG Team will travel to Greensboro to kick off the Downtown Strategic Master Plan process. The purpose of this session will be for MIG to meet with the Downtown Greensboro team, collect on-the-ground information, and conduct a series of visioning activities with community members. During this Meeting Window, the MIG Team will:

- Tour the project area and collect information
- Facilitate a team visioning session to discuss project schedule, deliverables, and brainstorm initial concepts and opportunities for Downtown Greensboro
- Conduct interviews and focus groups with key stakeholders (to be identified by DGI and City staff)



Greensboro Downtown Strategic Master Plan

Draft Scope of Work

The City of Greensboro, North Carolina is currently undertaking a Downtown Streetscape Master Plan to identify opportunities and constraints for its rights-of-way and to develop design guidelines for construction documents to implement improvements including new sidewalks, landscaping, and lighting.

MIG understands that Downtown Greensboro, Inc. (DGI) and its partners, including the City of Greensboro and other agencies, private groups and non-profit parties, are seeking to develop a Downtown Strategic Master Plan. This plan would leverage the work currently underway in the Streetscape Master Plan, while cultivating an overarching Vision and Strategic Action Plan for Downtown. The Downtown Strategic Master Plan schedule is designed to dovetail with the Streetscape Master Plan work now underway, in order to leverage the visioning, framework and analysis done as part of that effort.

MIG is pleased to present this draft scope of work to inform discussions with DGI and relevant partners. **We anticipate that this scope will be refined** in collaboration with DGI and City staff, including the outlining of plan deliverables in greater detail, prior to finalizing a contract.

Draft Scope of Work

Phase 1: Discovery, Visioning and Analysis

Task 1.1 – Document and Data Review

The MIG Team will review existing documents, data, and previous plans, including the 2002 City Center Plan, 2010 Downtown Area Consolidated Plan, and 2010 Economic Development Strategy. MIG will also compile a Data Request List for any necessary additional data sources that have not already been identified by the Streetscape Master Plan process.

Task 1.1 Deliverables: Data Request List

Task 1.2 – Community Outreach Plan

Early in the process the MIG Team will develop a brief Community Outreach Plan to guide stakeholder and community engagement, taking into account the outreach already underway with the Streetscape Master Plan. The approach will focus on approaches to engagement outside of traditional community workshop processes, and will have an emphasis on reaching out to the neighborhoods adjacent to and surrounding Downtown. This may include on-street intercept surveys, online surveys, storefront exhibitions, participation in already scheduled events (such as local festivals), and specific meetings and focus groups with business and property owners, neighborhood organizations, faith-based groups, community advocates and more.



Susan passed away from cancer in 2016, and it would be an unparalleled opportunity to honor her legacy by helping **Downtown Greensboro live up to its full potential**. Together we will all create a bright and prosperous future for the entire Greensboro community. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, reading "Chris Beynon".

Chris Beynon
Chief Development Officer

A handwritten signature in black ink, reading "Lilly Jacobson".

Lilly Jacobson
Project Manager

Proposal contents included in the remainder of this proposal package are the following:

- Draft Scope of Work
- Draft Process Schedule
- Draft Fee Proposal
- Letters of Recommendation

