

The magazine of the Virginia Municipal League

# VIRGINIA

T O W N S H I P

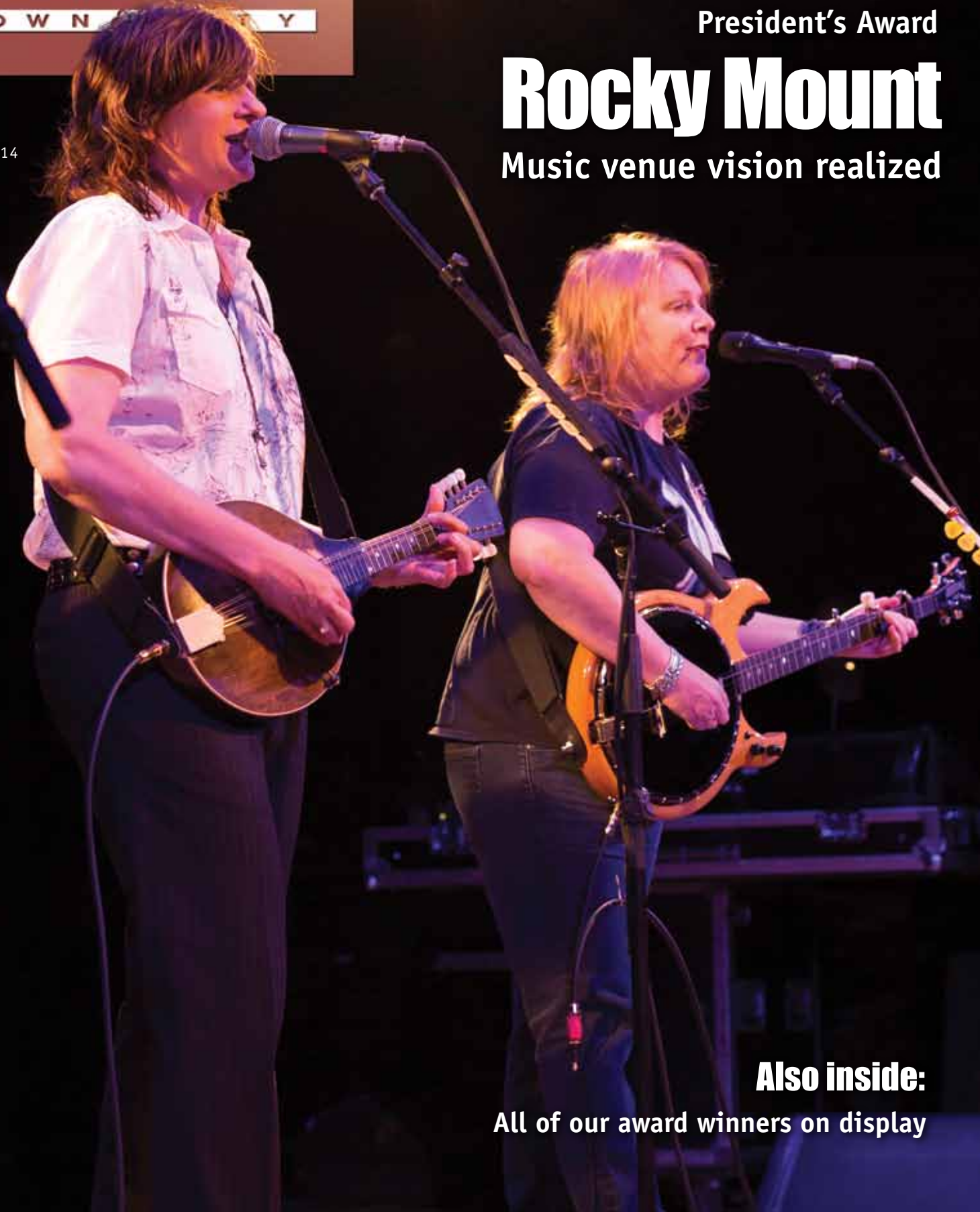
VOL. 49  
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President's Award

# Rocky Mount

Music venue vision realized



**Also inside:**

All of our award winners on display



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## About the cover

*The Indigo Girls perform April 24 at the Harvester Performance Center in Rocky Mount. Winner of the President's Award, Rocky Mount's entry was one of more than 50 received for judging in six categories in the 2014 VML Achievement Awards competition..*

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# Pit stop: A dash of Saltville

**O**N A RECENT VISIT to Southwest Virginia, the Winn family worked in a side trip to the Town of Saltville in Smyth County.

The drive in to Saltville was breathtaking. Winding tree-lined roads gave way to a scenic overlook that revealed the town nestled among the mountains. The history of this small community is set out on its website at [www.saltville.org](http://www.saltville.org).

Beneath headlines declaring “Preserving History for Over 30,000 Years” and “Saltville, an Essential Ingredient of the Past,” the town is described this way: “Tucked in the mountains of Southwest Virginia lies one of the most historically significant communities in our nation: Saltville, Virginia. The inland saline marsh of Saltville possesses one of the most essential ingredients of worldwide history: salt. Wars were fought over salt; cultures were built around it. Since the 1780s, salt has been continuously produced in the town. Industry capitalized on salt products, and created the first fully infrastructure ‘company town.’ Beautifully situated in a valley of the Appalachian Mountains, Saltville demonstrates a remarkable passage through history, with unique character to experience today!”

In front of Town Hall stands a 77 mm field gun, a light German artillery piece that was captured near Cambrai, France, in September 1918 by the 30th Division A.E.F. The inscription says that it was “presented to the town of Saltville by veterans of the world war and dedicated to the memory of those who made the supreme sacrifice.”

While in Saltville, I stopped in to meet Town Manager T. Michael Taylor and Clerk-Treasurer Steve Johnson. After chatting for a while and leaving some copies of the most recent *Virginia Town and City* magazine with them, we wandered over to the park across from Town Hall where you can see two restored steam locomotives along with buckets and kettles left from a salt mining company.


The highlight of our stop in Saltville though was visiting the Museum of the Middle Appalachians. This little gem is remarkable. The museum is home to a variety of prehistoric fossils, including a mastodon. We particularly enjoyed learning about the Civil War history of Saltville. Without

the means for reliable refrigeration, salt was critical in preserving food. Thus, the control of Saltville became an important aspect of the Civil War and two key battles



**Saltville is tucked into a valley amidst the Appalachian Mountains of southwest Virginia.**

were fought in this area. For more on the Museum of the Middle Appalachians, visit [www.museum-mid-app.org](http://www.museum-mid-app.org).

Before hitting the road, I talked with Taylor and Johnson about VML and the value of communities working together through the league. As a follow-up, VML President David Helms, the mayor of nearby Marion, contacted several of the elected officials in Saltville and encouraged them to consider joining VML. Mayor Helms, a strong advocate for small towns, believes firmly that league membership is critically important. The contacts were informative follow-ups to a conversation I had with Saltville Mayor C. Todd Young when he attended the VML-sponsored Newly Elected Officials Conference in Richmond back in July. I am happy to report that Saltville is the newest local government member of VML. Welcome to the family! 



**One of two restored steam locomotive engines on display in the town.**



**A 77 mm field gun is displayed in front of Town Hall.**

# Introducing A New Investment Option For Virginia Local Governments



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## Wallerstein scholarships awarded to 3 students

Three University of Virginia students are the recipients of 2014 Wallerstein-UIP Scholarships sponsored by the Weldon Cooper Center for Public Service, the University Internship Program and VML.

**Allen Wong, Brogan Jones and Catherine Humphries** were each



- Wong -



- Jones -



- Humphries -

awarded a Wallerstein-UIP Scholarship of \$2,500 for their summer internships. The Wallerstein-UIP Scholarship, established to foster interest and research in Virginia local government, provides academic and financial support for outstanding students interning in Virginia's government agencies.

Wong, from Chesapeake, is an economics major in the College of Arts and Sciences. He exemplifies the Wallerstein ideals of a keen interest for local government and a desire to work closely with the Charlottesville community. He worked as an intern with the Albemarle County

Office of Management and Budget for the summer.

Jones, from White Post, is a Global Development Studies major and Bioethics minor in the College of Arts and Sciences. She exemplified her interest for public service previously while interning abroad in Cambodia as a GROW representative of GlobeMed UVA. Jones worked at the Albemarle County Office of Emergency Management this summer as a public outreach intern in order to learn about how local government plays a role in solving public health issues.

Humphries, from Herndon, is a rising third-year student. She has been fulfilling her passion for community service and environmental sustainability

through an internship at the Albemarle County Environmental Compliance Office. Through this opportunity, she hopes to learn about local government's role in improving and supporting the environment.

## James City selects county administrator



- Hill -

James City County hired **Bryan J. Hill** as county administrator effective Sept. 8.

Hill, who served the past five-and-a-half years as deputy county administrator for Beaufort County, S.C., has expertise in finance and budgeting, human resources and employee benefits. He supervised all department heads within the Beaufort County organization.

Prior to his service in Beaufort County, Hill was the vice chancellor for finance and operations at the University of South Carolina's Beaufort/Bluffton Campus. He also served as director of finance for the University of Maryland's Office of Information and Technology, as well as director of administration for the Department of Aerospace Engineering.

## Falls Church names new city attorney

Falls Church named **Carol McCoskrie**, an assistant county attorney in Arlington, as city attorney effective Sept. 29.

During her 24-year career with Arlington, McCoskrie's practice focused primarily on land use and development, as well as providing legal support for the school division. Prior to her service in Arlington, she worked as an associate in private practice. She replaced **John Foster**, who left the position in December.

## Staunton taps Vaughn for development post

Staunton selected **William "Billy" Vaughn** as its director of economic development effective Sept. 15.

Vaughn worked most recently as assistant county administrator in



- Vaughn -

Rockingham County

where his duties included supervising economic development, planning and community development. His local and regional government experience spans more than 40 years.

Vaughn succeeds **Bill Hamilton**, who retired recently after holding the post for 26 year.

## Alexandria taps Fifer as communications chief

**Craig T. Fifer** was named director of communications and public information for the City of Alexandria effective Aug. 1. He has served as acting director since February.

Fifer joined the city in 2003 as e-government manager and was named deputy director of communications and public information in 2010. Prior to his work in Alexandria, he served for seven years as the webmaster and electronic communications coordinator for the City of Roanoke. He serves as president of the Virginia Coalition for Open Government and president of Virginia Government Communicators.

