SEA GRANT PROJECT SUMMARY FORM (90-2)

INSTITUTION: Virginia Commonwealth University
TITLE: Waterfront Property Reuse & Community Development Plan
INITIATION DATE: June 20, 2014
COMPLETION DATE: June 15, 2015

PRINCIPAL INVESTIGATOR: John Accordino
ASSOCIATE INVESTIGATOR: n/a
AFFILIATION: Professor, VCU
AFFILIATION: 
SEA GRANT FUNDS: $40,000.00
STATE MATCHING FUNDS: $20,365.00

SEA GRANT STRATEGIC PLAN CLASSIFICATION:

PROJECT ABSTRACT

OBJECTIVES: VCU proposes to produce a development strategy for waterfront properties comprising 96.81 acres on the Severn River in Gloucester County. The strategy will be comprehensive, multi-faceted, and economically viable, and we will use best efforts to ensure that it reflects the preferences of, and is therefore enthusiastically embraced by the community. The strategy will include several development alternatives, and our report will include a rich base of data which the Middle Peninsula Planning District Commission can use to inform decision making and development, regardless of which course of action it chooses.

METHODOLOGY: We will use faculty-student teams in the VCU Master of Urban & Regional Planning program, as well as the active participation and leadership of Neal Barber, an expert in community development with over four decades of experience in Virginia, to conduct the research and planning process and create our report to the Middle Peninsula PDC.

Phase I (June – August 2014) will consist of site and data reconnaissance, as well as preliminary data gathering.
Phase II (August – December 2014) will consist of five different graduate classes in the Master of Urban & Regional Planning program, each of which will complete critical research or plan elements. This phase will also include research conducted on two topics that are not included in the classes.
Phase III (January – June 2015) – A faculty-student team will create the final report and make presentations to the Middle Peninsula PDC.

Throughout the process, extensive citizen participation and interaction with the Middle Peninsula PDC will be organized.

RATIONALE: The project and community context demand an approach that is multi-disciplinary, finding the most economically viable and financially feasible uses for an outstanding property, while taking into account the need for employment opportunities, local government fiscal health and environmental sustainability. Also, our approach combines the energy, creativity and research skills of graduate students, with the skills and experience of professional planners and faculty.
PROJECT NARRATIVE

1. Problem Statement

The continuing globalization of production and trade has brought opportunities and challenges to communities throughout the world. Although many metropolitan areas have benefitted from this transformation, many rural areas, especially those dependent on extractive industries or on a narrow manufacturing base, have struggled as natural resource stocks have become depleted and manufacturing has gone offshore. Industrial dislocation has often been followed and exacerbated by population loss, as working-age persons depart in search of employment and often do not return.

Fortunately, there are opportunities for new development. Examples include retirement and vacation homes for people attracted by the natural beauty and relative peacefulness of rural areas, as well as eco- and heritage-tourism, creative arts and crafts, new industries that use telecommunication to connect to urban areas, higher-education facilities, and craft-based manufacturing. The challenge is to find economically viable activities that match a community’s assets and values, and which take into account pressing issues such as un- and underemployment and local government fiscal health.

Like other rural areas, Virginia’s Middle Peninsula has experienced the challenges of globalization. Although some of its constituent communities are economically strong, others are struggling. As discussed in the RFP for this proposal, the Middle Peninsula region “exports 71% of its workers daily and pays the remaining workforce the lowest hourly, weekly and annual wages in the state” and “four of the six Middle Peninsula counties [have a] 10%-15% poverty rate with several approaching the 15% threshold.” (p. 4) Yet the region also boasts significant strengths, such as its striking natural beauty, water-based amenities, temperate climate and rural lifestyle, and its close proximity to three growing metropolitan areas – Washington, DC–Northern Virginia, Hampton Roads, and Richmond.

The development of a reuse plan for a suite of waterfront properties comprising 96.81 acres on the Severn River in Gloucester County provides an excellent opportunity for the region to build upon its natural advantages in a way that addresses its economic challenges and enhances community well-being. VCU is pleased to have the opportunity to propose a project to help bring this about.

2. Objectives and Anticipated Outcomes

The primary objective and anticipated outcome of this project is a focused development strategy for the Severn River waterfront property that has considerable communitywide support, is economically viable and financially feasible, and which accomplishes important community goals. A secondary objective and anticipated outcome is the creation of a rich base of relevant data and analyses upon which the Middle Peninsula can base policy and development decisions, regardless of which courses of action ultimately are chosen.
Another important objective is that our graduate students hone their research and planning skills and experience the satisfaction of doing important community-based work. As detailed below, the five formal graduate classes that will focus on this project are in the VCU Master of Urban & Regional Planning program. Over the course of its 40-year history, this professionally-accredited, inter-disciplinary program has produced nearly 1,000 professional plans for communities and regions throughout Virginia and beyond, many of which have been implemented. We understand how to optimize student learning while planning at a professional level, so we are confident that this objective will be achieved.

