

CITY MANAGERS' DESIGN ACADEMY

NOTE: This version of the CMDA report has been edited to include only the pages relevant to and featuring the Hayward Case Study. An unedited copy of the report including the other cities' case studies listed in the table of contents on pages 6-21 is available on request.

KANSAS CITY, MISSOURI

November 1-3, 2017

FINAL REPORT

American
Architectural
Foundation

Presenting Sponsors

The Edward W. Rose, III Family Fund
of The Dallas Foundation



“The experience provided me an opportunity to step away from my day-to-day work, which allowed me to be more thoughtful and strategic about my community’s design challenge.”

- Kelly McAdoo, City Manager,
Hayward, California



“The managers are enormously knowledgeable about how to get projects done in their communities and thoughtful about deployment of their time, resources, and political capital. Where the discussions were most interesting and engaging for me was in the very goals and the nature of their projects, where through dialogue we arrived at the essence of each project.”

- Elissa Hoagland Izmailyan
HR&A Advisors, Inc.

AMERICAN ARCHITECTURAL FOUNDATION

City Managers' Design Academy Overview



The American Architectural Foundation's Center for Design & the City supports civic leaders tackling issues related to the design of the built environment and the communities they serve. Through technical assistance and leadership development engagements, the Center's programs offer peer-to-peer problem solving and life-long learning opportunities that provide civic leaders with advisory from premier multi-disciplinary designers and practitioners. To date, the Center has served more than 1600 local leaders in over 300 U.S. cities, and AAF has developed a firsthand understanding of the best ways to provide resources and support to leaders as they give shape and form to their evolving communities.



In 2015, AAF launched the City Managers' Design Academy to support U.S. city managers in the stewardship and maintenance of the places they serve. This program offers opportunities to engage in workshops intended to strengthen city managers' design leadership skills and support for the development of ongoing projects; downtown commercial and residential revitalization, multi-modal transportation, affordable housing, waterfront redevelopment, and green infrastructure implementation. City managers learn from peers and top multi-disciplinary designers as well as contribute valuable lessons that they have learned when solving complex financial, stakeholder engagement, and process implementation challenges.



Former Dallas City Manager Mary Suhm inspired the idea for this program when she witnessed the transformative effect that the Mayors' Institute on City Design had on three Dallas mayors she worked with. Mary voiced, "We need one of these for city managers!" and thus, upon her 2014 retirement from the City of Dallas, AAF engaged Mary as the Center for Design & the City's Senior Fellow where she advises the development and implementation of the City Managers' Design Academy with AAF staff.

Program Process

The City Managers' Design Academy (CMDA) takes place over 3 days, providing for up to 6 city managers the opportunity to present specific design challenges from their cities. City managers receive feedback from peers as well as from a multi-disciplinary design team comprised of renowned professionals working throughout the U.S. These experts share best practices in planning, development, and implementation that respond to the challenges brought forth by the city managers.

Prior to CMDA, AAF staff conduct a site visit with each city manager to prepare



for the 3-day experience. During the site visit, AAF staff and the city manager discuss current municipal challenges that might be considered for presentation at CMDA. At CMDA, the experience begins with an early evening presentation, followed by a reception and dinner. This provides a relaxed opportunity for participants to meet and informally discuss their projects. On days two and three, city managers present their case study challenges, and each design team member presents innovative solutions that best address the challenges presented by the city managers. Through facilitated discussion, fellow city managers and designers analyze the presented challenges, provide feedback, and share complimentary best practices. During breaks, participants explore the host city's latest downtown revitalization projects through tours and meetings with local professionals responsible for implementing and maintaining transformative projects. Through discussion, working meals, informal receptions, and overnight stays, AAF provides an intimate and collegial format for CMDA participants, allowing for trust building and reflective moments that stimulate productive outcomes.

2015 - 2017 program year alumni include: Brad Miyake of Bellevue, WA; Jane Brautigam of Boulder, CO; Greg Porter of Cedar Hill, TX; Ron Carlee (formerly of Charlotte, NC); Tanisha Briley of Cleveland Heights, OH; T.C. Broadnax of Dallas, TX (formerly of Tacoma, WA); Peggy Merriss of Decatur, GA; Scott Sanders of Des Moines, IA; Mike Van Milligen of Dubuque, IA; Jon Ruiz of Eugene, OR; Darin Atteberry of Fort Collins, CO; Lee Feldman of Fort Lauderdale, FL; David Cooke of Fort Worth, TX; Mary Bunting of Hampton, VA; David Biggs of Hercules, CA; Mick Berry of Catawba County (formerly of Hickory, NC); Troy Schulte of Kansas City, MO; Betsy Fretwell of Las Vegas, NV; Donna Barron of Lewisville, TX; Pat West of Long Beach, CA; Chris Brady of Mesa, AZ; Jim Keene of Palo Alto, CA; Jim Twombly (formerly of Tulsa, OK); Clay Pearson of Pearland, TX; Ruffin Hall of Raleigh, NC; Paul Arevalo of West Hollywood, CA; and Bob Layton of Wichita, KS.

