

**INTERNATIONAL DOWNTOWN ASSOCIATION  
ADVISORY PANEL REPORT  
GSA FEDERAL COURTHOUSE/CIVIC CENTER MALL  
TOLEDO, OHIO  
DECEMBER 2-4, 2007**

**INTRODUCTION**

For more than three years, a new federal courthouse has been in the planning process for an area in downtown Toledo called the Civic Center Mall. This new facility, to be designed and built by the US General Services Administration (GSA), will become a major new addition to the Mall area, which now includes a variety of federal, county, city and nonprofit facilities.

Through the Office of the Chief Architect, GSA has a program, Design Excellence, which provides for the hiring of noteworthy, highly skilled architects to design such facilities. An architect for the project has been selected, and the design process is expected to commence in 2008.

Through GSA's Urban Development/Good Neighbor Program, a workshop was held in June, 2005 to explore opportunities for master planning and cooperation between various government agencies, especially as the city and county were also contemplating new buildings in the Mall area.

However, there are still unanswered questions surrounding the new federal courthouse. One of the most important was the question of how best to manage and maintain the public space throughout the Mall. Currently, the public area is maintained by a number of different entities, and this has resulted in a public space that was described in the 2005 workshop report as "sad, tired, and dismal."

Participants in the 2005 workshop reached consensus on two main courses of action to improve the Civic Mall area: 1) investigate ways to better manage the mall, perhaps through the creation of new entity or new operating protocols; and 2) create design guidelines to direct future development and maintenance efforts for the Civic Mall area.

Given the success of business improvement districts not only in the US but in many other countries at providing a uniformly high level of management and maintenance of public spaces, GSA engaged the International Downtown Association (IDA) to conduct an advisory panel to help determine whether creating a more unified mechanism for management and maintenance was possible and desirable; and if so, how it could be created.

The IDA Advisory panel was convened in downtown Toledo December 2-4, 2007. A list of panelists and a description of the process is included in the Addendum.

## **BACKGROUND**

The track record of business improvement districts (BIDs) in the US and elsewhere is widely known. BIDs are given credit for creating a much-improved climate for development and positive activity in downtowns and other business districts around the world. In the US, examples include the Times Square and Grand Central Districts in Manhattan, the Center City District in Philadelphia, the Downtown DC District in the nation's Capital, and downtown districts in cities like Denver, Seattle, Los Angeles, Portland, Phoenix, and smaller cities as well.

Stakeholders – property owners both private and public – pay a small additional levy which is used to augment city services. Chief among these are maintenance (cleaning, landscaping, trash removal, graffiti removal, lighting, and repair of sidewalks and plazas) and additional security.

These augmented services have made a major difference in revitalizing the districts they serve. Private investment in improving existing buildings and building new ones has been substantial. Businesses and services are able to attract new customers and keep existing ones. Tenants of commercial buildings report being able to attract and retain employees. Visitor perceptions are uniformly more positive.

Toledo has recently created a Special Improvement District (SID). This entity provides maintenance and security in the office and commercial core southwest of the Civic Center Mall. The SID and the Downtown Parking Authority have cooperated to create a new entity, the Greater Downtown Business Partnership.

While IDA nationwide has very positive experience with the creation and management of independent BIDs, the IDA panel members took a broad view of possible options for the Civic Mall area. In making the following observations and recommendations, the panel considered a wide range of alternatives that could bring improved and more cohesive management for the area – ranging from options that would better coordinate the activities of existing entities to options that might create a new management entity altogether.

## **ADVISORY PANEL PROCESS**

For several months IDA and GSA have discussed the possibility of using the IDA Panel process to explore management possibilities for the Civic Center Mall. Earlier this year a contract was signed, and the panel visit was scheduled for December 2-4.

In addition to IDA President Dave Feehan, four other panelists participated. They were: Barry Alberts, Louisville; David Ginsburg, Cincinnati; Ken Nacci, Kalamazoo; and Matt Kennell, Columbia.