3. Approach

Working closely with the Middle Peninsula Planning District Commission and with community stakeholders, VCU will focus five regular graduate classes in different areas of specialization on this project, addressing specific components of the research and plan. These components will then be combined and enhanced by a team of faculty leaders and “star” students chosen from the regular classes to create the final plan.

a. Work Plan: The work will begin on June 20, 2014 and conclude by June 15, 2015. It will be divided into three chronologically distinct phases – reconnaissance and preliminary data collection, class work and other research, and plan preparation.

Phase I. Reconnaissance and Preliminary Data Collection, June 20 – August 20, 2014.  
Project Initiation (location: Middle Peninsula), to be held on or about June 20, 2014.  
Introduction of key players from VCU team to Middle Peninsula PDC, Virginia Sea Grant and other project-area personnel. Site reconnaissance and initial discussion of data needs and availability. Also, initial discussion of fall classes and logistics.  
Data Reconnaissance (location: Middle Peninsula, internet, etc.), June 20 – July 10.  
Determination of what data are needed for the project, which data the PDC can provide, which data will be collected by graduate classes during the fall 2014 semester and which data need to be collected in advance of, or in addition to, the fall semester.  
Data Collection (location: Middle Peninsula, internet, etc.), July 10 – August 20.  
Collection of necessary data for the project and fall classes.  
Progress Report to MPPDC on Data Collection, August 20, 2014

Phase II. Classwork and Other Research, August 20 – December 15, 2014. Five regular VCU classes will be adapted to focus on the Middle Peninsula project. Each class will teach or expand upon specific skills and then apply those skills to completing a component of the Middle Peninsula project, conducting research and making preliminary recommendations. Each class will begin its project work with a day of site reconnaissance and an introduction to key players on the Middle Peninsula. This introduction will occur sometimes between August 20 and October 20, 2014, depending upon the nature of the class and needs of the Middle Peninsula PDC.

Each class will make a formal presentation of the results of its work to the Middle Peninsula PDC and community stakeholders, and submit hard and digital copies of its work, between
December 1 and 15, 2014. (Location: Middle Peninsula) We will solicit community feedback on this work so that we may incorporate it into Phase III (see below). The topics and instructors who will teach the graduate classes are:

Land-Use Analysis and Mapping
Course: URSP 621: Introduction to GIS. Instructor: Ivan Suen
The course will develop or enhance a digitized land-use database of the area.

Environmental Suitability Analysis & Land-Use Capacity for Development
Course: URSP 628: Land-Use Development. Instructor: Thomas Jacobson
The class will produce alternative land-use development plans for the subject property. To do this it will use existing data and generate new data as necessary.

Design, Aesthetics & Access/Circulation
Course: URSP 611: Principles of Urban Design. Instructor: Jim Smither
This class will create designs for alternative development scenarios for the subject property.
Course: URSP 691: Digital Graphic Design & Desktop Publishing. Instructor: Jim Smither
Class will build a Sketch-Up model of the site including various development scenarios.

Citizen & Other Stakeholder Perspectives
Course: URSP 641: Citizen Participation & Negotiation. Instructor: Meghan Gough, with assistance by Neal Barber. This class will conduct citizen participation processes in the community near the subject property to ascertain citizen views on development alternatives. (These results will be considered along with the stakeholder input already recorded by the MPPDC in 2013.) Gough and Barber will direct follow-up citizen participation work in Spring 2015 as well.

Economic Linkages and Employment Development
Fabrizio Fasulo and graduate assistants will analyze industrial and occupational structure, as well as employment and fiscal impacts of development alternatives.

Commercial Real Estate Market Analysis & Financial Feasibility
Neal Barber, Fabrizio Fasulo and graduate assistants will conduct analyses of commercial markets, the financial feasibility of various development scenarios, and institutional capacity to implement alternative development scenarios.

Phase III. Plan Development, January 15 – May 15. A team of five graduate students drawn from the fall courses and research completed in Phase II, coordinated by John Accordino with the participation of Neal Barber, Ivan Suen, Tom Jacobson, Meghan Gough, Jim Smither and Fabrizio Fasulo will create a final plan using materials developed in Phase II. Preliminary aggregation of data and plans generated during the fall, January 15-30. Discussion with Middle Peninsula PDC and community stakeholders of data and plan direction, February 1, 2015.
Submission of draft plan to Middle Peninsula PDC, April 1, 2015.
Review of draft by Middle Peninsula PDC and key stakeholders, April 1 – 15, 2015.
Submission of final plan to Middle Peninsula PDC, May 10, 2015.
Presentations of plan (up to two) on Middle Peninsula, May 10 – June 15, 2015.
b. **Project Schedule Timeline**

<table>
<thead>
<tr>
<th>Timeline</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>June</td>
<td>July</td>
</tr>
<tr>
<td>Phase I - Reconnaissance &amp; Data Project Initiation Data Collection Progress Report</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase II - Classwork Site Reconnaissance/Introduction Class Presentations to MMPDC</td>
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<td></td>
</tr>
<tr>
<td>Phase III - Final Plan Preparation Present Work To-Date &amp; Plan Ideas Develop Draft Plan Plan Review &amp; Revisions Plan Presentations</td>
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<td></td>
</tr>
</tbody>
</table>

c. **Deliverables:** The primary deliverable will be a plan document with at least two alternative development scenarios for each portion of the area, presented in the form of physical plans, graphics, tables and analytical narrative. This will provide the Middle Peninsula PDC with a roadmap for proceeding with development on the waterfront property. Specific uses and their potential locations will be identified. Establishments that would consider locating to the site will be identified and their requirements explained. The entire 97.81 acres will be treated as the study area, although our recommendations will not necessarily include building on or active use of all parts of the area.