The City Managers' Design Academy is made possible through generous gifts from The Edward W. Rose, III Family Fund of The Dallas Foundation, Siemens Corporation, and Cigna.



TABLE OF CONTENTS

AMERICAN ARCHITECTURAL FOUNDATION

City Managers' Design Academy



City Managers' Case Studies

Edina, Minnesota:
Developing the Grandview Green 7

Goodyear, Arizona:
Wellspring Park Redevelopment 14

Hayward, California:
South Hayward Family Center & Tennyson Park Visioning Project 22

Agenda 30

Participant Biographies 32





HAYWARD, CALIFORNIA

South Hayward Family Center & Tennyson Park Visioning Project



CASE STUDY

HAYWARD, CALIFORNIA

South Hayward Family Center & Tennyson Park Visioning Project

The City of Hayward case study for the 2017 City Managers Design Academy is the South Hayward Family Center and Tennyson Park Visioning Project. The project area is the mid-section of a segment of the City's South Hayward area called the Tennyson Corridor. The Tennyson Corridor—running east-west along Tennyson Road between Interstate 880 and Mission Boulevard—has been identified by Hayward City Council as a strategic priority area for public service improvements, community development, and new public and private investment consistent with Council priorities of Complete Streets and Complete Communities. The City has identified and is working to develop new ways of approaching the project area from land-use planning, finance, governance, and community and economic development standpoints to fully unlock the corridor's potential as a catalyst for redevelopment of the surrounding neighborhood.

Anchoring the west side of the corridor is Tennyson Park and the deteriorating Eden Youth and Family Center, publicly owned facilities adjacent to the Park, and the new South Hayward Family Center. As depicted on accompanying maps and illustrations, Eden Youth and Family Center is located on 2.5 acres of city-owned property on a prominent corner at Tennyson and Ruus roads. The Center comprises the former elementary school campus previously owned by the Hayward Unified School District. Immediately to the south is the Matt Jimenez Community Center on a one-acre parcel. Previously owned and operated by the nonprofit Boys and Girls Club, the Matt Jimenez Community Center property and facility are now owned by the City and operated by the Hayward Area Recreation and Park District (HARD), a separate governmental agency that provides youth recreation programming. Approximately \$16.8 million has been raised and committed toward the anticipated \$32 million cost of demolishing the Eden Youth and Family Center and constructing the proposed 35,000-square-foot

South Hayward Family Center. Preliminary site plans have been developed for Tennyson Park, showing the possible location for the new center (see included map), and a general building program has been developed for the new center.

The City's challenge and opportunity are to determine how to make the greatest use of the publicly owned facilities and land in and adjacent to Tennyson Park, and how to potentially involve, incorporate, and leverage adjoining and nearby private and public property to achieve broader Council objectives for the Tennyson Corridor. Tennyson Park encompasses 9.64 acres, bordered by Tennyson and Russ roads, Panjon Street, and Huntwood Avenue. The Park contains basketball courts, a baseball and softball field, a skate park, and open space and comprises five separate parcels; three owned by HARD and two by the City of Hayward. The Tennyson Road frontage east of the Eden Youth and Family Center is home to under-performing, privately owned commercial properties. The properties negatively impact the Park by cutting off view corridors from Tennyson Road, creating a sense of isolation and safety concerns for park users.

One approach under consideration is to create economic value and help close the project funding gap by repurposing the 2.5-acre site at Tennyson and Ruus Roads for development after the Eden Youth and Family Center is razed. A land swap is underway with HARD to create a suitable location within Tennyson Park for construction of the new South Hayward Family Center and to consolidate the city-owned and HARD-owned Tennyson Park parcels in a more logical way. Given the under-performing Tennyson Road frontage buildings and their impact on the Park, the City wants to think more expansively and consider a more comprehensive vision that considers these properties and beyond. Across Tennyson Road are privately owned retail properties with

HAYWARD, CALIFORNIA

shallow setbacks in front of low-rise multi-unit housing. Public assets in the vicinity include the South Hayward District police offices and Hayward's innovative new Firehouse Clinic, a facility that co-locates a primary care health clinic on the grounds of a new fire station.