The panel convened in Toledo on Sunday the 2<sup>nd</sup> and toured downtown and nearby areas with Clayton Johnston, President of the Toledo Downtown Parking Authority.

Afterwards, the panel joined Johnston and Tom Crothers, President of the Greater Downtown Business Partnership and other local leaders for dinner.

On Monday morning, panelists and the process were introduced to approximately 30 public and private sector leaders, immediately followed by a series of interviews with key stakeholders throughout the day. That evening, the panel listed observations from the tour, breakfast meeting, interviews, and materials they received.

On Tuesday morning, the panel continued its deliberations, analyzing observations and background materials and developing a list of recommendations. These were presented to a small group before lunch, and then to the larger group who attended the Monday morning meeting after lunch.

## **OBSERVATIONS**

### **Major Issues**

#### ***Public Space management***

After both a driving tour and a walking tour of the Civic Center Mall and surrounding area, panelists observed that the Mall feels like “a forgotten space.” While it is evident that various entities are providing minimum maintenance services, it is also apparent that the level of maintenance could be significantly improved. For example, panel members noted several lights that were not functioning in the evening, creating dark spaces; sidewalks that were cracked and broken or patched with asphalt; and lawn areas where the grass was in bad condition or simply missing.

Panelists observed a lack of consistency in terms of maintenance and were told in interviews that part of the problem stemmed from the lack of one entity responsible for keeping the Civic Center Mall in top condition. If one entity is responsible, there will be more of a sense of stewardship and pride.

Panelists also asked if Mall maintenance standards existed. No one seemed to know if these exist. One of the key tools for high-level maintenance of public spaces is a set of standards and practices that spell out specifically how things are to be done.

While panelists did not notice any security personnel during their tour of the Civic Center Mall, neither did they encounter situations indicating threats to personal safety. In other words, there was virtually no one around. The panel noted, however, that the driving tour was on a Sunday afternoon and the walking tour was on a Monday evening.

#### ***Design Issues and location of Facilities***

There are many issues to be resolved once GSA and the units of local government begin the design process for the new federal courthouse. The panel is aware that many of these can and will be resolved over time. Nevertheless, they are worth noting in this report, in the hope that each will be dealt with at the appropriate time and in the appropriate manner.

According to all of the officials the panel met with, there is no current **master plan** for the Civic Center Mall. The panel was told that the last master plan for this major piece of downtown real estate probably dates to the early part of the 20<sup>th</sup> century.

Without a master plan, the panel could find no evidence of a compelling and widely-endorsed vision for the area, and no evidence that local stakeholders had determined how the Mall relates to its surroundings.

In actuality, however, the Civic Center Mall represents a very carefully laid out – and grand - civic space that Toledo’s forefathers laid out to serve as an important civic and ceremonial presence for the community. It is unusual for a city of Toledo’s size to have a formal space such as the Mall within its downtown area. With the County Courthouse at

one end of the axis and the proposed new GSA Building at the other end, the City has an opportunity to reclaim the beauty and symbolic importance of this space. In recent years, however, without a guiding vision, the Mall appears to have become a place where monuments, public art pieces, and other civic elements have been dropped in without much regard to its impact on the overall sense of place.

Panelists heard from a number of local leaders that the current Lucas County **jail** remains an issue. It has a negative, unsightly and jarring visual impact on the area, and while it may not present a significant safety hazard, it is perceived by many as being a deterrent to visitors who may wish to come to the Mall for ceremonial events or to tour the many works of public art. Panelists concluded unanimously that moving the jail was very desirable in the mid- to long-term, and thought the working group should explore ways to incorporate this into future plans.

**Parking** is another issue that needs to be addressed, according to stakeholders interviewed by the panel. The new courthouse will require the removal of approximately 500 surface parking spaces; and there is yet to be developed a plan for replacing them. However, some suggested that those currently using this lot could be provided with parking in the core downtown, filling some of the excess space in Parking Authority garages.