Each development scenario will be evaluated and ranked with respect to each of the aspects listed below, so as to facilitate decision making by the Middle Peninsula PDC. The primary plan document will be roughly 60 pages in length, not including appendices (which may be hundreds of pages long). At the PDC’s discretion, we will also prepare a ten-page synopsis.

i. Environmental Suitability Analysis & Land-Use Capacity for Development  
ii. Regional Economic Linkages and Employment Development  
iii. Design / Aesthetics  
iv. Commercial Real Estate Market Analysis & Financial Feasibility  
v. Infrastructure & Capital Investment Required  
vi. Public Expenditure & Revenue Analysis  
vii. Implementation / Institutional Capacity  

A secondary deliverable will be one or more documents for each of at least six major portions of the work prepared by classes and researchers in Phase II. These documents and research materials will provide the PDC with a rich base of information that can be consulted repeatedly as the PDC moves forward, regardless of the particular development course it chooses.
4. Project Team Roles and Qualifications

The project will be managed by the VCU Center for Urban & Regional Development directed by John Accordino, who is PI and will serve as primary liaison with the Middle Peninsula PDC. Other team members will conduct research, teach classes and participate in preparing the final plan, as discussed in Section 3. Their skills and experience relevant to this project are presented here.

John Accordino, PhD, AICP, Professor & Director, VCU Center for Urban & Regional Development. 35 years of experience in community economic development policy & planning, including teaching & directing numerous community-based research projects.

Neal J. Barber, President, Community Futures, Inc., has 42 years of executive responsibility and policy & planning experience in state and local government, including as Director of Virginia’s Department of Housing and Community Development. He will coordinate with local actors, identify data sources, assist with citizen participation, and prepare analyses of financial feasibility and local-government institutional/implementation capacity.

Fabrizio Fasulo, PhD, Research Economist, VCU Center for Urban Development, has 15 years of experience in economic and fiscal impact analysis, commercial revitalization, and regional economic development, authoring many studies for cities and regions in the US and Europe.

Meghan Gough, PhD is Co-Director of the Sustainable Communities Institute and Assistant Professor of Urban and Regional Planning at VCU. She teaches and conducts research on sustainable development, community-development partnerships, and public participation, completing with her students several award-winning community plans and Green Maps.

Thomas Jacobson, AICP, Adjunct Professor of Urban & Regional Planning at VCU, has extensive experience preparing, researching and managing waterfront development plans and related technical studies in the Midwest. He served as Planning Director of Chesterfield County for 17 years and founding Director of the Chesterfield Revitalization Department for nine years.

James Smither, ASLA, Collateral Professor of Urban & Regional Planning at VCU, has 20 years of professional experience in Urban Planning & Design and in Landscape Architecture. He has designed waterfronts, downtown redevelopments, parks, plazas and campuses based on environmental and cultural sustainability principles, and he has written master plan reports and environmental impact statements.

Ivan Suen, PhD is Associate Professor & Chair, Urban & Regional Planning at VCU. He has 25 years of experience teaching and using GIS, developing large data systems, and analyzing geographic patterns in land use, commercial markets, economic and social well-being, and neighborhood public health. He has directed or participated in many community studies.
**Grantee:** Virginia Commonwealth University (VCU)

**Principal Investigator:** John Accordino

**Duration (months):** 02/01/14 - 01/31/15

### A. Salaries and Wages

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<th>Mos. Effort</th>
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<th>Grantee</th>
<th>Share</th>
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<td>Grantee</td>
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### B. Fringe Benefits

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### C. Permanent Equipment

**NO INDIRECT COSTS**

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### D. Expendable Supplies and Equipment

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### E. Travel

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<td>2. International</td>
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<td><strong>Total Travel</strong></td>
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### F. Publications and Documentation Costs

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### G. Other Costs

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<th>Consultant - Neal Barber</th>
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<td>Other cost subject to indirect</td>
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**Total Other Costs**

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**Total Direct Costs (A through G)**

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**Indirect Costs**

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<tr>
<td>Off-Campus</td>
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**Total Costs**

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**Indirect Cost Rates**

[other] includes: salaries (SG rt: 0.1, Inst. rt: 0), fringe benefits (SG rt: 0.1, Inst. rt: 0), expendable eq. (SG rt: 0.1, Inst. rt: 0), travel (SG rt: 0.1, Inst. rt: 0), publications (SG rt: 0.1, Inst. rt: 0), other costs (SG rt: 0.1, Inst. rt: 0)

