



DANIEL MAKELA

Associate Vice President

Downtown and Neighborhood Planning | Market Research | Data Analysis | Strategic Planning

EXPERTISE

As an associate vice president with P.U.M.A., Daniel is involved in all aspects of the firm's downtown-focused work, including market assessments, neighborhood master plans, and business improvement district (BID) formations and strategic plans. Prior to joining P.U.M.A. in 2015, Daniel worked as a project manager in both the public sector and for a downtown management organization.

Representative P.U.M.A. projects include:

- Producing market assessments for a diverse range of downtowns, including Durham, NC; Boulder, CO; Lincoln, NE; Rapid City, SD; and Milwaukee, WI
- Crafting assessment models and operating plans for new and existing business improvement districts (BIDs) in Denver, CO; Chattanooga, TN; and Grand Rapids, MI
- Developing strategic plans to guide downtown management organizations in Durham, NC and Chapel Hill, NC
- Forming focused goals, strategies, and actions for downtown and neighborhood master plans, based on broad stakeholder and community input

PAST EXPERIENCE

Senior Project Manager, Louisville Downtown Partnership, Louisville, KY, 2015

Worked as a senior member of the planning team. Led and managed a wide array of downtown improvement projects, including the creation of new zoning overlay districts, tactical urbanism events, and a downtown housing strategy.

Project Manager, Mayor's Innovation Team, Louisville, KY, 2012-2015

Worked on a small team dedicated to bringing innovation to local government. Managed various projects designed to improve customer service within the city planning department. Conducted detailed quantitative and qualitative analysis to identify new solutions, set targets for those solutions, and track progress during implementation. Completed advanced project management training.

Economic Development Officer, Economic Development Department, Louisville, KY, 2010-2012

Worked with the City's commercial and industrial redevelopment division on long-range economic development and planning initiatives. Administered a brownfields assessment grant from the U.S. Environmental Protection Agency.

Research Assistant, Economic Center for Education and Research, Cincinnati, OH, 2008-2010

Worked with a research team on various community development projects. Assisted in the production of market assessments, economic cluster analyses, and workforce analyses.

OTHER EXPERIENCE

Bloomberg Fellowship, Research Center for Leadership in Action at the Wagner Graduate School of Public Service, New York University, 2012-2014

Urban Design Career Discovery Program, Graduate School of Design, Harvard University, 2007

PUBLICATIONS AND PRESENTATIONS

"How to Make Big Changes to your Planning Department" | Ohio-Kentucky-Indiana Regional Planning Conference, 2014

"Innovation in City Government" | Innovation Delivery Public Forums, Louisville, KY and New York, NY, 2013

"Art and Culture: The Transformation of Louisville's East Market District" | University of Cincinnati, OH, 2010

AFFILIATIONS

Next City Vanguard Member
International Downtown Association
American Planning Association
Urban Land Institute

EDUCATION

Master of Community Planning, University of Cincinnati, OH; AICP Award for top program graduate
Bachelor of Science in Economics, Centre College, Danville, KY (with abroad studies in France, Vietnam, and Cambodia)

PROGRESSIVE URBAN
MANAGEMENT ASSOCIATES

