

A ULI VIRTUAL ADVISORY SERVICES PANEL REPORT

MOLINE, ILLINOIS

Revitalization and Return to the River

April 19–21, 2021



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Cover photos: Left: Mural in downtown Moline speaks to the history of the city. (Renew Moline) Right: Sunset over the new I-74 bridge construction in Moline. (Robbie O)

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About the Urban Land Institute

THE URBAN LAND INSTITUTE is a global, member-driven organization comprising more than 45,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics.

Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 80 countries. The extraordinary impact that ULI makes on land use decision-making is based on its members sharing expertise on a variety of factors affecting the built environment, including urbanization, demographic and population changes, new economic drivers, technology advancements, and environmental concerns.

Peer-to-peer learning is achieved through the knowledge shared by members at thousands of convenings each year that reinforce ULI's position as a global authority on land use and real estate. In 2020 alone, more than 2,600 events were held in cities around the world. Drawing on the work of its members, the Institute recognizes and shares best practices in urban design and development for the benefit of communities around the globe.

More information is available at uli.org. Follow ULI on Twitter, Facebook, LinkedIn, and Instagram.

About ULI Advisory Services

The goal of the **ULI ADVISORY SERVICES** program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 700 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfield redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and are screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a three-and-a-half-day virtual Advisory Services panel (vASP) offering is tailored to meet a sponsor's needs. For a virtual panel, ULI members are briefed by the sponsor, engage with stakeholders through in-depth interviews, deliberate on their recommendations, and make a final presentation of those recommendations. A written executive summary report is prepared as a final deliverable.

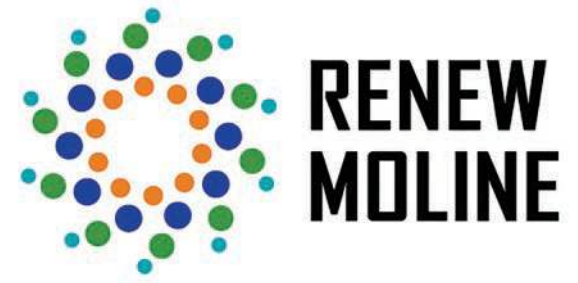
Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's vASP assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this vASP executive summary report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

Acknowledgments

This virtual panel is a result of multiple sponsors participating collectively toward achieving transformational change for Moline. The Advisory Services program acknowledges, with gratitude, the following panel sponsors: Renew Moline, John Deere, the city of Moline, and MetroLINK.

ULI's Advisory Services program is deeply grateful to a host of individuals and organizations who collaborated creatively toward the success of this virtual panel. A special thanks is extended to Alexandra Elias and Carrie O'Neill of Renew Moline, and Todd Green of the city of Moline. Thanks also to the elected officials from the city of Moline for their participation. In addition, ULI appreciates the more than 50 stakeholders who shared their experiences, perspectives, and insights with the panel.



RENEW MOLINE

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Introduction

The new Interstate 74 bridge crossing and corridor project represents the single largest public works development for the Quad Cities community and offers a significant opportunity for Moline in terms of continuing high-impact riverfront development that benefits Moline and the region as a whole.

The I-74 bridge and corridor has proven to be one of, if not the region's most important transportation corridors in terms of traffic volume and providing a bi-state connection between Illinois and Iowa. Average daily traffic counts exceed 74,000, and it is believed that by 2035, the volume will rise to 99,900. It is this level and intensity of transportation-related activity along with the beautiful riverfront setting that makes the I-74 Realignment Zone such a great redevelopment opportunity for Moline and the Quad Cities region.



History

Incorporated in 1848, Moline was named for the mills along the Mississippi River. The first railroad bridge across the river was built in the 1850s, thus beginning the boom era to support the westward movement of settlers. The riverfront quickly became an industrial and agricultural powerhouse. During this time, John Deere invented the self-scouring steel plow and the rest became manufacturing history for “the City of Mills.”

Prosperity continued into the 1900s until the farm crisis of the 1980s. As in many midwestern cities, manufacturing declined in Moline, and the overall Quad Cities’ economy was challenged. The downtown suffered from suburban development and the decline of the job base in Moline. The good news is that through a civic-minded group of citizens and with the support of John Deere and others, the city of Moline has seen a rebirth. However, the Great Recession and the recent pandemic and social unrest in the United States have resulted in continued challenges.

The relocation of the I-74 bridge provided Renew Moline the opportunity to ask ULI to provide advice on the use of 25 acres that could be redeveloped once the new bridge is completed. The panel not only looked at the specific study area to address the

questions posed by Renew Moline, but also looked at a broader area from the TaxSlayer Center arena to Western Illinois University (WIU)–Quad Cities campus to provide context for its analysis.

The Panel’s Assignment

Renew Moline, with the cooperation of the city, John Deere, and MetroLINK, contracted with the Urban Land Institute to provide strategic advice on how the downtown could address revitalization efforts. The primary focus of the panel work included the following:

- How do Renew Moline and the city of Moline partner with private property owners and organizations to maximize development potential in creating new centers of activity?
- How can we create one downtown environment despite the significant impact of the new bridge?
- How do we create an environment that is stable and predictable that encourages creativity and innovation in new development?

Vision and Big Ideas

Moline today has inherited a legacy from the 1880s, when the riches of the Mississippi River, the forest, natural resources, and agriculture created opportunity and wealth. On this foundation, Moline became a great manufacturing powerhouse. The innovation, machines, and know-how that fed this country and won the wars were made right here, by hardworking, humble Midwesterners.



DEN HELDER - TEXEL

But the world has turned upside down, even before a devastating pandemic and the shattering social upheaval of the past year. The brightest and most heavily recruited young people, those famous millennials and now gen Zers, migrated to hip, coastal cities. Good, solid, small towns found it hard to hang onto talent, to attract tourism, to lure corporate relocation. What used to attract investment, workers, and residents and create jobs, no longer worked.

However, during the pandemic and even as the country reawakens and emerges from isolation, small towns have stronger appeal. And as living on the coasts became cost-prohibitive, or the quality of life was lacking, many “boomerang” professionals, those who grew up in Moline, left for careers in the big city and now they are coming back. They have rediscovered the value of Moline.

Moline Today

Many things describe Moline: the Mississippi River, John Deere, the Midwest, KONE Elevator. Words such as *historic*, *innovation*, *making*, *outdoors*, *activity*, and *hospitality* also invoke Moline’s essence. The panel found so much good here—so much to be proud of and to build upon.

Yet an aging population, stagnant growth, young people moving away, talent competition, and being surpassed by other places all mean that Moline cannot afford to wait. The panel heard from more than one interviewee that this is “a once-in-a-lifetime opportunity” and that Moline should not waste it.

Moline Tomorrow

The panel believes the city needs to reimagine itself, but in a way that feels authentic and built on strengths that are uniquely Moline’s. The following sections of this report flesh out these concepts in greater detail, but in broad strokes, the panel urges Moline to recognize that it has an amazing opportunity to build on its existing strengths and be a great lifestyle city.

The panel is recommending several “big ideas” that can help generate jobs to fuel growth, vibrancy, and diversity in Moline’s workforce and the city’s appeal. Making a few, strategic big moves signals that something new, different, and exciting is happening here.



The Mercado on Fifth is an inclusive community event that brings vibrancy and a sense of place to Moline.

PANEL SPONSOR

Big Idea 1

Moline can embrace its authentic identity as a city built around *creating, making, and great parks and riverfront recreation*.

The panel recommends creating a great new riverfront park that connects people to the waterfront and nature in a whole new way. The Great River Park includes the creation of a new water feature, a basin, and more active green spaces. These elements reconnect people with the waterfront and with nature, with the Great River Trail and other trails in new, exciting ways.

Moline has a great start with the KONE Centre, John Deere Commons, and good individual pieces like the Bass Street and Two Rivers YMCA rowing center and Sylvan Island. The panel is suggesting that these separate elements be connected with a more continuous waterfront experience. The trail can be more animated with interpretive signage, sculpture, and riverfront restaurants (café, food truck, kiosks), all of it celebrating the authentic spirit, history, friendliness, and genuine warmth of Moline.

Consider active green space to serve the additional housing the panel is recommending. An excellent opportunity exists for this to replace a surface parking lot as a moment of arrival.

Big Idea 2

The panel recommends a new effort to develop additional housing. Moline can provide much more housing that is much more accessible to empty nesters downsizing as well as to a younger workforce. The city can be very attractive to people who want to live a walkable, pedestrian, car-independent lifestyle. An excellent opportunity exists for new development to replace surface parking lots as a point of entrance for the Great River Park and the Mill Town Neighborhood.

A “Heart of the Arts” district around the repurposed Spiegel Building signals something new and exciting happens there. More rowhouses, green spaces, and options for live/work space can make better use of underutilized land.

Big Idea 3

Refashion Moline as a modern maker hub by dedicating more spaces for makers, a creative arts–driven piece of the Moline economy.

Moline has a tremendous history of invention and making that can inform the development of its next economy. It was once an outlandish idea to put an elevator into a building to move people up and down or to install a moving staircase to get from here to there. Yet these are commonplace today, thanks to the ingenuity of people from Moline. Let us help them discover the next outlandish idea and make it flourish.

The panel does not suggest the city do all of these at once: prioritization is essential. The rewards will be great because these are all things the workforce of the future is looking for. And to stay vibrant and healthy, Moline needs to keep reinventing jobs.

Furthermore, as the world reawakens from the isolation of the COVID-19 pandemic, people will want to experience their backyards, discover each other, and reconnect with small towns—and to do this in new ways that are more equitable, inclusive, and diverse. Because of the international travelers that come to do business in Moline, the city already knows how to roll out the welcome mat for a diverse audience and it can apply those skills widely.

Market Context

COVID-19 has dealt a blow to central business districts like downtown Moline. All of its property types can be expected to rebound, though the extent and pace of the recovery remains uncertain. Specifics are discussed in the following sections.