The broader development and planning idea for the South Hayward Family Center and Tennyson Park Visioning Project is for a higher density, transit-oriented development (TOD), given its proximity to the South Hayward Station of the regional Bay Area Rapid Transit (BART) rail system and access to regional and local bus service. (Riders experience a 30-minute train ride from the South Hayward BART station to downtown San Francisco). Within a mile radius, several multi-family residential projects have been completed or are in the development pipeline including Cadence Place and Alta Mira Senior and Family Apartments, award-winning projects of market-rate and subsidized affordable apartments. Built by a private equity developer and a Hayward-based nonprofit affordable housing developer on a former satellite BART parking lot across from the South Hayward Station, Cadence Place, with 206 Class A market-rate one- and two-bedroom apartments, and Alta Mira, with 86 apartments for families and 64 apartments for seniors, together have created a multi-generational, economically diverse community of apartment living that is the full expression of TOD in the Bay Area and the Complete Communities concept.

Questions City Managers' Design Academy Participants Considered Include:

- What is the highest and best use of the former Eden Youth and Family Center? How might the City leverage development on this site to create an income stream for the operations of the new South Hayward Family center or capital funds to pay for the Center's construction?
- What financing strategies might the City consider for the project area in California's post-redevelopment era?
- What transportation and circulation routes would help to make the area more conducive to pedestrians, cyclists, and public transit riders as well as drivers?
- How can the City encourage pedestrian access to the BART station?
- How can the City "open up" Tennyson Park to create better view corridors and a stronger sense of safety for park patrons?

Final Recommendations

Defining Development Goals for Tennyson Park

- Ask the neighborhood; what neighborhood services are missing within the area that could be incorporated on this parcel, e.g. community gardening, groceries, banking services, etc.?

Safety and Security

- Open-up the view corridors, where possible, from the park to Tennyson Road.
- Consider a land swap or another method to put the planned community center on the east side of the park. This orientation will allow for "eyes on the park" for safety and security from both the east and west sides.

Park Lay-Out and Open Space

- Solve current organizational issues with the new park plan.
 - Explore designing buildings that can be reinvented over time where there are not such single-purpose buildings and are more generic space; create a volume that can evolve over time.
 - Bring public spaces to the street; on all edges of the block and especially near retail to welcome people to the park space.
 - Reorganizations in the current plan to consider (as illustrated by drawings on pages 26-30):
 - o Rotate the proposed community center 90 degrees and site adjoining the west boundary of the park. This may create the opportunity for indoor / outdoor transitional spaces.
 - o Combine the disparate onsite parking areas into one consolidated parking area.
-

HAYWARD, CALIFORNIA

o Reevaluate sports programming: are two soccer fields better than one soccer and one baseball? Can the soccer and baseball fields coexist in the available footprint? Should outdoor basketball courts be incorporated?

City as Lead Developer

- Take the lead on a master planning process for the entire site.
- Consider acquiring the two existing buildings northwest of the community center site to connect to Tennyson Road.
- Consider taking ownership of all current retail parcels, and do a ground lease with a developer to incorporate a few mixed-use buildings along Tennyson Road that would give views of the park and retail amenities on the ground floor through an extension of the park's green network.

Transportation Connections

- Ensure access off Tennyson Road from the retail and plaza areas.
- Keep local bus service / connections to BART in mind when drawing pedestrian and bicycle connections throughout the site.
- Consider a bike path through the center of the park that would connect Tennyson Road to the neighborhood south of the park. The path would also provide connections from the buildings on the northwest part of the park to the tot lot and accessible playground.
- Keep all street parking around the site.

Programming the Northwest Corner

- For now, leave the northwest corner of the parcel alone and open to accommodate changing community demographics and new resident needs.
- In the meantime, consider temporary uses for the corner parcel such as food-related retail; food trucks / farmer's market.

- In the long-term, consider a small grocery store with a pharmacy; mixed retail that accommodates the needs of families who will be a primary user of the community center.