## Herndon names Schulz deputy finance director



- Schultz -

**Jerry T. Schulz** was named deputy director of the Department of Finance for the Town of Herndon effective Aug. 4. He replaced **Steve Greennagel**, who retired in March.

Schulz is responsible for supervision of the town's accounting functions, oversight of the utility customer service division, assisting with budget development and oversight of the annual financial audit.

Prior to joining the town, Schulz served in positions of increasing responsibility at Lear Corporation, culminating in his role as global IT controller and financial analysis manager; he was also a senior auditor at Deloitte.

### Alexandria names Triggs deputy city manager

**Laura B. Triggs** was appointed deputy city manager of Alexandria effective Aug. 1. Triggs, a CPA, joined the city in 1998. She served previously as deputy director of finance and comptroller, director of finance, deputy chief financial officer and chief financial officer.

Prior to joining the city, Triggs served as associate chief financial officer for the District of Columbia, and as director of financial projects for the District of Columbia Financial Responsibility and Management Assistance Authority. She also worked for the U.S. Government Accountability Office and KPMG LLP.

### Woodstock selects finance director

**John B. O'Neill**, a veteran financial manager with private and public sector experience, was named finance director for the Town of Woodstock effective Sept. 8.

O'Neill has worked as the chief financial manager for Allen Properties in Winchester for the past five years. Prior to that, he served for 18 years as the director of finance for the Town of Front Royal and for four years as director of finance for the borough of Carlisle, Pa. He also worked previously as budget reviewer for the Government Finance Officers Association.

O'Neill replaced **Mandy Belyea**, who recently was named finance director with Shenandoah County.

### York County promotes Morris to controller



- Morris -

York County promoted **Debbie Morris** to county controller effective Sept. 1. A certified public accountant, she has worked for the county since 1995, most recently as Fiscal Accounting Services division chief, with responsibility for payroll, accounts payable, utility billing, grants and risk management.

In her role as controller, she will be responsible for the divisions of Budget and Financial Reporting, Fiscal Accounting Services and Purchasing. Morris replaced **Sharon Day**, who accepted a job in the private sector.

## News & notes

### Petersburg recognized for purchasing efforts

The City of Petersburg's Purchasing Office was recognized recently by the National Institute for Government Purchasing with the Outstanding Agency Accreditation Achievement Award. The award recognizes agencies that lead the public procurement profession through the implementation of best practices. Agencies meeting the requirements are accredited for three years.

The institute has more than 2,600 agency members. Only 86 of them have received the award. Purchasing Office Agent Tangelia Innis accepted the award at the institute's award gala in Philadelphia on Aug. 24.

### James City refinancing to save millions

James City County will save more than \$6 million after the recent refinancing of its 2005 general obligation and lease revenue bonds. The result: An average annual savings of \$530,000 or \$6.5 million over the life the bonds thanks to a 2.1 percent interest rate on the general obligation bonds and a 2.2 percent rate on the lease revenue bonds.

David Rose, a senior vice president and co-manager of public finance with Davenport, noted that the county's conservative financial management

practices "led to the strong ratings, which resulted in nine aggressive bids for the general obligation sale and eight aggressive bids for the Lease Revenue Bond sale from a diversity of national, regional and local banking institutions."

### Manassas Utilities adds load management tool

City of Manassas Utilities is offering customers load management devices that decrease usage demand during high peak periods and help lower utility rates. Customers can get a one-time \$25 utility credit for each device installed on their electric hot water heater, heat pump and air conditioner. In addition, the hot water heater load management devices earn an annual \$2 credit on utility bills, while air conditioning devices earn a \$9 per month credit from July through October and a \$3 per month credit for electric heat pumps from November through June.

Load management, also known as demand side management, is the process of balancing the supply of electricity on the network with the electrical load by adjusting or controlling the load rather than the power station output. Load management allows utilities to reduce demand for electricity during peak usage times, which can, in turn, reduce costs by eliminating the need for peaking power plants.

### ELSEWHERE ...

The City of **Newport News** was the subject of a 42-page spread of stories and photographs featured in the August issue of *US Airways* magazine with the lead article entitled "Maritime Marvel: Where technology meets world-class culture."... **Alexandria** City Council adopted a pilot program that will allow food trucks to operate in off-street locations on public and private property. The program, which will run through Oct. 31, 2015, is designed to introduce food trucks within Alexandria to provide data to evaluate a successful food truck program. ... **Arlington County** is implementing technology that will allow residents and visitors to pay for parking on city streets with a smartphone application. ... The Town of **New Market** has a redesigned website. Check it out at [www.newmarketvirginia.com](http://www.newmarketvirginia.com). ... **Roanoke County** received a Special Achievement in GIS Award recently at the Esri International User Conference in San Diego. This award acknowledges innovative use of Esri's geographic information system (GIS) technology. The county uses Esri ArcGIS technology to leverage the Esri ArcGIS Platform, Pictometry, Google StreetView and MS SQL Server 2008 R2 to create single-focused GIS applications for casual and citizen users.

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# 2014 VML Annual Achievement Awards

And the winners are ...

**T**HE NUMBER OF RESPONSES to the call for entries in this year's Virginia Municipal League Achievement Awards competition is evidence that the commitment to creative, imaginative and cost-effective local government remains alive and well across the Commonwealth.

From some of the smallest towns to the largest cities and counties, the entries reflected the highest standards of professionalism and innovation, two traits that remain cornerstones of local government in Virginia.

More than 50 entries were received for judging in six categories – five based on population and one for communications programs and projects open to local governments of all sizes. In addition, a President's Award is presented to the winner of the population category judged to have fulfilled VML's entry criteria the best.

The VML Achievement Awards program has a distinguished history as the most prestigious local government awards program in the state, attracting more entries than any other competition.

This year's winner of the President's Award is the **Town of Rocky Mount** – for bringing to fruition the 500-seat Harvester Performance Center, a venue on pace to attract more than 40,000 music fans downtown in its first year of operation. The ambitious project was judged as the best of the five population category winning entries.

The winners of the other population categories for 2014 are:

The **Town of St. Paul** – for devising and executing an economic development strategy that promoted the town's numerous natural assets when a substantial downturn in the coal industry appeared inevitable.

The **Town of Pulaski** – for marshaling money and substantial community support to rebuild a railroad station and museum to exacting historical standards following a fire in late 2008.

The **City of Falls Church** – for employing a combination of fast-

thinking, altruism, innovative design and collaboration to keep a much-needed child development center and its public-private social services programs in its borders.

The **City of Danville** – for countering the exodus of textile and tobacco industry jobs by forging a handful of successful public-private partnerships that are adding a new look and vibe to much of downtown.

And the **City of Norfolk** – for listening and responding wholeheartedly to a grass-roots movement in the city to cultivate a vibrant arts district on the edge of downtown.

The winner of the communications category is the **City of Poquoson** – for successfully rebranding itself a decade after the devastating effects of Hurricane Isabel made the city synonymous with tidal flooding in the minds of many.

Judges for this year's competition were Ted McCormack, former director of governmental affairs for the Virginia Association of Counties and the former associate director of the state Commission on Local Government; Linda Robinson, a retired local government liaison for Henrico County, and Jeff Lake, volunteer services manager at the Public Health Accreditation Board whose 35-year career in state and local public health and human services includes working for Fairfax County.

The winners will be presented their awards at a banquet during the VML Annual Conference in Roanoke on Oct. 7.

Descriptions of the winning entries are included on the pages that follow.



## Past VML Achievement Award winners

### 2013

Clifton Forge – under 5,000  
 Strasburg – 5,000-10,000  
 Martinsville – 10,001-35,000  
 Leesburg – 35,001-90,000  
 Arlington – over 90,000  
 City of Fairfax – Communications  
 Virginia Beach – President's Award

### 2012

Wise – under 5,000  
 Marion – 5,000-10,000  
 Falls Church – 10,001-35,000  
 Danville – 35,001-90,000  
 Portsmouth – over 90,000  
 Fredericksburg – Communications  
 Abingdon – President's Award

### 2011

Blackstone – under 5,000  
 Abingdon – 5,000-10,000  
 Winchester – 10,001-35,000  
 Leesburg – 35,001-90,000  
 Richmond – over 90,000  
 Blacksburg – Communications  
 Manassas – President's Award

### 2010

Elkton – under 5,000  
 Purcellville – 5,000-10,000  
 Herndon – 10,001-35,000  
 Blacksburg – 35,001-90,000  
 Alexandria – over 90,000  
 Hampton – Communications  
 Galax – President's Award

### 2009

Broadway – under 5,000  
 Ashland – 5,000-10,000  
 Falls Church – 10,001-35,000  
 Leesburg – 35,001-90,000  
 Henrico County – over 90,000  
 Alexandria – Communications  
 Virginia Beach – President's Award

# Music venue vision became reality in heart of business district

**W**ORLD-RENOWNED DOBRO PLAYER Jerry Douglas looked around Rocky Mount's Harvester Performance Center lobby after signing autographs for 45 minutes. With no one else asking for signatures or photos, Douglas turned his attention to the auditorium stage, where his opening act, a local band made up of three college students, pulled up chairs and started a post-show jam.

Douglas headed to the dressing room, collecting his dobro and fiddle player Gabe Witcher, then headed to the stage, joining in the jam.

"I wish you could have seen their faces," said Rocky Mount Assistant Town Manager Matt Hankins. "Where else were they going to have the opportunity to open for a best-in-the-world musician, or sit down and jam with one of their musical heroes?"

The brief history of the Harvester Performance Center is filled with hundreds of examples of what makes it and the Town of Rocky Mount the winners of the 2014 Virginia Municipal League President's Award.

## Hankins has pitch down pat

"If we wanted people to come to Rocky Mount, we had to give them a reason to come to Rocky Mount," Hankins tells

everyone who asks about the rapid success of the Harvester. "We've given them a reason, and the community will continue to reap the benefits for many years to come."

Rocky Mount's town council first envisioned building a performance center in 2004 after Virginia's General Assembly named the Town the eastern gateway of the Crooked Road: Virginia's Heritage Music Trail. Without a significant venue, however, the town found itself missing out on longer stays that are required to see tourism's economic development benefits.

