



IRVINGTON, VA COMPREHENSIVE PLAN CONSULTANT PROPOSAL

2021 Comprehensive Plan and Zoning Code Update



RETHINK
MAIN
STREET

2400 Lakeview Avenue, #5
Richmond, VA 23220

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Firm Background

Jeff Szyperski is the founder and owner of **ReThink Main Street**.

Both professionally and personally, he is dedicated to bettering the urban experience in smaller communities through improved development and design.

As a native of Virginia's Northern Neck, Jeff grew up among the small-scale development found in the small towns along the Chesapeake Bay. Graduating from Elon University in 2013 and completing his Graduate Certificate in Real Estate and Urban Land Development from Virginia Commonwealth University in the Fall of 2020, he has built upon his extensive experience in real estate sales, development, finance, and design to be able to provide a wide-ranging perspective and concise insight into the process of improving our communities.

Jeff has worked with numerous communities around Virginia to improve their downtowns through economic development initiatives, urban design improvements, tailored marketing packages, and extensive design rendering work. He is excited to be joined by two professionals who are nationally renowned and respected in their fields.

Chuck D'Aprix is a nationally known downtown revitalization specialist who has worked in over 300 communities across the United States. His experience and vision, combined with his ability to bring community engagement beyond surveys and community meetings, has led to the most comprehensive and inclusive picture of the true wants and needs of a community.

Mark Olinger is an accomplished city planner with over 38 years of experience as a public sector leader in planning, project management, and implementation. He has served in a number of positions, most recently as the Director of the Department of Planning & Development Review of the City of Richmond, Virginia; Director of Planning and Community and Economic Development for the City of Madison, Wisconsin, and as Executive Director of the Madison Community Development Authority in Madison, Wisconsin, overseeing public housing, Section 8, and the Madison's redevelopment activities.

With the combined expertise in the areas of revitalization, real estate development, zoning, community planning, and local knowledge of the area, our team brings a multitude of strengths and decades of experience to bear for the Town of Irvington.

Most of the work will be completed at ReThink Main Street's office, with occasional meetings at spaces in the field in Irvington and Richmond amongst the team.

Primary	Secondary	Secondary
<p>ReThink Main Street <i>Jeff Szyperski</i> 2400 Lakeview Ave, #5 Richmond, VA 23220 (804) 436-7059 jeff@rethinkmainstreet.com</p>	<p>Downtown Economics <i>Chuck D'Aprix</i> (804) 244 - 6303 chuckdaprix@gmail.com</p>	<p><i>Mark Olinger</i> 1013 Oakwood Ave Richmond, VA 23223 (608) 692 - 4646 cincygrad@yahoo.com</p>

References

	Reference #1	Reference #2	Reference #3
Jeff Szyperski	Susan Cockrell Town Manager -Town of Kilmarnock, VA (804) 435 - 1552 susancockrell@kilmarnockva.com	Daniel Klein Innovate Fulton, Inc. daniel_harris_klein@gmail.com	Christina Bonini Alliance for the Chesapeake Bay (804) 793 - 8786 cbonini@allianceforthebay.com
Chuck D'Aprix	Tom Roberts Director of Community and Economic Development - City of Buena Vista (540) 261 - 8607	Joel Mills Director of Design, American Institute of Architects joelmills@aia.org	Jodi Dubyoski Community Designer, FORM Coalition (804) 404 - 8551 jodi@formcoalition.com
Mark Olinger	Rodney Poole Chair Richmond City Planning Commission Poole & Poole Attorneys 4901 Dickens Rd, Suite 108 Richmond, VA 23230 (804) 358 - 6669 rpooleadop@aol.com	M. S. Khara, PE, City Engineer City of Richmond 900 E Broad Street, #603 Richmond, VA 23219 (804) 370 - 3934 m.khara@richmondgov.com	Ms. Yessenia Revilla, Planner II, Planning and Development Review City of Richmond 900 E, Broad Street, #503 Richmond, VA 23219 (571) 723 - 1637 Yessenia.revilla@richmondgov.com

Project Team

Jeff Szyperski	Chuck D'Aprix	Mark Olinger
<i>ReThink Main Street</i>	<i>Downtown Economics</i>	<i>Former Planning Director, City of Richmond</i>
Project Director / Designer	Community Engagement and Economic Vitality	Planning and Zoning