Best Practices:

- **Taller Puertorriqueño (Philadelphia, PA):** A Latino arts and cultural programming nonprofit neighborhood center that hosts community-based outreach and educational events. www.tallerpr.org



- **Artspace (projects nationwide):** A nonprofit developer of affordable space that meets the needs of artists through the adaptive reuse of historic buildings and new construction. www.artspace.org



HAYWARD, CALIFORNIA



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HAYWARD, CALIFORNIA



AGENDA

WEDNESDAY, NOVEMBER 1, 2017

- 3:00 pm Gather in Hotel Phillips lobby for tour departure
- 5:30 pm Return to Hotel Phillips
- 7:00 pm Gather in Hotel Phillips lobby to depart for dinner at
Extra Virgin by Michael Smith
- 7:30 pm Dinner at Extra Virgin by Michael Smith
Remarks by AAF and the City of Kansas City, MO
- 9:30 pm Return to Hotel Phillips

THURSDAY, NOVEMBER 2, 2017

- 8:00 am Gather in Hotel Phillips lobby to depart for the Black
Archives of Mid-America Meeting Venue
 - 8:30 am Continental breakfast at the Black Archives of Mid-America
 - 9:00 am Welcome and Opening Remarks
 - 9:30 am Resource Team Member Presentation:
Elissa Hoagland Izmailyan, HR&A Advisors, Inc.
 - 10:00 am City Manager Presentation: Brian Dalke, Goodyear, AZ
 - 11:40 am Break
 - 11:50 am Resource Team Member Presentation:
David Chilinski, Prellwitz Chilinski Associates
 - 12:30 pm Lunch Break
 - 1:30 pm Walking Tour of Urban Youth Baseball Facility, Jazz Museum
 - 3:00 pm Resource Team Member Presentation:
Lora Byala, Foursquare ITP
 - 3:30 pm City Manager Presentation: Scott Neal, Edina, MN
 - 5:10 pm Break / Return to Hotel Phillips
 - 7:00 pm Gather in Hotel Phillips lobby to depart for dinner via
streetcar
 - 7:30 pm Dinner at Pierpont's at Union Station
 - 9:00 pm Return to Hotel Phillips
-

HOTEL

Hotel Phillips Kansas City
106 West 12th Street
Kansas City, Missouri 64105
916.221.7000

OPENING DINNER VENUE

Extra Virgin by Michael Smith
1900 Main Street
Kansas City, Missouri 64108
816.842.2202

11/2 MEETING SPACE

Black Archives of Mid-America
1722 East 17th Terrace
Kansas City, Missouri 64106
816.221.1600

11/2 DINNER VENUE

Pierpont's at Union Station
30 West Pershing Road
Kansas City, Missouri 64108
816.221.5111

11/3 MEETING SPACE

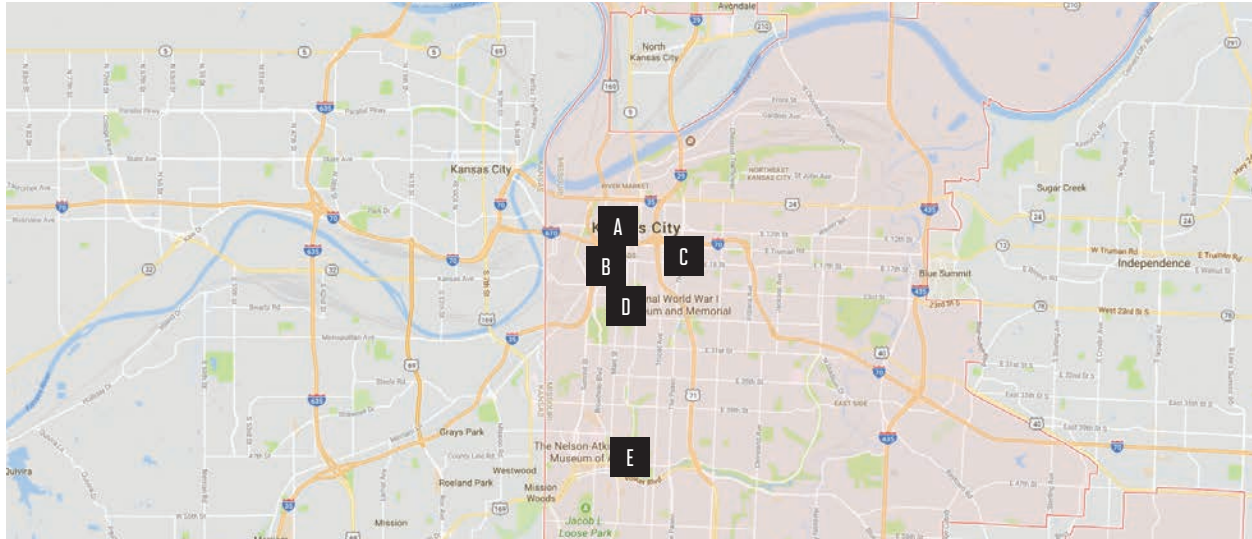
Kauffman Conference Center
4801 Rockhill Road
Kansas City, Missouri 64110
816.932.1050