The council and its administration worked five years to develop a music venue larger than the 94-person capacity of the town's historic freight depot. Council and staff first worked with Hill Studio architects to design an indoor-outdoor amphitheater in a large, centrally-located town park; when neighborhood opposition killed that project in 2010, the town continued looking for answers.

"We needed a way to keep jobs here," said Mayor – and music fan – Steve Angle. "We've watched furniture and textile companies export jobs and watched our traditional downtown decline as a result. Our two commercial district revitalizations made the area prettier, but didn't add much business. We, as a council and as a town, craved vibrancy, foot traffic, spending, out-of-town visitors and reasons for people to stop and visit Rocky Mount for more than an hour."

The Town of Rocky Mount completed a decade of work in April 2014, fulfilling the Town Council's vision and giving people a reason to come to Rocky Mount by completing the



President's Award



The 500-seat Harvester Performance Center sits in the middle of Rocky Mount's central business district.



**The list of performers that already have played the Harvester includes (clockwise from top left) Dave Mason, Carbon Leaf, the Wailers, Suzy Bogguss and Jerry Douglas.**



Harvester, a beautiful 500-seat music venue in the middle of its central business district. Since then, music fans by the thousands have flocked to Rocky Mount to see great, world-renown live music, while also filling restaurant seats, hotel rooms and retail shops. The venue is on pace to bring more than 40,000 fans to this town of 4,900 in its first year. Acts like Indigo Girls, the Wailers, Robert Earl Keen, the Mavericks, the Bacon Brothers, Leftover Salmon and Jake Shimobokuru have filled the stage and the auditorium with music known the world over.

“This is a great example of collaboration and delivery,” said Rocky Mount Town Manager James Ervin. “Town Council created a vision and set expectations for management, and we found a way to fund it and make it work in a way that both eliminated a blight and filled downtown with thousands more people every year.”

The center occupies the former V.L. Lynch Building, built in 1946 as a hardware store and International Harvester tractor dealership, using building specifications designed by Raymond Loewy, the innovative designer and brand builder known now as the Father of Industrial Design. The building had fallen into disrepair and was falling into disuse after being cut up into a mini-strip mall.

After the 2008-2010 recession hit and caused financial problems for him, the building’s owner put the building up for auction in 2011. The town won the auction for \$246,500, and the council and staff announced the venue plans the next day.

The town hired Hill Studio of Roanoke to lead the design process. More than 100 people participated in public design meetings and workshops, leading to a design not just of a performance center, but also a multipurpose civic center that can host meetings, reunions and events.

Design pushed the cost toward \$2.6 million. The town retained Roanoke attorneys Bruce Stockburger and Christen Church of Gentry Locke Rakes & Moore to create the legal structures needed to recover historic property tax credits, defraying \$1 million of the cost. The Virginia Tobacco Commission also saw the regional value of the venue, chipping in \$500,000 of the cost, dropping the total maximum taxpayer investment to \$1.2 million.

The town tapped Hankins to lead the project, and Rocky Mount contractor Price Buildings won the bid to renovate the site. Renovations started in June 2013.

Hankins hired Gary Jackson as the venue general manager. Jackson previously led Roanoke’s Kirk Avenue Music Hall and Alexandria’s Birchmere. With more than 40 years of booking and music business experience, Jackson’s contacts started paying immediate dividends as Jackson reached out to book

## Rocky Mount

world-class artists throughout all types of genres.

With Jackson booking events, management expects to hold approximately 175 annual shows, nearly every other night, to continue to draw crowds to downtown Rocky Mount.

“The support of the artists will make this venue continue to go,” said venue manager Jackson. “There will be a cachet about playing at the Harvester, something that becomes a badge of honor for touring musicians and artists, somewhere where they know music fans appreciate what they do.”

The bulk of construction was completed in time for April’s scheduled shows. The impact on the economy was immediate, particularly in the hospitality sector, and the town expects that to grow quickly as more entrepreneurs enter the competition for tourism dollars.

“We had a record-setting weekend,” said JoDee Jeans, a co-owner and manager of Ippy’s, a table-service restaurant and bar, after the Harvester’s first full weekend of shows. Jeans and her partners quickly signed on as a co-sponsor for the Harvester and modified their table service to determine whether dinner patrons were in a hurry to get to shows at the Harvester.

“(The Harvester) is helping us become a destination versus a curve in the road,” said Shellie Leete, the co-owner of Claiborne House Bed & Breakfast, located two blocks from the venue. Leete markets to venue patrons using her blog and a variety of Internet travel resources, such as TripAdvisor.

“We’ve seen a bump with occupancy, and I think that’s even going to get better as the region starts to hear about the Harvester,” said Jerry Robertson, manager of Comfort Inn-Smith Mountain Lake, one of two hotels located within the town. “We think it’s going to thrive and bring us business.”

## Following suit

Bryan Hochstein and partners bought the historic 10-acre Grove property adjacent to the Harvester, turning it into a bed-and-breakfast that opened in May. On his own, Hochstein bought the former Rocky Mount Bottling Co. building, returning it to its historic appearance with a mural sign and renovating it into Bootleggers Café, which opened in June.

Donna Wray opened her Bloomin’ Deals store in a nearby storefront in May, and investors have inquired about opening another new restaurant within two blocks of the Harvester in the former Edible Vibe Café. Other available spaces are under lease, with new business owners working to open furniture, dining, other shopping and even office space opportunities. For a locality like Rocky Mount, building a civic center-sized



**Mayor Steve Angle performed his ribbon-cutting responsibilities with aplomb.**

venue is impractical and unlikely to create a workable business model. Rocky Mount lacked a surviving theatre or opera house to repurpose. The primary question all along was this: Can a community like Rocky Mount, with 4,900 people, 150 hotel rooms and a dozen sit-down restaurants, bring in 1,500 or more new business patrons at a time each week in groups of 300 to 400? So far, it can – and is.

Ticket prices are driven by the profitability needed to pay the band and provide the space, with a minimal \$1 service charge to cover credit processing expenses. Average ticket prices to date are in the low \$20s, with a low ticket price of \$5 and a high of \$40. The highest tickets to date have been less than \$60 – less than half of what many of the acts command in larger, less intimate venues.

Ticket buyers are responding. To date, 90 percent of online ticket buyers are from outside of Rocky Mount and Franklin County. Hankins’ business case called the project a success if it reached 80 percent out-of-town attendees.

“That’s all new money,” Hankins said of the out-of-town spending. “Those people had no reason to ever come to Rocky Mount and spend their money once, let alone multiple times every year.”

To date, the venue has had visitors from 20 different states, with foreign visitors from Germany, the UK and the Philippines.

Within its 125-mile target service radius, the venue can draw from more than 3 million people, many of them music lovers of diverse ages, musical and entertainment tastes, education level and interests, willing to drive a little distance to hear their favorites, something new or something they can’t find at home.

The larger operational question is whether the venue can support itself, or whether continued operations will require taxpayer subsidies to balance deficits. In its first full month of operation, the facility generated \$84,500 in revenue, with every show winding up in the black. The town’s business model




**The Harvester, once a hardware store and tractor dealership, was redesigned by Hill Studio of Roanoke and renovated by Price Buildings of Rocky Mount.**

projections show that the venue's volume and ancillary income, such as from renting the business and banquet rooms included in the hall's lower floor, will lead to operating in the black without additional taxpayer support, and the business case calls for the venue to generate enough direct revenue to repay the town's net \$1.2 million investment within seven years.

That figure does not include anticipated benefits like increased employment, the ability to attract new industrial tenants through high quality of life, and new tax revenues generated from meals, sales and lodging created by new economic activity.

The building's dedication plaque reads: "So that people may, on their doorsteps, come to know the world through music." The economic, community development, civic and social aims of this unique community project lie at the heart of that dedication; Rocky Mount can expand opportunity, minds, expectations and outcomes without breaking the bank.

Every aspect of this project – conceptualization, development, funding, political discourse, construction, operation – is innovative, unique and tailored to Rocky Mount. However, it is scalable for many communities that need a new basis for attracting people to their downtowns. 

# City washed away impressions of tidal flooding with rebranding

**I**T WAS THE WATER that first brought English settlers to Poquoson in the early 1600s, but the beauty of the land captured their hearts and imagination. Legend has it that Capt. John Smith visited the area in his nautical exploration of the New World. Poquoson is the oldest continuously

named city in Virginia. Its heritage as an agricultural and fishing hamlet is well-known.

For hundreds of years, Poquoson's proximity to the water has also been an undeniable quality of life attraction.

However, on Sept. 18, 2003, the rising tides that accompanied Hurricane Isabel brought devastation to the city. Flood waters destroyed homes and businesses. Although high tides and accompanying wind are part of life in a coastal community, national media coverage of Isabel and its effect on Poquoson made the city synonymous with tidal flooding in the minds of many. As recently as 2012, tidal flooding images filled the first page of internet searches for the city.

Given this skewed perception, city officials acknowledged the need to rebrand Poquoson's image and convey the outstanding quality of life found in this vibrant community of approximately 12,000. Critically important to this effort: identifying the most effective way to highlight the city's enviable combination of low crime rates, outstanding schools, civic-minded citizenry, great recreational programs and business-friendly atmosphere.

An additional anticipated benefit of a successful marketing campaign would be the attraction of new businesses and residents to Poquoson, bolstering the city's declining population and tax base. Catalyzed by these needs and mindful of the importance of putting forth a clear and dynamic message the city launched *Poquoson is the Place*.

This campaign featured media and other communication elements specifically engaged to change the beliefs and perceptions of Poquoson – to underscore the fact that tidal flooding is

an occasional challenge, but one that does not compromise the city's heritage, character or livability.

