

Department of City  
and Regional Planning

2018-2019  
ANNUAL REPORT



*CRP students and alumni at the National Planning Conference in San Francisco.*

Driven by  
doing.



THE UNIVERSITY OF  
MEMPHIS

## City and Regional Planning Vision

The Department of City and Regional Planning at the University of Memphis will be nationally recognized as a program that builds on deep community ties and interdisciplinary connections to empower students, graduates, and partners in the pursuit of just, equitable, and sustainable cities and regions.

## City and Regional Planning Mission

Our mission is to **educate** the next generation of inspired urban planners and scholars, conduct **research** that influences planning policy and knowledge, and **engage** in community partnerships to affect local **change**.

## City and Regional Planning Values

### Student Success

We provide students with opportunities to participate as members of the local planning community.

### Justice, Diversity and Inclusion

We promote democratic learning through exposure to multiple perspectives and experiences. We pursue policies, plans, and projects that go beyond treating symptoms and confront systemic barriers that limit equal access to opportunity.

### Collaboration and Interdisciplinarity

We seek partnerships both within and beyond the University to enhance our actions and our outcomes.

### Service and Community Engagement

We engage our community, not as a laboratory, but through reciprocal partnerships in an engaged scholarship model.

### Sustainability

We pursue actions and research that support long-lasting environmental, social, and economic health.

### Innovation

We seek new approaches to problems to advance planning practice.

October 2019

Dear Friends,

The Department of City & Regional Planning recognizes the importance of maintaining relationships with our graduates and local planning professionals. This Annual Report allows us to reflect on our recent accomplishments as we look ahead to the future together. Please note that we have switched from a calendar year report to an academic year format for 2018-2019. Since our last calendar year report was from 2017, this report will also capture information about students and graduates from 2017-18.



We are grateful that many of you recently provided valuable input into the development of our new 5-year strategic plan. The inside cover of this report shows the Vision, Mission, and Values of the department that underpin our future goals. You can find the complete strategic plan by clicking the “about” tab on our website: [www.memphis.edu/planning](http://www.memphis.edu/planning). The plan, and the process of developing it, position us well for our fall 2019 re-accreditation site visit by the Planning Accreditation Board.

We hope you’ll enjoy reviewing the highlights of our achievements in education and career placement, research, and community engagement.

Sincerely,

Charles A. Santo, Chair

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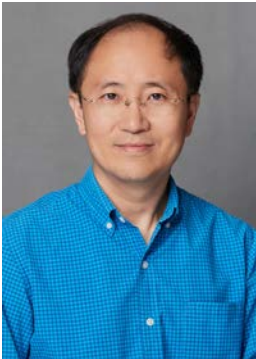
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## New Faces



**Andrew Guthrie** joined the faculty as an Assistant Professor in the fall of 2018. Dr. Guthrie holds a PhD in Public Affairs from the Hubert H. Humphrey School of Public Affairs at the University of Minnesota. His research interests include transit planning, transit-oriented development, cumulative opportunity accessibility analysis, geospatial analysis, planning for social equity and the interactions between transportation and land use. He explores these fields of research in an urban governance and economics framework.



**Jae Teuk Chin** joined the faculty as a Visiting Assistant Professor in 2018 and was appointed Assistant Professor in 2019. Dr. Chin holds a PhD in City and Regional Planning from The Ohio State University. His research interests are driven by the intersection of land use planning, the built environment and sustainable development. Much of his work centers on location theory and urban spatial structure, and uses of quantitative and qualitative methods in the design of sustainable urban communities.



**Stephen Kofi Diko** was hired as a Visiting Assistant Professor for the 2019-2020 academic year. Dr. Diko recently completed his PhD in Regional Development Planning at the University of Cincinnati. A native of Ghana, he brings expertise in environmental planning and climate change with extensive research experience in the global south.

## By the Numbers: Student Enrollment and Graduation Trends

The Master of City and Regional Planning program enrolled 9 new students in the 2018-19 academic year and added 13 to start the fall of 2019.