AGENDA

FRIDAY, NOVEMBER 3, 2017

If you plan to depart on Friday, please check-out prior to 8:00 am.

- 8:00 am Gather in Hotel Phillips lobby to depart for the Kauffman Conference Center Meeting Venue - Troost Room
- 8:30 am Continental breakfast at Kauffman Conference Center
- 9:00 am Recap of Day 1 / Introduction of Day 2
- 9:15 am Resource Team Member Presentation:
Silvia Vargas, Silvia E. Vargas - Community Planning, LLC
- 9:45 am City Manager Presentation: Kelly McAdoo, Hayward, CA
- 11:25 am Resource Team Member Presentation:
Garrett Avery, AECOM
- 12:00 pm Lunch
- 12:30 pm Local Philanthropy Roundtable
- 1:30 pm Reflections and Wrap-Up
- 2:30 pm Design Academy Conclusion



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|--|---|
| <p>A Hotel Phillips Kansas City
106 West 12th Street</p> | <p>D Pierpont's at Union Station
30 West Pershing Road</p> |
| <p>B Extra Virgin by Michael Smith
1900 Main Street</p> | <p>E Kauffman Conference Center
4801 Rockhill Road</p> |
| <p>C Black Archives of Mid-America
1722 East 17th Terrace</p> | |

PARTICIPANTS

City Managers' Design Academy

CITY MANAGERS

Scott Neal

City of Edina, Minnesota

Brian Dalke

City of Goodyear, Arizona

Kelly McAdoo

City of Hayward, California

AAF LEADERSHIP TEAM

Megan Canning

Communications Consultant

Elizabeth Okeke-Von Batten

Director, Center for Design & the City

Mary Suhm

Senior Fellow, Center for Design & the City
Former City Manager of Dallas, Texas

CMDA RESOURCE TEAM

Garrett Avery

Associate Director, NYC Metro Resilience Practice
AECOM

Lora Byala

Founder, President, & CEO
Foursquare ITP

David Chilinski

President & Co-Founder
Prellwitz Chilinski Associates

Elissa Hoagland Izmailyan

Managing Principal
HR&A Advisors, Inc.

Silvia Vargas

Managing Principal
Silvia E. Vargas - Community Planning, LLC

CITY MANAGERS



Scott Neal

CITY OF EDINA, MINNESOTA

Scott Neal is the City Manager of Edina, Minnesota. Scott joined the City of Edina in November 2010. Prior to assuming the Edina City Manager position, he held the top city executive position in the cities of Eden Prairie, Minnesota; Northfield, Minnesota; Mt. Pleasant, Iowa; and Norris, Tennessee.

Scott chairs the Board of Directors of the South Metro Public Safety Training Facility and serves as the Treasurer of the Southwest Cable Commission. He is on the Board of Directors of the Edina Chamber of Commerce, Explore Edina, Municipal Legislative Commission, and the Minnesota City / County Management Association. Also Scott is a member of the International City / County Management Association, Urban Land Institute-Minnesota, Internal Audit Committee of the City of Minneapolis, and the Rotary Club of Edina.

Scott earned a bachelor's degree in economics and a Master of Public Administration degree, both from Iowa State University in Ames, Iowa.

Scott Neal

City Manager

City of Edina, Minnesota

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Brian Dalke

City of Goodyear, Arizona

Brian Dalke is the City Manager for the City of Goodyear, Arizona, located in the greater Phoenix area with a population of nearly 80,000. He has served in this role since March 2012. Prior to that time, he served as Deputy City Manager since October 2004, with oversight over virtually every department in the City throughout his service. Before promotion to Deputy City Manager, Brian served as Goodyear's Economic Development Director from 1994 to 2004. Goodyear is one of the fastest growing cities nationally, ranked #6 in 2015 and #14 in 2017. In 2015, Goodyear was named #7 on the list of America's 50 Best Places to Live by financial blog Wall St. 24/7.