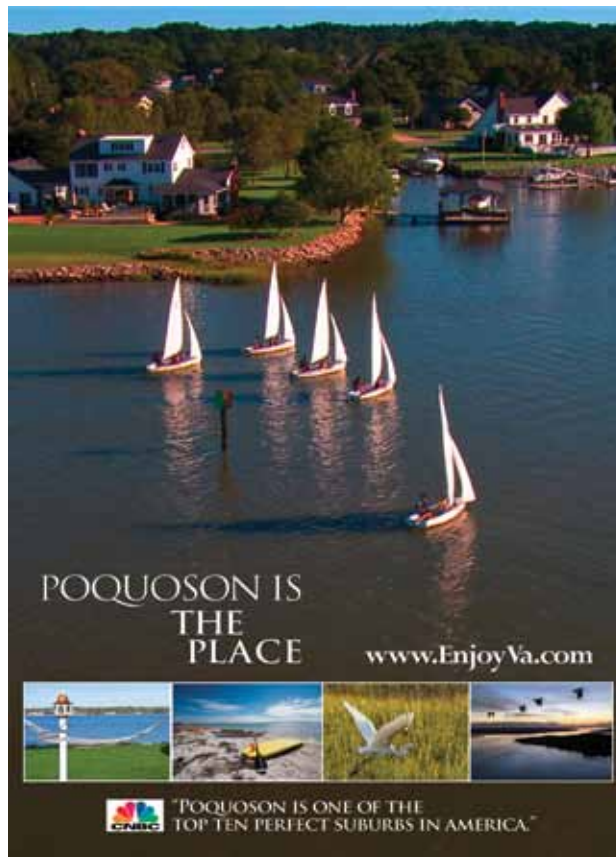
This full-scale media campaign was not contracted out to a public relations consultant or firm, but rather developed as an in-house operation by the Economic Development and Community Recreation Office consisting of three lead staff and two support staff. The campaign was able to engage local community resources and businesses to minimize expenses, stretch dollars and maximize “bang for the buck” with each element of the plan.

The first phase included developing a logo and slogan, and thus *Poquoson is the Place* was born. Assisted by graphic artists at a significantly reduced rate, and augmenting these efforts with in-house design, the cornerstone logos were designed and remain unchanged. The elements of the campaign included:



Poquoson

Communications Award



## Imagery

The city was able to partner with an award-winning director and Poquoson resident, Angela Ward-Costello for the campaign. Ward-Costello filmed the city in a helicopter with high-definition cameras. The resulting images secured during the filming are now the highly valued repository for the media campaign. The images created buzz for the fledgling campaign, capturing Poquoson's natural beauty, waterway access, opportunities for growth and small town residential living.

## Promotional folders

Soon after the images were rendered, reviewed and selected for further use, a promotional package was developed to highlight the city. These folders continue to be used as an important tool to support economic development efforts. Included in

the promotional package is a five-minute DVD detailing the eclectic beauty of land and water and of charming residences and handsome business corridor.

## AMC and Regal Theater commercials

To complement the DVD, promotional spots were also produced for local and regional movie theaters. In 2013, two 30-second spots were rotated in regional AMC and Regal



theatres from Memorial Day to Labor Day. An additional run was placed in the fall. The spots highlighted water access and residential living. Each of them utilized a “hook” at the end inviting patrons to find out more by visiting the city’s newly created website, EnjoyVA.com. The

theater promotional campaign was engaged for approximately \$26,000 – a market price savings of more than \$80,000 and was achieved through Costello’s tireless negotiation efforts. The 30-second spots would receive 41,328 commercial airings, 113,400 web placements, poster/print placement in all area theatres in the Hampton Roads area, and ultimately 3.1 million expected impressions during the campaign.

## Online branding

In an effort to track viewership from the movie ads and encourage action, a web presence was created as enjoyva.com. As noted, each theater ad encouraged viewers to visit the online brand and using the name of EnjoyVA.com allowed for a natural connection with Virginia Tourism.

## Free press, positive media buzz

Poquoson received further positive endorsement on the changing tide – so to speak – with articles featured in the local daily newspaper, including positive endorsements on the editorial page. Additionally, a large article and photograph covered the *Theater Promotion* with an explanation of how the city hoped to benefit. The positive media buzz would continue to grow statewide and on the national stage.

## Web presence, mobile video

In an effort to maximize mobile use of the images and video downloads for audiences without access to the city’s DVD presentations, the *Poquoson is the Place* video was uploaded to a video-sharing website called Vimeo. This allowed city leaders the opportunity to use hand-held devices to show the video for presentations on the go, and for citizens to show off their city as well.

## Regional, statewide feature placement

To further the images and brand, the city lobbied Darden Publishing to use the campaign’s signature graphic on its *Coastal Virginia, Living in Hampton Roads* magazine cover. The company agreed and an iconic sailboat picture from Poquoson enjoyed an approximate circulation of 30,000. The target audience for this publication was new business, individuals and families, including professional civilian and military relocating to Hampton Roads. Prominent ad and feature placement in *Coastal Virginia*, and in *Chesapeake Bay* magazine also occurred during this same time. *Chesapeake Bay* magazine, a staple

amongst the boating and coastal living crowd in the Maryland, Virginia and North Carolina, has a circulation of about 22,000. The magazine placement pushed business and image re-branding of the city’s scenic public water access areas, and the supporting marina and charter service businesses. The quality of life welcoming message to families and businesses was in the forefront.

## Postcard production

Postcards were produced using the same imagery for local businesses to sell. They became a favorite among visitors and residents.

## EnjoyVA smartphone app

To help visitors better navigate all Poquoson has to offer, the city designed enjoyva.com and an accompanying mobile phone application. Both were free to iPhone and Android smartphone users. The mobile phone app includes comprehensive information on city, school, business and community activities and organizations. To kick off introduction of the app in the largest venue possible, the city launched its presence at the annual Poquoson Seafood Festival, a three-day event in October, attended by approximately 50,000 visitors. Festival-goers were provided a QR code to download the mobile phone app, which included a “digital coupon” for a discount for festival memorabilia. Show the app to the T-shirt vendor and get the discount; it was that simple. Within the first three hours of the app’s availability 108 downloads were recorded. To date, the number of downloads is well over 4,000 and growing. This was the defining link in the campaign because it brought together businesses, civic groups, community leaders and government under one tent to unify the message that *Poquoson is the Place*.

## Poquoson is the Place for the Holidays

To make further use of the *Poquoson is the Place* brand, the city negotiated a series of five consecutive ads to run in the York/Poquoson section of the newspaper each week to coincide with the holiday shopping season between November and December. The ads were secured at a reduced rate utilizing a portion of an accompanying Seafood Festival sponsorship as trade value. These strategically placed ads featured holiday events, including a traditional parade and a lighted boat parade, and highlighted Poquoson’s seasonal activities. They encouraged patrons to visit the city and take part, continuing to remind folks in the ads that *Poquoson is the Place*.

## Conclusion

In short, the *Poquoson is the Place* campaign served as a comprehensive catalyst for transforming the city’s image from a flood-impacted community to a vibrant seaside community poised for growth and continued vitality. The city spent about \$40,000 for the entire effort, the price of which could easily have topped \$250,000 if the campaign had been outsourced.



# Town response to coal industry decline: Promoting its many natural assets

**L**OCATED IN BOTH Russell and Wise counties in far Southwest Virginia, the small town of St. Paul (pop. 997) is not only the geographical center of seven counties and two planning districts, it has the Clinch River running through it. Since 2008, Town Council and a collection of determined volunteers have overcome obstacles and remained focused on improving downtown and enhancing economic development for St. Paul and the surrounding region by promoting natural assets.

Very early on, St. Paul activists sensed the coming decline of the coal industry and realized the need to plan for a new economic resource.

Accordingly, in 2005 a group of volunteer citizens calling themselves St. Paul Tomorrow had a vision: “The Town of St. Paul will become a model of positive and ecologically responsible economic development.” They developed a strategic plan clearly stating their goals: Strategy 1 – “Be a model for environmentally friendly downtown revitalization in a small town;” Strategy 2 – “Promote nature-based tourism in St. Paul;” and Strategy 3 – “Promote business development opportunities compatible with the town’s image.”

St. Paul has since been a leader in creating a new tourism industry that will benefit the entire region. The town government has developed a master plan, adding a fourth strategy: “Establish St. Paul as an educational ecological epicenter.”

June 2013 was the beginning of a welcomed invasion of outdoor enthusiasts upon the town. The month kicked off the opening of the Mountain View ATV Trail with its trailhead located in St. Paul. During the same month, Clinch River Adventures was opened by a local entrepreneur providing tubing and kayaking rentals along the banks of the Clinch River in downtown. Clinch River Adventures was permitted to use the town caboose at the park entrance for promotion of floating the river. Over the next three months, Spearhead Trails sold more than 1,000 permits to ride the Mountain View Trail and nearly 700 visitors from 14 states and three countries came to St. Paul to float the river and enjoy the hiking trails. Simultaneously, the town improved its recreational facilities for residents and visitors alike. In late June, St. Paul unveiled a newly-renovated swimming pool, a new park playground, upgraded tennis courts, and a new skate park with a local investment of \$375,000. Enhancement of the recreational facilities has increased outdoor opportunities and improved the quality of life for children and adults in the town as well as the region.



**The town countered a decline in the coal industry by developing an economic development plan that made the most of the beautiful outdoors.**

Establishing St. Paul as a tourism hub for outdoor adventure didn’t happen overnight. In 2010, the town began the process of granting the historic Blue Bell Island and surrounding area to the Nature Conservancy to protect the island and a planned hiking trail well into the future. Last summer, a cadre of volunteers cleared the trail and spread gravel. The new Blue Bell Island river walk was completed in the fall of 2013. It is a 10-mile trail that begins and ends in the town limits, connecting the Blue Bell Island Preserve to the established Oxbow Lake and Sugar Hill Loop Trail. The town assisted with the cost of gravel and signage to connect the two trails by way of downtown.

Also in 2010, St. Paul opened the doors of the newly renovated Historic Hillman House, which is now home to the offices of The Spearhead Trails and The Heart of Appalachia. The Hillman House was a 12-year renovation project undertaken by the town and the St. Paul IDA. It is located next door to the Clinch River Farmers Market, established by the town in 2009 and funded by the town, a grant from the Tobacco Commission and a grant from USDA Rural Development. The market was strategically placed in a downtown alley as a focal point of the downtown revitalization. By the 2013 market season,



**St. Paul**

**Under 5,000 Population**





the Clinch River Farmers Market was drawing substantial foot traffic to downtown from Wise, Dickenson and Russell counties. The market is open from May through October and is operated totally by volunteer market managers.

