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PROFESSIONAL WORK SUMMARY

PLANS, AREA PLANS & STRATEGIC VISION

[2025 Master Plan – Kalamazoo, MI \(City Planner\)](#)

ROLE: Rebekah was the co-author of the 2025 Strategic Vision and Master Plan with Director Laura Lam and Planner Christina Anderson. Rebekah also created the engagement and organizational alignment framework for implementation.

Cities do not become great by accident. Over 16 months of over 4,000 diverse community voices joined together exploring opportunities, breaking down barriers, and charting new directions for the City. Participation was easy and accessible at open houses, community picnics, art hops, and online surveys. We engaged people from every neighborhood and did not limit their ideas about places, programs, policies, investments, and communal goals that were most important to them. **This unique process inspired the donation of \$500 Million to the city as a Community Promise Endowment to implement the goals and aspirations of Imagine Kalamazoo.** The visions, plans, and goals to guide the City are able to help everyone reach the desired outcomes of the community work that is moving forward. Each year we celebrate the number of goals we have achieved and the neighborhood leaders who are implementing them.

[2035 Strategic Vision - Kalamazoo, MI \(Deputy City Manager\) – in progress](#)

ROLE: Rebekah is currently leading the Strategic Vision document authoring and engagement process. Imagine Kalamazoo 2035 (IK 2035) is a community-driven planning process that will guide Kalamazoo's priorities, investments, and decisions for the next decade. At its core, IK 2035 asks two big questions: What kind of community do we want to become? What steps do we need to take to get there? The answers to those questions become two important documents: the Strategic Vision and the Master Plan. Imagine Kalamazoo 2035 builds on the success of Imagine [Imagine Kalamazoo 2025 \(IK 2025\)](#), launched in 2015. That process set a new standard for community engagement in Kalamazoo and led to meaningful investments in housing, parks, transportation, sustainability, and economic development.

[Dean's Charrette #3 - Downtown Public Realm - Kalamazoo, MI](#)

ROLE: Project manager. Guided the consultant team through stakeholder interviews, guided implementation activities. The study operates at two levels. The first seeks specific strategies to activate the public realm at street level through catalytic design proposals. The second is an exploration of how to connect isolated pockets of activity throughout the city. The proposals in this report identify successful moments within the city's urban fabric, note opportunities to continue the current growth and activity, and provide specific strategies to celebrate and expand upon the best parts of Kalamazoo. They take into account already existing patterns of building use, density, pedestrian movement, car movement, and green space to recommend both short term and long-term goals to reinforce existing momentum in the city.

[Dean's Charrette #7 - Westend Gateway Downtown Area Plan - Kalamazoo, MI](#)

ROLE: Project manager. Guided the consultant team through stakeholder interviews, guided implementation activities. The area of study for this second charrette serves not only as a site of imminent development from these catalysts, but also as a critical point of connection for several areas of the city: the two colleges, emerging event district, reemerging commercial corridor along W. Michigan Avenue, student housing in the Vine neighborhood, and the city's downtown core. By addressing this integral site at a time when it is particularly malleable, there is an opportunity to bring all of these actors in conversation with one another, and to create a holistic experience of the western gateway to the city.

[Downtown Area Plan: A Walkable City – Denver, CO \(Glattig Jackson\)](#)

ROLE: Rebekah served as the co-chair of the work group with the Downtown Denver Partnership (DDP) that guided

research and co-authored an extensive publication to incorporate a 'pedestrian priority zone planning concept into Denver's Downtown Area Plan (DAP).

The plan highlighted a myriad of pedestrian issues. The report developed through a work group consisting of a wide cross section of academics, professionals, city officials and departments. The documents have now opened up three new workgroups within the DDP and have been taken under further consideration by Denver City Council.

Western & Leith Harbor Master Plan – Edinburgh, Scotland (Robert Adam Architects, Winchester, UK)

ROLE: Rebekah served on the master planning team and edited the final report.

Using sustainable concepts such as zero emissions, the highest water quality standards, health impacts and affordability to build one of the most innovative developments in Scotland. Rebekah was responsible for report documentation and research of sustainable architectural models as well as the creation of homeowner guides for composting, energy efficiency and living 'green'.