While there are significant issues, both short term and longer term, there are many **positives**, including:

- A handsome historic county courthouse
- Other attractive and architecturally significant buildings in the Mall area and elsewhere in downtown.
- The likelihood that the new federal courthouse will be a striking addition to the institutional facilities in the Civic Center Mall
- The very real possibility that the new federal courthouse will serve as a catalyst for rethinking the Mall and surrounding area.

### ***Leadership***

Toledo is blessed with a **core group of downtown leaders** who clearly grasp the importance of the Civic Center Mall and the downtown as a whole. This group, which includes staff and board members of the Greater Downtown Business Partnership and the Downtown Parking Authority, as well as some city staff, county staff, GSA staff and other interested individuals, are motivated and willing to take action, if a compelling and realistic vision is adopted.

The panel observed a **gap** – some even described it as a chasm -- **between private sector leadership and city government**. This was not seen as a complete failure to

communicate. Rather, it seemed that on some major issues, like the 2005 workshop, the private sector was not involved, and wanted to be.

On the other hand, panelists believe that at least some **County and City officials** may be **amenable to new ideas and approaches**. In discussions about how to overcome obstacles standing in the way of a coordinated management entity for the Mall area, County and City staff seemed open and intrigued by some possible solutions that heretofore had not been considered.

The panel was puzzled by the **lack of diversity** among the groups they met with. Perhaps there are reasons why this was so; but the panel cautioned that major decisions such as the ones that are on the table work best when there is broad public support, and would encourage Toledo's leaders to engage a wider group of citizens, including members of various racial/ethnic groups and younger people in the process.

One of the issues mentioned during panel interviews was the concern often heard in this region of the country that **younger people** are leaving and not coming back. Panelists agreed that this is a problem affecting many cities and states, not just Toledo; but while they appreciated the experience of the veteran community leaders with whom they met, they also noted that there were few "under 40" community leaders on either the public or private side. They sensed at times a low energy level, and thought that a stronger effort to engage younger leaders would be advisable.

Some **business leaders felt they were not included** in significant public decisions and expressed disappointment. Many downtown Toledo leaders, public and private, had come out of retirement to serve, and should be commended for their dedication; however, there was little sense, from the perspective of the panelists, of a youthful vibrancy and involvement in the process.

**Effective leadership** for downtown Toledo, as is true with any other downtown for that matter, should include a range of business and public interests and tap into a combination of experienced and seasoned experts as well as newly developing talent.

### **Sustainability**

One of the possibilities that most intrigued panelists was the potential for making the Civic Center Mall a "symbolic icon" for sustainability. Panelists were told that Toledo is growing a whole set of new, "green" industries, utilizing knowledge and facilities from its past. From solar panels to wind turbines, Toledo has real potential to position itself as a dynamic leader in coming decades as the world confronts climate change.

This led panelists to observe that the new federal courthouse could be, perhaps, a model for other courthouses in achieving LEED Platinum status, in becoming energy-neutral and waste-neutral, and could lead the way for other buildings to be retrofitted accordingly.

If that were done, it might also lead to a redesign of the public space around this theme, using appropriate plantings and so forth; and eventually, to the Civic Center Mall itself becoming a showplace for Toledo's new place in the national and international picture.

Connecting the Civic Center Mall in more tangible ways to downtown would also strengthen the core, and vibrant, healthy downtowns are almost by definition contributors to sustainability.

### **Public Art and Attractiveness**

Panelists observed a remarkable collection of public art within the Civic Center Mall area. They also observed virtually no one taking the time to walk around and appreciate this collection of art. Even given that the weather was not conducive during the panel visit, interviewees reported that people in Toledo almost never wander through the area simply to view and appreciate the art that is on display there.

Toledo is clearly a city that appreciates art. It has a large, renowned art center, the Toledo Museum of Art, with more than 30,000 pieces of art in its collection. The Glass Pavilion is an impressive and unexpected treasure. Panelists observed that promoting and connecting the works of public art in the Mall area could draw desirable pedestrian traffic into the area; and to paraphrase urban expert William Holly White, what attracts people most is other people.

