

## 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

**EFFORT:** 9%

**AFFILIATION:** Professor, VCU

**ASSOCIATE INVESTIGATOR:** n/a

**EFFORT:** n/a

**AFFILIATION:**

**SEA GRANT FUNDS:** \$40,000.00

**STATE MATCHING FUNDS:** \$20,365.00

### SEA GRANT STRATEGIC PLAN CLASSIFICATION:

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#### 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**

Timeline	2014						2015							
	June	July	August	September	October	November	December	January	February	March	April	May	June	
Phase I - Reconnaissance & Data														
Project Initiation														
Data Reconnaissance														
Data Collection														
Progress Report														
Phase II - Classwork														
Site Reconnaissance/Introduction														
Class Presentations to MMPDC														
Phase III - Final Plan Preparation														
Present Work To-Date & Plan Ideas														
Develop Draft Plan														
Plan Review & Revisions														
Plan Presentations														

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.

# SEA GRANT BUDGET FORM 90-4

OMB Control Number : 0648-0362  
Expiration Date :

**Grantee :**

Virginia Commonwealth University (VCU)

**Grant/ Project No :**

**Principal Investigator :**

John Accordino

**Duration (months) :**

02/01/14 - 01/31/15

**A. Salaries and Wages**

	No. of People	Mos. Effort Sea Grant	Mos. Effort Grantee	Sea Grant Funds	Grantee Share
1. Senior Personnel					
a. (Co) Principal Investigator.....	1	0.27	0.45	2726	4543
b. Associates (Faculty of Staff).....	0	0	0	0	0
Subtotal.....	1	.27	.45	2726	4543
2. Other Personnel					
a. Professionals.....	5	284.301	272.04	9895	12234
b. Research Associates.....	0	0	0	0	0
c. Res. Asst. / Grad Students.....	1	980	0	14700	0
d. Prof. School Students.....	0	0	0	0	0
e. Pre-Bac. Students.....	0	0	0	0	0
f. Secretarial-clerical.....	0	0	0	0	0
g. Technical-shop.....	0	0	0	0	0
h. Other.....	0	0	0	0	0
Total Salaries and Wages.....	7	1264.571	272.49	27321	16777

<b>B. Fringe Benefits</b> .....	On-campus	0	0
	Off-campus	0	0
	Other	1234	3587
Total Personnel (A and B).....		<b>28555</b>	<b>20364</b>

**C. Permanent Equipment** NO INDIRECT COSTS..... 0      0

**D. Expendable Supplies and Equipment**..... 1808      0

**E. Travel**

1. Domestic - US and its Possessions (.inc Puerto Rico).....	1000	0
2. International.....	0	0
Total Travel .....	<b>1000</b>	<b>0</b>

**F. Publications and Documentation Costs**..... 0      0

**G. Other Costs**  
Other cost subject to indirect      Consultant - Neal Barber 5000      0

Total Other Costs..... 5000      0  
**Total Direct Costs (A through G)**..... **36363      20364**

	SG Grant	Subtot.	Grantee Subtot.	Waived IDC		
<b>Indirect Costs</b>						
On-Campus	0	0	0	0	0	0
Off-Campus	0	0	0	0	0	0
Other	36363	20364	0	0	3636	0
<b>Total Indirect Costs</b> .....					<b>3636</b>	<b>0</b>

**Total Costs**..... **39999      20364**

## 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>).

## JOHN J. ACCORDINO

Professor (tenured)  
L. Douglas Wilder School of Government & Public Affairs  
Virginia Commonwealth University

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921 West Franklin Street  
Richmond, VA 23284-2028

### 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

“Il caso statunitense” (The Case of the United States), in Milio, Simona (ed): Coesione, Convergenza... Unione? (Cohesion, Convergence, Union?), with Fabrizio Fasulo, Bologna: Il Mulino, January 2014.

“Fusing Technical and Political Rationality in Community Development: A Prescriptive Model of Efficiency-Based, Strategic Geographic Targeting,” w/ Fabrizio Fasulo. Housing Policy Debate, 2013, Vol. 23, No. 4, 615-642.

“Cultural Institutions as Partners in Community Sustainability: What, why and with what results?” w/ Meghan Gough – primary author. Urban Affairs Review, 2013, Vol. 49, Nr. 6, 851-887.