**Fringe Benefit Rates**

Listed below, per personnel

**Budget Justification**

A. SALARIES AND WAGES

1. SENIOR PERSONNEL
   a. (Co) Principal Investigator(s) - $7,269 Total
      John Accordino [PI - other], Mos. Effort: 0.27 SG 0 Grantee, Benefits Rt.: 0.079, Mo. Salary: $10096
      0.27 Summer month salary or 9% effort is requested for PI John Accordino during the project. Dr. Accordino will coordinate all aspects of the project and lead final planning process in Phase III.
      John Accordino [PI - other], Mos. Effort: 0 SG 0.45 Grantee, Benefits Rt.: 0.341, Mo. Salary: $10096
      0.45 Academic month salary or 5% effort will be cost shared for PI John Accordino during the project. Dr. Accordino will coordinate all aspects of the project and lead final planning process in Phase III.
   b. Associates (Faculty or Staff) - $0 Total

2. OTHER PERSONNEL
   a. Professional(s) - $22,129 Total
      Meghan Gough [Professional - other], Mos. Effort: 0.155689 SG 0 Grantee, Benefits Rt.: 0.079, Mo. Salary: $6943
      0.15 Summer month salary or 5% effort is requested for Meghan Gough during the project. Work to include site and data reconnaissance and supervision of data collection.
      Meghan Gough [Professional - other], Mos. Effort: 0 SG 0.27 Grantee, Benefits Rt.: 0.341, Mo. Salary: $6943
      0.27 Academic month salary or 3% effort will be cost shared for Meghan Gough during the project. Work to include class teaching, student advising and planning.
      Ivan Suen [Professional - other], Mos. Effort: 0.144851 SG 0 Grantee, Benefits Rt.: 0.079, Mo. Salary: $8201
      0.15 Summer month salary or 5% effort is requested for Ivan Suen during the project. Work to include site and data reconnaissance and supervision of data collection.
      Ivan Suen [Professional - other], Mos. Effort: 0 SG 0.27 Grantee, Benefits Rt.: 0.341, Mo. Salary: $8201
      0.27 Academic month salary or 3% effort will be cost shared for Ivan Suen during the project. Will teach, direct student research and lead student planning work.
      James Smither [Professional - other], Mos. Effort: 30 SG 226.67 Grantee, Benefits Rt.: 0.079, Mo. Salary: $30
      30 hours of effort at a rate of $30 per hour is requested for James Smither during the project. 227 hours of effort at a rate of $30 per hour will be cost shared for James Smither during the project. He will teach classes and direct student research, and lead student planning work.
      Thomas Jacobson [Professional - other], Mos. Effort: 30 SG 44.83 Grantee, Benefits Rt.: 0.079, Mo. Salary: $30
      30 hours of effort at a rate of $30 per hour is requested for Thomas Jacobson during the project. 45 hours of effort at a rate of $30 per hour will be cost shared for Thomas Jacobson during the project. He will teach a class and direct student research, and lead student planning work.
      Fabrizio Fasulo [Professional - other], Mos. Effort: 224 SG 0 Grantee, Benefits Rt.: 0.079, Mo. Salary: $26
      224 hours of effort at a rate of $26.01 per hour is requested for Fabrizio Fasulo during the project. He will conduct research and lead student research and planning work.
   b. Research Associate(s) - $0 Total
   c. Res. Asst. / Grad. Student(s) - $14,700 Total
      Student Researchers, TBD [Res. Asst/Grad. Student - other], Mos. Effort: 200 SG 0 Grantee, Benefits Rt.: 0.079, Mo. Salary: $15
      200 summer hours of effort at a rate of $15 per hour is requested for Student Researchers during the project.
Students will collect data and conduct research. Student Researchers, TBD [Res. Asst/Grad. Student - other], Mos. Effort: 780 SG 0 Grantee, Benefits Rt.: 0, Mo. Salary: $15

780 academic hours of effort at a rate of $15 per hour is requested for Student Researchers during the project. Students will conduct research and planning activities and make presentations of interim and final plans.

d. Prof. School Student(s) - $0 Total
e. Pre-Bac. Student(s) - $0 Total
f. Secretarial-clerical - $0 Total
g. Technical-shop - $0 Total
h. Other - $0 Total

B. FRINGE BENEFITS - $4,821 Total

VCU’s fringe rates are 34.1% for faculty academic year salary, 7.9% for faculty summer salary and hourly workers, and 0% for students during the academic year in accordance with the current negotiated DHHS agreement. (http://www.controller.vcu.edu/pdf/DHHS14.pdf)

C. PERMANENT EQUIPMENT - $0 Total

D. EXPENDABLE SUPPLIES AND EQUIPMENT - $1,808 Total

Final reports (10, in color), display boards, printing & draft printing

E. TRAVEL
1. Domestic - US and its Possessions (inc. Puerto Rico) - $1,000 Total

Richmond-Gloucester-Richmond – 50 trips over the year of the project, including all student class trips. Mileage will be reimbursed using the IRS standard rate and in accordance with the Commonwealth of Virginia travel regulations.

2. International - $0 Total

F. PUBLICATIONS AND DOCUMENTATION COSTS - $0 Total

N/A

G. OTHER COSTS

Other cost subject to indirect: Consultant - Neal Barber - $5000 Total
Barber is an expert in community development will lead and contribute to various aspects of the work.