Panel members were most impressed by the Public Library. This downtown needs a way to better "connect" its attractions.

### **Connections to downtown**

Downtown Toledo has both assets and challenges. There are pockets of reinvestment and substantial modern office buildings. At the same time, downtown has a relatively high office vacancy rate, and the relationship between buildings and public spaces can be discouraging for pedestrians. Nevertheless, there are clear indications of reinvestment in downtown, some small but real examples of utilizing historic preservation to create human-scale sub-districts, and additional efforts to connect to the river. In short, many of the pieces are in place, but the dots are not yet connected.

Connecting the dots in both a macro and micro way was viewed by panelists as a very important next step, both in terms of the Civic Center Mall area and the core downtown. Great landscaping, maintenance and signage in the Mall area will be a big improvement. In the core area, filling in gaps in the streetscape and using a variety of means to grow the connective tissue with the Mall will make the whole downtown function better, according to panelists.

### **User Friendliness**

Panelists found the Mall area to be quite user-unfriendly. There was a feeling of general lack of management and care, which resulted from the mediocre level of maintenance. A paucity of signage made finding destinations difficult for first-time visitors. Interviewees reported that a major problem is the lack of food options in and around the Mall. Parking

was seen as an issue. In short, according to one panelist, “the Mall user experience is not good for just about everyone.”

Panelists suggested that whether a management entity is created or not, whoever takes responsibility for management and maintenance should understand that there is a need for a customer or visitor focus. Putting the Mall visitor first should go a long way toward changing visitor perceptions of the Mall.

One final observation by all of the panelists is that Toledo’s culture is one of friendliness. Several remarked on how friendly the people we met were, and a belief that this is something Toledo can build on as it seeks to make this area more user-friendly.

## **ANALYSIS AND CONCLUSIONS**

The panel concluded from its observations that several things will have to occur if the community is to make the most of this new federal courthouse.

After a good deal of analysis, the panel concluded that:

- Toledo needs to have all entities, including unions, at the table. Management of the Civic Mall area will need property owners for sure; but the public unions, particularly those whose members mow the grass and shovel the snow, are stakeholders too. Involving them from the outset will make jointly shared solutions possible.
- Panelists debated whether AFSCME could actually take responsibility for management, perhaps with a governing board of stakeholders composed of representatives of the various units of government, the nonprofit organizations in the Mall area, and private sector representatives from the Greater Downtown Business District and the Downtown Parking Authority. They concluded that this idea is worth exploring with AFSCME leadership.
- Panelists universally concurred on the need to create a timetable. The new courthouse is scheduled to open in 2014. This timetable should spell out in some detail what downtown Toledo is expected to look like in 2008, 2010, 2012, and 2014. It should describe what major and minor projects are to be undertaken and what effect they will have when completed.
- Among the words that surfaced over and over again in the panel interviews and meetings were “opportunity” (the GSA project is a once-in-a-decade opportunity, according to panelists); “pride” (raising the bar, setting higher standards); “sustainability” (part of Toledo’s DNA because of its glass and manufacturing prowess); and “engagement” (involving all citizens, especially younger, energetic types in a collaborative process.)



## RECOMMENDATIONS

### 1. The Toledo Civic Center Mall – Managing the Public Realm

Ceremonial public places can work – if they are managed effectively. The Civic Center Mall is such a place. It is tremendously important – in many ways the very heart of governance, and it is governance that holds a community together.

In order for effective management of the Civic Center Mall to occur, and for the improvements it deserves to be implemented, cooperation between public, private, and nonprofit sectors is essential. Community support is also an essential ingredient.