Experience of the Firm

- **Uptown Martinsville Citizen Community Vision Plan**
 - Chuck D'Aprix and Jeff Szyperski are part of a team contracted with the city of Martinsville, Virginia to provide a plan for the revitalization of the 'Uptown'

(downtown) area of town. Chuck has led extensive community engagement efforts, working directly with city leaders and obtaining extensive public input. Jeff Szyperski has worked closely in conjunction with Chuck on the community engagement side, along with providing revitalization and design improvements to achieve the goals gathered from the public input.

- **Richmond 300 Plan**

- Mark Olinger led the first comprehensive update to Richmond's master plan in almost a generation. Focused on nodal development, updated land use and transportation connectivity. Targeted to create and equitable, sustainable, and beautiful city. Winner of the 2021 American Planning Association *Daniel Burnham Award* for a Comprehensive Plan.

- **Richmond 'Pulse' Corridor Plan**

- Mark Olinger led the manor planning effort designed to create demand and a strong sense of place along the Pulse Bus Rapid Transit Corridor (7.6 mi.) through the heart of Richmond. Implementation efforts included a series of rezonings to help catalyze the development.

- **Cambridge, Maryland Main Street Program / Cambridge Economic Development Department**

- Chuck D'Aprix conducted and extensive market analysis and full-scale economic development plan for the downtown commercial district.

- **Richmond, Virginia (Fulton Neighborhood)**

- Chuck D'Aprix led a team to provide an economic development plan for the commercial district of the Greater Fulton Neighborhood. Jeff Szyperski collaborated extensively with Chuck to provide design improvements and renderings for the commercial district.

Project Understanding and Approach

Mark Olinger, Chuck D'Aprix, and Jeff Szyperski provide extensive experience to bear in how they will approach the comprehensive plan project. Chuck's extensive experience in revitalization in communities large and small, combined with his emphasis on extensive community input that pulls from all sections of the population. This will provide a true representation of the goals and desires from those within the community.

Mark brings his extensive and lauded experience in cities across the country, especially Richmond, VA and Madison, WI and allows him to put them to use to fit the goals desired by the citizens of Irvington. He has handled zoning updates and rewrites in large and

complicated jurisdictions. He will be able to effectively provide a new code that will allow Irvington to grow in a way that allows it to retain its character while still providing additional residential and commercial options for residents within the town.

Jeff provides a knowledgeable background on real estate development and urban design, with a particular expertise in small-scale, incremental style development. He has worked in economic development, and design in towns across Virginia (including Kilmarnock). He will utilize his extensive experience in real estate sales, development, finance, and design to be able to provide a wide-ranging perspective and concise insight into the process of bettering the urban/walkable experience in Irvington.

Project Schedule

October 2021

- **Pre-visioning: October 1st-30th (*Jeff and Chuck*)**
 - Review of previous plans and studies to show and highlight what needs to be utilized going forward
- **Community/Citizen Engagement - Phase I: October 1st-30th (*Jeff and Chuck*)**
 - Door hangers and surveys developed and distributed to all residents and businesses. Social Media pages established, and

November 2021

- **Community/Citizen Engagement - Phase II: November 1st-30th (*Jeff and Chuck*)**
 - Community meetings held and focus groups for various constituencies.
- **Design and Zoning: November 1st-30th (*Jeff, Chuck, and Mark*)**
 - Taking initial feedback from surveys and meetings to determine goals from community and determine areas for improvement in current plan and zoning code, along with geographic areas of focus.

December 2021

- **Design and Placemaking: December 1st-31st (*Jeff and Chuck*)**
 - Pedestrian experience analysis, parks and connectivity, wayfinding, street design analysis, streetscape master plan, neighborhood connectivity, greenspace identification, parking lot analysis, placemaking master plan, mapping and identifying walking and biking accommodation options and improvements.
- **Zoning Update: December 1st-31st (*Mark*)**
 - Take the existing zoning code and either update sections to achieve community goals or provide fresh zoning code to simplify and streamline categories.