INDIRECT COSTS - $3,636 Total, $0 Waived IDC

[other] includes: salaries (SG rt: 0.1, Inst. rt: 0), fringe benefits (SG rt: 0.1, Inst. rt: 0), expendable eq. (SG rt: 0.1, Inst. rt: 0), travel (SG rt: 0.1, Inst. rt: 0), publications (SG rt: 0.1, Inst. rt: 0), other costs (SG rt: 0.1, Inst. rt: 0)
Costs are based on VCU’s negotiated rate agreements under DHHS, including 10% for all modified total direct costs (MTDC), consisting of all salaries and wages, fringe benefits, materials, supplies, services, travel and subawards up to the first $25,000 of each subaward, regardless of the period covered by the subaward. MTDC excludes equipment, capital expenditures, student tuition remission, and the portion of each subaward in excess of $25,000. (http://www.controller.vcu.edu/pdf/DHHS14.pdf).
EDUCATION

Massachusetts Institute of Technology, Ph.D. in Urban and Regional Planning, 1987

PROFESSIONAL POSITIONS / APPOINTMENTS

Professor, since 2011, Associate Professor, 1992 - 2011, Assistant Professor, 1986-1992
Department of Urban Studies & Planning and Wilder School of Government & Public Affairs

Director, VCU Center for Urban & Regional Development, since 2013

Chair, Department of Urban Studies & Planning, 2001 – 2003
  Master of Urban & Regional Planning program, 2001 - 2009
  Certificates in Historic Preservation and Urban Revitalization, 2001 – 2010
  Certificate in Geographic Information Systems (co-coordinator), 2004 - 2009
  Bachelor of Science in Urban Studies & Geography, 2001 - 2006

RECENT PUBLICATIONS


Recent Funded Research Reports & Grants

Preservation Virginia, “The Economic Impact of Historic Rehabilitation Tax Credits in Virginia,” January 2014. (w/ Fabrizio Fasulo)

City of Richmond, VA, “Understanding the Potential Effects of Proposed Extensions to Greater Richmond Transit Company’s (GRTC) Trunk Lines,” September 2013. (w/ Fabrizio Fasulo)


Camera di Commercio, Messina, Sicily, “ Opportunita` di rilancio economico per Giampilieri Superiore” (Opportunities to Revitalize Upper Giampilieri), March 2012. (w/ Michele Limosani, Fabrizio Fasulo, Elena Girasella)

Institute of Museum and Library Services, “Assessing the Role of Community Gardens in Promoting Sustainable Community Development,” (Meghan Gough PI), 2011.


Recent Plans Completed with Students in VCU Urban Commercial Revitalization Course


Hull Street Road Revitalization Plan, for the City of Richmond & Chesterfield County, December 2008. Winner: Virginia American Planning Association Best Student Plan Award, 2009.
CVs of Professional Collaborators and Consultant
Presentation of Professional Qualifications

Qualifications

Forty five years of executive responsibility in community and economic development serving state and local governments including nine years as Director of Virginia’s Department of Housing and Community Development (DHCD).

Leadership

During tenure as Director, DHCD also was recognized as a national leader in providing state housing assistance, regulation of the building industry, rural development, community development and business development. Also, served as President of the Council of State Community Development Agencies and was honored as one of 25 Housing Leaders in Virginia by the Virginia Housing Coalition in 2007.

Policy and Project Development

In several positions, worked with Virginia's governors and the General Assembly in the development and implementation of numerous statewide policy initiatives ranging from prevention of homelessness to initiatives directed at the recovery of rural and urban economically distressed areas. Worked with business and government leaders to enhance the competitiveness of Virginia's distressed communities including the Middle Peninsula.

Enhanced local and regional economic development capacity focusing on the development of appropriate locations for business development, prepared customized site study reports for business prospects and provided leadership on special initiatives such as brownfields redevelopment, Virtual Buildings and Right Now Sites.

Currently, providing a variety of consulting services to local governments, governmental organizations and non-profit organizations on economic development, housing and community development issues ranging from strategic planning to project management. Some major contracts include Housing Virginia, Virginia Community Capital and Virginia’s Growth Alliance. Strategic economic development plans prepared for Hopewell, McKenney, Mecklenburg, Dinwiddie, Amelia and Powhatan Counties.
Enhanced the economic competitiveness of localities and regions, particularly those with lagging economies, through strategic planning, infrastructure assessment, site assessment and analysis and marketing assistance.

Organized and served as the first Director of Virginia’s River Country, a rural economic development organization serving the ten counties of the Middle Peninsula and Northern Neck.