Office

While downtown can point to large and stable employers in the vicinity, the potential for new multitenant office space is currently limited: existing downtown office buildings are effectively playing a game of musical chairs, and certain high-profile buildings (e.g., Heritage Place, Chase Annex) continue to be dogged by high vacancy rates. That said, with Moline's relative proximity to Chicago, commercial landlords should remain attentive to opportunities related to the rise of remote work as well as relocations of back-office functions.

Residential

Downtown has already seen the addition of some 365 new housing units over the past decade, yet prospects for additional multifamily residential remain strong, with stubbornly high office vacancy suggesting additional possibilities for adaptive use (along the lines of the 5&15 Apartments). Moline still lags downtown Davenport as a residential address, however, and will likely continue to do so until or unless it can achieve a more affordable price point that can entice recent college graduates.

Hotel

While still staggering from a tough year, downtown's hotel sector is well positioned for the longer term, with strong local demand drivers (e.g., TaxSlayer Center, Stoney Creek Hotel & Conference Center Quad Cities), easy access to major employers (e.g., John Deere, KONE Inc., Rock Island Arsenal), as well as the arrival of new properties (including the Element by Westin) and recent modernization of existing ones (e.g., Radisson). That said, the broader regional marketplace is approaching saturation, suggesting caution for further additions.

Distribution

Although not typically considered a downtown use, micro fulfillment centers are increasingly interested in freeway-accessible locations central to population densities, as retailers and logistics providers search for ways to reduce the time and cost of shipping online orders. While this trend has thus far gained traction primarily in congested, high-cost coastal cities, it might well become more widespread in the coming years, with sites on the periphery of the downtown core, to the east of the new bridge, appealing based on their access to I-74 as well as freight rail.

Retail

Retail (including food and beverage, entertainment venues, and personal services) assumes particular importance in downtown settings: as the first and often the only use that visitors can see and assess for themselves, it is critical to establishing and reinforcing Moline's brand, attracting young talent to the city and its employers, and driving lease-up of and premiums for other property types.

Retail potential is a function of two related yet discrete "markets"—consumers demanding goods and services from tenants, and tenants leasing or buying space from landlords—which must both be aligned for desired mixes to be realized.

In terms of the first of these markets, pre-COVID consumer demand in downtown Moline was driven primarily by the daytime workforce, business travelers, the 250,000 annual visitors to the John Deere Pavilion, the 137,000 annual event-goers at TaxSlayer Center as well as the 7,800 residents within a three-minute radius. This had translated to an ever-more-compelling retail mix before the arrival of COVID-19, especially in food, beverage, and live music on weekend evenings. The vitality was concentrated in certain pockets, however, with the others still plagued by vacancy and underuse.

Even then, with the continuation of residential growth and the recovery of other drivers, “in-place” consumer demand will be insufficient to support the full retail footprint of a central business district, implying the need to understand better how downtown should position itself within the broader competitive ecology.

Downtowns tend to attract interest from a specific subset of consumers and prospective tenants. For that reason, their chief retail competitors are not the obvious ones, like South Park Mall and John Deere Road, but rather the region’s other downtowns in Davenport, East Moline, Bettendorf, and Rock Island.

The competition is even more fierce in this particular case, given that the retail rents tend to be roughly similar across the downtowns in the Quad Cities at \$12 to \$14 per square foot triple net, and that, owing to the differential in property taxes, the triple-net rents on the Illinois side tend to be slightly higher.

Downtown Moline can, however, leverage several key advantages vis-à-vis the other downtowns in the region: (1) the anchoring presence of TaxSlayer Center, the region’s premier entertainment venue; (2) the access to/from the I-74 freeway; (3) the perceived stability of its major employers; (4) the existing

retail co-tenancy, especially in food and beverage; and (5) the entrepreneurial pipeline nurtured by incubators like the Mercado and the Market.

Tenancing Opportunities

Post-pandemic, new food and beverage concepts should continue to be drawn to the combination of evening and daytime traffic as well as the existing co-tenancy. Potential exists in particular for additional food and beverage tenants in riverfront locations, which are few and far between in the Quad Cities. A food hall and commercial kitchen might also be possible, though it is not without risk, because most successful examples are in larger markets that can ensure higher volume.

On a related note, downtown can broaden its recreational and entertainment offerings beyond traditional bars and live-music venues. Small-scale examples include an additional coffeehouse, a “bar-cade,” a gaming lounge, and a paint-and-sip studio (along the lines of a DIY craft studio but with alcohol). Also, as part of its pavilion attraction, John Deere might improve the existing dedicated area with a more interactive component for younger children.

Specialty retail represents a greater challenge for downtown, though a meaningful cluster of existing boutiques—including Urban Farmhouse, Watermark Corners, the Market, and the Shameless Chocoholic, among others—could be expanded upon to cater to both the visitor contingent and an underserved subset of regional shoppers.

Finally, given the distribution of existing grocers and the population densities in the vicinity, consumer demand for a traditional supermarket is insufficient at this time. Some smaller hybrid formats and operators might still be a possibility, especially if they can also accommodate motorists. Downtown Davenport is a bellwether in this regard: with a larger residential population, it would likely attract such a use before Moline does.

Tenant Sourcing

Generally speaking, tenancing efforts should focus on smaller regional and local small chains—like Johnny’s Italian (13 locations), Bier Stube (two), and Urban Farmhouse (three)—that can offer some personality and distinctiveness as well as some track record to reassure landlords and lenders. These might be sourced from other successful downtowns in Illinois and adjacent states, like LeClaire, Galena, and Des Moines.

Other possibilities include aspiring small chains from across the Quad Cities that have been successful with a first location and want to expand to a second, as well as “step-up” entrepreneurs that have cut their teeth in incubator platforms like the Mercado and the Market and are now looking to graduate to permanent spaces. Select nationals might also be plausible along the riverfront.

This tenancing direction depends to some extent on the willingness and ability of property owners to offer rents, tenant improvement packages, and leasing structures that interested tenants would be able to sustain in this submarket and over time, as well as the public/nonprofit sectors’ development of a more robust infrastructure for “step-up” entrepreneurs.

In addition, it would require a more proactive approach to finding and vetting prospects in other markets, one in which a nonprofit partner absorbs the opportunity cost of such efforts as rent and tenant support to assist downtown landlords and brokers. Such an entity could also provide a valuable tool to these actors in the form of new leasing collateral that makes the case for downtown Moline, supplementing their building-specific pitches.

Tenancing Strategy

We as consumers generally prefer to shop, eat, and drink where we can find a multitude of choices in one place (e.g., “comparison” shopping, restaurant rows, bar crawls, etc.). At the same time, retailers tend to travel in packs: they typically generate much higher sales close to one another, even their direct competitors, than they do in stand-alone locations. This is why malls and shopping centers have been so successful and have only grown larger over time.

Retail, then, needs to be clustered, especially in submarkets like this one with limited tenant demand. Downtown Moline thus needs to pick its spots. It already has two not especially well-connected subdistricts, on Fifth Avenue and River Drive. In place of a game-changing remake of the redevelopment area, Moline probably should not be creating *new* retail centers of gravity; rather, it should double down on those two existing subdistricts, extending spatially from there (e.g., on the Collector Center lots), while looking toward other complementary uses elsewhere.

In addition to the previously mentioned tenancing support, activation and programming effects should be focused on these two clusters as well. Specifically, COVID-era experimentation might be leveraged into a broader reimagining of public space. For example, with Fifth Avenue now terminating at the new bridge and with the Fourth/Sixth Avenue one-way couplet remaining, Fifth Avenue could be closed during peak periods (e.g., weekend evenings) to create the same sort of vibe and vitality there as exist at the Mercado.

Planning, Design, and Development

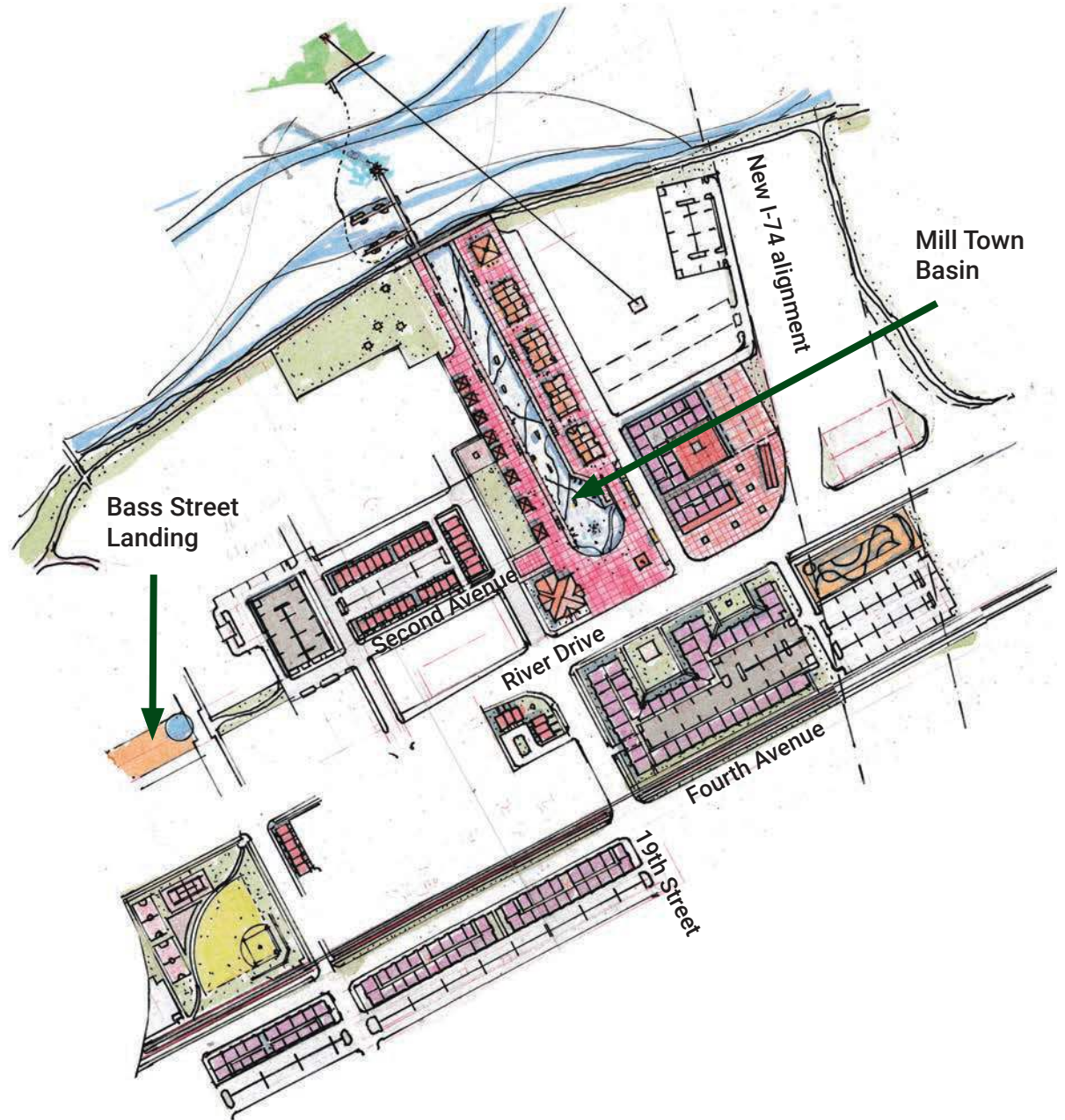
Earlier in this report, ULI urged Moline to go bold and at the same time admonished Moline not to forget its existing assets. In stakeholder interviews that form a critical part of the ULI Advisory Services process, the importance of the community's connection to the Mississippi River was articulated time and time again. In those same interviews, ULI panelists heard "the arts," "the creative economy," outdoor recreation assets as key components of building a livable city.