January 2021

- **Compilation and Revision: January 1st-31st (Jeff, Chuck, and Mark)**
 - Final assembly of findings and recommended updates/overhauls. Expect final plan to be ready for review by or near the end of January, 2022.

Cost

Project Phase	Team Members	Hourly Rate	Total Fees
Pre-Visioning	Szyperski, D'Aprix	\$200	Pro-Bono
Citizen/Community Engagement	Szyperski, D'Aprix	\$200	\$20,000
Design and Zoning	Szyperski, Olinger	\$200	\$15,000
Compilation and Revision	Szyperski, D'Aprix, Olinger	\$100	\$8,000

Total Cost:

\$43,000

Jeffrey Szyperski

2400 Lakeview Ave, #5, Richmond, VA 23220
Phone: 804-436-7059 E-mail: jmszyperski@gmail.com

QUALIFICATION HIGHLIGHTS

- A passionate caretaker and curator of business, residential, and cultural life in our small community downtowns
 - Natural planner who prioritizes efficiency, especially in ordering relevant information in a logical sequence or hierarchy
 - Strong ability to identify and manage patterns – both spatially and numerically
 - Naturally adept at spatial visualization (scored in 99th percentile in Structural Visualization on Johnson O'Connor Aptitude Test).
 - Strong knowledge base, combined with empathetic personality, enable the ability to provide a streamlined and approachable delivery of information and analysis
-

EXPERIENCE

ReThink Main Street

Founder

June 2020-Present

- Working directly with towns and communities to revitalize and improve their downtown cores, particularly through focuses on strategic planning, marketing, programming, economic development, and urban design.
- Partnered with Downtown Economics to create a vision plan for the Uptown neighborhood of Martinsville, VA. Focus on building revitalization, historic preservation, and opportunities for redevelopment.
- Contracted with Kilmarnock, VA to implement a 'parklet' pilot project and downtown façade grant program that directly led to over \$200,000 in physical improvements from the merchants and owners.
- Organized and produced a story-based digital+print marketing package for the town of Bowling Green, VA
- Partnered with Innovate Fulton and the Alliance for the Chesapeake Bay in grant for streetscape improvements in the Fulton neighborhood of Richmond, VA
- Provided written and visual proposal for alleyway conversion in Martinsville, VA
- Inform and educate readers through written articles on the changes taking place in towns across the country so as to inform and educate parties on the expanded numbers of possibilities they can offer both new and existing residents.

Center Creek Homes

Assistant Project Manager

January 2020-August 2020

- Supervised lead development with investors, lenders, and potential development partners in the Richmond region through calls, emails, and multiple contacts.
- Designed, formatted, and assembled all necessary information for the quarterly investor report.
- Managed day-to-day process of homes, including coordinating with contractors, suppliers, and management.
- Researched and pursued owners and data for potential property acquisitions, reporting to the COO.
- Conducted site visits and meetings to confirm on-time completion of specific projects and milestones.

J.B. Hunt Transport

August 2016-August 2019

Logistics Solutions Representative

March 2017-August 2019

- Marketed, serviced, and promoted J.B. Hunt's transportation products and services
- Built and maintained effective relationships with customers and carriers.
- Petitioned for new sales by developing leads and cold calling potential customers.
- Grew intermodal accounts to over \$500,000 in annual revenue
- Increased food-aid client's capabilities from continental truckload shipments to intermodal+maritime shipping options to Puerto Rico.
- Closed on Christmas tree farm with additional \$80,000 in revenue
- Received BTGT "Be The Go To" Award – 2018

Carrier Sales Coordinator

August 2016-March 2017

- Managed the operations involved in the pickup, transit, and on-time delivery of loads
- Negotiated rates with carriers
- Developed and manage carrier base
- Facilitated improving sales margin from 7% to %15 over 10 month period

Virginia Living Magazine

Account Executive

- Grew sales for publication in Northern Virginia region
- Maintain and grew relationships with new and existing advertisers through consistent contact and a tailored plan to fit their needs
- Understood and worked with the challenges faced by smaller companies in rural areas

One South Realty Group

Realtor

November 2014-September 2015

- Facilitated and Supervised the buying and selling of residential and mixed use properties for homeowners and investors
- Delivered extensive expertise on urban housing and adaptive reuse within the downtown core and surrounding neighborhoods of the City of Richmond