“Politics and Culture in Commercial District Revitalization Policy: Comparing the American and Italian Approaches.” Journal of Town and City Management, w/ Giovanna Codato and Fabrizio Fasulo, Volume 2, No. 3, pp. 15-233, 2011.

“From Lone Rangers to Collaborative Communities: Finding the Cutting Edge in Economic Development Practice.” Economic Development Journal, w/ Fabrizio Fasulo, Winter 2011, Volume 10, No. 1.

“The International Mobility of Firms and Workers: Consequences for Southside Virginia,” in Troeger-Weiß, Gabi and Peter Jurczek: Nationale und Internationale Mobilität von Unternehmen und Arbeitnehmern. University of Kaiserslautern, Germany, 2010.

“Improving Governance and the Quality of Life through Civil-Society Partnerships,” in Altrock, Uwe, H. Hoffmann and B. Schoenig: Hoffnungstraeger Zivilgesellschaft: Governance, Nonprofits und Stadtentwicklung in den Metropolregionen der USA. Berlin, Reihe Planungsrundschau, Ausgabe 15, 2007.

“Targeting Investments for Neighborhood Revitalization,” Journal of the American Planning Association, w/ George Galster & Peter Tatian, Volume 72 (4), 457-474, 2006.  
*Winner: JAPA Best Article Award, 2006*

### **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)

City of Richmond, VA, “Economic Development Decision Model, Phase I: Part A: A Citywide Retail Development Model for Richmond, Part B: Richmond, Virginia: A Downtown Profile,” December 2012. (Ivan Suen - Co-PI)

Camera di Commercio, Messina, Sicily, “Opportunita’ di rilancio economico per Giampileri Superiore” (Opportunities to Revitalize Upper Giampileri), 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.

“The Virginia LISC Petersburg Revitalization Initiative: An Evaluation,” for Virginia LISC (w/ Fabrizio Fasulo & Meghan Gough), February 2011.

### **Recent Plans Completed with Students in VCU Urban Commercial Revitalization Course**

Six Points at Highland Park Commercial Revitalization Plan, for the City of Richmond, VA. December 2010. *Resolution of Appreciation by the Richmond City Council, 2011.*

Ashland: The Center of the Universe: A Downtown Enhancement Plan, for the Town of Ashland, VA. December 2009. *Resolution of Appreciation by Ashland Town Council, January 2010.*

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**



**NEAL J. BARBER**

President,  
Community Futures  
93 Bobwhite Lane  
Locust Hill, VA 23092  
T: 804 758-0640  
C: 804 761-0186  
E: [barber@va.metrocast.net](mailto:barber@va.metrocast.net)  
[www.comunityfutures-va.org](http://www.comunityfutures-va.org)

## **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's Economic Development Partnership, Manager Community Resources (2003 to 11/2004)**

**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
- Chairmaon, 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](mailto:tjacobson@vcu.edu)

804-754-6161



james

urban designer planner

landscape architect

SMITHER



James C. Smither, PLA, ASLA, 1401 #5 Cedar Lane, Richmond, VA, 23225, 202-701-8745, james@smitherdesign.com

## 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.

**Teaching:** Currently teach six graduate level Urban Planning courses at Virginia Commonwealth University: Principles of Urban Design, Fundamentals of Design for Urban Planners, Studio I, Studio II, SketchUp for Urban Planners, and Digital Graphic Design & Desktop Publishing.

**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.

**Software and Computers:** AutoCAD 2011, SketchUp, 3d Studio Viz, Photoshop, InDesign, and PageMaker, PowerPoint, Word and Excel.

## 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.  
MASTER OF URBAN AND REGIONAL PLANNING, with a concentration in Community Design, George Washington University, February 1991.

**Undergraduate Degree** BACHELOR OF ARTS IN URBAN STUDIES, Roanoke College, May 1985.

**Registration** Virginia, Registered Landscape Architect # 000903

**Affiliations** American Society of Landscape Architects and the American Planning Association



## Professional Experience

**Adjunct Professor - Virginia Commonwealth University** (8/2010 to present)  
**University of Richmond** (8/2011 to the present), both in Richmond, VA,

Teach a range of material, including planning theory, design, visualization and graphics. Course material focuses on urban design and investigating, testing, and creating innovative sustainable urban forms that meet the opportunities and challenges facing neighborhoods, cities and regions in the twenty first century.