In 2011, the town council voted to adopt an ATV-friendly ordinance allowing ATVs to operate in the town limits. With the establishment of the Southwest Virginia Recreational Authority, Spearhead Trails received the necessary funding to open the Mountain View Trail in 2013. After a visit from the television show Fisher's ATV, the Outdoor Channel aired the program showcasing the Mountain View Trail and St. Paul. It was after the show aired in 2013 that everyone began to realize just how big this segment of the tourism piece would become. Working with Spearhead Trails, an ATV path was designated to bring riders off the trail directly into the downtown business district, allowing visitors the ability to eat and shop in St. Paul without ever getting off their ATV. This year, a new Fisher ATV show aired, this time focusing on both the ATV trail and the river. In preparation for the number of visitors that were expected this summer, another group of volunteers designed a recreational map to help guide visitors to all of the venues offered.

From 2006 until 2011, the town was persistent in pursuing and finally receiving a \$770,000 Community Development Block Grant from the Virginia Department of Housing and Community Development. The project, which was completed in February, used the funds to mitigate blight and improve the facades for 19 building and 16 businesses. Ninety percent of the downtown business community participated in this matching grant project. The grant also enabled the town to completely revamp the entrance into downtown with new lighting, landscaping, sidewalks and signage.

After years of attending annual workshops for Virginia Main Street applicants, St. Paul was designated a Virginia Main Street town. It is the smallest town to ever receive this honor and this year received the Virginia Main Street Milestone Achievement Award for the dedication of more than 5,000 volunteer hours to the revitalization of the downtown historic commercial district. The community vision has been reinforced through the Main Street designation. The Town of


St. Paul has offered complete support of the Clinch River Valley Initiative and the Southwest Virginia Recreation Authority because their goals mirror the town's ideas for economic development through tourism. Collaboration with these entities and the Virginia Tourism team helped pave the way for the town to implement the tourism vision.

Through the first decade of the 21st century, St. Paul has been recognized throughout Virginia as the home of Wetlands Estonia, a project dedicated to the preservation of a wetlands and the study of the bio-diverse Clinch River. Following closure of Wise County's academically revered high school in the town, there was concern about the fourth strategy coming to fruition.

Because the town owns the wetlands and learning center, Town Council acted quickly to designate neighboring Castlewood High School as the home for Team Estonia. The project's founding teacher offered to remain director of the program and continue to operate the learning center.

Realizing the importance of the Clinch River, she and other community members have joined the Clinch River Valley Initiative team to begin an annual environmental education symposium. The first symposium was held in 2013 at St. Paul Elementary School and the Vencil Learning Center through a collaborative effort by the Town of St. Paul, Wetlands Estonia, Clinch River Farmers Markets, Dominion Power, Heart of Appalachia and the University of Virginia's College at Wise. Success breeds success. The 2nd annual symposium was held in March and drew nearly 100 educators to St. Paul. The educational symposium focuses on the Clinch River ecosystem and offers educators within the Clinch River watershed techniques that will supplement the delivery of Virginia's Standards of Learning. Working in cooperation with UVA-Wise, the group is making plans for an educational river float. The commitment of the volunteers has set the fourth strategy into motion by incorporating environmental education into the economic development plan. The goal of making St. Paul an ecological epicenter is falling into place.

It was not a single action or project that transformed the town into a popular tourism venue, but instead a conglomerate of plans and projects inspired by a forward thinking town government, a determined group of volunteers and regional cooperation.

Through countless hours of volunteerism, persistence and a profound determination of community leaders with a defined plan, the big ideas and dreams of transforming a small community into a viable tourism center has culminated in the past year. In 2005, St. Paul had only a vision, but in 2014 it has nine new businesses, six related to outdoor recreation, new recreational facilities, and busy streets once again. 

**ATV-friendly policies have been a boon for the small town.**



# Town resurrected train station, expanded museum following blaze

**T**HE TOWN OF Pulaski's historic railroad station and the transportation museum that it housed were consumed by a devastating fire on Nov. 17, 2008. Less than five years later, the depot and museum were back in business thanks to an insistent town government and a resilient community.

The fire set into motion two major projects for Pulaski: rebuilding of the depot to exacting historical standards and the furthering of a long-held dream – expansion of the Raymond F. Ratcliffe Memorial Transportation Museum. That expansion would include not only new exhibits, but one special exhibit as well: the permanent, public display of an O Gauge model train layout – an 80-foot long exact scale model of the town built by Dr. Milton Brockmeyer circa 1955. The restored depot, however, could not accommodate the huge model train set. A new building was needed.

Fortunately, planning for a new, expanded museum had begun years before the fire. A museum committee led by Betty Lou Ratcliffe, the daughter of former Mayor Raymond F. Ratcliffe,

for whom the museum was named, had done meaningful groundwork. In addition, some money already had been raised through TEA 21 Transportation Enhancement funds, appropriations by the General Assembly,

private foundation grants and from citizens.

The fire as it turned out served as a catalyst to lay the foundation of a new building, designed by the late mayor's grandson, Tyler Kirkner. The new structure is an industrial-looking building from the outside, fitting for an industrial town. The focus of the new museum: the role that the town has played as a transportation and industrial center.

Building a new structure was relatively easy compared to two other challenges: curating objects damaged by the fire, water and smoke, and moving the huge model layout from its creator's basement and reassembling it at the new museum. Brockmeyer and a few handy friends built the grand scale model over a period of 40 years.

## Curating and restoration

In the aftermath of the fire, town staff and museum volunteers quickly turned attention to salvaging damaged objects that might be curated. Lesson number one learned: Have a disaster plan, including pre-positioned items to dry and remove soot from fabrics, three-dimensional items and photographs; have an updated catalogue of all items in a separate location from the museum; and have a firm knowledge of the collection's insurance.

Town staff members quickly acquired four separate buildings to house the damaged objects pulled out of the blaze by firefighters. The remnants of the collection were later consolidated in one climate-controlled building.



**The railroad station and museum were consumed by fire in 2008.**

The most critical damaged items were fabrics – all wet and soot-filled and some burned extensively, and photographs. Town crews and volunteers transported fabrics to the National Guard Armory, which had large fans that could facilitate drying. The photos went to the locker room at Calfee Park, where temperature and humidity could be controlled to prevent mold.

Members of the New River Heritage Coalition and the Virginia Department of Historic Resources (DHR), which assigned an expert to the undertaking, assisted. The expert's e-mail advice and quick presence in town were critical. Only two days following the fire, the expert was conducting a seminar in town for volunteers who wished to help.

DHR staff members advised the town not to use residential or commercial cleaning services because of the fragile nature of the objects, many of them antiques. Volunteers used what came to be known as “magic sponges” to dab clothing, quilts and pieces of needlepoint. Following drying and what cleaning could be done, items were photographed and encased by staff and volunteers in acid-free paper and boxes.

Photographs required delicate attention – immediately. The locker room at Calfee Park began to take on the look of a morgue: tables pulled together in long rows were covered with a heavy plastic material upon which workers placed white paper towels that sandwiched wet, sooty photographs that were topped by a piece of three-quarter inch plywood. Towels were changed out daily until the photos were dry.



**Pulaski**

**5,000-10,000 Population**



**The town managed to persevere with the project despite having to recover from a tornado on April 8, 2011.**



**The transportation museum was expanded to accommodate an extraordinary scale model of the town.**

## Wurno Building

The centralization of all objects was a critical goal achieved in the spring of 2009. The town needed a secure, climate-controlled space where objects could lie flat on pallets or special shelving that was purchased. After moving into the Wurno Building, a non-descript warehouse with small offices and a conference room, a curator was hired to work with town staff members on developing a digital cataloging system. All objects, no matter how damaged, were logged in with as much information as possible.

Use of the Wurno Building allowed the town to begin cleaning three-dimensional objects. And in the summer of 2010, O’Connell International Arts from Chicago was appointed by the town’s insurance carrier to serve as adjusters. The O’Connell team then assessed each item in the collection for its value and the cost of full restoration. Items whose cost of restoration far exceeded funds available were sold with the proceeds going back into museum funds.

Because the new museum would emphasize Pulaski as a

transportation and commercial center, the town deemed several large images as critical to restore. Many of these were damaged photographs that had survived the fire but were too big to digitize. Several were badly damaged. Subsequently, Town Council authorized the Oppenheimer Gallery in Chicago, well-known for its restoration work, to restore, mount and frame approximately 50 historic images now prominently displayed.

## The move

Moving the Brockmeyer scale model from the basement to the museum was an imposing task. The only way to extricate the “really big table” was to open a hole in the basement wall. Then there was the matter of



**The depot was rebuilt to exacting historical standards.**

moving a single “table” 80 feet long and 26 feet wide.

The historical architect for the rebuilding of the depot, David Gall of Winston Salem, knew a group of dedicated men who had moved and rebuilt a train display in Hamlet, N.C. So the town invited the Southbound Model Railroaders to Pulaski to take a look. The men immediately began to assess where the table could be cut (meaning, of course, where the track could be cut as well), and how it could be lifted and moved. The fragile layout had to travel more than a mile from the basement to the new museum aboard a flatbed trailer.

All of the objects atop the model, including train engines (some handmade), boxcars, buildings, cars, trees and even flag poles, had to be packed and moved prior to moving the “big table.” A grid system was devised so that each object (several thousand) could be placed in its original spot after the move was concluded. The objects were destined for a new, temporary location where they could be meticulously cleaned and, if necessary, repaired. Town workers literally carried these objects – the buildings were largely made of cardboard

*continues on page 24*

# City employed creative development strategies to retain child development center

**T**HE CITY OF Falls Church had a problem. It was renting surplus space to the Easter Seals Child Development Center of Northern Virginia, a much loved and much needed public/private social services program, but its growing public school system was in need of the space.

Ending Easter Seals' lease would mean losing an important community service. As municipalities throughout Northern Virginia have become larger and more prosperous, non-profits like Easter Seals are going further afield to find affordable space. But the City of Falls Church was determined to keep Easter Seals in its borders. A combination of fast-thinking, altruism, innovative design and collaboration allowed Easter Seals to not only stay in the City of Falls Church, but to own a beautiful new facility all its own.



**The facility was built within the shell of an existing warehouse allowing the development to receive tax incentives for adaptive reuse and waste reduction.**

Construction. He thought Bellingham might be willing to part with the property, if it was for a worthwhile cause.

Bringing Bellingham on board proved to be the easiest part of the process. Not only was he willing to sell the property at a price Easter Seals could afford, he also offered to renovate the building on an expedited basis to meet the project's very aggressive timeline. The obstacles to realizing this opportunity lay in the property itself.