EDUCATION

Virginia Commonwealth University, Richmond, VA

Graduate Certificate, Real Estate and Urban Land Development (Fall 2019 - Fall 2020)

Elon University, Elon, NC

B.A. Political Science, 2013

Woodberry Forest School

Class of 2007

Additional Training

StoryBrand Marketing Workshop – 2020

Strong Towns LOCAL-motive Tour - 2020

Virginia Real Estate License, 2013

AutoCAD, 2018

Adobe Suite, 2019

Associations

Historic Richmond Foundation – Junior Board, 2020-Present

Incremental Development Alliance, 2016-Present

Strong Towns, 2019-Present

Urban Land Institute, 2020-Present

PROFESSIONAL EXPERIENCE:

Downtown Economics/The Downtown Entrepreneurship Project

Founding Principal
1999 – Present

Downtown Economics is an innovative consulting practice specializing in: Downtown Plans, Economic Development, Main Street Strategic Plans, Business Attraction/Retention, Market Analysis, Historic Preservation, Placemaking, Main Street Startup Planning, Promotion, Pop-Up stores Organizational Development, Wayfinding, Financial Incentive Programming, Manufacturing Development, Real Estate Analysis, Mill and Historic Building Reuse, Alleyway Planning, Economic Impact Analysis, Downtown Master Plans.

The Downtown Entrepreneurship Project was founded to acknowledge the reality that most downtowns cannot attract chain stores. The project is designed to “home grow” downtown businesses. The services include entrepreneur attraction, entrepreneur training retail incubator development, pop-up store creation, incentive creation, food truck and community kitchen planning, food cart and farmers market development.

Community Engagement and Charrette Associates, LLC

Partner
2020 – Present

Community Engagement and Charrette Associates was founded to assist localities and businesses in community engagement programming and charrette coordination. Emerging technology is coupled with survey research, public meetings (in person or virtual), social media engagement, design charrettes, door-to-door outreach, opinion gathering, focus groups. CE and CA has online platforms, mapping software, and online voting technology, all with an eye toward leaving no stone unturned in garnering public input.

Innovate Fulton, Inc.

Founding President/Executive Director
2018 - Present

Serve as the founding President/Executive Director of a Community Development Corporation created to revitalize a commercial corridor in a vital neighborhood in the east side of Richmond, Virginia. Innovate Fulton, Inc. has already been recognized for its comprehensive economic development approach rooted in extensive community engagement. With a diverse forty-member Advisory Board, Innovate Fulton, Inc. is serving as a model for Community Development Corporation start-ups.

The Hollywood Economic Growth Corporation

President
1994 – 1997

Served as first President, and staff director for this public/private economic development agency in Hollywood, Florida. Responsible for business attraction/development, financial incentives, developer attraction, marketing, as well as the identification of historic preservation redevelopment opportunities. Along with other progressive forces in the city began to implement development policies through the lens of Smart Growth, Transit Oriented Development (TOD), Historic Preservation, Placemaking, Walkable Neighborhoods, New Urbanism, Local Business Development and Responsible Waterfront Development. Further, engaged local and regional banks in the development process through the Community Reinvestment Act. Developed a novel collaborative approach with other local and regional development entities in order to leverage financial and human resources. Also directed an extensive marketing campaign that won a first place award from the Florida Economic Development Council.

The Quincy 2000 Corporation

President
1992 - 1995

Served as first President/ Executive Director for this nationally-recognized public/private economic development corporation. Responsible for all city-wide economic development activity, including commercial district revitalization,

developer attraction, incentive packaging, market analyses, industrial targeting and marketing. Started, what at the time was the largest bank-funded loan pool for economic development in New England. Created the first-ever retail incubator in New England. Negotiated several developer linkage programs that resulted in a significant infusion of funds into the downtown, including a million-dollar plus downtown remediation program with Walmart. Also instituted a city-wide tourism effort as well as a grant program for facade and signage improvements. Began and implemented an extensive commercial district revitalization effort strongly rooted in historic preservation and progressive planning approaches. Employed as a model, the Main Street approach to downtown/commercial district revitalization.