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**Urban Designer / Landscape Architect / Owner, Smither Design**  
Richmond, VA, May 2007-present

**Monument Berryman Neighborhood Plan, Danville, VA**

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, 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 trails, 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 18<sup>th</sup> and Marshall Streets.

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**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.*

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# 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

2008 – present Virginia Commonwealth University  
Assistant Professor, Urban and Regional Planning  
L. Douglas Wilder School of Government & Public Affairs  
Co-Director, VCU Sustainable Communities Institute

## AWARDS AND HONORS

2012 Nominated for the College of Humanities and Sciences Distinguished Teaching Award  
*Virginia Commonwealth University*

2011 Richmond City Council Public Service Award for Community Planning  
*Selected by the Honorable Members of Richmond City Council*

2010 Richmond Gateway 6<sup>th</sup> District Public Service Award For the Highland Park Plan  
*Selected by the Honorable Ellen F. Robertson, Councilwoman, 6<sup>th</sup> District*

## SELECTED PUBLICATIONS AND PROFESSIONAL REPORTS

**Gough, Meghan Z.** and John Accordino. 2013. Public Garden as Sustainable Community Development Partners: Motivations, perceived benefits and challenges. *Urban Affairs Review*, 49(6). DOI: 10.1177/1078087413477634

**Gough, Meghan Z.** 2011. "Learning to Collaborate in Post-Katrina Mississippi." In Blakely, E.J., Birch, E.L., Anglin, R.V., and Haruo Hayashi. Eds. *Managing Urban Disaster Recovery: Policy, Planning, Concepts and Cases*.

Evans-Cowley, J. and **Meghan Z. Gough**. 2008. Effective Citizen Engagement in Post-Katrina Planning. *Cityscape*, 10(3).

**Gough, Meghan Z.** 2010. "Green Mapping as a Decision-Making Tool for Sustainable Urban Planning". *VCU Teaching*, Volume 11.

## 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)

U.S. Department of Housing and Urban Development, 2011.  
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.

Local Initiatives Support Corporation, 2010.  
Project Funded (\$3,200): *Sustainable Communities Initiative Evaluation*. Co-PI with John Accordino (PI)

Center for Teaching Excellence Small Grants Program, Virginia Commonwealth University, 2009.  
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**

- Tim Villanueva, "An Evaluation of Coastal Community Response to Sea Level Rise on the Delmarva Peninsula," 2010
- Joseph Carter, "Wythe Creek Road Commercial Corridor Plan: A Smart Growth Economic Development Plan," 2010
- George Hoddinot, "East Richmond Sustainable Neighborhood Plan: A LEED-ND Approach," 2010
- Phillip Allison, "VCU Comprehensive Water Management Plan," May 2011

## **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

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### Education

<b>University of Washington</b> (Seattle, WA)	Urban Design and Planning	Ph.D. 1998
<b>University of Oregon</b> (Eugene, OR)	Planning, Public Policy and Management	M.U.P. 1988
<b>Feng Chia University</b> (Taichung, Taiwan)	Urban Planning	B.S. 1984

### Academic Appointments

2009 – present	<b>Virginia Commonwealth University</b> <i>Associate Professor and Chair, Urban and Regional Studies and Planning Program, L. Douglas Wilder School of Government and Public Affairs</i>	Richmond, VA
2004 – 2009	<b>Virginia Commonwealth University</b> <i>Assistant Professor, Urban and Regional Studies and Planning Program, L. Douglas Wilder School of Government and Public Affairs</i>	Richmond, VA
1998 – 2004	<b>Iowa State University</b> <i>Assistant Professor, Community and Regional Planning</i>	Ames, IA