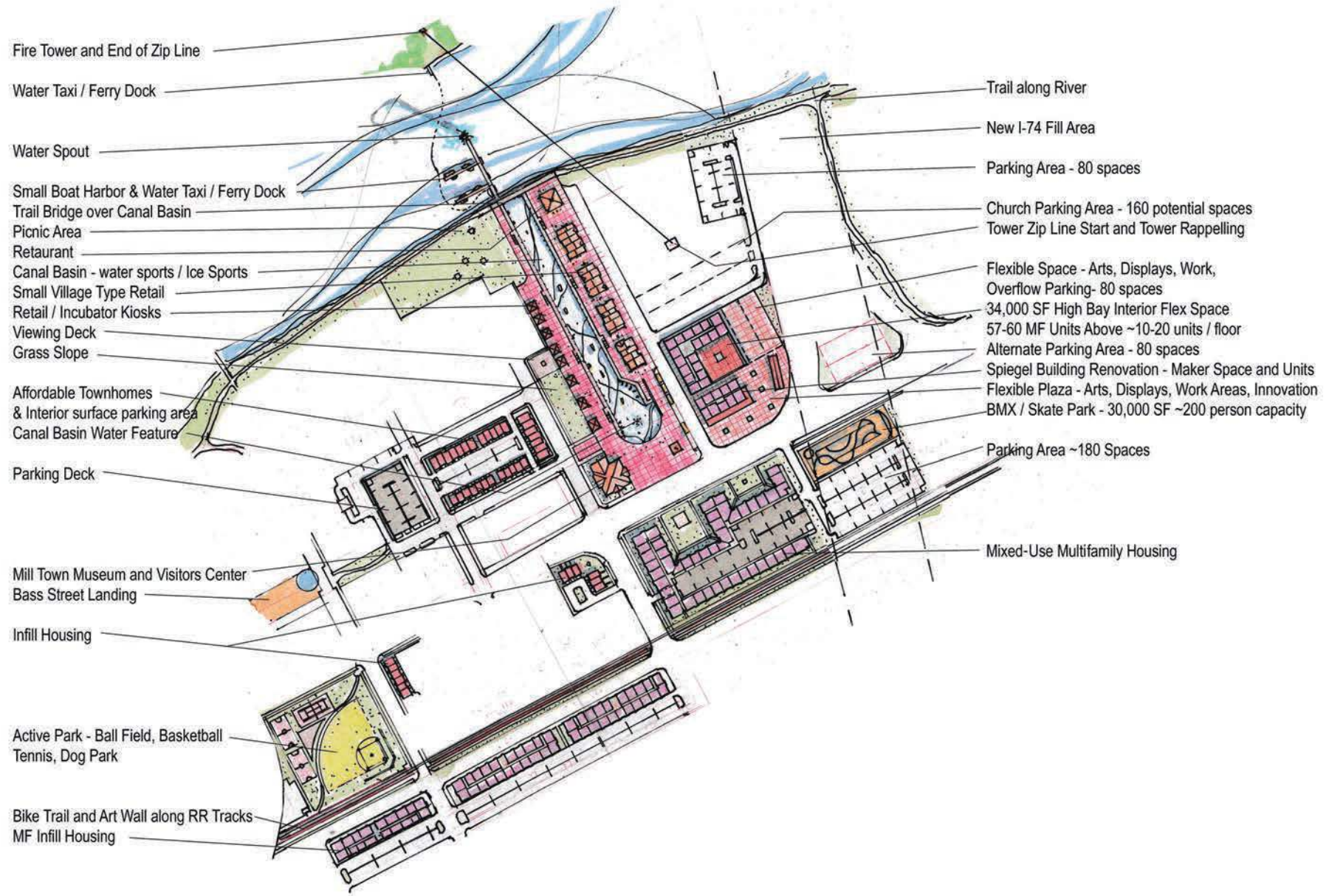
Development Program: Planning and Design

The new Mill Town Neighborhood, which is near the area once dominated by the I-74 bridge access, affords an opportunity to create a focal point for entrepreneurial creativity, access to the Mississippi River, a variety of outdoor recreation opportunities, and a unique place for residents and visitors to gather. Go bold, Moline!

The connection between this exciting new development and the strong heart of downtown Moline is critical to success on both ends. That connection is grounded in a series of residential developments and ancillary amenities that secure downtown Moline as a desirable place to live, work, and play. Looping the Fifth Avenue commercial corridor, strengthening the Second Avenue corridor with Bass Street Landing at one end and the new Mill Town Basin at the other, a new active Town Center park, and 500-plus new housing units addressing the range of the market with the new Mill Town Neighborhood fulfills the ULI urging of going bold and remembering existing assets.



A vision for the Mill Town Neighborhood.



The Mill Town Neighborhood in detail.

Critical to the development of the Mill Town Neighborhood is a successful partnership among the city of Moline, Renew Moline, and an already-in-place anchor institution, Heritage Church. The church purchased the former Montgomery (now KONE) Elevator Company property several years ago, with the vision of shaping it into an asset not only for the church congregation, but also for the people of the Quad Cities. The abandonment of the I-74 right-of-way and the development of the Mill Town Neighborhood create excitement and value for the church property, which has suffered from a lack of appropriate infrastructure.

The ULI panel suggests the church as an anchor for the new neighborhood and the KONE Tower as the start of a zip line connecting to the ULI-named Mill Island just offshore. The redevelopment of the historic Spiegel Building outlined later in this report suggests the construction of additional live/work community space on land partially owned by the church. The panel suggests that Heritage Church, Renew Moline, and the city undertake a joint planning process for the affected property. The church may wish to consider leasing or selling a portion of its property in return for the construction of public infrastructure to help ensure the safety and usability of the remainder of its real estate.

Sites 1 and 2(a)

The area from River Drive to the river between the Rock Island bridge and the new I-74 bridge is the centerpiece of the redevelopment of downtown Moline. This area has high visibility from the new interstate bridge and the street-level roads along the river, and much of the property is underused.

Mill Town Basin

The development of a water basin creates one focal point of this new riverbank development and provides recreational opportunities in both winter (ice skating and ice hockey) and summer (small boating of all kinds). The “wow” factor for this development is the Mill Town waterspout that soars perhaps 200 to 400 feet in the air at the foot of the Mill Town Basin and is visible from the new I-74 bridge. The edges of the Mill Town Basin are lined with kiosks and shops of varying sizes and uses, some of which are reserved for Spiegel artists, artisans, and entrepreneurial makers. The proposed Moline History Museum and Visitors Welcome Center would put a visitors center right off the exit coming eastward into Moline and would be a great introduction to the city.



The Mill Town Basin would serve as a centering hub of activity for the neighborhood.

Either the Mill Town Basin could be designed as a direct connection to the Mississippi River and built with a seawall and floating-dock system, or it could be an independent water body from the Mississippi with a levee wall under the bike path bridge adjacent to the river.

A signature restaurant could be located adjacent to the river, with upper eating decks and perhaps a riverwalk for viewing out and along the river. The addition of a museum would be a wonderful opportunity for telling the history of the “City of Mills” and helping set the stage for interesting places and spaces in Moline.