City of Boston EDIC

Internal Consultant
1992 - 1997

Served as an internal consultant on industrial targeting, specifically for the City-owned EDIC Industrial Park in South Boston. This far-reaching position called for the identification of emerging technologies across a number of areas. Worked with City of Boston staff as well as State and Federal staff to craft incentive programs to meet the needs of non-traditional and cutting edge businesses. The approach developed was later replicated by a number of New England cities. Received significant praise from the Mayor Boston for business attraction programming.

Economic Development Counsellors

President
1988 - 1992

Served as President of this innovative economic development consulting practice with a national client base. The firm specialized in marketing for economic development, industrial targeting/recruitment, business retention, municipal market analysis, qualitative research, and media relations.

Combined Properties, Inc.

Director of Marketing and Communication
1987 - 1988

Served as first Director of Marketing and Communications for this Boston-area real estate development firm. Directed full-scale corporate identity program and also worked with local and regional economic development entities to create a unified economic development vision.

The Lowell Plan, Inc.

Assistant Director/Director of Marketing/Main Street Manager
1984 - 1987

Began as Main Street Project Manager (one of the first Urban Main Street programs nationally), promoted to Director of Marketing and then Assistant Director. Started an entrepreneur development program as Main Street Manager. As Marketing Director managed a national/regional marketing effort as well as an extensive media relations program. In addition, managed numerous special events designed to showcase Lowell as a national model for mill town economic revitalization. Active in several activities, including serving on the committee which developed a far-reaching cultural plan. Also served on the committee which readied Lowell as the location for the National Folk Festival.

EDUCATION:

Lesley University

Master of Science (MSM) - Management
2001 - 2006

Mid-career degree in Management with an eye toward examining emerging trends in local economic development and commercial district revitalization. Was able to research and examine best practices in non-profit management. Conducted research on the role of entrepreneurship in downtown revitalization.

Conducted intensive analyses of local and state economic development trends. Of course, ever-present was my study of how non-profit (or not-for-profit) entities are best managed. It was a wonderful opportunity to examine the complexities of

local economic development coupled with the intricacies of a non-profit agency. I then felt comfortable transitioning on a regular basis from the non-profit sector to the for-profit and governmental sectors.

I had the unique opportunity to intern for the Institute for Local Self Reliance (ILSR) in Washington, DC. Assisted ILSR staffer Stacy Mitchell in the development of well-received, best-selling book BIG BOX SWINDLE.

Syracuse University

Master of Science (MS) – Journalism/Communications
1983 – 1984

Activities and Societies: Newhouse School of Public Communications; Graduate Intern – The Landmarks Association of Central, NY (an historic preservation agency)

The Newhouse School of Public Communications at Syracuse University provided me the opportunity pursue three fields of long-held interest. I was able to study with nationally known experts in journalism, including the legendary John Hohenberg, a long-time chair of the Pulitzer Prize Committee. This experience burnished an interest in journalism sparked in high school many years earlier when I started an independent student newspaper.

I was also able to delve into the more thought-provoking aspects of public relations: message development, sophisticated survey research, special event management, employee/internal communication, political communication/messaging and public relations as an organizational function.

I was presented the wonderful opportunity to intern for the regional historic preservation agency. This sparked my interest in the revitalization of downtowns and commercial districts and served as the basis for my long-time career in local economic development.

The College of Saint Rose

Bachelor of Arts (BA) – English/Political Science/History
1976 – 1980

Activities and Societies: President, Student Body; Fellowship – New York State Governor's Office; Who's Who in American Colleges and Universities; President, Public Speaker's Forum

At the College of Saint Rose, a distinguished liberal arts college, I developed and buttressed leadership skills I had gained in high school where I started an award-winning newspaper and where I managed the campaigns of local candidates for City Council. At Saint Rose, I excelled academically, but also was active in student affairs--eventually becoming President of the Student Body. This experience coupled with a Fellowship in the New York State Governor's Office provided a well-rounded collegiate career. Moreover, I worked nearly full time in a grocery store in an impoverished multicultural neighborhood providing me insight into the diversity of urban life.