A total of 22 master's degrees were awarded in 2018 and 2019, as follows:

### Spring 2018

Patrick Besselievre  
Bradyn Carson  
Christina Crutchfield  
Leslie Ferguson  
Katherine Flynn  
Charia Jackson  
Jennifer Marshall  
Jackson McNeil  
Susan Steffenhagen  
Cameron Taylor  
Nick Wiggins  
Charia Jackson

### Summer 2018

Shiva Keyvanfar

### Spring 2019

Sydney Hall  
Tracy Hicks  
Margo Jordan  
Lauren Kirk  
Leo Liriano  
Dustin Shane  
Lucas Skinner  
Shea Stock  
Aubrey Toldi

We continue to attract students from a wide geographic area. Over the past three years, about 50 percent of our incoming students hold undergraduate degrees from institutions outside of Tennessee, while 15 percent are UofM graduates, and 35 percent come from other Tennessee schools. We have also increased international enrollment, with students from Ghana, Bangladesh, and Canada.

We have expanded our opportunities to provide interdisciplinary graduate education by helping students craft dual master's degree paths, with recent graduates pairing their planning degree with degrees in Architecture, Geography and Social Work.

For the first time in the fall of 2019, we enrolled a graduate of our recently created undergraduate concentration in Urban Studies.

## Career Connections: Fellowships, Assistantships, and Alumni Job Notes

Our active agenda of funded research and partnerships with local community development organizations enables us to support many of our students with Graduate Assistantship (GA), Internship, or Fellowship opportunities that allow them to gain valuable practical experience while addressing planning problems in the City of Memphis.

Externally-funded Internship placements in 2018-2019 included:

**Olivia Whittington**, Memphis Area Transit Authority

**Will Freiman**, Downtown Memphis Commission

**Tracy Hicks**, City of Memphis, Division of Housing and Community Development

**Dana Sjostrom**, Memphis and Shelby County Office of Resilience

**Sarah Johnson**, Shelby County Division of Housing

**Dustin Shane**, Memphis and Shelby County Division of Planning and Development

**Faria Army**, Memphis and Shelby County Division of Planning and Development

During 2018-2019, three of our students participated in the HCD Fellowship program, funded by the City of Memphis Division of Housing and Community Development (HCD). Those students were placed with the following agencies.

**Lauren Kirk**, BLDG Memphis

**Isaac Adjei**, The Works CDC

**Lucas Skinner**, Shelby Farms Park

A number of our students were also able to secure Assistantship opportunities across campus. Other University of Memphis GA placements included:

**Sydney Hall-Ramirez**, School of Urban Affairs and Public Policy

**Clarke Shupe-Diggs**, University of Memphis Design Collaborative (UMDC)

**Shea Stock**, Sparks Bureau of Business and Economic Research

The following two GAs worked with faculty in the Department:

**Aubrey Toldi**

**Margo Jordan**

## Job Placement

Our graduates continue to find that our degree is portable, giving them access to planning jobs throughout the country. Here is where our graduates from 2018 and 2019 have started their planning careers:

**Patrick Besselievre**, Central Mississippi Planning and Development District,  
Jackson, MS  
*Planner*

**Bradyn Carson**, Office of Comprehensive Planning, City of Memphis  
*Municipal Planner*

**Christina Crutchfield**, The Heights Community Development Corporation  
(Memphis)  
*Community Coordinator*

**Katherine Flynn**, Indigo Agriculture (Memphis)  
*Grower Account Coordinator*

**Sydney Hall-Ramirez**, Environmental Protection & Growth Management Dept,  
Broward Co., FL

**Tracy Hicks**, Community Development Department, Larimer Co., CO  
*Planner I*

**Charia Jackson**, Frayser Community Development Corporation (Memphis)  
*Deputy Director*

**Margo Jordan**, Department of Community Development, City of Greenville, NC  
*GIS Technician II*

**Shiva Keyvanfar**, THW Design, Atlanta, GA  
*Intern Architect*

**Lauren Kirk**, Office of the Mayor, Jackson, TN  
*Special Projects Manager*

**Jennifer Marshall**, Tennessee Department of Transportation, Nashville, TN  
*Community Transportation Planning Specialist*