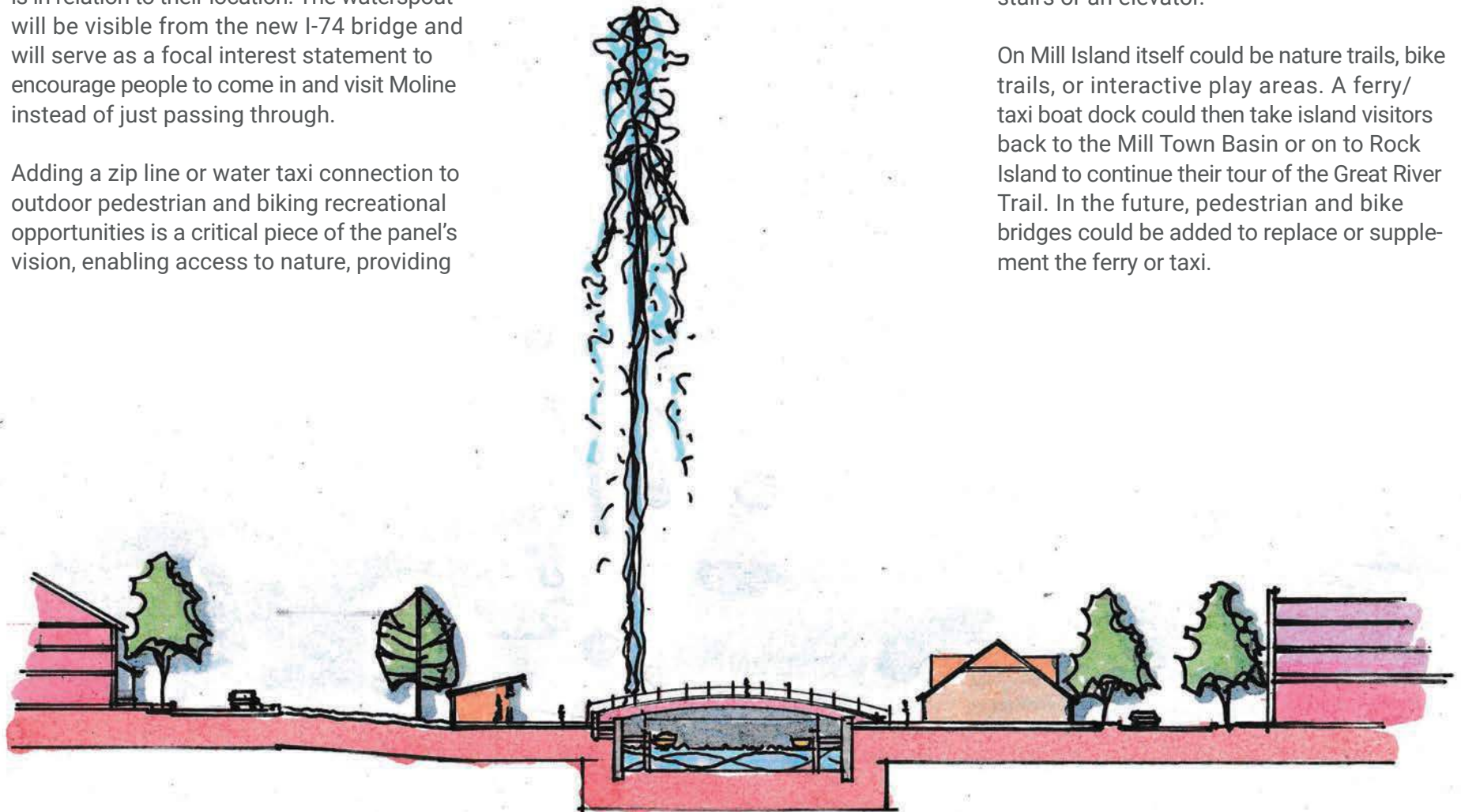
The Mill Town waterspout, with the appropriate height and scale, can become an identifying landmark and a strong wayfinding statement for all of downtown Moline. Anyone coming to Moline will be able to identify where the river is in relation to their location. The waterspout will be visible from the new I-74 bridge and will serve as a focal interest statement to encourage people to come in and visit Moline instead of just passing through.

Adding a zip line or water taxi connection to outdoor pedestrian and biking recreational opportunities is a critical piece of the panel's vision, enabling access to nature, providing

a place for exercise, and drawing people to the water. This could be a unique creator of identity and unparalleled attraction that provides an opportunity for island hopping on the Mississippi River.

The zip line route to Mill Island will pass by the waterspout and become an interactive experience. Mill Island could have a fire tower at the receiving end of the zip line over the trees, which could be descended either by stairs or an elevator.

On Mill Island itself could be nature trails, bike trails, or interactive play areas. A ferry/taxi boat dock could then take island visitors back to the Mill Town Basin or on to Rock Island to continue their tour of the Great River Trail. In the future, pedestrian and bike bridges could be added to replace or supplement the ferry or taxi.



This is a section view of the proposed waterspout and basin as seen from Water Street. The waterspout would be easily viewable from the Mill Town Basin.



A waterspout would catch the eye of I-74 drivers and encourage them to get off the interstate.



DANIEL ANDERTON/JULI

The Mill Town Great River Park (with the potential Mill Town Great River Park Trail marked in green) would connect the available open spaces into a cohesive and accessible whole.

The Great River Park would create experiences for interaction with the river and views of Moline that would encourage further enhancement of the Moline riverfront and additional commercial and recreational experiences along the city frontage.

Mill Town Residential

In the Mill Town residential portion of Site 1, the panel is recommending an adaptive use of the Spiegel Building converting the top three stories to 30 residential units for artists. The panel believes the ground-floor space should be renovated and programmed for commercial, arts, and/or makerspace.

The panel also recommends building a new live/work building between the Spiegel Building and the former KONE Elevator building. This new building would have a high-bay ground floor to accommodate programming for events, indoor sports, makerspace, and other commercial activities that complement the vision.

The upper portion of the new building would be two additional stories housing 25 residential units per floor, for a total of 50 units for artisans and makers who are involved in activities to support the ground-floor users. To provide parking for these two buildings and the occupants of the old KONE building (Heritage Church and other tenants and service providers occupying the building), parking will be reserved to satisfy the total parking needs for all uses and located close to the Spiegel Building. These new parking lots will also accommodate any parking lost as the result of creating the Mill Town Basin. The parking scheme for this area should also explore a reduction in development parking requirements or shared parking with the city and other users.

Site 2(a) is a dilemma. A few possible commercial uses could take advantage of the traffic volume coming off the bridge from the north; however, based on the panel's analysis, several of these, such as office

or hotel, are not currently viable. Other alternatives include several institutional uses, such as medical, educational, or an information center, which may also be challenging without an identified anchor tenant with sufficient interest to justify moving forward with this type of use.

Since the panel recommends adding more housing to the neighborhood to enhance the Fifth Avenue commercial corridor, and the market demand supports housing currently and most likely continuing over the near term given demographic headwinds and an unprecedented period of very low interest rates, the panel is recommending a mixed-use housing project on this parcel of about 3.8 acres.



The placement of the proposed development.

DANIEL ANDERTON/ULI



New Enterprise live/work lofts are a model to be replicated.

RENEW MOLINE

This property would have a similar look and feel to the new building diagonally across 19th Street and River Drive called Enterprise Lofts. The major differences include incorporating a ground-floor plate 18 feet high and keeping all the parking in a multilevel freestanding parking structure around which the residential units are “wrapped.” This building type is commonly known as the “Texas donut” or “Texas wrap” because it was first pioneered in Texas to provide a more cost-effective way to build structured parking, compared to a podium parking structure under the residential units. The benefit of this type of parking structure is to provide higher density at a reasonable cost for the parking structure.

This four-story building is programmed with about 46 units per floor for a total of 184 units. The panel’s reasoning for adding a loft-style unit on the ground floor for makerspace with a residential loft is to complement its recommendation for the Spiegel Building and the new building behind it with a similar ground-floor height of 18 feet and three stories of units above, each with a nine-foot clear height. This building on Site 2(a) would be about 50 feet in height and provide superb views of the river.

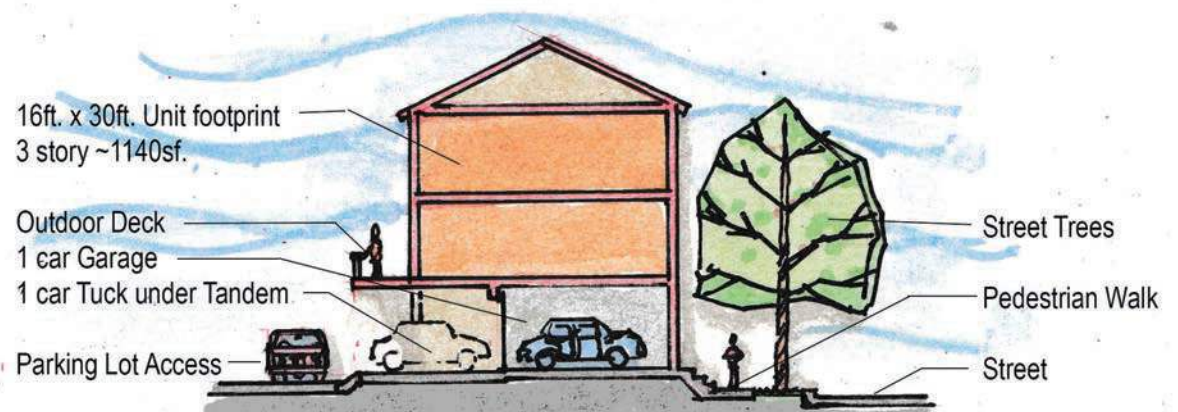
In addition to the tenants in the ground-floor lofts, the potential exists to introduce some limited commercial uses in one or more of these spaces, including an urgent care facility mentioned during the stakeholder interviews. This location is a prime candidate for some kind of institutional use; for consideration, the panel recommends that during the planning process outreach take place to evaluate the potential demand for a medical clinic or urgent care clinic, a visitor information center, or an educational or early childhood education facility. These uses could well be coupled with upper-story residential. The panel also recommends using the land underneath the freeway adjacent to the residential building to build a skateboard and/or bicycle motocross (BMX) park.

This land is being conveyed to the new owners at little or no cost except for transactional costs associated with land conveyance and the cost for any remaining land clearing or environmental remediation work not paid for by the federal government. This conveyance at a nominal land cost should be seen as a financial incentive for a developer of such a mixed-use project, and this “benefit” should offset the incremental cost for the parking structure, which often is a “burden” that significantly affects economic feasibility.

Market-Rate Infill Housing



Affordable Infill Housing



Market-rate and affordable infill housing to serve the Moline housing demand.