*Therefore, the IDA Advisory Panel recommends that Toledo establish immediately a working group of top level decision-makers from each sector to address basic management issues in the Mall area. The working group should include City, County, and Federal representatives; Greater Downtown Business partnership and Downtown Parking Authority representatives, United Way and Goodwill representatives, and it should also include union representation. The Working Group should be small enough so that it is easy to schedule and hold meetings. An ideal size might be 11-15 members. Any larger, and the work of the group will be impeded by its size.*

*The Working Group should be empowered by the entities represented on it to make certain decisions. It should not be just a body that meets and reports back. One of its first tasks should be to determine how far its decision-making powers can go.*

### 2. Planning for the Future

There is a widely perceived need for a master plan for the Civic Center Mall. Some of the public sector representatives with whom the panel met seemed embarrassed and befuddled that such an important ceremonial space was not governed by a master plan. One of the problems created by the lack of a plan is that it is hard to turn down requests from even deserving groups who wish to place monuments or memorials within the Mall.

A master plan would also be critically important when it comes to establishing the final site and design for the new federal courthouse.

*Therefore, the IDA Panel recommends that the Working Group organize and oversee the launch of a master plan for the Mall area, driven by a shared vision and based on design guidelines that should be undertaken immediately, perhaps under the guidance of the Toledo Community Design Center. The Working Group should also establish operating policies for the Mall area including use by various groups and location of public art and memorials.*

### 3. Creating a Changed Urban Design

The Civic Center Mall has great potential as Toledo's primary ceremonial space, but it is underutilized and unattractive; it needs attention and shared ownership. As things stand, having everyone in charge frequently means that no one is in charge. The GSA project offers Toledo a singular opportunity at a key point in time. The master plan

recommended above should address urban design issues. But there are three key issues that should be addressed even as the master plan is being created:

- The master plan should refocus current and new buildings on the Mall. Currently, buildings do not necessarily face onto the Mall. This takes away much of the formality and importance that the Mall should convey.
- Landscaping, especially in the near term, should be a major effort – the Mall area should sparkle. One of the most important things that could change public perception is to make this wonderful public place a thing of beauty. One only need look at the streets of downtown Chicago or to Bronson Park in downtown Kalamazoo to understand what a difference can be made by investing in a high level of landscaping.
- A set of urban design standards for the new GSA courthouse should be developed jointly by the community and GSA that reflects the importance of this building within the mall as the eastern end of the axis with the County building. Such a process would not only help define the proper context for this major new addition to the Mall, but it could also help identify mid-term and longer-term needs of the Mall for it to reclaim its stature as a major downtown civic space.

*Therefore, the Working Group should develop a contract or agreement with the appropriate parties – the City the County, GSA, and the nonprofit organizations with facilities on the Mall – to undertake a master plan and a landscaping plan, as well as interim design guidelines. The Working Group should also explore ways of reducing the size and increasing the concentration of the Mall area.*

*Furthermore, the Working Group should establish a public and transparent process for establishing design guidelines and a master plan. Transparency engenders trust, and trust can provide the glue to hold people and institutions together when things get difficult.*

*The master plan should connect the Mall area’s future to Toledo’s heritage –it should take advantage of the community’s history and culture. Emphasizing sustainability through the manufacturing technologies in glass and other energy-related industries could provide residents of Toledo with a new sense of self and a source of pride.*

#### **4. Connecting to the Core of Downtown**

Many people told panelists that the Civic Center Mall was “not really downtown” or at best, “on the edge of downtown.” Such civic and ceremonial places in other cities are nearly always thought of as part of downtown if they are connected to downtown.

Governmental functions and nonprofit functions such as those that exist in the Mall area are very properly part of the fabric of any downtown.