**Experience**

Community Futures, President (3/2009 to present)

Town of West Point, Economic Development Coordinator (12/2005 to 2/2009)

Virginia's First Cities Coalition, Executive Director (11/2004 to 12/2005)


Virginia Economic Development Partnership, Director, Community Assistance (9/1999 to 2003)

Virginia’s River Country, Director (6/96 to 9/99)

The Urban Partnership, Director (7/94 to 6/96)

VA Department of Housing and Community Development (DHCD), Director, Acting Director, Deputy Director, Associate Director, Chief, Office of Policy Analysis and Research (5/79 to 7/94)

Middle Peninsula Planning District Commission, Executive Director (5/73 to 5/79)

LENOWISCO Planning District Commission, Regional Planner (6/71 to 5/73), Area Extension Agent/Resource Development (6/67 to 9/69)

Tennessee Valley Authority, Regional Planner (9/69 to 6/71)

**Education**

1962-67 Virginia Polytechnic Institute, Degree: Bachelor of Architecture

1969-71 University of Tennessee, Major: Masters of Urban and Regional Planning
Thomas E. Jacobson
Summary Resume

Current Employment
- Adjunct Professor of Urban Planning, Virginia Commonwealth University

Previous Employment
- Director of Revitalization, 9 years, Chesterfield County, Virginia
- Director of Planning, 17 years, Chesterfield County, Virginia
- Assistant Director of Planning and Building Services, Sioux Falls, SD
- Assistant Professor, University of North Dakota
- City Planner, Grand Forks, ND

Education
- BS from University of Minnesota in Civil Engineering
- MS from University of Minnesota in Environmental Planning
- One year towards PhD from University of North Carolina in Urban Planning
- Certified Professional Planner (AICP)

Board of Directors and Active Involvement in Community Affairs
- Chesterfield Alternatives Board of Directors - Builder and manager of handicapped affordable housing
- Urban Land Institute (Richmond Area District)
- Better Housing Coalition – non-profit builder of quality affordable housing
- United Way
- American Planning Association, Virginia Chapter and two other state planning associations
- Cofounder and Chairman of Advisory Committee for the Alliance for Quality Growth - Richmond Region
- Richmond Economic Development Corporation
- Partnership for Housing Affordability
- Local Initiatives Support Corporation (LISC) Local Advisory Committee
- Jefferson Davis Association – non-profit revitalization oriented CDC
- Chairman, Brandermill History Project Committee

Publications and Presentations
Prepared numerous articles on planning and suburban design for national publications and numerous presentations at national, state, and metropolitan conferences

Contact Information
tjacobson@vcu.edu
804-754-6161
Summary

Twenty Years of Professional Experience: Licensed to practice Landscape Architecture in the Commonwealth of Virginia. Extensive experience in schematic design, design development, construction documents and construction administration.


Owner / Director: Experienced in owning a small five person practice and as a design director within a medium sized firm. Skills developed include: decision making, marketing, budgeting and providing leadership to senior, mid-level and junior staff.

Design: Creative problem solving experience in master planning, site design, construction documents and administration for new towns, urban infill sites, campuses, parks, plazas, parking, historic properties, wetlands, water quality facilities, and trail systems.

Graphics: Skilled in computer animation, perspective renderings in watercolor, promotional portfolio design, free hand and mechanical drawing, and model building. Currently sell landscape paintings in watercolor at art galleries.

Research, Writing and Analysis: Conducted intensive urban design field research around the world. Experienced in writing environmental impact reports, urban design, land use, transportation and environmental conservation plans.


Education

Post -Professional Degree

MASTER OF URBAN DESIGN, University of Melbourne, Australia, December 2005.

Professional Degrees

MASTER OF LANDSCAPE ARCHITECTURE, University of Virginia, May 1993.


Undergraduate Degree


Registration

Virginia, Registered Landscape Architect  # 000903

Affiliations

American Society of Landscape Architects and the American Planning Association
Project Scope: Designed a plan to revitalize the Monument Berryman Neighborhood in Danville, VA. Plan included a new City park, residential, commercial and institutional infill development, historic preservation elements, and streetscape improvements. The project also included a plan to improve an entry corridor to the City named Goodyear Boulevard and Monument Avenue. The goal was to create a beautiful and memorable gateway to the City.

The Blayton Building Retirement Community Master Plan, the City of Williamsburg, VA

Project Scope: Designed a campus plan for the expansion of the Blayton Building. The plan included eighty-one new apartments for seniors and numerous community spaces. The on-going planning process has required community workshops and direct consultation with the existing and neighboring residents, community stakeholders, the Williamsburg Redevelopment Housing Authority, political leaders, and City staff. The carefully sited and sculpted new buildings and site amenities integrated the campus into the neighborhood and enhanced the local ecology. Key site features included a new lake, habitat islands, rain gardens, courtyards, a dell, interpretive tails, and streetscape improvements along Scotland Street and Armistead Avenue.

Petersburg Comprehensive Plan, Petersburg, VA

Project Scope: Developed illustrative site plans and design guidelines for focus areas of the Comprehensive Plan. Highlights include the Washington Street Gateway and the Canal Street Village Center. The gateway plan envisions bridge, streetscape, private investment, vehicular and pedestrian traffic improvements, transforming a neglected corridor into inviting memorable landscape at the intersection of I-95. The Canal Street Village Center will provide retail services and village green for the Battersea and High Street neighborhoods. The plan is anchored by historic built and natural landscape elements along the Appomattox River. The plan weaves together on-going adjacent housing redevelopment projects and strengthens connections to Virginia State University.

Cold Storage Lofts, Richmond, VA

Project Scope: This adaptive reuse project reclaimed a ten acre site formerly Richmond Cold Storage. The mixed-use pedestrian oriented site includes apartments, restaurants and an athletic club. Site features include a rail interpretive site located at the west portal of the Church Hill Tunnel, pedestrian promenade, outdoor theater, restaurants, fountains, swimming pool, and rain gardens. A new infill building was added at N 18th and Marshall Streets.