After an evaluation of the projected market returns, if an opportunity exists to use the additional benefit from subsidized land cost in excess of the cost of the parking structure, the developer should be encouraged to add affordability benefits to the loft units to assist the artists and makers and to some of the residential units for the benefit of neighborhood residents who may need some form of subsidy to afford living in this new project. This formula should also be used as feasible in the other residential units proposed in the panel's recommendations.

Connecting Mill Town to the Fifth Avenue Commercial Corridor

The panel's overview diagram illustrates its fundamental principle of improving the connections between Mill Town and the Fifth Avenue corridor. The panel's goal is to provide a strong pedestrian connection along Second Avenue. The panel recommends making Fourth Avenue a strong bike connection to the river by adding a bike path next to the train tracks, similar to the bike path farther west. To enhance the streetscape, the panel recommends adding a barrier wall to separate the trains from the bikes and creating an art mural on the wall next to the bikes.

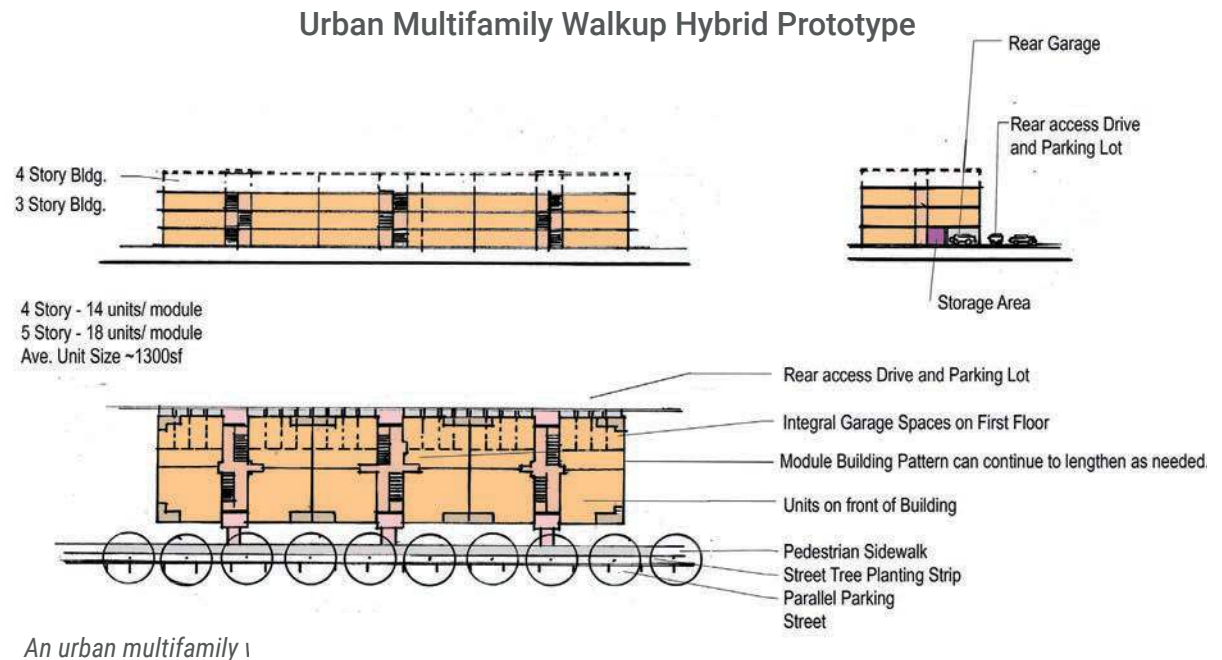
Finally, the panel recommends providing Fifth Avenue with a strong pedestrian/commercial link by slowing down the cars moving on the street.

Beginning at the new Mill Town neighborhood, the panel recommends focusing on creating a strong pedestrian connection along Second Avenue to Bass Street Landing Plaza. The panel also recommends strengthening the pedestrian connections on 17th Street and 19th Street to the Fifth Avenue commercial corridor. The panel is also recommending designation of a shared bike path in the street on Second Avenue, 17th Street, and 19th Street.

For the two parking lots between First and Second avenues, the panel recommends adding affordable rowhouses (see below).

These two parking lots are owned by the city and the Housing Authority. The panel recommends conveying the city-owned lot to the Housing Authority and making all the units affordable using U.S. Department of Housing and Urban Development (HUD) or other types of low-income financing.

In addition to affordable rental housing, affordable for-sale housing should also be considered. Many first-time homebuyers might prefer to live in the downtown area who would qualify for ownership financing programs from Fannie Mae, Freddie Mac, or the Veterans Administration (VA).



The panel is recommending building a four-level parking garage of about 66 spaces per level, for a total of about 264 spaces, to serve the hotel and conference center and replace parking lost by building residential units. The possibility might even exist to add shops or kiosks on a Second Avenue pedestrian path from Bass Street Landing if there is demand over time.

Turning the corner of these same two parking lot areas across the street from the City Water Department, the panel would continue to add more townhouses to face the City Water Department building. This recommendation would yield 31 townhouses around the perimeter with garages housing 56 parking spaces in the middle. A new project called the Modern (townhouses on Sixth Avenue and 13th Street) represents an example that could be either affordable or market rate.

The panel has also provided a design for an urban multifamily walkup hybrid prototype as another example for a conceptual design to be considered in this location. In addition, located on Fourth Avenue is an example of a prototype multifamily product similar to products already introduced into the downtown area that provides a better face than the parking lot to Fourth Avenue and includes parking in the buildings to retain much of the already existing parking.

From Bass Street Landing to the Arsenal viaduct, the panel is recommending infill housing and the conversion of the parking lots adjacent to the viaduct/"Collectors Center" lots into an active recreational park to serve the neighborhood residents. The park would include court sports, a ballfield, and other activities to provide an active connection between the new residential, Fifth Avenue and the waterfront.

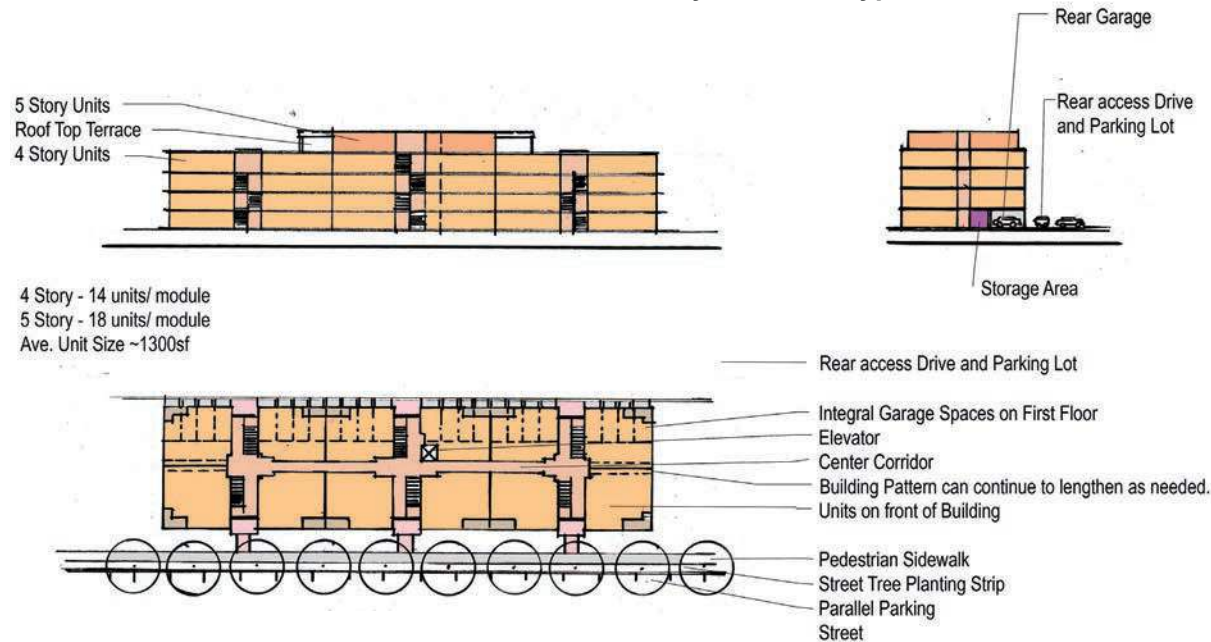
The panel's goal is to keep River Drive as a strong automobile-dominated traffic-mover street, but the panel believes the street should have some modifications to the cross section to add either street trees along the street edges or a median in the middle of the street with large canopy trees to "green up" the street's character.

On River Drive at the southeast corner of 17th Street is a parking lot next to existing rehabilitated townhouses on 17th at the other end of the block. The panel proposes adding six new townhouse/rowhouse units adjacent to them on 17th Street on the available land from the rehabilitated townhouses to the corner to fill out the streetscape. These residences would be about 760 square feet per floor with two stories over a garage and would provide 1,600 to 2,400 square feet of living space plus parking for

one car or two cars (if tandem) in the back-loaded garage on the first building floor. This style of townhouse is typically one unit but could easily be divided between the lower and upper floors and rented as a small duplex apartment (the larger 20-feet by 38-feet units could easily be split, but the 16-foot units would be too small to split).

On 19th Street at River Drive, on the west of Site 2(a) where the old post office is located, an additional six rowhouses or townhouses similar to the product discussed above could be introduced to fill in on the green space adjacent to old post office at the 19th Street corner. Potential reuse of the old post office could include adaptive use to a food hall or some other community-serving use.

Urban Center-Corridor Hybrid Prototype



An urban multifamily center-corridor hybrid prototype.

On Fourth Avenue between 16th and 19th streets, there is an opportunity to introduce a significant amount of higher-density residential onto the parking lots on these blocks. The building types along Fourth Avenue are four stories high on three blocks as follows:

- On 16th Street to 17th Street is one four-story building with 18 units per floor for a total of 63 units plus 28 individual garages, which leaves 66 parking spaces behind the buildings to service the commercial uses.

- On 17th Street to 19th Street are two four-story, 70-unit buildings for a total of 140 units plus 30 garages per building, for a total 60 of garages. This will leave 154 spaces to service the commercial uses.