PROFESSIONAL TRAINING:

- Certificates in Placemaking and Urban Design through Rutgers University's BOCEP program
- Certificates in Charrette and Public Meeting Management through the National Charrette Institute

RELEVANT SPEAKING ENGAGEMENTS:

Keynote Address	The Virginia Chapter of the American Planning Association – 2018
Keynote Address	The Lynchburg Forum – 2018
Keynote Address	Virginia Main Street Program 25 th Anniversary – 2010
Keynote Address	The Colorado Entrepreneurship Conference – 2008
Several Addresses	Florida Main Street Program (years supplied upon request)
Several Addresses	Various State Main Street Conferences (years supplied upon request)
City Council Presentations	Well over 100 in cities across the US and Canada
Radio Appearances	Approximately 30 – most recent in 2020 on WRIR (Richmond, VA) on Opportunity Zones in Virginia
Webinars	Several, the last for the American Planning Association 2028

PUBLICATIONS:

White Paper	Downtown Market Analysis: A Critical Look
White Paper	Breaking Silos in Local Economic Development
White Paper	Marketing for Economic Development: A Critical Examination (also an audio release)
White Paper	The Underuse of Alleys in Mid-Sized Communities
Book Review*	"The Rise of the Creative Class" by Richard Florida
Book Review*	"Against All Enemies" by Richard Clark

*Both book reviews were written for the Public Integrity Journal

OTHER RELEVANT EXPERIENCE:

- Served on many AIA Design Assistance Teams on Community Revitalization in various communities across the United States. Also served on many Main Street Resource Team, sometimes as Team Leader.
- Spoken before Congressional Committees and White House event on Economic Development and on the impact of trade on local economic development

MARK A. OLINGER

1013 Oakwood Ave. ✧ Richmond, VA 23223
804.658.3191 ✧ 608.692.4646 (c) ✧ cincygrad@yahoo.com

DIRECTOR OF PLANNING AND COMMUNITY DEVELOPMENT

Planning / Facilitation / Implementation

Accomplished City Planning Executive poised to contribute visioning, planning and implementation skills developed over 38 years. Believes in using systematic problem solving, project management and an integrated approach to enhancing the living, working and recreational choices available to citizens and visitors. Skilled public presenter/champion/communicator, able to break down the “big picture” into the details that affect peoples’ lives. Persistent, will work through budgetary and political issues making it possible to take the long view towards implementation. Urban planning experience is focused on strategic long-range planning, urban design, land use planning, affordable housing, neighborhood revitalization and redevelopment initiatives, all with a focus on implementation.

SELECTED CAREER ACHIEVEMENTS

- Richmond 300 A Guide for Growth, first comprehensive update to Richmond’s master plan in almost a generation. Focused on nodal development, updated land use and transportation connectivity. Targeted to equitable, sustainable, and beautiful city. Winner of the 2021 American Planning Association *Daniel Burnham Award* for a Comprehensive Plan.
- Pule Corridor Plan, major planning effort designed to create demand and a strong sense of place along the Pulse Bus Rapid Transit corridor (7.6 mi.) through the heart of Richmond. Implementation efforts included a series of rezonings to help catalyze the development.
- Richmond Riverfront Master Plan, managed the completion of the Plan, and the implementation of projects based on the plan; including award-winning T. Tyler Potterfield Memorial Bridge
- Maggie L. Walker Memorial Plaza, Lead staff on managing and implementing the Maggie L. Walker Memorial Plaza in Jackson Ward neighborhood of Richmond. Elements included public art, right-of-way vacation, urban design, public facilitation, and project management.
- Launch of first electronic plan review, permitting and approvals software program in City of Richmond (May 2016).
- Led several large-scale, complex, and highly participatory planning processes, including The State Street Strategic Plan (adopted: 1999), Capitol Gateway Corridor BUILD Plan (adopted: 2008) and the Central Park Master Plan (adopted: 2010).
- Spearheaded three Low-Income Housing Tax Credit Projects (\$30.3+ million) and one New Markets Tax Credit Project (\$10 million) since 2004 for the City/CDA in Madison.
- Responded to the Madison, Wisconsin Mayor’s “Vision for Allied Drive,” to create an attractive, safe, and welcoming community regardless of household income, in the city’s most challenged neighborhood. The project received \$10 million in Low-Income Tax Credit funds in 2008.
- Leveraged funding sources for \$10 million in New Markets Tax Credits to finance the acquisition and redevelopment of The Villager in South Madison. Secured an additional \$9 million to revitalize The Villager into a community education/economic development/retail center, including a new library, a new Urban League headquarters, new space for the University of Wisconsin and Madison Area Technical College and outlots for health care and retail uses.
- Initiated and supported CDA’s Truax Park Apartment Master Planning process, designed to support additional mixed-income, mixed-tenure housing, creating an opportunity for the first new construction by CDA for public housing in over 25 years.
- Lead staff responsible for \$20 million+ Wright-Dunbar Village Redevelopment Plan, a multi-phase community development effort in the vicinity of the Dayton Aviation Heritage National Historical Park and \$20 million+ revitalization effort in the North River area of Dayton, a major multi-neighborhood planning and implementation efforts.