HEALTHY EATING & ACTIVE LIVING PLANNING

Built Environment Policy Blueprint, LiveWell Colorado – Denver, CO (Glattig Jackson)

ROLE: As project manager Rebekah organized and facilitated the first study for the state of Colorado to integrate healthy eating and active living strategies into planning, active transportation and development.

The document was published by LiveWell Colorado in November 2010 and co-written and managed with Jessica Osborne, a land use planner, at the Colorado Department of Public Health and Environments (CDPHE). Rebekah and Jessica held 22 public forums to understand the policy, environmental and lifestyle barriers to healthy eating and physical activity across the state. Specific attention was paid to a context sensitive framework; urban, suburban, rural and resort. A comprehensive planning education process we call the 7P's was developed during the Built Environment Blueprint. This process is being tailored to APA and CDPHE workshops as a tool for helping facilitate community engagement around health and the built environment.

Detroit Works Project – Urban Agriculture Recommendations Detroit, MI (AECOM)

ROLE: Research and recommended zoning amendments for urban agriculture.

The City of Detroit is undergoing a massive scale change. One area of redevelopment is focused on urban agriculture. Rebekah advised the Chicago based AECOM team with urban agriculture resources and policy recommendations that could be applied to new zoning and ordinances in the city. Rebekah's work with healthy food advocates and urban farmers in Colorado, has given her resources and experience in both planning and policy for urban agriculture. In Detroit, several scales of farming exist; one acre plots to several acres of greenhouses.

Land use policies do not exist to cover the type of farming that the city would like to enact. The scale of farming should be a consideration in each neighborhood based on context (in regard to farming equipment used, utilities, processing etc.) and the zoning difference should reflect whether the farm is community based, where goods are kept or given away; or commercially based, when goods are distributed commercially or sold at local markets.

TRANSPORTATION & URBAN DESIGN

Jurisdictional Transfer of Michigan Department of Transportation Trunklines - Kalamazoo, MI (Director of Planning)

ROLE: Project manager and lead from the City of Kalamazoo.

This effort was the culmination of the Imagine Kalamazoo 2025 goal of restoring two-way planning and development. The City completed transfer in 2019, worked with Michigan Department of Transportation Kalamazoo region planning and engineering staff to research, study, and financially secure the transfer of MDOT trunklines that crisscross the City of Kalamazoo. These streets link neighborhoods to the Downtown and include commerce precious Downtown main streets. Most of these streets were one-way, multi-lane speedways that have shifted growth, vibrancy, and walkability across the city. The city also received \$10 Million in MDOT grant dollars to maintain the streets in the future. These resources will be used to match the federal grant.

Streets for All – Kalamazoo, MI (Director of Planning/Deputy City Manager)

ROLE: Led and organized the next steps for converting the one-way streets to two-way. This included the hiring of engineering and traffic study consultants as well as designing and implementation of community workshops.

After the City completed the transfer of State-owned trunklines, planning and engineering staff outlined objectives from the Master Plan for future land use and transportation options to begin draping a request for proposals. Once the consulting team was chosen, the work engaged the community not on IF they wanted two-way traffic (that has

been clear since 1977, it is just the will of MDOT that has been immobile) but HOW they wanted to use the streets. During several workshops held throughout the city, participants were able to go on walking tours, biking tours, and to complete street diagrams with the assistance of a kit of parts. Designs were then vetted for feasibility and options with parking, bike lane, and widened sidewalks were chosen throughout the network matching safety concerns for user experiences. We are currently finalizing the last design which is linked to the Dean's Charrette #7 report. The city has raised just over \$100 million to fund the construction of the projects.

[Complete Streets Policy – Kalamazoo, MI \(Director of Planning\)](#)

ROLE: Drafted and led review committee, attorney review, and adoption for the policy.

The Complete Streets Policy is intended to provide for safe and convenient access to all parts of the City by respecting the needs, capabilities and limitations of all users of City rights-of-way, including but not limited to pedestrians, bicyclists, transit riders, motorists, emergency, freight and commercial vehicle operators. The policy aligns street design, reconstruction, and maintenance with 2025 Master Plan Street Types. Adopted in 2018.

[Street Design Manual – Kalamazoo, MI \(Director of Planning\)](#)

ROLE: Led the scope of work, hiring of consultant, and part of the review committee.