The structure was a nearly windowless, one-story, industrial warehouse built in 1973 to store auto parts. The site was a quilt of different jurisdictions and zoning overlays. While the area around it was ripe for development, the property itself languished, in part because of competing zoning prerogatives. Straddling the border of the City and the County, the property was subject to the regulations of four different zoning districts, both commercial and residential. This created a problem: in three of the four zoning districts, the Child Development Center would be allowed by-right; however, the fourth district would require a special exception to allow this land use.

Thus it was fortuitous that Bellingham, the owner of the site, was a general contractor who had also made previous overtures to the local authorities to develop the property. When he first purchased the warehouse, Bellingham engaged Studio Twenty Seven Architecture to turn the building into a net-zero, sustainably designed, headquarters for Monarc Construction. While this earlier effort was eventually shelved, it helped establish the relationships needed to expedite turning the property over to Easter Seals and permitting the new land use.

While the local Economic Development Authority created a \$3 million bond package to assist Easter Seals in obtaining financing for the project, John Bellingham re-engaged Studio Twenty Seven Architecture to create a new design for the

Easter Seals Serving DC|MD|VA is the independently incorporated 501(c)(3) that provides services in the region as an affiliate of the nationwide Easter Seals organization that supports more than one million children

and adults living with a variety of conditions, from autism to Alzheimer's Disease. The organization has a network of hundreds of sites throughout the United States. The Easter Seals Child Development Center of Northern Virginia (CDC) in Falls Church delivers programs and activities that maximize the physical, cognitive, social and emotional development of children and ensures they succeed in school when they reach kindergarten age and beyond. In the Falls Church area, it is the only child development center that will accept children under the age of 2 within five miles, and the only facility serving children below the age of 5, who have special needs such as disabilities, medical frailties (e.g., cancer, heart disease, feeding tubes), within 10 miles.

James Snyder, director of planning and development services for Falls Church, knew that keeping the Easter Seals Child Development Center in the city was imperative. During a brainstorming session an idea was hatched.

"A contractor had purchased a property with an old building to relocate his headquarters," Snyder explained, "but due to the turn in the economy the project was never realized." Snyder knew the contractor, John Bellingham of Monarc



**Falls  
Church**

**10,001-35,000 Population**



**A children's art project adorns the center's hallways.**

warehouse. The development team needed to establish the financing, and achieve multiple special exceptions, variances, and approvals, all while creating and executing a design for a highly regulated facility. And, due to the sun-setting municipal lease in the old site, the new 14,000 square foot Child Development Center had to be completed in seven months.

To expedite the development, the two municipalities whose border cut through the property had to act as one. Remarkably, both the city and the county agreed to a singular building permit review, inspection and enforcement. The county agreed that since the largest portion of the site would be within the city boundaries, the city should be the primary authorizing agency. The city agreed to keep the county fully engaged and informed as the project proceeded. A shared realization



**The site sits among an enclave of thriftily-built 1950's shingle homes, spotty strip development and a fizzled industrial area.**

that Easter Seals was a critical community asset helped foster a unified vision.

The obstacles to development continued. Zoning rules dictated that the property, due to its proposed use, had an intensive parking requirement. If stringently applied, almost 100 percent of the site would need to be paved with parking. In order to make room for play areas, gardens, and on-site storm water management strategies, parking needed to be limited. Again, a multi-jurisdictional solution was found. Adjacent to the site the City and the County jointly maintained a parking lot. The city and county agreed to allow Easter Seals staff and visitors to use this parking area, and granted a variance. The site could be developed as envisioned.

That vision included many environmentally sustainable strategies. "The land development aspect of the Easter Seals development fit the definition of LID, Low Impact Development," explained Karen White, the civil engineer on the


project. The facility was built within the shell of the existing warehouse, allowing the development to receive tax incentives for adaptive reuse and waste reduction. An innovative storm water management system retains and filters all storm water onsite without straining city facilities and potentially increasing pollution in area waterways.

Other sustainable strategies include pervious play areas, a migratory butterfly way-station, and an expeditionary learning garden that the children help maintain. This promotes therapeutic outdoor activities, learning and environmental stewardship. Chair of the Board of Easter Seals Serving DC|MD|VA, Janis Schiff, shared that the staff are energized "to maximize our new facility" and are "developing a 'Save the planet curriculum, to learn about the world through interaction with this sustainable building."

The new facility also generates much of its own energy. An extensive photovoltaic (PV) array consisting of 168 PV panels capable of generating 45,000kwh per year is installed on the roof. Bellingham had purchased the system for the earlier, planned renovation for the building, but it was never employed. In the process of turning over the building to Easter Seals, reselling this system proved to be out of the budget. Bellingham came up with a creative alternative, proposing a Power Purchase Agreement to operate the solar panels for Easter Seals and sell the energy back to the non-profit at a discount. Easter Seals benefits from the solar panels. The electrical power generated is sold to Dominion Virginia Power through a special "Solar Purchase Program." Bellingham will then donate the full system to Easter Seals once the initial period is concluded. Now Easter Seals is using less energy while also reducing their overall operating cost.

Finally, the new facility also includes a geothermal field, which will eventually have the capacity to heat and cool the entire building. That is some way down the road, the wells were placed during construction, but the required systems and connections proved to be too costly for the initial budget.

The Easter Seals development began giving back to the community even before it was completed, providing an impetus for the city to make much needed public improvements. As part of the agreement to keep Easter Seals in Falls Church, the City allocated \$50,000 to provide sidewalks, street and safety lighting where there had been none, as well as repaving the road leading to the facility.

The Easter Seals development is an example of how creative urban redevelopment, shared public and private vision, collaborative municipal efforts and sustainable design may coalesce to support critical community programs. Like many projects, it could not have been possible through the efforts of an individual; it takes a collection of key players doing what they do best to realize the vision of this project. The city, and Easter Seals, is grateful to both the public and the private partnerships that made this re-development a success. 

# Partnerships proved to be key to reviving a struggling downtown

**D**OWNTOWN IS THE hallmark of any city. In the words of Danville Mayor Sherman Saunders, “the downtown of a city is like the living room of your home. If people come to your home, they normally enter through the living room. Their impression of the rest of your house is determined by your living room.”

Danville’s living room has undergone extensive remodeling – a home improvement project leveraged by the use of strategic public-private partnerships. Today, the city boasts a new look and vibe.

Visitors now see two beautifully designed streetscapes – the latest featuring a new trailhead for the city’s Riverwalk

Trail and a pedestrian plaza with a promenade connecting downtown with the rapidly developing Tobacco Warehouse District. In the center of the plaza sits a multi-stage waterfall fountain donated by Japan Tobacco International to show its commitment as a corporate citizen to the future prosperity of the region. The plaza is a gateway to downtown. It sits prominently at downtown’s outskirts, greeting all who cross the bridge spanning the Dan River from U.S. 58 Business and North Main Street.

Further up Main Street, visitors see the amenities provided by the first streetscape phase. Here, the city widened sidewalks, installed brick pavers, created more visible and safer pedestrian crossings, upgraded utilities and placed trees, benches and new lighting. The city also installed free public, outdoor Wi-Fi connections.

The streetscape phases – the first one completed in December; the second, in April – are only part of the remodeling effort. The city has adopted design guidelines for the look and feel of buildings in the district, changed traffic patterns to enhance movement through downtown, opened a new parking lot on Main Street, and conducted a parking study for the full district.

## Much more is in the works

The city is finalizing designs for a pedestrian lane on one of the two bridges spanning the Dan River. The pedestrian lane will connect the new trailhead downtown to the walking trail on the other side of the river. Public restrooms are planned to be built adjacent the plaza and trailhead, and the next phase of streetscape improvements are under development. City staff and consultants are developing a marketing plan

and designs for roadway and pedestrian wayfinding signage.

As evident, the changes to Danville’s “living room” are not merely cosmetic but functional, designed to create an atmosphere for enjoyment and investment.

Karl Stauber, president and chief executive of the Danville Regional Foundation, calls the changes transformative. “Three years ago, what you would have seen was a tired city,” Stauber said. “Now when you look down Main Street, you see a city of possibilities.”

## The case for a new ‘living room’

With its 116 rental rooms, rooftop penthouse, assortment of meeting rooms, restaurant, nightclub and commercial tenant spaces, the seven-story Downtowner Motor Inn was once a prominent landmark. Built downtown in 1963 at the corner of Main and Union streets – which at the time was Danville’s busiest intersection – the Downtowner was part of a plan to make Danville a convention center, and with its location, it was expected to spark a revitalization of downtown.

Danville never became the convention center as envisioned, and repeated attempts at downtown revitalization failed. In 1986, the Downtowner closed. By the fall of 2010, the Downtowner building had been gutted. It looked forgotten as did much of the rest of downtown. With empty storefronts and the buildings that housed them in disrepair, downtown contributed little to the city’s tax base.



Danville

35,001-90,000 Population



Along a portion of Main Street the city widened sidewalks, installed brick pavers, created safer pedestrian crossings, upgraded utilities and placed trees, benches and new lighting.

Even worse, for a city that urgently needed to replace lost textile and tobacco jobs, downtown hindered the city's overall economic development efforts, turning away prospective clients who saw the unsightly state of downtown as an indicator of the overall quality of life in Danville.

Clearly, if Danville were to achieve its goal of tran-



**A multi-stage waterfall donated by Japan Tobacco International adorns the center of the pedestrian plaza.**

sitioning from an old-fashioned economy based on textiles and tobacco to a more future-oriented mix of business, then city leaders would have to address downtown.

## Birth of the River District

Take a drive into the heart of Danville and you will come to a point where two historic districts – the Tobacco Warehouse District and downtown – are tied together by the Dan River. While downtown languished, the Tobacco Warehouse District could boast of a modest redevelopment, with a community market, concert pavilion and a state-supported science center. Along the banks of the Dan River, federal money had been used to create a popular walking trail.

Early on, city leaders bet they could better redevelop downtown if it were marketed as one with the amenities provided by the Tobacco Warehouse District and the Dan River. With this strategy agreed upon, the “River District” was born.