Greensboro Downtown Strategic Master Plan

M I G
DRAFT PROCESS SCHEDULE
April 2018

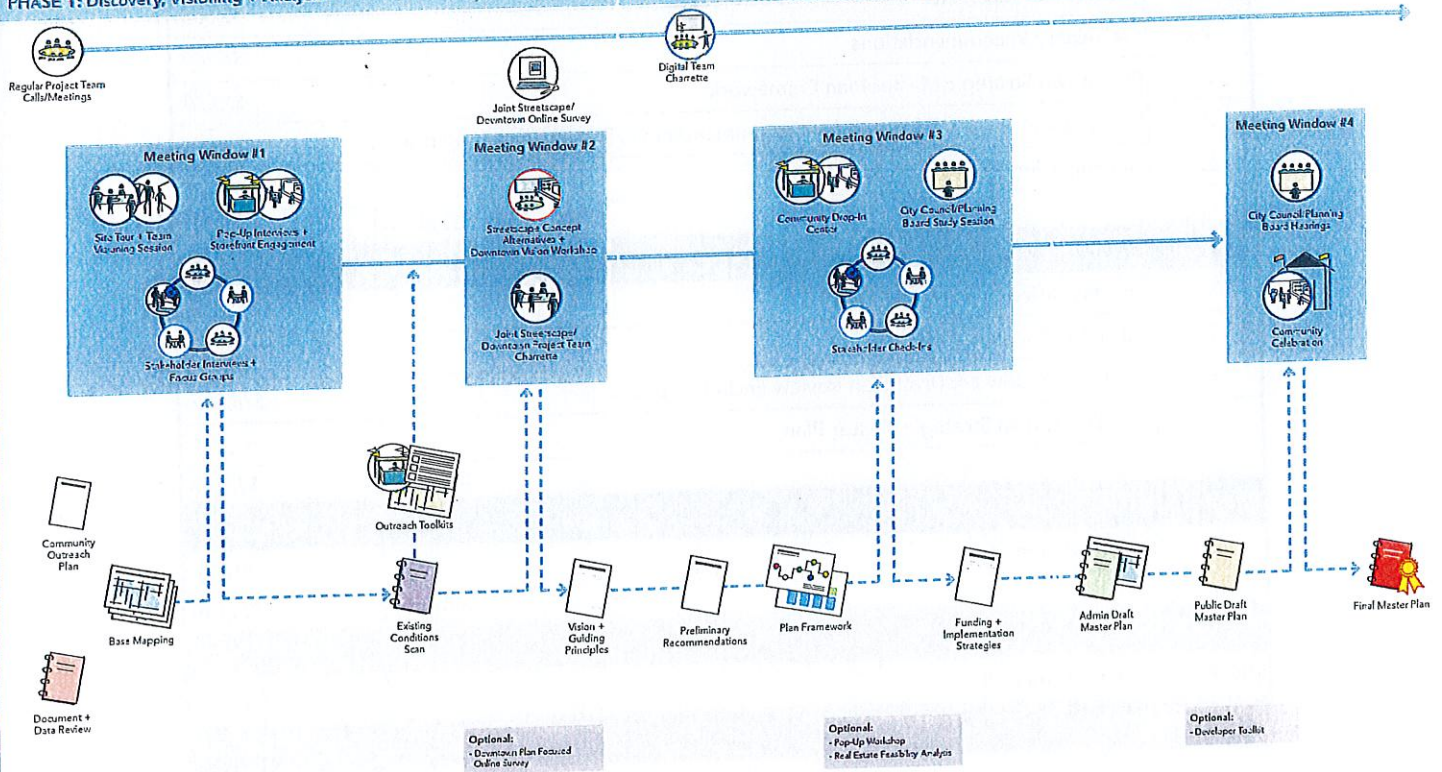
PHASE 1: Discovery, Visioning + Analysis

PHASE 2: Framework + Recommendations

PHASE 3: Downtown Strategic Master Plan

PUBLIC PARTICIPATION
AND STAFF COORDINATION

PLANNING, DESIGN, ANALYSIS AND DELIVERABLES



MAY - JULY 2018

JULY - SEPTEMBER 2018

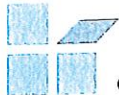
SEPTEMBER 2018 - JANUARY 2019

draft fee proposal

April 2018

MIG		MIG Totals
Phase 1: Discovery, Visioning, and Analysis		
1.1	Document and Data Review	\$1,710
1.2	Community Outreach Plan	\$2,290
1.3	Basemapping	\$3,180
1.4	Meeting Window #1: Kick-Off and Visioning (including prep)	\$15,925
1.5	Outreach Toolkits	\$3,910
1.6	Meeting Window #2: Streetscapes + Downtown (including prep)	\$7,915
1.7	Joint Streetscape Online Survey	\$2,450
1.8	Existing Conditions Scan	\$9,105
1.9	Vision + Guiding Principles	\$4,790
Subtotal		\$51,275
Phase 2: Framework and Recommendations		
2.1	Digital Team Charrette	\$2,605
2.2	Preliminary Recommendations	\$6,780
2.3	Downtown Strategic Master Plan Framework	\$5,870
2.4	Meeting Window #3: Framework + Recommendations Review (including prep)	\$14,620
2.5	Funding + Implementation Strategy	\$6,040
Subtotal		\$35,915
Phase 3: Downtown Strategic Master Plan		
3.1	Administrative Draft Master Plan	\$16,735
3.2	Public Draft Master Plan	\$8,420
3.3	Meeting Window #4: Draft Plan Review (including prep)	\$16,200
3.4	Final Downtown Strategic Master Plan	\$7,690
Subtotal		\$49,045
Phase 4: Project Management		
4.1	Project Management	\$10,020
Subtotal		\$10,020
SUBTOTAL		\$146,255
MIG Direct Costs (estimated)		\$10,000
GRAND TOTAL		\$156,255