The City of Kalamazoo recognizes that all projects: new, maintenance, or reconstruction, are potential opportunities to apply Complete Streets design principles for the equity and safety of all users. The City is in the process to complete a Street Design Manual to the maximum extent practical, design, give green construction guidance, outline maintenance, and operations on all streets to provide for a comprehensive and integrated street network of streets, trails, and right-of way - for people of all ages and abilities throughout the city. This manual will align Land Use and Transportation to the Master Plan to be sure the future of streets projects are compatible with future Land Uses.

[Newton Town Centre Transit Area Plan – Surrey, BC \(Glatting Jackson\)](#)

ROLE: Organized and managed a three-day design workshop that produced initial development of concepts and a preliminary site plan for the 4-acre TransLink-owned site.

The project also includes the refinement of a site plan, transit network and station design (which Rebekah consulted on). The design workshop was comprised of public engagement workshops, and working one-on-one with key stakeholders including private developers, city staff and transit agency and engineers.

[City of Thornton East Lake Station Area Plan – Thornton, CO \(Glatting Jackson\)](#)

ROLE: Organized and managed a large-scale planning and public engagement support for the City of Thornton station location.

This project required coordination efforts between RTD and the City to locate a passenger platform and development opportunities. The three-day design workshop comprised of public engagement presentations, public workshops and one-on-one stakeholder interviews. She also produced the full report and illustrations for the project.

[Waterfront Station – Vancouver, BC \(Glatting Jackson\)](#)

ROLE: Project manager, led team efforts in restoration, planning and concept development for the adaptive reuse of the Heritage building at Waterfront Station. Produced presentation and illustrative concepts.

Waterfront Station is an iconic building among the glass skyscrapers in Vancouver's waterfront harbor. Currently, five separate transit technologies (bus, light rail, heavy rail, taxi and ferry) are a destination at the waterfront. As each of these technologies has evolved one at a time, the station has not been planned in a cohesive way. With the arrival of the recent Sky Train, TransLink found it necessary to reorganize and simplify the station layout.

Opportunities to develop other parts of the Waterfront Station site also were considered. Rebekah was responsible for illustrating the urban design vision, land use and development planning as well as streetscape guidelines.

[Other Complete Streets Transportation Projects of Note - Kalamazoo, MI \(City Planner/Director of Planning\)](#) Road diets and protected bike ways throughout Kalamazoo, MI:

- Portage Street
- Kalamazoo Ave
- Kilgore Rd.
- East Main Street
- Burdick Street
- Oakland Drive (restriped)
- Protected Bike Lanes

- Lovell Street
- Michigan Avenue
- Stadium Drive
- Urban Trail at Kalamazoo Avenue

DESIGN GUIDELINES, PATTERNBOOKS, & FORM BASED CODE

[Incremental Zoning Alignment - Kalamazoo, MI \(City Planner/Director of Planning\)](#)

ROLE: As Planning Director coordinated the existing code research, policy change amendments, and zoning ordinance amendment outreach through community meetings, stakeholder interviews, and executed these changes with planning staff through the Planning Commission and City Commission adoption process.

Working through the 2025 Master Plan goals, Planning staff have selected the most critical zoning changes to make on a quarterly basis, rather than pausing for several years to rewrite the entire code. The critical zoning changes were selected through community priorities such as: to create affordable housing, increase density, allow for accessory dwelling units, allow for small homes (tiny homes), allow for live/work cottage industries in our residential zoning, and to allow for craftsman industries in our neighborhoods. The new zoning code is being written with a form based standard.

[Killian Park Library Design Guide – Miami, FL \(Glating Jackson\)](#)

ROLE: Project architect led photography, travel, and writing. Created illustrations and context research for the final pattern book for library design.

Directly consulting with the Kendall neighborhood in Miami-Dade County who sought a public process to design a building that was characteristic of their neighborhood in scale, mass and style. Rebekah helped the community to create a design guide to showcase exemplary architecture in the neighborhood. The design guide provided character elements that make a civic building for the context of the Kendall neighborhood. Illustration, photography, report, and concepts were produced to present during public engagement.

[4th Street – Form Based Code – Albuquerque, NM \(Glating Jackson\)](#)

ROLE: Urban Designer, produced maps, researched code, and produced drawings and recommendations for zoning amendments.