***Therefore, the master plan should include design connections to adjacent areas of downtown. The Civic Center Mall should be distinct, but connected. It is and should be perceived as a part of downtown Toledo.***

*Some of the ways panelists recommend these connections be established are:*

- *Explore ways to take advantage of the conversion to two-way streets. Panelists were told by city officials that downtown Toledo is undergoing a major change in terms of converting one-way streets back to two-way streets. Along with other changes, this could have a real impact, in terms of new opportunities for connection.*
- *Improve visual gateways into the Mall from downtown. There are few apparent signals that let a visitor, on foot or in a vehicle, know that he or she is entering a special place, other than the buildings themselves. More obvious cues, such as signage and landscaping, could improve dramatically the experience for the visitor, and just as much for the employees who work there every day.*
- *Implement a signage and wayfinding system that guides people to and around downtown and the Mall area. A thoughtful and attractive system is worth doing, and worth doing well. If the panel had not been given maps of the area with buildings identified on these maps, it would have been difficult and frustrating to find a particular destination – especially as there is so little foot traffic and therefore no one to ask for direction.*
- *Link activities in the core with the Mall area. Jurors who come for trials need places to park and places to eat. If they come from outside the downtown area, they may be confused and disoriented. Lawyers who have offices in downtown may wish to walk to court when the weather is pleasant, thereby reducing the need for additional parking. Reporters have many reasons to visit the Mall as they cover various government stories, and there should be ways to enhance these visits and make them more likely to walk to their destinations. Other visitors and employees are also more likely to walk if the public realm is improved.*
- *Leverage the new GSA project specifically and the Mall area generally to the benefit of the greater downtown. Downtown Toledo has made strides toward improvement over the past few years, but there is still much to be done. This project will create jobs and attract attention to downtown. The greater Downtown Business Partnership should lead the way in developing a leveraging plan.*
- *Devise and implement a visibility and communication strategy. Many people will not be aware of the new courthouse or of the major improvements that can be undertaken in the Mall if they are told and shown. This will not happen by accident. A very strong public process focused on the development of design guidelines for the new courthouse can focus attention on both the building and the Mall. This strategy should be on the agenda for the Greater Downtown Business*

*Partnership, with support and assistance from the various units of government, and the unions. Everyone has a stake in the success of this effort.*

### **5. Making the Mall Friendly for All**

One of the most oft-heard comments panelists encountered was the remark that the current state of the Mall makes it uninviting and unfriendly. Changing that perception is critical to the success of any bricks-and-mortar effort; but it must be done in a well-managed, imaginative, well-planned manner with one entity in charge.

*Therefore, the Working Group should, as one of its tasks, define Mall area users – who are they and what do they want and need? Because the Parking Authority is well-known for its customer service programs it would make sense to expand the Parking Authority user-friendly programs to serve the Mall area.*

*In addition, it is vital that the new management entity raise the bar and implement a program of lighting, wayfinding and signage. The Mall, particularly at night, is dark, uninviting, and inhospitable.*

*A great opportunity exists to promote and expand public art and history walking tours. It is a shame that Toledo has invested so much in public art and memorials, and yet they are seen and enjoyed by so few.*

*Finally, the management entity should develop a strategic plan for providing amenities to Mall area users – with a focus on food! There is almost none available to jurors and other visitors.*

### **SUMMARY**

Opportunities such as the one presented by the new GSA federal courthouse come along perhaps once in a generation for many communities. The proposed courthouse will create benefits no matter what Toledo as a community does to take advantage of this important project. However, the leverage opportunities emanating from this project go far beyond what many might have envisioned.

Certainly, Toledo should use this project to leverage a much higher level of maintenance and management in the Civic Mall area. Not to solve this very basic yet important problem is almost unthinkable.

In raising the bar in terms of beauty and design, user-friendliness, connection to downtown, and in other ways as well, this area can become a source of pride for the entire community and a signal that Toledo, and downtown in particular, has turned the page on decades of decline and frustration.

Creating a management entity that involves the public sector, private sector, nonprofit sector and organized labor will create for Toledo a model for doing the “community’s business” in a new and much more collaborative way.

A beautiful new courthouse accompanied by design standards and a master plan will also signal Toledo's commitment to quality throughout the Mall area, the downtown, and eventually the entire community.

A LEED-Platinum courthouse and a master plan that incorporates "green" technology throughout the Civic Center Mall could put Toledo on the map as a national leader in dealing with climate change – and could give a boost to Toledo's nascent green technology businesses.

Doing all of the above could eventually create numerous spinoffs in downtown's core in terms of new real estate investment, business creation, and job creation.