**Jackson McNeil**, New York City Department of Transportation  
*Mobility Coordinator (Equity)*

**Dustin Shane**, Planning Department, Gallatin, TN  
*Planner II*

**Lucas Skinner**, Memphis and Shelby County Office of Planning and Development  
*Municipal Planner*

**Susan Steffenhagen**, Tennessee Department of Transportation, Nashville, TN  
*Senior Air Quality Planner*

**Shea Stock**, Avison Young (Memphis)  
*Marketing Coordinator*

**Cameron Taylor**, Tennessee Department of Health (East Region), Knoxville, TN  
*Healthy Development Coordinator*

**Nick Wiggins**, Wolf River Conservancy (Memphis)  
*Community Conservation Manager*

## **Career Advancement**

The years of 2018 and 2019 were also full of career advancement for the program's alumni.

UofM graduates now hold leadership roles in three North Mississippi localities.

**Jordan Hillman** (2011) was appointed Director of Planning and Development for the City of Jackson in 2019. She previously served as Deputy Director in Jackson, and Community Development Director for the City of Brandon (MS). **Ben Requet** (2010) became Director of Planning for the City of Oxford in 2018, after serving the city as a Senior Planner and, later, Assistant Planning Director. Hillman and Requet join **Austin Cardosi** (2013), who has been Deputy Director of Planning for nearby DeSoto County since 2015.



**Jordan Hillman**



**Ben Requet**

In Middle Tennessee, **Donald Anthony** (2007) was named Planning Director for the City of Murfreesboro in 2018. He joins **Emily Hunter** (2007), who has served as Director of Planning for the City of Franklin since 2016.



**Donald Anthony**

Here are some other transitions that we've heard about, by graduation year:

After a long run as Senior Project coordinator for the UofM's Center for Applied Earth Science and Engineering Research (CAESER) **Nate Ron-Ferguson** (2008) accepted a prestigious position as a Data Scientist with the National Geospatial Intelligence Agency in St. Louis, MO.

**Amy Collier** (2014) is a Grants Administrator with the City of Memphis Division of Parks and Neighborhoods.

**Aarti Sharma** (2014) is Senior Planner/GIS Analyst with the Centralina Council of Governments in Charlotte, NC.

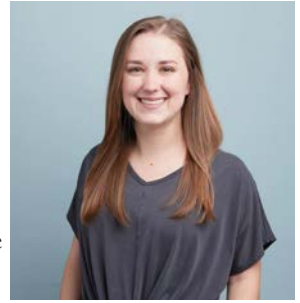
**Donquetta Singleton** (2016) is a Planner with the Town of Collierville, TN.

**Somer Smith** (2016) is a Municipal Planner with the Memphis-Shelby County Division of Planning and Development.

**Jessica Mason** (2017) is a Content Marketing Manager for the Greater Memphis Chamber of Commerce

## Alumni Notes and Accolades

Recent graduate **Aubrey Toldi** (2019) received a nine-month Fulbright Open Research award for her project, “(New) Memphis Blues: A Holistic, Community-Led Reconnection to Our River and Blue Spaces.” She will be studying how community-led approaches to water management can promote proactive measures that cultivate both ecological and social benefits. Aubrey will be conducting research in the Simeto River Valley of Sicily, working with partners from our annual summer study abroad exchange.



**Tommy Pacello** (2008) was included in *Memphis Magazine's* 2019 “Who’s Who in Memphis?” – the publication’s annual guide to the city’s “movers, shakers, and other news-makers” (<https://memphismagazine.com/whos-who>). The work that Pacello oversees as President of the Memphis Medical District Collaborative was recently featured in the Congress for New Urbanism’s Public Square Journal.



**PUBLIC SQUARE**  
A CNU Journal

The transformation of the Marshall and Monroe intersection in the Memphis Medical District, with an inset photo of what it looked like before. Source: MMDC, photo by Chris Porter

**COMMUNITY**

### Healing a troubled medical district

Memphis Medical District demonstrates the power of anchor institutions to improve sense of place and the economy in surrounding neighborhoods, while avoiding displacement.