OPTIONAL TASKS		Estimated Additional Costs
Phase 1 Optional Subtasks		
O.1.1	Downtown Plan Focused Online Survey (in place of Joint Streetscape Online Survey)	\$8,000
Phase 2 Optional Subtasks		
O.2.1	Pop-Up Workshop (during Meeting Window #3)	\$12,000
O.2.2	Real Estate Feasibility Analysis	\$20,000
Phase 3 Optional Subtasks		
O.3.1	Developer Toolkit	\$6,000



Charlotte CENTER CITY Partners

To Whom It May Concern:

Charlotte has a deep history of planning and design for its Center City going back nearly half a century. The Charlotte Center City 2020 Vision Plan continues this rich tradition by setting forth a bold, visionary action plan that will help to transform downtown Charlotte in the coming years.

The 2020 Vision Plan was developed by MIG, Inc., in partnership with a multi-agency client partnership – the City of Charlotte, Mecklenburg County, and Charlotte Center City Partners. MIG principals Daniel Iacofano and Chris Beynon were essential in helping to guide this partnership and the greater community toward a successful plan. In particular, their ability to broker support from a broad range of the community and be truly context-sensitive – and not bring boiler-plate solutions to our city – was critical to the plan's success.

MIG are exceptional urban planners and designers. Daniel, Chris and their team crafted innovative transformative strategies and catalytic area designs that will synergize public investment and private development. The Center City 2020 Vision Plan's strategic frameworks, clear narrative, and beautiful graphics combine to create a compelling, easy to understand document.

What sets MIG apart from most planners, however, is their profound understanding that cities can only thrive if they are economically healthy. They do not design for design's sake. Instead, MIG's focus was on creating implementable "quick wins" in the short term and feasible long term solutions to result in tangible change for Charlotte.

I strongly recommend hiring MIG for any planning project where the goal is to revive and create real change in an urban environment. If you would like to learn more about our experience with MIG, and Mr. Iacofano and Mr. Beynon in particular, do not hesitate to contact me at 704-332-9576.

Sincerely,

Michael J. Smith
President and CEO

ADDRESS

200 South Tryon Street, Suite 1600, Charlotte, NC 28202

PHONE

704.332.2227

FAX

704.342.1233

WEB

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Boston
Redevelopment
Authority

CITY HALL 9TH FLOOR 1 CITY HALL SQUARE BOSTON, MA 02201 617.722.4300

To Whom it May Concern:

I am pleased to write this letter of recommendation for MIG's urban planning and design services. Their commitment to excellence in urban design, dedicated work ethic, and ability to produce implementable and realistic plans make them the candidate of choice for downtown and center-city focused planning efforts.

Chris Beynon and his team from MIG worked closely with the City of Boston, the Boston Redevelopment Authority, a team of multi-disciplinary consultants and community stakeholders to shape and direct a branding, identity and urban design strategy for Boston's Downtown Crossing. As the lead urban designers on the project, MIG was able to integrate the language of urban design into strategic retail planning, pedestrian modeling, transportation, and marketing/ branding. The firms' expertise in outreach and public participation brought together a diverse group of stakeholders, including elected officials, news media, residents, local and national merchants, property owners, and the design community, resulting in a complete buy-in of the project. Chris also did an outstanding job of bringing one cohesive voice to the international team of consultants that were spread across different time zones and professional skill-sets.

MIG's ability to respond to tight deadlines while offering intelligent and innovative ideas was instrumental to the branding and identity strategy's success. The plan's comprehensive and inclusive approach is rooted in an honest evaluation of contextual realities, in-depth analysis, and thoughtful synthesis of the facts and perceptions—resulting in a believable and achievable vision. Additionally, the blending of planning for public infrastructure improvements and identifying private financing opportunities played a critical role in the plans endorsement and adoption by the City.

Once again, I highly recommend the urban planning and design services of MIG. Should you have any questions or would like to hear more about MIG's role in shaping Boston's Downtown Crossing neighborhood, please feel free to contact me at (617) 918-4379.

Sincerely,

Andrew Grace
Senior Project Manager/ Urban Designer
Boston Redevelopment Authority



DOWNTOWN
DALLAS INC

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Chair of the Board
David Lind
Corgan Associates, Inc.

President/CEO
John F. Crawford
Downtown Dallas Inc.