These numbers will vary based on whether the ultimate use is the four- or five-story center-corridor buildings or the three- or four-story walkups. (Based on what is shown in the site plan, the proposal would yield the preceding numerical outcome; however, if the unit types and densities provided are too costly to build, then the overall unit yield will be less.)

To enhance the view from these units to the north, the new art wall should be installed along the railroad tracks with a continuation of the Great River Trail adjacent to the art wall as previously discussed.

The LeClaire Building at the corner of 19th Street and Fifth Avenue provides a great anchor of existing residential units. With the addition of the new units on Fourth Avenue, the LeClaire Building now becomes a residential focal point, representing the connection between the Fifth Avenue commercial corridor and Site 1 and Site 2(a) in the I-74 redevelopment area. The panel recommends continuing the adaptive use of vacant buildings with ground-floor commercial and residential units above on the Fifth Avenue commercial corridor like the Berglund Flats and other similar buildings that have already been renovated. This type of infill housing provides additional character and variety to any commercial streetscape.

In summary, to support its residential development recommendations, the panel has looked at the annual demand and concluded that a goal of the 510 units the panel has specifically identified in its recommendations plus other residential units in other parts of the downtown area, including the neighborhood immediately to the east of the I-74 freeway, is very achievable over the next five to 10 years.

DANIEL ANDERTON/ULI

Site 2(b)

The panel's proposal represents much work to be done over the next five to 10 years, and the panel believes that it is important to focus the city's energy prudently on what is achievable and not take on more than can reasonably be accomplished in the near term. As a result of this observation by the panel, it is recommending that the city defer planning on Site 2(b) at this time until after the program the panel has already proposed is accomplished. At that time, the land uses for these parcels may be easier to consider in conjunction with Deere's long-term plans for its property.

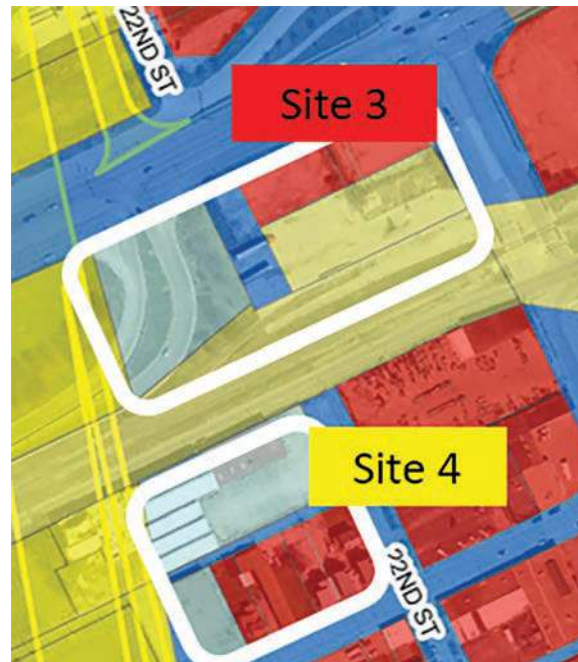


Sites 2(a) and 2(b) from the study area.

Site 3

Site 3 is currently an impacted industrial site with a rail spur across River Drive from a much larger sand and gravel industrial operation by Riverstone. Until Riverstone decides to change its industrial uses, it is premature to start planning this site.

One idea to consider in the future is the need for a fulfillment warehouse similar to new facilities emerging with the significant increase in retail volume conducted over the internet where orders are returned by buyers and other warehousing or light manufacturing uses are desired closer to the downtown area.



Site 3 and Site 4 from the study area.

Site 4

Site 4 is proximate to other sites already being converted to residential uses. The introduction of new single-family and multi-family buildings, as well as rehabilitation of existing residential buildings between the I-74 freeway to the east toward the Campus Towne small-scale commercial district, will enhance this corridor and strengthen the residential character of the neighborhood.

Because I-74 is a significant neighborhood divider, the character and product type to be built in this neighborhood at this time should be lower density to be compatible with the existing buildings in the neighborhood. Over time the densities may increase as the downtown area gets built up. This is an ideal neighborhood for the production of more market-rate and affordable for-sale housing using financing from Fannie Mae, Freddie Mac, and the VA.

Organization and Implementation

The recommendations that have been presented to Moline require a strong partnership among a myriad of Moline stakeholders: the city, Renew Moline, residents, businesses, philanthropic organizations, and the faith-based community. Implementing the bold and exciting transformational projects also will require a significant level of staff capacity that currently is not present.



Strong and effective public/private partnerships do not just happen. They must be cultivated and built upon a collective vision, clear communication, and trust. The city and Renew Moline as the primary implementers of the grand new vision for downtown Moline must rethink and refocus their partnership and establish clearly defined roles and responsibilities.

Even though the city and Renew Moline will each have key roles and responsibilities for the implementation of these ambitious projects, there must be seamless coordination between the two. A culture of entrepreneurial approaches and a healthy appetite for calculated risk can work if the public and private sectors work in tandem.

City Role

The city must reassert itself significantly in the development process. The city has the responsibility for the vision, public infrastructure, permitting, design, project approvals, and the establishment and use of tax increment finance districts. Direct involvement by the city team in the project design and approval will assure expediency and public accountability. The city should take the lead in initiating new downtown for-sale and rental housing units by working with private developers in both new construction and adaptive use. The city should also continue

the public streetscape and pedestrian connections to link the recommended projects to core activity areas of downtown.

There are key staff vacancies, and the city should move expeditiously to hire a permanent city administrator and fill the vacant economic development director position. The economic development director is a critical position, and that individual should have the requisite skill set as a professional who understands the development process from the public- and private-sector perspective, is adept at a variety of financing options, and has high ethical standards and a collaborative approach.

Renew Moline Role

The city of Moline and Renew Moline have enjoyed a symbiotic relationship since Renew Moline's founding in 1989, facilitating more than \$400 million in public and private investments. The panel suggests that the city and Renew Moline examine the relationship of the two organizations and the structure of Renew and consider recalibration. Over its history, Renew Moline acted as a project manager, ensuring the development of the arena, the pavilion, and the university buildings. The panel is suggesting that the city of Moline assign the project manager role for the development of Great River Park and the Mill Town Neighborhood, including the Spiegel Building redevelopment, to Renew Moline.

John Deere has acted as an outstanding corporate citizen in the city of Moline, leading the development of the arena, the pavilion, and the university buildings. Other major private, public, and not-for-profit organizations must buttress John Deere's role in the development of Great River Park and the Mill Town neighborhood.

The projects the ULI panel is recommending are extremely significant in scope, especially for a city of 42,000 with city government annual fund revenues of \$42 million. Such an endeavor will require several factors to be in place for the project and Renew Moline's leadership role in it to be effective:

- The city will have to agree to assign Renew Moline specific duties and responsibilities.
- The city will have to agree to form a task force of department heads to support Renew Moline.
- The task force will have to meet regularly to exchange relevant information.
- Renew Moline should have an executive committee of top-level representatives from those entities that can bring resources—financial, political, and intellectual—to the table.
- Renew Moline will have to be resourced with staff and consultants to support the adaptive work required to form a new park and develop a new neighborhood.

- The city and Renew Moline will undoubtedly require federal and state resources in the development of Great River Park and the Mill Town neighborhood and should consider the involvement of federal and state officials on both the board and the task force.

There are organizational alternatives for the development of Great River Park and the Mill Town neighborhood; however, given the successful history of Renew Moline's leadership, the strength of Moline's private sector, and the types of projects represented by Great River Park and the Mill Town neighborhood, the panel's preferred alternative is to reinvigorate Renew Moline as a major leadership organization.

Need for City and Church to Plan Jointly

Critical to creating Great River Park is a successful partnership between the city of Moline and Heritage Church. The church purchased the former Montgomery (now KONE Inc.) Elevator Company property several years ago, with the vision of shaping it into an asset not only for the church but also for the Quad Cities community.

The abandonment of the I-74 right-of-way and the possibility of turning that property into part of Great River Park create excitement

and value for the church property, which has suffered from a lack of appropriate infrastructure. The panel holds out the old KONE Tower as a potential anchor site for Great River Park, as well as the southern beginning point of zip lines to extend to the small island to the north.

Although Great River Park could be developed without the church property and while Heritage Church could succeed without park development, the synergy created by joint planning and development cannot be denied.

Renew Moline, the city of Moline, and Heritage Church should consider conducting a joint planning process for the interstate right-of-way and the church property to ensure the highest and best use. The church may wish to consider its goals, which may include selling or leasing all or some of its current property in return for the building of public infrastructure, including flood protection, to help ensure the safety and usability of the remainder of its real estate.

Focus

Renew Moline introduced the panel to more than a dozen major initiatives that the organization and the city wish to undertake: forming arts corridors, adopting form-based codes, adaptively using old buildings, developing new housing, originating parks,

decommissioning highways, encouraging restaurants and retail, controlling flooding, connecting neighborhoods, providing economic opportunity . . . the list goes on.

Indeed, these are the sorts of initiatives that make for a great city. The panel's concern is that, while Moline needs each one of these initiatives, pursuing all these initiatives at once—each with equal enthusiasm—tends to result in talk about these initiatives, but not much action.

Any mayor or city administrator or board chair deep down inside knows that if he or she is to leave the city a legacy, the focus must be on a relatively small list of initiatives that will result in the greatest positive change. A culture of project management must exist. There must be monthly (or at the beginning, even biweekly or weekly) meetings at which project managers are assigned to give project reports. Regular communications must exist between and among all of the public- and private-sector officials who need to come together to make a project happen.

The panel strongly recommends that the mayor, with the assistance of the city administrator and executive director of Renew Moline, assign a project manager to each designated priority project, establish a communications network, and convene a working group of project managers, who will give reports and updates on progress.