ROBERT STEUTEVILLE AUG. 12, 2019

Two UofM CRP alumnae, Christina Crutchfield (2018) Esther Sykes-Wood (MCRP 2006, JD 2017), contributed to important policy research on housing and public health, published by the Urban Institute and Neighborhood Preservation, Inc. and Urban Institute.



## Student Awards and Accolades

### AICP/APA Outstanding Planning Student Award Recipients

2018: Jackson McNeil

2019: Aubrey Toldi

### City and Regional Planning Community Service Award Recipients

2018: Cameron Taylor

2019: Lucas Skinner and Shea Stock

**Aubrey Toldi** won the 2019 APA Student Poster Award at the National Planning Conference in San Francisco for her project, “A Community-Based Approach to Surface-Water Resiliency.”.

**Lauren Kirk**, a 2019 graduate of both the CRP and Social Work graduate programs, was the inaugural recipient of the SUAPP Outstanding Student Engagement award for her work with the Clayborn Temple Restoration Project. During her time on the project, she helped secure and manage more than \$2 million in funding to support Clayborn’s strategic partnerships. Through her research and coursework, she was able to develop a community engagement and a site plan to support Clayborn’s upgrade on the National Register of Historic Places, and secure Clayborn’s nomination as a National Treasure from the National Trust for Historical Preservation.



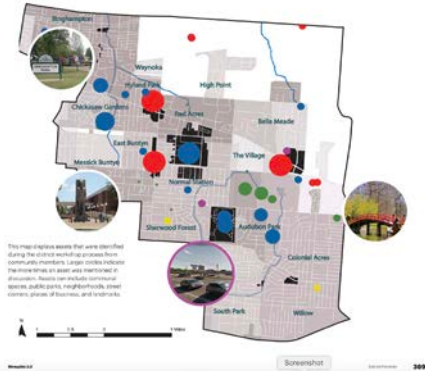
## Classroom-Community Connections

Faculty and students in the Department of City and Regional Planning continue to seek connections between research and practice, fostering mutually beneficial relationships between the University and its community.

Dr. Laura Saija, along with professors Claudio Meier (Civil Engineering) and Dorian Burnette (Earth Sciences), co-led a two-semester interdisciplinary course on Urban Resilience and Flash Flooding in 2017-18. They identified areas of focus in North Memphis that might benefit from a small-scale, low-tech and short-term community project in collaboration with community partners. The class travelled to Boston to learn about best practices in surface water management. Students learned about university-community partnerships in Boston covering a variety of water-related topics, including community resilience to sea level rise, efforts to restore the Boston Harbor, and the role of the Boston Water & Sewer Department in advancing infiltration and storm water quality.



During the 2017-18 academic year, four planning classes contributed to the development of Memphis 3.0 – the City of Memphis’ new comprehensive plan. Students in Land Use Planning, Analysis for Community Planning, Comprehensive Planning Studio, and Design Collaborative Studio led stakeholder outreach and analysis, analyzed land use patterns, compiled neighborhood histories, prepared demographic profiles, and facilitated community workshops to contribute to the planning efforts. A combined Comprehensive Planning Studio and Design Collaborative Studio was convened in the Spring of 2018 to lead the development of the Community Character Plan for the University Planning District. The studios served as the lead community liaisons and consultants for the University Planning District.



In the spring, Dr. Charlie Santo and Dr. Andrew Guthrie, along with UMDC's Andy Kitsinger and their students partnered with the UofM Office of Government Relations and the University Neighborhoods Development Corporation to respond to the National Shared Prosperity Partnership's call for equitable development. Students and faculty in the Comprehensive Planning and Design Collaborative Studio participated in the Planning for Shared Prosperity Studio to explore strategies that would create equitable growth and change within the broader University District. Students identified best practices for anchor institutions, such as the UofM, and researched approaches to creating equitable economic development and avoiding gentrification. The classes combined this research with a robust community engagement effort that involved residents, business owners and institutional leaders to identify and shape specific steps that can be taken to make changes within the University District. The courses partnered with High Ground News to engage local residents in conversation about their neighborhoods.