Executive Committee:

Brian Bergersen
Spectrum Properties

Dan Blizzard
A.H. Belo Corporation

Doug Chesnut

Larry Good
Good Fulton & Farrell

Jim Grear
Oncor Electric Delivery

Charles Gummer
Comerica Bank

Ted Hamilton
Hamilton Properties

Holly Reed
AT&T

Randy Robason
Grant Thornton

Jon Ruff
Spire Realty Group

Kristi Sherrill Hoyl
Baylor Health Care System

Shelle Sills
Neiman Marcus Downtown

Jim Truitt
Forest City Residential, Inc.

Ex-Officio:

The Honorable Dan Branch
Texas House of Representatives
District 108

The Honorable Royce West
Texas State Senate
District 23

To Whom It May Concern:

The City of Dallas and Downtown Dallas, Inc. (DDI) have just commenced the implementation of two transformative projects for the city's core, both led by MIG, Inc. Downtown Dallas 360, an action-oriented development plan, and the Main Street District Retail Activation Strategy are pivotal in our continued work to guarantee the economic vitality, vibrancy and sustainability of Downtown. Based on our experience with these two projects, **we enthusiastically recommend MIG, Inc.**

Downtown Dallas 360 is a strategic development plan focused on transit-oriented development, vibrant streets and public spaces, urban design, growth and diversification of housing, and parking reformation. It identifies catalyst areas, ensures improved connectivity, and prioritizes future public and private investment, including a 2012 bond referendum.

The Main Street District Retail Activation Strategy, a coordinated but separate initiative, is a near-term action plan to build on existing momentum and transform Downtown's retail core. It aims to create a retail and entertainment center that is a contiguous, defined area tenanted with a precise mix of shops, restaurants and creative venues. While tenancing strategies are included, the strength of the Strategy lies in its block-by-block, storefront-by-storefront, granular analysis of design interventions and activation tactics. The plan serves as a guidebook for public and private development and details vision and brand, design standards, prioritized spaces, and a specific materials palette. The Strategy also addresses all aspects of great urban design, from façades, sidewalk cafes and open space to street furnishings, streetscape improvements and creative vending.

MIG's visionary leadership and creative design has been integral to the momentum and success of these transformative projects. MIG was selected for both projects by a team consisting of City of Dallas, DDI and private sector representatives because of their extensive experience in dense urban environments and downtown-specific plans. The selection committee comprehensively examined MIG's work in Downtown Denver, Downtown Los Angeles, Downtown Anchorage and other cities and found the level of expertise unparalleled. Because of their significant downtown experience, MIG understands the environment in which public and private entities (including Downtown Management Organizations) must work together and how to leverage the strengths on both sides.

Throughout the 360 and Retail Strategy processes we were continually impressed with the ability of the MIG team to build consensus, both within City Hall and in the private sector. Through an inclusive process, countless City departments were active participants.



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The Mayor, City Council members and City Managers are engaged like never before. The private sector now looks to MIG for leadership and counsel on key decisions in the further development of our Downtown. And the community, Downtown residents and other key interest groups were provided a meaningful forum to express their opinions and ideas.

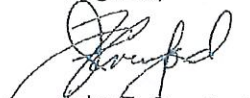
MIG does not hesitate to bring "big ideas" or broach "out of the box" concepts. With a detailed level of area market knowledge easily comparable to any local company, their fresh ideas and apt presentation skills have already shifted mindsets across the board. Our Public Works and Transportation department now recognizes the benefit of "complete streets" ideals; developers who for years have been sitting on underutilized land now see potential for activation; and both the public and private sides realize that parking in an urban environment (particularly one with a reliant "car culture") will take innovative solutions to be successful. These are just a handful of examples of the change brought about by MIG, even before plan adoption.

Furthermore, the firm offers tremendous technical expertise on a wide range of planning issues. MIG's profound knowledge extends into the complex urban retail realm, understanding how to create successful environments in which shops, restaurants and entertainment venues can thrive. They have examined our entire transit system, and have been instrumental in decisions related to future transit initiatives such as a second light rail alignment and streetcar system. They have planned an entire open space network for Downtown Dallas, as well as pedestrian connections and street classifications. Economic analysis has been conducted, funding strategies assembled and implementation tactics created.

Finally, from a day-to-day perspective, MIG's client service is outstanding. Not only are milestones achieved on time and on budget, but also flexibility within the process allows the project management team to be nimble and respond quickly to the demands of many voices. MIG's consistent interaction with City and DDI staff, both during and between site visits, is essential.

With a holistic approach, MIG has led our city in the development of a roadmap that will take Dallas well into the 21st century with success. Their work will guide DDI's workplan and the City's resource allocation for not only the next year, but well into the next decade with the confidence that the right path has been chosen. We recommend, with full confidence, MIG for work to better your community.

Regards,



John F. Crawford
President & CEO