“The Dan River and the River District are what distinguish Danville from thousands of other communities in competing to attract new residents and new businesses,” City Manager Joe King said. “With many of Danville’s oldest, most architecturally attractive and significant buildings, it’s key to the city’s heritage and sense of community. It’s the most important gathering place for community events. The impression both residents and outsiders have of the River District is projected on the community as a whole.”



**A pedestrian plaza with a promenade connects downtown with the rapidly developing Tobacco Warehouse District.**

## A partnership is formed

A renaissance, however, would require more effort than coining a new name. It would require investments from both public and private sectors. The city quickly found a willing private partner in the Danville Regional Foundation. The foundation shared the city’s vision of a renaissance of the River District, and it joined the city in developing a strategy to make it happen.

Stauber, as president and chief executive of the Danville Regional Foundation, not only joined the effort, but also challenged others in the community to invest in the River District.

“We (the foundation directors) have a pretty basic belief that if the River District does not prosper, this region does not prosper,” Stauber said in his challenge. “Nobody from Richmond is going to turn this place around. Nobody from Washington, D.C., is going to turn this place around. It’s going to be the people here who want to turn this place around.”

## Learning from others

When looking at communities in the Southeast experiencing rebirth, local leaders found one thing in common – strong downtowns. These vibrant urban centers, and the amenities they offered, had become the hub for activity in attracting a talented workforce. The hub of activity produced a clear competitive advantage in recruiting and retaining young people and businesses.

“Our downtown – our River District – is indeed fortunate to be on a beautiful river near which we have an abundance of historic buildings yearning for revitalization,” King then noted. “This infrastructure will become our competitive advantage as we seek to recruit new economy businesses and workers to the region.”

The next step was to take a closer look at a city that could serve as an example of a downtown renaissance. Danville found a sister city in Greenville, S.C.

*continues on page 24*

# City responded to grassroots voices and an arts district was born

SOMETIMES THE HARDEST job is letting others take the lead – giving up control is not always something that municipalities do well. But in the case of pursuing creative endeavors, such as an arts district, leading with city rules and procedures is not always the best approach. The Norfolk Arts and Design District is a proud product of a grassroots effort that was supported and encouraged by the city. You can't force a creative community. You have to cultivate it and help it grow.

The City of Norfolk and the community had been discussing the need for an arts district for several years, but no concrete

plans were forthcoming. In 2012, a group of motivated and impassioned locals from the alternative newspaper AltDaily, headed by Editor Jesse Scaccia and Publisher Hannah Serrano, made an organized pitch for an

arts district north of Brambleton Avenue along one edge of downtown. They published a report, NEAD Project (Norfolk Emerging Arts District), detailing a vision for an arts district, with food trucks, street performers, sculpture gardens, crosswalks painted like piano keys, vertical gardens and streets filled with people (see attached NEAD Project).

Fueled by the efforts of the local community and new state legislation granting localities the authority to create arts and cultural districts without individual authorization from the General Assembly, the city embraced the concept of creating an arts district in the underutilized area north of Brambleton Avenue. City Council devoted energy to the topic at its 2012 retreat and followed up with the formation of a task force to pursue the development of an arts district.

## Why North of Brambleton Avenue?

The area north of Brambleton Avenue, on the northern border of what is Norfolk's compact downtown, was ripe for a new direction. The area contained an abundance of underutilized properties, but was strategically located at the

heart of Norfolk's cultural attractions, including the recently expanded Chrysler Museum of Art and Glass Studio, the Harrison Opera House, Scope Arena and Chrysler Hall. The area was also home to several pioneering businesses such as Exotic Home Interiors, Inside Business, Daevid's Flowers & Decor, Fuzion Ink Tattoo and Piercing Studio, and Grace Street Grill, as well as the headquarters of the Virginian-Pilot newspaper. Altogether, this presented the perfect opportunity to create a unique destination nestled between the growing downtown housing market and the well-established urban neighborhood of Ghent.

## Taking action

The specific actions that took place in the development of the Norfolk Arts District embody the spirit of innovation, efficiency and entrepreneurship. The grassroots initiative led to partnerships with the community and an ongoing community empowered experience. Here is a summary:

## A grassroots approach to planning

**Hatching a plan.** The NEAD Project (Norfolk Emerging Arts District) calling for the development of an arts district in the area north of Brambleton Avenue was published in July 2012. This grassroots effort outlined the vision for an arts district adjacent to downtown in the area north of Brambleton.



Norfolk's Arts and Design District is the product of a grassroots effort that was encouraged and supported by the city.

It was a unique approach to planning where the community actually prepared and presented the plan – and asked the city to partner with it – to bring additional tools to the effort and change regulations to “get out the way.”



Norfolk

Over 90,000 Population





The Arts District is proving to be a magnet for shoppers.

## Creating an environment for community-led initiatives by redirecting resources and reviewing regulations

**City backing.** The grassroots effort was first embraced by the city government when City Council took up the topic at a planning retreat in 2012, leading to the formation of a task force to begin to formally address this issue. The city pledged to cooperate with the community-led effort, which was adopted as policy in March 2013 as a part of *plaNorfolk2030*, Norfolk's updated general plan.

**Partners.** Norfolk Team Better Block, a partnership with Team Better Block of Texas, the City of Norfolk and more than 130 volunteers and community leaders, physically "tested" ideas for revitalizing the area with pop-up retail options, parklets and new traffic patterns. Within a few weeks of the project's start-up, a long vacant, 15,000 square-foot building sold, council passed zoning changes, a pop-up shop moved toward permanency, a streetscape plan was advanced and lots of people got fired-up about the budding district.

**Flexibility.** Modifications to the zoning ordinance permitted art district uses and simplified the process for starting new ventures, including zoning changes to allow antique stores, breweries, consignment stores, flea markets, educational facilities, art studios, dance studios and used book stores. The city also revised parking standards, calling for reduced parking in the area adjacent to downtown, helping to spur the renovation of the existing buildings in this area.

**Collaboration.** Urban Design Associates of Pittsburgh conducted a design charrette aimed at providing a framework for collaboration among the city, arts and civic organizations, property owners and private investors in order to create a lively, dynamic and sustainable arts district. This plan provided an outline of immediate and long-term infrastructure needs to support the district.

## Achieving an entrepreneurial, sustained, community-led effort

**Getting creative.** An existing city program that fostered skill-building in Norfolk high school students was linked with an initiative to provide opportunities for positive experiences in the Norfolk Arts District. The result was a unique summer art experience – the Norfolk Emerging Leaders Public Art project. Artists worked with students to complete large scale murals during the summer of 2013.


**Art Walk!** The local community organized a group of participants to survey sections of the Arts District to identify potential blank canvases for future art or planting, resulting in a catalog of the area. The end result: 10 to 20 small and large green spaces, which will be created and maintained by individuals, children, families, local business, artists, restaurants, green thumbs, entrepreneurs, master gardeners and beginners. Two large scale murals have been completed and are drawing considerable attention.

**Kickstart Norfolk.** Alchemy NFK and the Push Comedy Theater (both located in the Norfolk Arts District) headed a crowd-funding effort to reach their all-or-nothing fundraising goals by offering backers exclusive rewards and experiences in exchange for their donations. The Pushers plan to renovate a 90-seat comedy theater for live improvisation and standup acts, while Alchemy NFK (an open source office, studio, music space and a tool for the community become more involved in the arts) plans to upgrade its facilities into a functioning creative community center complete with artist spaces and a photography lab.

**More to come.** Upcoming or ongoing activities include Pop Up video exhibitions, relocation of a public park called The Plot to a vacant lot in the Arts District, Pop Up retail in shipping containers, new live work space, new loft housing developments and a nomination for state and national Historic District Designation – the "Granby Street Auto Row Historic District."

## Results

Careyann Weinberg, president of Alchemy NFK and interim executive director of the Norfolk Arts and Design District, summed up the successful initiative this way:

"A team came together recently to look at our vision for the Norfolk Arts District. Despite the background of each individual, every single person had the same type of neighborhood in mind ... a safe, playful and vibrant one. I'm confident that if the community and the city work together, we can easily see much of our vision within five years. Some arts districts take 10 or more years to get off the ground. There's so much momentum and heart here in Norfolk that I know we can make the district special in no time. The key, in my opinion, is ensuring the grass roots efforts are supported and encouraged. You can't force a creative community. You have to cultivate it and help it grow." 

# Pulaski

*Continued from page 17*

– in trucks and vans to their temporary quarters in the Pulaski County Administration Building.

The Merry Men, as they became known, designed the plan for the move and made the cuts in the display, shored up the newly created “tables,” extricated them from the basement to the trailer, secured them and proceeded to ride with sections to the new museum through the very downtown that Dr. Brockmeyer had captured to scale and in meticulous detail. In addition, a mural painted on wallboard in excruciatingly accurate perspective that served as a backdrop to the layout had to be carefully removed, transported and reattached.

## Telling the story

As contractors built the new museum ready to receive the Brockmeyer train, restored images and other memorabilia, there was one more task to transform a building into a museum – the use of storyboards to tell Pulaski’s story. One town staff member who had largely coordinated the post-fire recovery of objects, and who had authored the pictorial history, and who had worked closely with O’Connell International Arts and with Oppenheimer Galleries, set upon the task of writing *Pulaski’s Story: As Told by the Raymond F. Ratcliffe Memorial Transportation Museum*. The storyboards (that would later be turned into a booklet for purchase) guided visitors through the museum elucidating the displays, telling the town’s history through even more pictures and text.

From the earliest years as a small watering stop along the Virginia-Tennessee Railroad called Martin’s Station, to the discovery of coal nearby and the extraction of other minerals to build heavy, legacy industries, to economic transition to consumer industries, until the current economic phase of sustainable industry and coming investment, Pulaski “City” and Town created a rich story to tell. Even the tragic loss of the depot, the building of the new museum, and the moving of the Brockmeyer display became part of the continuing story.


The stories of artists, musicians, barnstorming fliers, athletes, neighborhoods, the first radio station between Roanoke and Bristol, the Cripple Creek Railroad, and signature, iconic buildings and those who built them, all found their way onto the storyboards. One especially interesting board is entitled *A Story of Resilience*, describing how the community juggled the rebuilding of the depot, restoration of the museum and damage from an F-2 tornado on April 8, 2011, all the while ensuring that the day-to-day activities of the community continued uninterrupted.