Prior to joining Goodyear, Brian spent 16 years with Salt River Project (SRP) where he was a Senior Representative of Business and Industrial Development, a Community and Public Affairs Information Specialist, and a Budget Analyst. He served as adjunct faculty teaching small business finance in business department at Estrella Mountain Community College (EMCC) for 17 years and served on their EMCC Education Advisory Board. He also owned a consulting business from 1986-1990 that served local government, small business, and consumers.

A native of Arizona, Brian holds a bachelor's degree in business administration. In 1993, he graduated from the Economic Development Institute and obtained his Certified Economic Developer (CEcD) status, which remains active. Brian has served as the past President of the Arizona Association for Economic Development (AAED). In 1997, he received the Arizona Economic Developer of the Year, and in 1993 was selected as the AAED Member of the Year. In 2014, Brian received the prestigious Arizona Association for Economic Developers William Lampkin Long Term Excellence in Economic Development Award. He has also served on the Boards of the International Economic Development Council (IEDC), the Greater Phoenix Economic Council (GPEC), and the Urban Land Institute (ULI).

Brian Dalke

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CITY MANAGERS



Kelly McAdoo

City of Hayward, California

Kelly McAdoo began working for the City of Hayward in October 2010 and was appointed to City Manager by City Council in August 2016. Kelly serves as the Chief Executive Officer for this municipal corporation of over 800 employees. Prior to joining the Hayward team, she worked four years with the City of Palo Alto, California as the Deputy City Manager, Assistant to the City Manager, and Division Manager of Arts and Sciences.

From 1999 through 2006, Kelly worked for the City of Fremont, California in a variety of capacities for the City Manager's Office, Fire Department, and Development & Environmental Services Department. She earned bachelor's degrees in political science, economics, and international studies and a master's degree in public administration, all from the University of Kansas. She is an active member of the International City / County Management Association (ICMA), the Urban Land Institute (ULI), and the Municipal Management Association of Northern California (MMANC). Kelly completed the two-year Leadership ICMA program in 2010 and received a Rising Star Award in 2012 from MMANC at the Women's Leadership Summit.

Kelly McAdoo

City Manager

City of Hayward, California

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CMDA RESOURCE TEAM



Garrett Avery
AECOM

Garrett Avery is a professional landscape architect and project director with more than a decade of experience leading trans-disciplinary teams charged with creating sustainable and resilient landscapes, water-sensitive urban environments, coastal saltmarsh and riverine restorations, and nature-based science education facilities. As a leader of AECOM's NYC Metro Resilience Practice, Garrett focuses on integrating the natural and urban systems driving social, ecological, and economic resiliency in the New York City Metro region.

Garrett received his Professional Degree in Landscape Architecture with emphasis in Sustainable Design & Development from Clemson University, School of Architecture, Arts, and Humanities. Prior to AECOM, he served as a project manager for EDAW, Inc. in San Diego, California and landscape designer with Dargan Landscape Architects, Inc. of Atlanta, Georgia. Garrett is an Executive Committee Member of the Ocean Discovery Institute; a member of American Society of Landscape Architects; Urban Land Institute; and U.S. Green Building Council.

Garrett Avery

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Lora Byala
FOURSQUARE ITP

Lora Byala is the Founder, President, and CEO of Foursquare Integrated Transportation Planning (ITP) and has nearly 20 years of professional experience in the transportation field. Lora began her transportation career as an undergraduate when she conducted a study of transportation needs in Honolulu during a freshman geography class and was instantly hooked. Since then, she has worked in both the public and private sectors, primarily on public transit planning of all aspects and modes, including bus service planning, transit capital planning and funding, transportation visioning, strategic planning and performance measurement, and regional and corridor transit plans.

As the president of Foursquare ITP, Lora is involved in some capacity in most of the projects conducted by the firm, which include transit development plans, bus priority plans, transit corridor studies, transportation demand management and parking studies, regional transit and vision plans, and bike share plans. She is passionate about developing innovative yet practical solutions for clients of all sizes and helping her fabulous Foursquare ITP team members grow and thrive.

Lora previously worked for the Washington Metropolitan Area Transit Authority in the long-range planning office where she managed the regional planning section. She is a member of the Transportation Research Board's committee on bus transit systems and is a member of the Women's Transportation Seminar, where she was named Woman of the Year in 2011, and Foursquare ITP was named company of the year in 2015. She received bachelors' degrees in transportation engineering and urban studies from the University of Pennsylvania and a master's degree in transportation from the Massachusetts Institute of Technology.