Senior Urban Designer, Ehrenkrantz Eckstut & Kuhn Architects, Washington DC, March 2006-April 2007

Armed Forces Retirement Home Master Plan, Washington, DC

Project Scope: Created a master plan for the Armed Forces Retirement Home to create a long-term income stream for current and future residents while balancing the need to retain the pastoral quality of one of Washington’s significant yet lesser know treasures. Our design centered on the Oval - a major park that reinterpreted a historic pasture. The Oval provided the surrounding and broader community a beautiful open space that will improve regional water quality, provide wildlife habitat and afford recreation opportunities. The project focused on the adapt reuse of existing historic buildings into a hotel and conference center and the development of a surrounding neighborhood of town homes, condominiums, apartments, offices, shops, and restaurants. Building forms were carefully sculpted to preserve views to the Capitol, Washington Cathedral and the Shrine of Remembrance.

The New Pratt Street, Baltimore, MD

Project Scope: Developed a vision for the 1.2 mile long Pratt Street. The concept focused on: 1. Establishing a “framework” that defines a special place and enhances the physical and visual connections with the Inner Harbor and the surrounding neighborhoods. 2. A plan that enhances the quality of street life and encourages infill development by amending the “fabric and texture” of the overall environment. 3. An approach that “re-calibrates” the balance between pedestrians and the automobile, while respecting the need for reasonable access for through traffic.

George Mason University Southwest Sector Master Plan, Fairfax, VA

Project Scope: Developed a cohesive twenty-five year vision for the future of the 109 acre GMU Southwest Sector which is practical and unique to the Fairfax Campus. The plan provided a flexible framework for growth that can respond to changing circumstances over time. Primary design features included introducing architectural and landscape gateway elements to enhance the University’s presence and since of arrival. New development was clustered around Mason Pond to create a new campus place. The master plan included

Additional detailed history of experience prior to 2006 is available upon request.
# Meghan Z. Gough, Ph.D.

Phone: (804) 827-0869  mzgough@vcu.edu

## EDUCATION

**Ph.D. City and Regional Planning**  
The Ohio State University (2008)  
Dissertation: *Intergovernmental Collaboration in Planning: Lessons Learned from Post-Katrina Mississippi*

**Master of Urban and Regional Planning**  
Virginia Polytechnic Institute and State University (2003)  
Thesis: *A Typology of the Nation’s Fast-Growing Peripheral Counties*

**Bachelor of Science in Biology & Environmental Sciences**  
James Madison University (1997)

## ACADEMIC APPOINTMENTS

<table>
<thead>
<tr>
<th>Year</th>
<th>Institution</th>
<th>Position and Role</th>
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<tbody>
<tr>
<td>2008–present</td>
<td>Virginia Commonwealth University</td>
<td>Assistant Professor, Urban and Regional Planning</td>
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<td>L. Douglas Wilder School of Government &amp; Public Affairs</td>
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<td>Co-Director, VCU Sustainable Communities Institute</td>
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## AWARDS AND HONORS

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<tr>
<th>Year</th>
<th>Award Description</th>
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<tr>
<td>2012</td>
<td>Nominated for the College of Humanities and Sciences Distinguished Teaching Award</td>
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<td><em>Virginia Commonwealth University</em></td>
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<td>2011</td>
<td>Richmond City Council Public Service Award for Community Planning</td>
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<td><em>Selected by the Honorable Members of Richmond City Council</em></td>
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<tr>
<td>2010</td>
<td>Richmond Gateway 6th District Public Service Award For the Highland Park Plan</td>
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<tr>
<td></td>
<td><em>Selected by the Honorable Ellen F. Robertson, Councilwoman, 6th District</em></td>
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## SELECTED PUBLICATIONS AND PROFESSIONAL REPORTS


## GRANTS AND FUNDED RESEARCH

Total Funding Awarded: $85,920

VCU Council for Community Engagement, 2012  
Project Funded: *Middle of Broad + Storefront = MoBS* (Co-PI, with Kristin Caskey, Camden Whitehead, John Malinoski, Giles Harnsberger, Burt Pinnock)
Project Funded ($5,573): Sustainable Communities Regional Planning Grant, Mississippi Gulf Coast Regional Sustainability Plan. Subcontractor to the Gulf Regional Planning Commission award ($2 million)

Institute for Museum and Library Services, 2010.
Project Funded ($49,919): National Leadership Collaborative Planning Grant, Assessing the Role of Public Gardens in Promoting Sustainable Community Development. PI.

VCU Sustainability Grant, Virginia Commonwealth University, 2010.
Project Funded ($24,948): VCU Green Mapping Initiative. PI.

Project Funded ($3,200): Sustainable Communities Initiative Evaluation. Co-PI with John Accordino (PI)

Project Funded ($2,280): Green Mapping as a Decision-Making Tool for Sustainable Urban Planning. PI.