PROFESSIONAL EXPERIENCE

City of Richmond, Virginia

2011 – 2021

DIRECTOR, DEPARTMENT OF PLANNING & DEVELOPMENT REVIEW

- ◆ Leadership and management of the Department's mission and community-building goals outlined by the Mayor and City Council, including planning, capital budgeting, building code enforcement, zoning, and neighborhood revitalization/redevelopment, and public art.
- ◆ Department included 124 employees with an adopted 2021 operating budget of \$10.7 million and an adopted capital budget of \$250,000.
- ◆ The launch of the first electronic planning/permitting program in City of Richmond history in 2016.
- ◆ CIP Project Management on a number of projects including: T. Tyler Potterfield Memorial Bridge, The Low Line, Maggie L. Walker Memorial Plaza, city-wide Wayfinding, and updated streetlighting.
- ◆ Numerous small area plans, area-wide rezonings, zoning text updates.
- ◆ Introduced/managed (along with Public Works and Public Utilities) sidewalk café and parklet ordinances in Richmond.

City of Madison, Wisconsin

1999 – 2011

DIRECTOR, DEPARTMENT OF PLANNING & COMMUNITY & ECONOMIC DEVELOPMENT

- ◆ Charged with leadership and management of the Department's mission and community-building goals outlined by the Mayor and the Common Council, including planning, capital budgeting, economic development, building code enforcement, low-income housing, zoning, and neighborhood stabilization/revitalization.
- ◆ Department consisted of 175 employees, with an adopted 2011 operating budget of \$16.3 million and an adopted capital budget of \$43.8 million.
- ◆ As Executive Director of the CDA, directed Housing Operations (Public Housing and Section 8) and Redevelopment functions (Housing and Business Grants and Loans, revenue bonds, redevelopment planning and implementation) for the City.

City of Madison, Wisconsin

1997 – 1999

PRINCIPAL PLANNER

- ◆ With a staff of six, directed urban design, historic preservation, public art, and neighborhood planning functions for the City. Managed all Boards and Commissions relating to those areas.
- ◆ Developed and established a neighborhood grants program to fund capital projects city-wide.
- ◆ Led strategic planning studies for the City, approved Proposal Requests (RFPs) and consultant selections.
- ◆ Led design development and review of Monona Terrace Community and Convention Center Hotel. Key member of staff team for the Monona Shores redevelopment project.

City of Dayton, Ohio

1995 – 1997

NEIGHBORHOOD PLANNING AND PROJECTS MANAGER

- ◆ Led a staff of five within the Department of Community Development.
- ◆ Chosen as project Manager for the \$20 million Wright-Dunbar Village residential /cultural project near the city's National Park.
- ◆ Implemented all neighborhood capital programs, including design and engineering management. Implemented Neighborhood Initiatives Program and supervised engineering staff for community development projects.

PROFESSIONAL EXPERIENCE

City of Dayton, Ohio

1993 – 1995

COMPREHENSIVE PLANNING MANAGER

- ◆ Directed a staff of five within the Department of Planning, maintaining geographic information systems (GIS), mapping functions and Census data management. Led departmental development projects.
- ◆ Spearheaded the preparation of the City's Enterprise Community Application and the City's first Consolidated Plan.