Lora Byala

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CMDA RESOURCE TEAM



David Chilinski

PRELLWITZ CHILINSKI ASSOCIATES

David Chilinski, President and Co-Founder of PCA (Prellwitz Chilinski Associates), has practiced architecture, interior, and urban design for over 35 years. Under David's leadership, PCA has grown into a thriving, 70-person firm which is committed to designing spaces that enliven the community.

David is a leading force in PCA's vision of designing places that enlighten and enrich people's lives. A passionate advocate of the "24-hour city," David has spearheaded urban planning and design projects with complex approvals processes and high levels of community involvement. Recent master planning and redevelopment projects include Allston Village Green District, Tuscan Village, Washington Village, MarketStreet, Arsenal Yards, and Market + Main.

Educated at Rensselaer Polytechnic Institute, he holds a National Council of Architectural Registration Boards Certificate with registration in 17 states. In the community, David sits on the Harvard Square Business Association, the Agassiz Neighborhood Council Board, the Massachusetts College of Art Corporate Advisory Group, and the United Way Real Estate Committee. He has presented as a guest lecturer at MIT, Harvard's Graduate School of Design, Rhode Island School of Design, Roger Williams College, Boston University's School of Management, and the Boston Architectural College.

David Chilinski

President & Co-Founder

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**Elissa Hoagland
Izmailyan**

HR&A ADVISORS, INC.

As the Managing Principal of HR&A Advisors's Texas office, Elissa Hoagland Izmailyan leads community and economic development advisory projects throughout the southwest U.S. HR&A is a national real estate, economic, and policy advisory company that brings together the public, private, and nonprofit sectors to realize transformative urban projects. Elissa has served in multiple roles at HR&A since she joined the firm's New York office in 2011, and she has managed projects that include: creating an economic development strategy for San Antonio's Eastside, a 21-square mile federally-designated Promise Zone; providing technical support for downtown revitalization in Waco, Texas; crafting a redevelopment partnership for a contaminated 40-acre transit-adjacent site in Denver, Colorado; and developing a financial framework to support the repositioning of the Trinity River in Dallas, Texas as a destination park.

Elissa brings a deep personal commitment to the equity, vitality, and sustainability of American cities through her professional and civic life. She serves on the Boards of East Fort Worth, Inc. and the Friends of Santa Fe Trail, and on the Advisory Board of Public-Private Real Estate Professionals. Prior to joining HR&A, she conducted economic analysis as part of the Trust for Public Land's Center for City Park Excellence; developed community engagement programs for New Mexico State Parks; and conducted policy research to support United for a Fair Economy's advocacy efforts. Elissa holds a B.A. in Economics from Brown University.

Elissa Hoagland Izmailyan

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CMDA RESOURCE TEAM



Silvia Vargas

SILVIA E. VARGAS - COMMUNITY
PLANNING, LLC

Silvia Vargas is a professional planner with 24+ years of experience in the creation of innovative plans and implementation tools for communities throughout the U.S. and abroad. Before launching her own consultancy Silvia E. Vargas • Community Planning, LLC (SEVCP) in 2016, Silvia was a senior planning professional at WRT Planning & Design (WRT) for 20 years. In that capacity, Silvia directed more than 24 region-wide, county, and municipal planning processes. Her experience also encompasses numerous studies and plans at the district, system, and site scales.

Prior to WRT, Silvia was a Senior Planner in Monroe County in the Florida Keys. She started as a Development Review Planner, leveraging her dual background in planning and architecture to integrate sustainability practices into site and building designs. She later served as the County's Parks and Recreation Planner, overseeing an extensive land acquisition program for recreational and environmental preservation purposes.

Silvia has a bachelor's degree in architectural studies and a master's degree in urban planning, both from the University of Kansas (KU). She is actively involved in the advancement of the planning profession through the American Planning Association (APA), both locally and nationally. Silvia is serving a four-year term on the American Institute of Certified Planners (AICP) national commission representing the AICP electorate of Region III and is a member of ULI's Women's Leadership Initiative (WLI).

Silvia's work has been recognized through numerous awards and speaking opportunities. The KU School of Architecture & Design recently awarded Silvia one of three inaugural Distinguished Alumni awards for her leadership, public service, and professional achievements.