### Peer-Reviewed Publications

- Chen, X., and I. Suen. 2010. Richmond's Journey-to-Work Transit Trip-Making Analysis. *Management Research and Practice* 2(3): 234-48..
- Karaburun, A., A. Demirci, and I. Suen. 2009. Impacts of urban growth on forest cover in Istanbul (1987-2007). *Environmental Monitoring and Assessment*. DOI 10.1007/s10661-009-1000-z.
- Demirci, S. and I. Suen. 2007. Spatial Pattern Analysis of PKK KONGRA-GEL Terror Incidents in Turkey: 2003-2004. In O. Nikbay & S. Hancerli (Editors), *Understanding and Responding to the Terrorism Phenomenon: A Multidimensional Perspective*. Amsterdam, the Netherlands: IOS Press (ISBN 978-1-58603-750-5).
- Suen, I. 2006. Assessment of the level of interactivity of e-government functions. *Journal of E-Government* 3(1): 29-50.
- Suen, I. 2005. Residential development pattern and intra-neighborhood infrastructure provision. *Journal of Urban Planning and Development* 131(1): 1-9.
- Suen, I. and T. O. Borich. 2004. 3D visualization in community-based planning. *Journal of Extension* 42(6).

Suen, I. 2004. CommunityViz Version 1.3. *Journal of the Urban and Regional Information Systems Association* 16(1): 51-55.

### **Funded Research**

- **The California Endowment**  
Project funded (\$477,844): Making A Difference: Community Assets Associated with Improved Life Expectancy in California. Co-PI with Steven Cohen (PI), Steven Woolf, Robert Johnson, Matt Beyers, Emily Zimmerman. Project duration: 01-01-2012 to 06-30-2014.
- **Venture Richmond**  
Project funded (\$28,654): Economic Development Decision Model – Phase I. Co-PI with John Accordino (PI). Project duration: 03-01-2012 to 12-31-2012.
- **Joint Center for Political and Economic Studies**  
Project funded (\$428,213): Creating Community Health Equity Reports to Inform Policy and Practice. Co-PI with Steven Woolf (PI, VCU Center on Human Needs), Leroy Thacker. Project duration: 11-01-2009 to 10-31-2011.
- **Virginia Transit Association**  
Project funded (\$30,000): Transit and Land Use Best Practices. Co-PI with Xueming Chen (PI). Project duration: 12-01-2007 to 10-31-2008.

### **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**  
Information Technology Division, American Planning Association (APA). Project title: 3D Visualization of Planning Scenarios: Brookland Park Boulevard Commercial Revitalization Plan, Richmond, Virginia. (The award was presented at the 2007 American Planning Association Conference in Philadelphia on April 16, 2007).
- **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

Research Assistant, London School of Economics and Political Science, 2002 – 2003

**RECENT PUBLICATIONS AND REPORTS**

**Journal Articles, Book Chapters and Research Papers**

J. Accordino, F. Fasulo: "**La Politica di Coesione negli Stati Uniti d'America**", in A. Garnero and S. Milio, (a cura di) **L'Unione Divisa – Convergere per Crescere Insieme in Europa**. Ed. Il Mulino, Bologna (IT), 2013.

J. Accordino, F. Fasulo: "**Understanding the Requirements for Successful Geographically Targeted Neighborhood Revitalization**". Housing and Policy Debate, Volume 23, Issue 4. 2013.

J. Accordino, F. Fasulo, G. Codato, "**Politics and Culture in Commercial District Revitalization Policy: Comparing the American and Italian Approaches**". Journal of Town & City Management. Volume 2, N.3. London (UK), 2012;

J. Accordino, F. Fasulo: "**From Lone Rangers to Collaborative Communities: Finding the Cutting Edge in Economic Development Practice**". International Economic Development Journal. Volume 1, N. 10. Washington DC, 2011;

J. Accordino, F. Fasulo M. Gough, "**The Virginia LISC Petersburg Revitalization Initiative: An Evaluation**". A report prepared for the Virginia LISC, February 2001.

J. Accordino, F. Fasulo: "**A Regional Reset: Building upon GRP's Strengths to Enhance Economic Development in the Richmond Region**". A report prepared for the Greater Richmond Partnership, Inc. Richmond (VA), May 2010;

J. Accordino, F. Fasulo, M. Limosani, A. Liga, "**Planning Regional Development in a Global Economy**". Printed as conference proceedings of the 3rd International Conference of the Center for Integrative Mediterranean Studies (CIMS). Richmond (VA), 2010.

F. Fasulo et al., **3rd report on the economy of Messina Province (2006)**. Centro stampa dell'Università di Messina, Gennaio 2007;

F. Fasulo et al., **2nd report on the economy of Messina Province (2005)**. Centro Stampa dell'Università di Messina, Gennaio 2006.

### **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 Giampileri 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.