Additional Experience:

Principal Planner II, City of Dayton, Ohio

1986 – 1993

Urban Living Coordinator, City Wide Development Corporation, Dayton, Ohio

1982 – 1986

EDUCATION / CERTIFICATIONS

Master of Community Planning

University of Cincinnati, Cincinnati, Ohio

Bachelor of Arts, Metropolitan Studies

New York University, New York, New York

Honors: magna cum laude, Phi Beta Kappa

Economic Development Finance Professional, National Development Council

PROFESSIONAL COMMITTEES AND MEMBERSHIPS

VCU Architectural Review Committee, 2011-2021

Board of Trustees—REAP Food Group, Secretary 2009-2011

American Planning Association

Virginia Chapter of the American Planning Association

National Trust for Historic Preservation

Associate Member, Urban Land Institute

APA Food Systems Planning Committee

CDA Long-Range Planning Sub-committee

CDA Sub-committee for Screening Procedures and Preferences (Chair)

Affordable Housing Fund Advisory Board

2003 Committee National Park Sub-Committee

BIOGRAPHY

Mark A. Olinger
Richmond, Virginia

Mark Olinger is an accomplished city planner with over 38 years of experience as a public sector leader in planning, project management, and implementation. He has served in a number of positions, most recently as the Director of the Department of Planning & Development Review of the City of Richmond, Virginia; Director of Planning and Community and Economic Development for the City of Madison, Wisconsin, and as Executive Director of the Madison Community Development Authority in Madison, Wisconsin, overseeing public housing, Section 8, and the Madison's redevelopment activities.



- ♦ Mr. Olinger has managed multiple divisions within the Departments, which have included Permits and Inspections, Property Maintenance Enforcement, Current Planning, Master Planning, Administration, Urban Design, Preservation, Economic and Community Development, and Public Art.
- ♦ In Madison, the Department included 175 employees, with an adopted 2011 operating budget of \$16.3 million and an adopted capital budget of \$43.8 million. In Richmond, the Department included 124 employees with an adopted 2021 operating budget of \$10.7 million and an adopted capital budget of \$250,000.

Mr. Olinger's urban planning experience is focused on strategic long-range planning, urban design, land use planning, affordable housing, and neighborhood revitalization/redevelopment initiatives, all with a focus on implementation.

Examples of Mr. Olinger's work includes:

- The adoption of the first comprehensive update to the City of Richmond's Master Plan in 20 years ([Richmond 300](#)). Winner of the 2021 American Planning Association *Daniel Burnham Award* for a Comprehensive Plan.
- Completion of the 2018 award-winning Bus Rapid Transit corridor plan ([Pulse Corridor Master Plan](#))
- The comprehensive plan for Richmond's Riverfront in 2012 ([Richmond Riverfront Master Plan](#))

- The launch of the first electronic planning/permitting program for the City of Richmond in 2016 (Tyler Technologies)
- CIP Project Management on a number of projects including: T. Tyler Potterfield Memorial Bridge, The Low Line, Maggie L. Walker Memorial Plaza, city-wide Wayfinding, and updated streetlighting
- Numerous small area plans, area-wide rezonings, zoning text updates
- Introduced/managed introduction of sidewalk café and parklet ordinances in Richmond
- [Capitol Gateway Corridor Plan](#) in Madison, Wisconsin (now Capitol East), and [“Central Park,”](#) (now McPike Park)
- State Street Strategic Plan for Madison’s iconic Transit Mall
- Adaptive reuse of Villager Shopping Center in Madison, Wisconsin to community anchor, including new Library , Urban League, Planned Parenthood, medical clinic, and retail shops.
- Strategic Plan and Tax Credit Projects for Madison CDA public housing projects to better position their long-term survival due to funding cuts.

Prior to becoming Director, Mr. Olinger served as a senior planner with the City of Dayton, Ohio where he was responsible for transforming a once largely abandoned neighborhood, now known as Wright-Dunbar Village, into a showcase of revitalization and rebirth, and winner of the HUD Secretary Award at the 2004 American Planning Association national conference.

Mr. Olinger has a Bachelor’s degree, magna cum laude, from New York University and a Master’s degree in Community Planning from the University of Cincinnati. Mr. Olinger is married to Karen Lovelien Olinger, and they reside, along with their Westie, Henry, in the Oakwood-Chimborazo Historic District of Richmond.