As a panel, we urge our hosts and all other downtown stakeholders to seize this opportunity and make the most of it. In so doing, today's community leaders will be leaving a lasting legacy of vision and progress for generations to come.

## **ADDENDUM**

### **Panel Participants**

Brenda Peare	Mike Wolever	Bridget Kabat
Mike Messerie	Michael Ashford	Mike Dukat
Nick Gicale	Craig Van Horsten	Earl Reid
Chris Wainwright	Tom Crothers	James Oneal
Glenn Wittman	Douglas Box	John Walters
Martin Jaster	Bill Thomas	Charlie Oswanski
Debbie MacDonnell	Joe Colturi	Jean Atkin
Judge Carr (Noone)	Bob Seyfang	Dan Pompa
Pam Roberts	Clayton Johnston	Tom Uhler
Ken Neidert	John Eberly	Dave Waterman
Gary Weinandy	Paul Hollenbeck	Clyde Scoles
Bob Watson	Mike Beazley	Jim Gee

### **Panelist Bios**

Barry Alberts, a native of New York City and a graduate of Harvard University's Graduate School of Design, serves as the Executive Director of the Downtown Development Corporation (DDC), a civic development organization responsible for the long-term economic health and vitality of downtown Louisville. In addition to his responsibilities regarding public downtown development activities, Mr. Alberts administers the innovative Downtown Housing Fund, is the principal author of the Louisville Downtown Development Plan, and served as the Project Director for the Muhammad Ali Center. Mr. Alberts has also assisted a number of other cities and downtown entities in a consulting capacity on a variety of development, urban design, and downtown organizational issues

Dave Feehan has devoted a 35-year career to rebuilding and revitalizing cities. He has directed downtown programs in Des Moines, Detroit, and Kalamazoo, and neighborhood development programs in Pittsburgh and Minneapolis. He helped found and served as the first director of the Citizens League of Southwestern Pennsylvania, a Pittsburgh-based regional public policy organization. He has been active in IDA for 20 years, and the programs he has directed have won several awards, from IDA, the International Parking Institute, and the US Department of Housing and Urban Development. Dave maintained an active consulting practice before coming to IDA, assisting a number of cities, including New York, Chicago, Las Vegas, and Miami Beach. He is also the co-author of two books and has written numerous published articles.

David N. Ginsburg is President and Chief Executive Officer of Downtown Cincinnati Inc.(DCI). DCI is a downtown management and advocacy organization largely funded by

a special improvement district (SID). Ginsburg is a native of Chicago and prior to joining DCI had more than 30 years of private sector experience in the retail industry with Marshall Fields in Chicago and US Shoe Corporation in Cincinnati.

Matt Kennell has more than twenty years experience in urban planning, economic development and BID management in Florida, Virginia, and South Carolina where in 2002, Matt was named the first CEO of the newly formed City Center Partnership in Columbia. The City Center Partnership is the first service providing Business Improvement District in the state and provides public space management, economic development, and public advocacy and planning for the heart of the city. Matt has served on the Board of Directors at the International Downtown Association, is a former President of the Virginia Downtown Development Association and the Roanoke Valley Convention and Visitors Bureau, and currently serves on the board of the Columbia World Affairs Council, the Greater Columbia Chamber of Commerce, and Engenuity SC.

Kenneth A. Nacci has been President of Downtown Kalamazoo Incorporated since 1998. He directs all aspects of downtown management including real estate acquisitions, economic development strategies and the downtown parking system. Ken recently co-authored a chapter in *Making Business Districts Work* (Hayworth Press), "The Kalamazoo Prism: Downtown Michigan Metamorphosis". Ken is a 28-year veteran in the urban planning and development industry and has been affiliated with the International Downtown Association since 1987. He was a principal at STS Consultants from 1994-1998 and served as Vice President of Downtown Kalamazoo Incorporated from 1987-1994, during which time he managed the development of the \$120 million Arcadia Creek project.