## Opening day (and more)

The town opened the new museum in May 2013 to a standing-room only crowd of dignitaries, special guests and citizens. Remarkably, the train set ran for first time in more than a decade. After the brief ceremony, folks took in the myriad displays and items saved from the fire. Since that day, more than 3,500 people have visited the museum, shopped at

its gift shop and marveled at the displays.

Town Council subsequently appointed a board for “The Friends of The Ratcliffe” and approved a memorandum of understanding for the 501 (c) 3 organization to operate the museum. The board has planned a variety of activities, new displays and events to keep the museum fresh for returning visitors. The town has assisted with marketing efforts and with the appointment of a part-time operations manager.

The opening of the museum accomplished a project that had been planned for many years. The restored railway station, a bike shop that it houses and the nearby Dora Trail extension of the New River Trail State Park has made The Ratcliffe a popular destination for locals and visitors alike. The complexity of the project, including many hands – both volunteers and contractors alike – made its execution a significant challenge and its success all the more sweet. 

# Danville

*Continued from page 21*

Foundation directors and staff first traveled to Greenville to meet with leaders, and in November of 2010, the foundation arranged for City Council members, King and departmental staff to take the same field trip.

“Greenville had a similar history of a textile-dependent economy and transitioned into something pretty spectacular,” King says. “They were very convinced that doing something in the equivalent of their River District made all the difference in the world.”

## Building a framework

Following the trip, the city, Danville Regional Foundation staff, and downtown leaders assembled a task force to hire consultants to help build a framework from which private and public development could build. The consultants would help determine how to best utilize the land, design a cohesive feel to the district, and bring together property owners, businesses and residents within the River District as well as the entire community in this major redevelopment effort.

In March 2011, the task force selected BBP & Associates. Based in Annapolis, BBP held extensive experience in community revitalization, planning and real estate development. Allison Platt & Associates of Goldsboro, N.C., provided urban design and landscape architectural services.

The city formed a project steering committee of city government officials and River District stakeholders to coordinate the project. Among the expectations, the consultants and the steering committee were to provide a conceptual physical design of the River District, including:

- The ultimate look, feel, functionality, and public image of the district;
- Recommended improvements to public infrastructure improvements in the district – streets, sidewalks, trails, street furnishings, signage, and streetlights; and



**The city added free public Wi-Fi outdoors to serve downtown.**

- Recommended improvements and enhancements to the Riverwalk Trail, existing and proposed riverfront park improvements, and facilities in the district.

Also expected was the identification of four or five early projects that would be financially feasible and serve as seeds to propel redevelopment. The strategy was a blend of economics and land use.

BBP's Ralph Basile explained, saying, "The strategy is not to do a master plan for 50 blocks. Too many cities have done that, and no one implements that. We are looking much more targeted at what projects can we get going that will cause investment soon and what public planning needs to happen just around those projects to ensure their success. We want to plant a seed and have that seed grow throughout the rest of the area."

In the months to follow, the consultants studied the city and met with stakeholders. Four public forums were held. At the final forum in September 2011, the consultants summarized the public sector and private sector projects that they believed could best serve as a starting point.

## Public seeds

The Danville Regional Foundation had supplied the funds for the Greenville trip and the hiring of the consultants for the framework study. Now, the city would have to step up financially.

"It is not a secret that we have budget challenges," City Manager King said at the final public forum. "Making this kind of investment over a long period of time is going to have to find a place in the overall budget."

The consultants said the city should use cash reserves for initial improvements on Main Street in order "to move ahead and have the city make a statement about what it intends to do."

In subsequent years, the consultants said the city should commit additional funds to improve the River District and to leverage investments by others. Basile added, "Hopefully, the private sector will come right along, but the city understands that the business of redevelopment at times involves seeding and continued commitment."

In addition to committing to use of city funds, the city planted seeds by expanding upon a redevelopment strategy it already had implemented. With Virginia allowing industrial development authorities (IDA) to have a wide berth in buying and selling property, making loans and entering into lease arrangements, Danville began more aggressively using its IDA for commercial redevelopment, including retail space along Main Street. The strategy was to purchase vacant buildings, restore them and place them back in private hands.

## Demolition, construction and guidelines

At the beginning of 2012, and with a framework in hand, Danville was ready to put plans into action.

The first step was to demolish the former Downtowner Motor Inn, the landmark now prominent only for its blighted condition. Demolition began in January 2012. It was completed in early 2013.

The next step was to initiate the first streetscape phase. The planning process included meetings with Main Street merchants and property owners. Communitywide meetings were held. In addition, citizens could follow the progress of the streetscape project or comment on the project online. In August 2012, the city awarded the construction bid. Construction began the following month and was completed in December 2013.

While the first phase was under construction, the city began the planning process for the second streetscape phase. Construction began in April 2013 and was completed a year later.


Also in 2013, the city drafted and adopted design guidelines and created a commission to oversee them. Traffic patterns were changed, a new parking lot on Main Street opened and a parking study conducted for the full district.

## Danville's new 'living room'

Private investment is taking place as city leaders had hoped, and it is outpacing public investment by threefold. Today, nearly 40 different businesses are flourishing in the River District, and more are coming.

Visitors enjoy multiple restaurant choices, wine and gift shops, and a bicycle shop that rents to those who want to ride along the Riverwalk Trail – all new to the River District.

Entertainment and educational opportunities are available. The city has relocated its summer concert series to the new pedestrian plaza. In February, the Danville Science Center's Digital Dome Theater opened, providing a 360-degree film experience that combines high-definition video, color star projection and digital surround sound.

Repurposing of buildings continues for residential units and for locating, starting or growing businesses. Last year, AllergEase™ announced plans to locate its distribution operations and corporate headquarters to Danville in the River District and create 150 jobs over three years. 

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### Assistant Commonwealth Attorney I, Hanover

**SALARY:** \$60,730-\$66,438 DOQ/DOE (+) benefits. Prosecutes felony and misdemeanor matters before Circuit, General District and Domestic Relations Courts. Reqs. J.D.; prefer min. 2 yrs. exper. prosecuting cases. Exper. with drug and felony cases involving forensic analysis, preferred. Must apply at [www.hanovercountyjobs.com](http://www.hanovercountyjobs.com). Open until filled. EOE.

### Senior Code Compliance Inspector, Winchester

**SALARY:** \$42,286-\$67,662 DOQ/DOE (+) benefits. Responsible for enforcing compliance with the city's Environmental Nuisance Ordinances, Graffiti Abatement Ordinance, Property Maintenance Code, Rental Housing Ordinance and Zoning Ordinance through technical inspection of buildings, structures and exterior property areas. Responsible for providing supervision, training, monitoring staff assignments and work performance of Codes Compliance personnel in addition to serving as departmental lead team member. Reqs. any comb. of educ. and exper. equiv. to an associate's degree with considerable exper. in the construction trades and/or zoning/codes enforcement. Must possess zoning officer certificate or have ability to obtain within 1 yr. Open until filled. EOE.

### Deputy Director PWU – Electric, Manassas

**SALARY:** \$90,105-\$117,127 DOQ/DOE (+) benefits. Reqs. bachelor's degree in electrical engineering or related field supplemented by 5 yrs. exper. to direct and manage the Electric Engineering, Electric Operations, Electric Construction, Electric Substation, Communications and Control, and Generation Divisions of the Electric Utility Division. P.E. license preferred. Open until filled. EOE.

### Network Administrator, Town of Herndon

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### Water/Wastewater Treatment Plant Operator I, Winchester

**SALARY:** \$30,056-\$48,068 DOQ/DOE (+) benefits. Performs routine skilled work in the operation of water or wastewater treatment facilities. Oversees the proper functioning of pumps, motors, instrumentation, filters and chemical feeders. Checks equipment and records data. Collects samples from designated points. Performs routine physical and chemical analyses, records results, or takes samples to lab for more extensive analyses. Open until filled. EOE.

### Stormwater Management Coordinator, Fauquier County

**SALARY:** \$57,388-\$74,646 DOQ/DOE (+) benefits. Development Services Division of the Department of Community Development is seeking self-motivated qualified professionals for key roles in forming the county's newly implemented stormwater management program. The primary function of this position is reviewing land disturbing and development plans for compliance with adequate channel, stormwater management and other environmental and engineering aspects of the county's Design Standards Manual, Subdivision Ordinance and Zoning Ordinance. Must be knowledgeable and experienced in stormwater management and floodplain management and have good oral and written communication skills. Minimum requirements include a Bachelor's degree and experience in stormwater management design/plan review and floodplain management. Open until filled. EOE.

### Engineer – Stormwater Management, Fauquier County

**SALARY:** \$57,388-\$74,646 DOQ/DOE (+) benefits. Development Services Division of the Department of Community Development is seeking self-motivated qualified professionals for key roles in forming the county's newly implemented stormwater management program. The primary function of the engineer position is reviewing all development plans for conformance and compliance with the county's Stormwater Management/Erosion and Sediment Con-

trol Ordinance, Design Standards Manual and the Zoning and Subdivision Ordinances. Reqs. min. of a bachelor's degree (master's preferred) and min. 3 yrs. exper. in stormwater management design or plan review. P.E. preferred. Open until filled. EOE.

### General Manager of Street Operations, Petersburg

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### Engineer III (Public Works), Richmond

**SALARY:** \$56,101-\$92,149 DOQ/DOE (+) benefits. Manage and administer multifaceted and complex federal, state and locally-funded transportation projects. Will manage design and construction of major streetscape, roadway, traffic, drainage and bridge projects. Reqs. bachelor's degree in engineering, but an equivalent combination of training and exper. (approved by the dept.) may be accepted. Reqs. 4 yrs. exper. in project management design and construction of roadway and bridge projects and 4 yrs. in supervision of personnel. Reqs. Va. P.E. license. May require certification in engineering-related specialties. More info at [www.richmondgov.com](http://www.richmondgov.com). Open until filled. EOE.

### Capacity Analyst (General Services), Norfolk

**SALARY:** \$46,885-\$74,950 DOQ/DOE (+) benefits. Works with city administration, department heads, supervisors and vendors in support of the strategic management of space utilization. Will plan, budget and coordinate the organization of office and facility space for the effective and efficient functionality of city services. Ideal candidate will be familiar with computer design software, land use policies, regulatory requirements, site work and building systems and construction. More info at [www.norfolk.gov/jobs](http://www.norfolk.gov/jobs). Open until filled. EOE.



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