This streetscape project included a redevelopment and stabilization plan for the edge of commercial buildings along 4th Street and the historically preserved neighborhood adjacent. The plan included regulatory guidance for the commercial buildings to locate closer to the street, created architectural guidelines to use indigenous materials and sustainability for water conservation and protection. Publication of findings, streetscape guidelines and form-based code were produced.

[Historic Neighborhood Guidelines & FBC – Greensboro, NC \(Professional\)](#)

ROLE: Urban Designer, produced maps, research, photography, drawings, and streetscape as part of a charrette team. Assisted with editing and graphic design to produce the final report for print.

Project included a redevelopment and stabilization plan for the Greensboro Bats baseball stadium and adjacent historic neighborhood integration. The plan included regulatory guidance for increased density near the ballpark as well as streetscape improvements. Publication of findings, streetscape guidelines and form-based code were produced.

[Wealthy-Jefferson Neighborhood FBC – Grand Rapids, MI \(Professional\)](#)

ROLE: Charrette urban designer, assisted with GIS maps and production of final report.

Project included a redevelopment and stabilization plan for the Wealthy-Jefferson neighborhood. The plan included regulatory guidance for the conversion of industrial and commercial uses to residential as well as streetscape improvements. Publication of findings, streetscape guidelines and form-based code were produced.

[Henderson Beach: Pattern book for a Landmark Hotel - Walton County, FL \(Urban Design Associates\)](#)

ROLE: Rebekah was the project manager for a 7-day travel and research project to produce the pattern book; writing, editing, photography, and sketches throughout the book. She supervised a team of 4 staff to produce the report.

Urban Design Associates, in addition to helping to create the Master Plan framework, acted as “Resort Architect” to design a vocabulary of architectural and landscape patterns that will ensure the community is designed to a consistent level, maintaining the Vision (described and illustrated throughout this Pattern Book), through all phases of development. The UDA Pattern Book will provide design guidance, a consistent and coordinated collection of imagery,

and a description of the intended character for the community. The Pattern Book also presents design criteria for use by design architects, as well as a method of evaluation of proposals by the developers and UDA.

Osceola County Mixed-Use Design Guidelines – Osceola County, FL (Glattig Jackson)

ROLE: Project architect on a team with the Fort Collins, CO office to build a form based code that would give a visual reference to new developers. Rebekah and Cameron built entire developments in 3D modeling software (Sketch Up) to show scale, massing and details in buildings and streetscape. A document was written and when adopted will become a chapter in the Osceola County Comprehensive Plan 2010.

POLICY REFORM

Development and Incentives Policy – Kalamazoo, MI (Director of Planning)

Equitable development incentives are only as strong as the policies that can support and the resources that back them. Our work has been to create a new economy through focused city tax incentives that are matched with critical community values. In 2019, the Brownfield Redevelopment Authority passed the first Development Incentives Policy to direct tax increment financing toward projects that would achieve strategic community goals.

Pre-Permitted Plans for Neighborhood Building Types – Kalamazoo, MI (Director of Planning/Assistant City Manager)

ROLE: Project manager – hired architects, reviewed plan sets, and convened focus groups to vet and ultimately approve the final designs. Walked all the plans through our permitting process and coordinated cross departmental changes to implement the streamlined development process.

The City of Kalamazoo supports neighborhood infill and economic opportunities for locals by offering a set of pre-approved building types. This resource assists with small to middle scale housing development in Kalamazoo neighborhoods, offering a range of contextually appropriate plans to individuals and developers that are interested in pursuing new construction infill projects within the City. Pre-approved building types are permitted to be used in any zoning district that allows the selected building type per the current Zoning Ordinance. This process offers high-quality architectural plans with contingent building and site development approval. In exchange for significant time and cost savings, the buildings must be built to match the floor plans and building design, including all architectural details, with minor variations permitted.

Other Policy Assistance of Note:

- Emergency Housing Ordinance
- Fair Housing Ordinance/Civil Rights Ordinance Update
- Community Benefits Agreement
- Community Land Trust
- Downtown Development Authority TIF plan
- Downtown Strategic Re-Organization Plan
- Northside Cultural Business District Authority TIF Plan