In Spring 2019, Dr. Chin's Site Planning class partnered with the Memphis Medical District Collaborative (MMDC) and Development Services Group (DSG) to create a site development idea for a 1.16-acre lot on Monroe Avenue. Providing an assessment of community assets and the built environment, the students proposed an inclusive and mixed-use plan to link the social benefits of low-impact development (LID) and community decisions.”



CRP alumna, Christina Crutchfield (2018), hosted students from our Planning Theory class for a site visit to share the transformative work she is doing with The Heights CDC.



## Community Engagement and Outreach

Faculty and students are contributing to the community outside of the classroom as well.

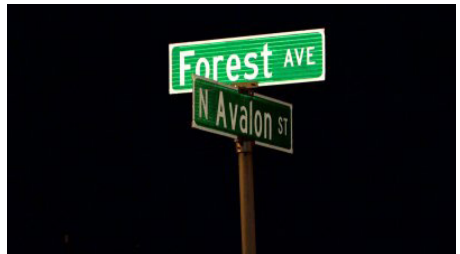
Dr. Andy Guthrie has been working with Innovate Memphis to offer Transit Academy courses to educate and engage civic and business leaders in an exploration of the benefits, characteristics and implications of an effective and attractive transit system. The goal of the 18-month project is to improve community engagement and activity that results in a better transit system, connects people with jobs and supports vibrant land uses. Academy participants will become community leaders and advocates to support transit and help inform a bottom-up reform of the MATA transit system.



Dr. Charlie Santo partnered with Indie Memphis to host a film screening and discussion of Little Pink House, based on the true story of the landmark case of Kelo v the City of New London.



Our Planning Student Organization assisted a group of concerned citizens with a Land Use Control Board application to rename "Forrest" Avenue to "Forest." The residents sought the name change to avoid any perception of honoring Nathan Bedford Forrest, a Confederate General and first Grand Wizard of the Ku Klux Klan.



## Networking

Faculty and students stayed connected to practitioners across the state, region, and country through a variety of conferences and social events.

Students and faculty attended the Mississippi-APA chapter conference in Oxford in the fall of 2018 and travelled to Pigeon Forge in March 2019 for the Tennessee-APA spring retreat. The Department hosted a focus group at the retreat to gather input on our 2019-2024 Strategic Plan. We also hosted an Alumni and Friends Reception in April 2019 to engage local alumni and practitioners in discussion of our strategic plan.



Five students attended the 2019 National Planning Conference in San Francisco, where they caught up with several CRP alumni.



In the Spring of 2018, UofM planning students hosted a visit from the Urban and Regional Planning Student Association at the University of Iowa. The Memphis students organized a two-and-a-half day itinerary of site visits, meetings with local practitioners, and social activities.

## University of Memphis Design Collaborative (UMDC)

The UMDC, our research and outreach arm, has continued to build community partnerships and increase planning and design capacity in the region.

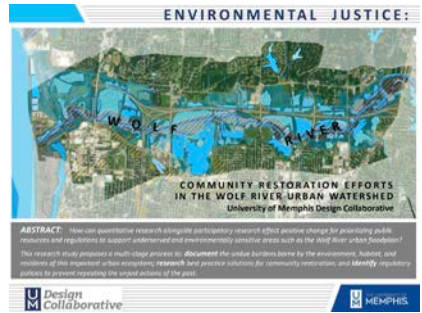




UMDC continues to work with the ULI-Memphis to offer UrbanPlan training sessions. Originally developed as a curriculum for high school and college students, UMDC and ULI-Memphis have redesigned the UrbanPlan sessions as half-day workshops geared toward elected leaders and municipal administrative staff.



UMDC partnered with lead researchers of Iowa State University and a network of cities along the Mississippi River on a workshop supported by funding from the National Science Foundation (NSF). The workshop examined the urban-rural interface – where productive commodity agriculture land uses are in close proximity to urban centers. Anchoring the approach of Sustainable Urban Systems, the research agenda explores issues within a network of smaller to mid-size cities along the Mississippi River Watershed in hopes of larger funding opportunities from the NSF.