Silvia Vargas

Managing Principal

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AAF LEADERSHIP TEAM



Elizabeth Okeke-Von Batten

DIRECTOR, CENTER FOR DESIGN & THE CITY

Elizabeth Okeke-Von Batten is the Director of the American Architectural Foundation's Center for Design & the City. The Center connects local civic leaders with multi-disciplinary design resources to create more vibrant, sustainable, and livable communities. Liz serves as Program Director for the Sustainable Cities Design Academy (SCDA), a technical assistance program serving public-private partnership projects, and the City Managers' Design Academy, and she leads new partnership and program development for the Center's City Leadership Design Forum programming, such as the National Summit on Design & Urban Mobility and the National Urban Ecosystems Forum.

Liz's prior AAF roles include founding and directing the Center for Design & Cultural Heritage, directing the Richard Morris Hunt Fellowship, a French-American exchange for mid-career preservation and architecture professionals, and managing the Mayors' Institute on City Design Alumni Technical Assistance program. Through these experiences, Liz has served more than 90 local communities with direct design assistance. For her work, she has been recognized by the Design Futures Council as an Emerging Leader in Sustainability and by Next City Vanguard as a 40 Under 40 Urban Thought Leader. Prior to AAF, Liz directed advocacy efforts, strategic planning, and partnership development at the Preservation Alliance for Greater Philadelphia, Landmarks Illinois, and the National Trust for Historic Preservation, Washington, DC.

Liz holds a Master of Arts in Historic Preservation Planning degree from Cornell University and Bachelor of Arts degrees in Art History and French from Augustana College (Rock Island, Illinois).

Elizabeth Okeke-Von Batten

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AAF LEADERSHIP TEAM



Megan Canning

COMMUNICATIONS CONSULTANT

Megan Canning is a Brooklyn-based artist, design-enthusiast, and an independent brand strategy & communications consultant. For nearly 15 years, Megan has brought her passion for art and design to the nonprofit sector, most recently leading brand strategy, communications & special projects for the Robert Rauschenberg Foundation. Previously, she spent a decade working to elevate the quality of New York City's public realm at the Design Trust for Public Space. During her 10-years with the organization, Megan worked on a wide range of projects, including the design and development of the first user-focused taxicab to exclusively serve New York City, a set of metrics and policies for strengthening urban agriculture in all five boroughs, and a data-centric study on fashion production in the Garment District.

Megan has lectured on design and the public realm across the U.S. and has provided testimony to the New York City Council and the NYC Taxi & Limousine Commission. She has been a contributing author, editor, and/or creative director for several publications, including: *Designing the Taxi* (2005), *Reinventing Grand Army Plaza* (2009), *Making Midtown* (2012), *Five Borough Farm* (2012), and *Under the Elevated* (2015).

Megan has served as a panelist for the NEA Artworks program, was named one of the nation's top 100 design leaders by Public Interest Design, and was chosen to be a Vanguard by Next American City, an honor given to 30 young urban leaders across the country working to improve our cities.

Megan holds a BFA in art education from Ohio University and an MFA in painting from Hunter College. She is a practicing artist with a studio in Brooklyn, NY.

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Mary Suhm

SENIOR FELLOW,
CENTER FOR DESIGN & THE CITY

Mary Suhm is Senior Fellow of the American Architectural Foundation's Center for Design & the City. As Senior Fellow, Mary helps to lead the development and implementation of AAF's City Managers' Design Academy (CMDA) informed by her experience as City Manager of Dallas, Texas from 2005-2013.

During Mary's tenure as City Manager, Dallas residents witnessed unprecedented urban redevelopment (particularly in the downtown area), a drastic decrease in crime, and a well-balanced budget. Mary played a critical role in the development of the Margaret Hunt Hill Bridge, several libraries and downtown parks (including Main Street Garden, Belo Garden, and Klyde Warren Park) and was instrumental in the development of Dallas' CityDesign Studio.

Prior to her appointment as Dallas City Manager, Mary worked in several other municipal positions, including Executive Assistant Director of Dallas Police, Director of Courts, Assistant to the Mayor, and Branch Library Manager for the City. Through all of these experiences, her 36 years of employment with the City demonstrates her dedication to her its betterment and future.

For her many accomplishments, Mary has received several accolades and awards from her peers and the community, including Public Administrator of the Year by the American Society for Public Administration and Woman of the Year by the Women's Council of Dallas County. In addition, she was recognized by the Greater Dallas Planning Council's Urban Design Gala with the Kessler Award for her role in shaping Dallas' future and her commitment to urban design.

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