SELECTED ACTIVITIES AS TEACHER AND EDUCATOR

Teaching of Related Courses
URSP 310: Introduction to Public Planning
URSP 440: Senior Capstone Seminar
URSP 610: Introduction to Planning
URSP 632: Planning Theory and Processes
URSP 641: Citizen Participation and Negotiation
URSP 637: Sustainable Community Development
URSP 691: Sustainable Development Planning
GVPA 691: Special Topics – India Studio Study Abroad

Oversight of Related Theses and Professional Plans


UNIVERSITY AND COMMUNITY SERVICE

VCU Federation of Community-Engaged Research, Wilder School Representative
Virginia Commonwealth University, Richmond, VA, 11/13 – present

VCU Sustainability Committee, Member
Virginia Commonwealth University, Richmond, VA, 03/09 – present

VCU Sustainability Academics Leadership Team, Member
Virginia Commonwealth University, Richmond, VA, 08/10 – present

VCU Climate Action Plan Subcommittee, Member
Virginia Commonwealth University, Richmond, VA, 03/09 – 06/10
I-Shian Suen

L. Douglas Wilder School of Government and Public Affairs
Virginia Commonwealth University
917 West Franklin Street
Richmond, VA 23284-2028
Voice: (804) 828-2721
Fax: (804) 827-1275
E-mail: isuen@vcu.edu

Education

University of Washington (Seattle, WA)

University of Oregon (Eugene, OR)
Planning, Public Policy and Management M.U.P. 1988

Feng Chia University (Taichung, Taiwan)
Urban Planning B.S. 1984

Academic Appointments

2009 – present Virginia Commonwealth University
Associate Professor and Chair, Urban and Regional Studies and Planning Program, L. Douglas Wilder School of Government and Public Affairs
Richmond, VA

2004 – 2009 Virginia Commonwealth University
Assistant Professor, Urban and Regional Studies and Planning Program, L. Douglas Wilder School of Government and Public Affairs
Richmond, VA

1998 – 2004 Iowa State University
Assistant Professor, Community and Regional Planning
Ames, IA

Peer-Reviewed Publications


Funded Research

- **The California Endowment**

- **Venture Richmond**

- **Joint Center for Political and Economic Studies**

- **Virginia Transit Association**

Awards

- **2011 Neighborhood Revitalization Award**
  The award was presented by the Better Housing Coalition at the 2011 Golden Hammer Awards ceremony to VCU’s Urban and Regional Studies and Planning program. This award is to recognize work that significantly contributes to the overall goals of neighborhood revitalization in Richmond.

- **2007 Best Use of Technology to Improve a Plan or Planning Process**

- **2003 Polster Teaching Award**
  College of Design, Iowa State University

- **2001 Faculty Award for Extraordinary Performance**
  College of Design, Iowa State University

Courses Taught

- URSP 360 Community and Regional Analysis Using GIS
- URSP 621 Introduction to Geographic Information Systems
- URSP 625 Spatial Database Management and GIS Modeling
- URSP 627 GIS Applications in Decision Analysis
- URSP 628 Land Use Planning
- URSP 761 Planning Studio I
- URSP 762 Planning Studio II
- PPAD 722 Survey of Data Analysis Techniques for Public Policy and Administration
Curriculum Vitae

FABRIZIO FASULO

Research Associate and Economist
VCU Center for Urban and Regional Development
Virginia Commonwealth University
L.D. Wilder School of Government & Public Affairs
Richmond, Virginia (USA)
(804) 828-2274

EDUCATION
University of Messina and University of Rome “Tor Vergata”, Ph.D. in Economics and Institutions, 2009
Virginia Commonwealth University, Master in Urban and Regional Planning, 2008
Virginia Commonwealth University, Geographic Information System Certificate, 2008
University of Messina, B. A. in Political Science, 2001

Current foreign-language fluency - English, some French and Spanish

EXPERIENCE
Research Associate and Economist, VCU Center for Urban and Regional Development, since 2010
Adjunct Assistant Professor of Urban & Regional Planning, VCU, 2011 – 2013
Research Assistant, Greater Richmond Partnership, Richmond, VA, 2007 – 2008
Teaching Assistant and Researcher, Economics Department, University of Messina, 2003 – 2006

RECENT PUBLICATIONS AND REPORTS
Journal Articles, Book Chapters and Research Papers


Funded & Contract Research Reports

The Economic Impacts of Historic Tax Credits in Virginia, for Preservation Virginia, with John Accordino, September 2013 – February 2014.

Understanding the Potential Effects of Proposed Extensions to Greater Richmond Transit Company’s (GRTC) Trunk Lines, for City of Richmond, VA, November 2012 – December 2013.

Opportunita’ di rilancio economico per Giampilieri Superiore, w/ John Accordino, Michele Limosani, Elena Girasella, for Camera di Commercio, Messina, Sicily, November 2011 – March 2012.

Evaluation of Petersburg Sustainable Communities Initiative, for Virginia LISC (Local Initiatives Support Corporation), with John Accordino, Richmond, VA. 2010.

A Regional Reset: Building upon GRP’s Strengths to Enhance Economic Development in the Richmond Region, Greater Richmond Partnership, w/ John Accordino & Grace Festa, April 2010.