In the Spring of 2019, UMDC began a partnership with Somerville, Tennessee to develop a Town Center Redevelopment Strategy for the historic seat of Fayette County. The initiative aims to build upon historic and cultural assets while maintaining its small town charm and rural aesthetic. The plan kicked off in May with a city-wide community meeting and extensive community engagement continued throughout the summer.



UMDC continued its partnerships with ULI-Memphis and others, including Community LIFT and BLDG Memphis, to bring high visibility speakers to Memphis to accelerate a local appreciation for planning. In 2018 and 2019, UMDC co-hosted the following speakers:

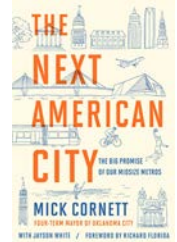
**Shelley Poticha,**

Managing Director, Healthy People & Thriving Communities Program, National Resource Defense Council



**Mick Cornett,**

Former Four-Term Mayor of Oklahoma City and author of *Next American City: The Big Promise of Our Midsize Metros*



**Maurice Cox,** Planning and Development Director for the City of Detroit



You can read more about the UMDC's community partnerships and research outcomes at <http://www.memphis.edu/umdc>.

## International Connections

First launched in 2012, our Community Planning and Environmental Design (CoPED) Summer School in Sicily continues to pursue economic and community development projects contained in the Simeto River Agreement that was formalized in May of 2015. Each year, Summer School participant-researchers collect and analyze primary and secondary data focused on economic and community development challenges and opportunities identified by Simeto River communities and organizations.

The Summer 2018 effort continue to focus on Zero Waste Management Strategy for the Simeto Valley, with an eye toward developing implementation strategies and financial mechanisms.



## What's Ahead

We look forward to participating in a re-accreditation review and site visit with representatives of the Planning Accreditation Board in the fall of 2019. We are also excited that the interdisciplinary proposal for a new PhD program in Urban Affairs and Public Policy is moving forward, with a Tennessee Higher Education Commission site visit and review in the winter of 2019-20. And we are happily awaiting enhancements to our physical space on campus. Renovations are underway in both McCord Hall and Browning Hall (next door to the east). The academic units with the School of Urban Affairs and Public Policy will spread out across both buildings, which will incorporate shared multifunctional collaborative spaces, a student lounge, as well as new elevators and heating and cooling systems.

We are excited to part of a growing planning momentum in Memphis and look forward to continued community endeavors in partnership with the outstanding alumni of our program who are having a course-changing impact on our city.





## **Keep in Touch**

If you have a new address, or any news you would like included in a future Annual Report or newsletter, or posted on our website, please contact us at [cityplanning@memphis.edu](mailto:cityplanning@memphis.edu) or by phone at 901.678.2161.

You can also follow us on Facebook at

<http://www.facebook.com/crp.memphis>

or join our group on LinkedIn:

<http://www.linkedin.com/groups/University-Memphis-City-Regional-Planning-3960776>

## **Support the Department**

If you would like to make a contribution to support the efforts of the Department of City and Regional Planning, you can do so online at <http://www.memphis.edu/giving> (be sure to specify the City and Regional Planning Foundation Fund 20729) or mail your contribution, payable to The University of Memphis Foundation\*, to:

City & Regional Planning  
208 McCord Hall, University of Memphis  
Memphis, TN 38152

\*be sure to indicate in the Memo line that the donation is to  
Fund 20729, City and Regional Planning

## **Faculty and Staff**

Charles A. Santo, Associate Professor and Chair

Reza Banai, Professor

Jae Chin, Assistant Professor

Stephen Diko, Visiting Assistant Professor

Andy Guthrie, Assistant professor

Andy Kitsinger, Director, UMDC

Susan L. Roakes, Associate Professor

Jessica Buttermore, Research Associate, UMDC

Nicole Hoyle, Administrative Associate I

Vickie Peters, Business Officer, School of Urban and Public Affairs

*dream* of a **City**  
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