Development Process

The panel has reviewed the Project Management Team and Design/Build Management Team (DBMT) processes. Although the panel acknowledges that the processes are “award-winning” and “unique,” the Advisory Services team finds the process to be confusing, unnecessarily cumbersome, and potentially off-putting to developers, especially those from outside the Quad Cities area.

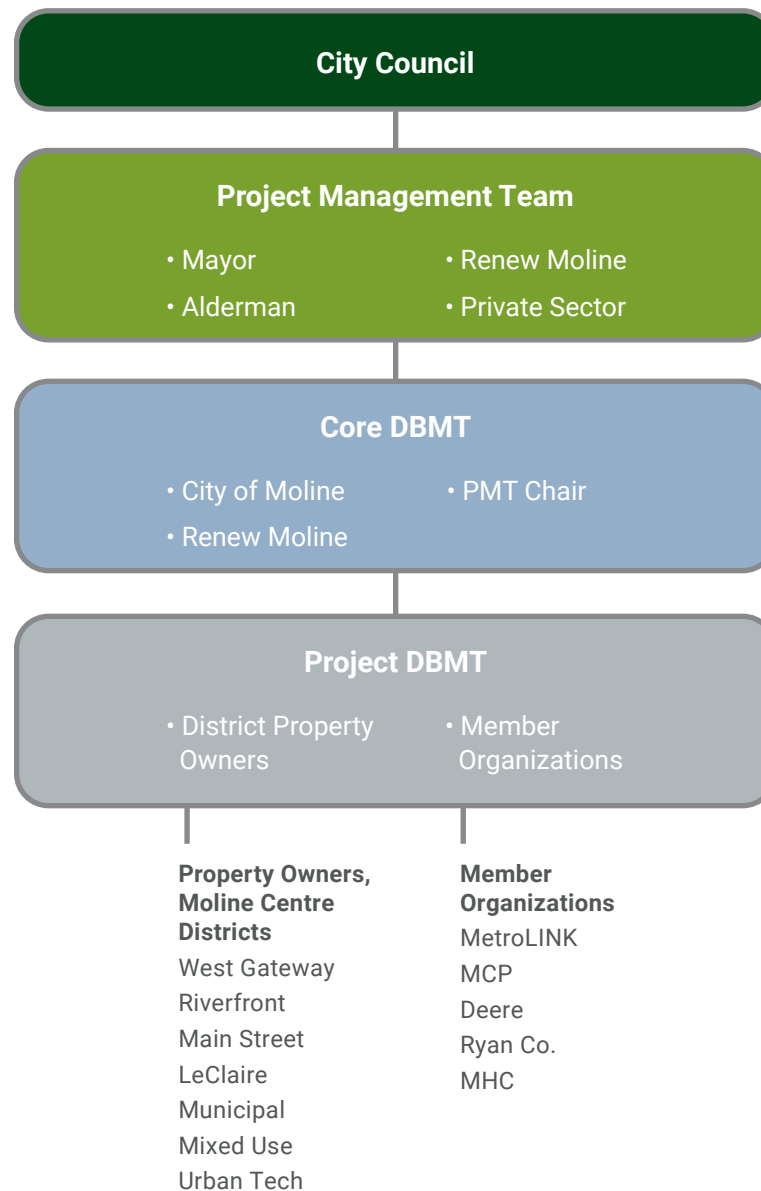
The panel prefers a more traditional project management system whereby a city economic development (or another department) official would be designated as project manager—except on those Renew Moline projects, for which the executive director would be so designated.

The project manager would be charged with all aspects of project management, including keeping the mayor, city aldermen, and other department heads apprised of various aspects of the project.

The panel suggests the development process maintain these aspects:

- Streamlined;
- Clear;
- Defined point of entry; and
- Ethical.

Moline Centre DBMT Process Organization



RENEW MOLINE

The Moline Centre DBMT Process Organization typifies the Moline development procedure.

Finance

The panel commends the city on its aggressive use of tax increment financing districts to pay for public infrastructure in the vicinity of new developments, especially considering limited funding available from the city's capital and operating budgets and, because of financial problems, from the state of Illinois's budgets. The panel also commends the city for its adoption of Special Service Areas (SSAs) to fund "clean, safe, and friendly" programs in both the Bass Street Landing area (SSA 5) and Moline Centre (SSA 6). The city should also have a dedicated development fund specifically for these ambitious projects.

The panel urges the city to develop expertise in implementing a host of other potential funding sources, including the following:

- Federal funding (especially HUD, Department of Transportation, Environmental Protection Agency, Department of Homeland Security—with an eye on new federal infrastructure programs);
- Zones (Enterprise, Opportunity);
- State funding (quasi-independent agencies as well as state government proper);
- Tax credit programs (low income, new markets, historic);
- Tax abatement programs; and
- Local philanthropic organizations.

Marketing and Communications

Almost as important as pursuing and completing urban economic development projects and programs is to communicate about them to neighbors, Quad Cities residents, and the outside world. In today's world of social media and virtual communication, the amount of communication required cannot be underestimated. The panel suggests a few tools that will assist Moline in such communications:

- Events
 - Programming—up to 200 events per year—Moline Centre and SSAs
 - Calendar—Visit Quad Cities
- Business-to-consumer marketing
 - Downtown map—Visit Quad Cities
 - Wayfinding signage—city departments
 - Banners and other decorative elements—Moline Centre and SSAs
- Business-to-business marketing
 - Development map—with project descriptions (planned, recently completed, underway)—City Economic Development
 - State of Downtown report—with demographics—Renew Moline
 - Developer open houses—City Economic Development

Conclusion

This report contains a bold strategic vision for Moline that builds on its assets and history but at the same time challenges it on how to reimagine its uses. There will be those who say “No one wants to live in Moline”; or “How could the city possibly create a large new park on the river?”; or “Why in the world would you build a Mill Basin or revitalize the Spiegel Building?” The community responds to these challenges with an integrated vision for the future of downtown. That integrated vision is accomplished by the following.



First, the city needs to create a vision and believe in that vision. Imagine a grand park and an active riverfront, new housing, creative incubators, housing for artists, and a food gallery.

Second, the panel's perception is the community is dysfunctional. It needs to build up a culture of project management and a stable development environment. A cohesive vision between the political and civic leadership does not exist to undertake such a bold and complex program of development that will play out over 10 years. The basics of government approvals and services need to happen in a timely and efficient way.

Third, strong partnerships are first needed to create an organizational structure that cooperates and permits each entity to fulfill its responsibilities. Next, the city needs to build partnerships with various nonprofit and for-profit developers who share the city's dreams and are willing to invest.

Fourth, the community needs to have the financing available to realize the vision. The plan the panel has recommended challenges the market perception of Moline. To attract partners to build the housing, create the park, and accomplish the other goals will require the public sector to share the risk. How that happens ethically and transparently will determine the city's success.

Fifth, sophisticated staff and consultants are needed to work out how the physical program links with this financing and other public funding.

Sixth, a dedicated development fund is needed for these projects.

Seventh, the parks should be the first project out of the gate. The parks initiative is a test of the community's ability to build an effective partnership with the Arsenal, Rock Island, and other property owners to move a great addition forward.

Successful leaders today share some common traits. They are curious, nimble, and have an appetite for risk. Is that going to be Moline or is the city content to settle for the status quo? Moline invited ULI here; clearly, it wants to do more.

The panel's most important message is to dream big, get organized, and get the job done. Moline has done it before and can do it again.

About the Panel

Rick Dishnica

Panel Chair

Point Richmond, California

Dishnica is president of the Dishnica Company LLC. The Dishnica Company was formed in 1999 to pursue his individual investment goals, to develop infill housing, both for sale and for rent in the Bay Area, and to provide real estate consulting services.

Dishnica was an executive vice president and the chief operating officer of American Apartment Communities, a privately held REIT, from 1994 through March 31, 1999, with responsibility for all apartment operations, development, and rehabilitation. Since 1982, he was also an executive vice president of the Klingbeil Company, predecessor to American Apartment Communities, with operating responsibilities for the western United States. During the period 1989–1993, he also served as the chief financial officer and chief operating officer of K/W Realty Group, a Klingbeil-affiliated company in the for-sale housing business.

Before joining the Klingbeil Company in 1981, he had worked in the real estate and banking industry. Before his business career, he served as an officer in the U.S. Navy. Dishnica received his MBA from the University of Southern California in 1974 and his BS from Ohio State University in 1968.

Dishnica is a trustee of the Urban Land Institute. He was a member of the ULI Governance and Nominating Committee, was vice chair for Councils, was a member of the ULI Operating Committee, and was on the Advisory Board of the ULI Rose Center for Public Leadership. He is currently a member of the ULI Multifamily Residential Council (Blue) and was its past chair. He is currently a board member and past chair of the ULI San Francisco District Council and on its Governance Committee.

He is also a member and was a director of the National Multi-Housing Council. He was an independent director of BlackRock Apartment Value Fund III. He was a member of the board of International House at UC Berkeley for nine years from 2008 to 2017 and served on its House Committee as its chair and was on the Finance Committee.

Dishnica served a six-year term as a member of the board of trustees of Children's Hospital Foundation Oakland from 1988 through 1994, finally serving as its treasurer and chair of the Investment Committee responsible for an endowment in excess of \$60 million. He was on the board of trustees of Bentley School for 13 years from 1990 through 2003 and served as its president for four years from 1993 to 1997, during which time he was responsible for developing a high school to expand Bentley's programs from K–8 to K–12. He also served for four years as a commissioner on the Berkeley Landmarks Preservation Commission from 1999 through 2003.

Daniel Anderton

Hampton, Virginia

Anderton has proven project design experience in the applicability of planning, zoning, and subdivision, and he also has extensive experience working with stakeholders, local and state government development review processes, and in creating effective working relationships with jurisdictional agencies, boards, commissions, and the public. He is currently employed by Dewberry, a national

planning, engineering, and architectural firm, and is responsible for community planning and urban design within the company. He has worked for architects, engineers, landscape architects, and horticulturalists throughout his career, giving him a unique and holistic perspective of community planning, urban design, and landscape architecture.

He has a goal to create community environments that are memorable, comfortable, sustainable, and inclusive to a wide demographic of visitors, residents, and business owners while also being marketable for public or private developers. He takes care to ensure that a conceptual design's integrity, density, and sense of place are maintained through the planning process. By carefully planning floor/area ratios and densities, providing for a mix of diverse building and product types and phasing, and incorporating traditional and neo-traditional design styles, his community developments are poised to fulfill the needs of the market and a wide cross section of prospective renters, buyers, visitors, and shop owners.

Anderton has been involved with, and completed, hundreds of projects involving direct interaction with citizens, developers, architects, planning boards, county councils, mayors, public utilities, transportation officials, and other involved parties. The juggling of everyone's interests throughout the completion of a plan or project is extremely

important. The desire being to go through the design and planning process with the majority of stakeholders feeling as though they have succeeded in having their personal vision incorporated into the community.

He graduated with a bachelor's of landscape architecture and environmental planning from Utah State University in 1983 and with a master's of landscape architecture from the University of Illinois in 1985 with an emphasis on behavioral design and placemaking.

Michael Berne

Berkeley, California/New York, New York

Berne is the president of MJB Consulting, a national retail planning and real estate consulting concern with offices in the San Francisco Bay area and New York City. MJB has been retained by a wide range of clients across the United States, Canada, and the United Kingdom, including municipalities, business improvement districts, quasi-public and nonprofit development corporations, landlords, and retailers, to conduct market assessments, advise on site planning, devise tenancing strategies, and spearhead recruitment efforts.

He is a frequent speaker at the conferences of the International Downtown Association and sits on the board of directors as vice chair of its executive committee. He has also

presented at the annual gatherings of the International Economic Development Council (IEDC), the National Main Street Center, the Local Initiatives Support Corporation, the International Council of Shopping Centers, and the California Downtown Association, among others. He has written for the *Urban Land* magazine and for the *Journal of Urban Affairs*, and he has served on expert advisory panels for ULI and IEDC.

He has lectured at the University of Pennsylvania and the City University of New York and appeared in high-profile publications such as the *Washington Post* and the *Financial Times*. Berne received a BA from Columbia University (Columbia College) in New York City and an MPhil from Cambridge University (Gonville & Caius College) in the United Kingdom.

Betty Massey

Galveston, Texas

Massey works as the executive director of the Mary Moody Northern Endowment, a private foundation based in Galveston, Texas, that works in both Virginia and Texas. Among her responsibilities are the operations of two historic properties, the 1895 Moody family home in Galveston and Mountain Lake Lodge, a historic resort near Blacksburg, Virginia.

Following the September 2008 landfall of Hurricane Ike, Massey, then chair of the Comprehensive Plan Committee for the city of Galveston, was appointed chair of the city's Long-Term Recovery Committee. It was this 330-member citizen committee that developed Galveston's "roadmap for recovery." It was the Hurricane Ike recovery effort that introduced Massey to the Urban Land Institute when the organization brought a national panel to Galveston to help the community think beyond recovery.

At the same time, she led the effort to establish and served as the first chair of the Galveston County Recovery Fund, a coalition of private foundations, United Way, the city of Galveston, and Galveston County, formed for the purpose of soliciting and distributing private charitable resources post-Ike. She has continued to chair the Recovery Fund through Hurricane Ike (2017), the COVID pandemic (2020), and Winter Storm Uri (2021).

Massey served as a member and chair of the Board of Commissioners of the Galveston Housing Authority from 2010 to 2012 when the authority began the reconstruction of the public housing system on the island. She rejoined that board in 2019 to complete the work of rebuilding public housing units lost to the waters of Hurricane Ike. She currently serves as vice-chair and heads the development committee.

Before joining the Endowment in September 2000, Massey served 11 years as executive director of Galveston Historical Foundation, the second-largest locally based preservation group in the United States. The foundation's program of work included museum operations, educational programming, commercial redevelopment, and neighborhood revitalization.

With four decades of involvement in the Galveston Island community, currently Massey serves as the founding president of Moody Early Childhood Center, the first in district charter school for infants, toddlers, and pre-kindergarten students in Texas; a founding member of the board of directors of Build Galveston, a community development corporation focused on creating housing affordable for a broad sector of Galvestonians; and several other nonprofit community organizations including the Chamber of Commerce and the Island Tree Conservancy.

For almost 20 years, Massey has served on the Executive Committee of ArtSpace Projects Inc., the largest nonprofit developer of artist live/work space in the United States. She is the co-chair of the organization's Governance Committee.

Massey is a graduate of the University of California at Berkeley.

Tom Murphy

Pittsburgh, Pennsylvania/Washington, D.C.

Murphy is a senior resident fellow at the Urban Land Institute and the Canizaro/Klingbeil Families Chair for Urban Development. A former mayor of Pittsburgh, Murphy has extensive experience in urban revitalization—what drives investment and what ensures long-lasting commitment.

Before his appointment as senior resident fellow, Murphy served as ULI's Gulf Coast liaison, helping coordinate with the leadership of New Orleans and the public to advance implementation of rebuilding recommendations made by ULI's Advisory Services panel after Hurricane Katrina. In addition, he worked with the Louisiana leadership, as well as with leadership in hurricane-affected areas in Mississippi, Alabama, and Florida, to identify areas appropriate for ULI involvement.

During his three terms as mayor of Pittsburgh, from January 1994 through December 2005, Murphy initiated a public/private partnership strategy that leveraged more than \$4.5 billion in economic development in the city. Murphy led efforts to secure and oversee \$1 billion in funding for the development of two professional sports facilities and a new convention center that is the largest certified green building in the United States. He developed strategic partnerships to transform more than 1,000

acres of blighted, abandoned industrial properties for new commercial, residential, retail, and public uses, and he oversaw the development of more than 25 miles of new riverfront trails and urban green space.

From 1979 through 1993, Murphy served eight terms in the Pennsylvania House of Representatives. He served in the Peace Corps in Paraguay from 1970 through 1972. He is a 1993 graduate of the New Mayors Program offered by Harvard University's Kennedy School of Government. He holds an MS in urban studies from Hunter College and a BS in biology and chemistry from John Carroll University.

Rick Reinhard **Rockville, Maryland**

Reinhard is principal of Niagara Consulting Group and counselor to the Lakelands Institute, advising for-profit, not-for-profit, governmental, and faith-based organizations how to use their resources to build better communities.

For 30 years, Reinhard led business improvement districts and other economic and community development organizations throughout North America and the United Kingdom, including Central Richmond Association,

Buffalo Place Inc., Central Atlanta Progress, the Downtown DC Business Improvement District DC, and Ilex Urban Regeneration Company in Derry~Londonderry, Northern Ireland. He earned a reputation as a leader in how public/private partnerships can improve downtowns and other commercial areas.

For the past five years Reinhard has focused on leading United Methodist Church organizations, as executive director of A Future with Hope, leading real estate, community development, and disaster-response initiatives in New Jersey; and chief administrative officer of the church's social justice agency on Capitol Hill.

Reinhard served as chief of staff to the mayor of Buffalo and, as consultant to the mayor, created the transformative Buffalo-Niagara Medical Campus, the number one economic development initiative in Western New York, leading to more than \$750 million in public and private funding on a 120-acre inner-city campus.

He was chief operating officer of a Toronto-based, private-sector real estate development corporation. He initiated the Public Infrastructure Initiative at the Urban Land Institute.

He began his career covering political corruption probes and murder trials as a newspaper reporter in his hometown of Syracuse. As adjunct faculty member, Reinhard has taught urban planning and public policy at six major research universities. He cofounded the Urban Design Project at the University at Buffalo, now part of the university's Regional Institute.

Reinhard has participated on 20 Advisory Services panels for the Urban Land Institute, American Institute of Architects, and International Downtown Association, from Staten Island to Lubbock, Texas, to Manhattan Beach, California, to Saskatoon, Saskatchewan.

He earned a bachelor's degree in biology from the College of William and Mary and a master's degree in business and public management from Rice University. He served as a midcareer Loeb Fellow in Advanced Environmental Studies at the Harvard University Graduate School of Design.

Ann Taylor

Austin, Texas

Taylor is founder and principal with Wide Ranging + Co. in Austin, Texas. Wide Ranging + Co. provides brand and creative services for organizations focused on the built environment. She has focused on leadership and innovation in real estate development, planning, design, and land use in her 30-year career building brands, engaging audiences, and creating community.

She was senior vice president of marketing and communications for several years at Midway, a full-service real estate investment, development, leasing, and management firm focused on reinventing, reimagining, and redefining places with bold, innovative ideas. Before that, she was executive director for the Urban Land Institute, Houston and San Antonio. She managed ULI panels focused on the Astrodome, Galveston hurricane recovery, transit-oriented development, and reviving underperforming commercial corridors.

Taylor has a BA in English literature from Rice University.

Nancy P. Whitworth

Greenville, South Carolina

Whitworth recently retired after a long tenure with the city of Greenville, serving as the director of economic and community development, deputy city manager, and interim city manager. She was instrumental in establishing public/private partnerships resulting in Greenville's successful downtown and citywide redevelopment. She has been an expert panelist and presenter throughout the country advising communities on entrepreneurial and collaborative approaches to economic and community development.

She received her BA and MS degrees from Clemson University and serves on the boards of Clemson's Advancement for Real Estate Development and the Rutland Institute for Ethics. Throughout the years she served on numerous boards in the community, including the Greenville Chamber of Commerce, Greenville Local Development Corporation, the Innovate Fund, and the University Center of Greenville. She is currently on the board of the Community Foundation of Greenville, Prisma Upstate and is a South Carolina Department of Transportation Commissioner.

Whitworth has received numerous awards throughout her career including the Order of the Palmetto recognizing her exemplary vision and leadership as well as her achievements in economic development.

She is currently an adviser with OneSpartanburg Inc., focusing on economic development within the city of Spartanburg.



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