

James A. Moore, PhD, AIA, AICP, CRE, LEED AP, ENV SP

Managing Director, Urban Solutions

Education

PhD, Architecture, University of Pennsylvania (Penn), 1986
MS, Real Estate Development, Massachusetts Institute of Technology (MIT), 1996
M. Architecture, Penn, 1987
MS, Architecture, Theory, Penn, 1986
MS, Building Systems, MIT, 1982
BS, Architecture, MIT, 1980

Professional Affiliations

AIA (American Institute of Architects)
APA (American Planning Association)
CRE (Counselors of Real Estate)
ULI (Urban Land Institute)
CNU (Congress for the New Urbanism)
ISI (Institute for Sustainable Infrastructure)
USGBC (Green Building Council)

Years in Practice

35 Years

Experience Summary

James has over 35 years of technical and managerial experience and leadership in community planning, urban design, architecture and urban regeneration. As Managing Director for Urban Solutions, he oversees a diverse team of professionals including economists, geographers, planners, demographers, architects, landscape architects, urban designers, social value experts and more who collaborate with other units of Hatch to provide comprehensive integrated advisory, consulting and technical services helping public, private and institutional clients from around the world to address the key challenges of urbanization.

James has a deep understanding of cities as complex 'systems of systems' in which all component elements are integral to strategizing, planning, designing, development and operations. He promotes a comprehensive process, built on broad-based client and community engagement, with a goal of balancing integrated physical development of the built and natural environments with sustainable economic growth and continual socio-cultural advancement. He has particular expertise in organizing and managing complex urban regeneration projects, including those focused on neighborhood revitalization and the creation of walkable, bike-friendly, transit-oriented, mixed-use environments. Recent work has also emphasized the integration of data-informed, geospatial tools and technologies into the planning and design processes.

Prior to joining Hatch, from 2014-2023, James was the Global Solutions Director for Cities & Places with Jacobs, where he helped lead and expand the company's global Cities practice, with a geographic focus on the Middle East and Asia Pacific regions, and with a technical emphasis on sustainable and resilient urban and suburban regeneration. From 2000-2014, James was a Senior Vice President and Senior Professional Associate with HDR where he built and directed the company's planning and urban design practice, while also leading award-

winning urban development and redevelopment projects. From 1988-2000, James taught in the School of Architecture & Community Design at the University of South Florida, beginning as the third full-time faculty member hired into a new State of Florida graduate design program and leaving as a tenured Associate Professor. His courses focused on cities, urban design, planning and urban redevelopment. From 1999-2000, he served as the Interim Dean of the School, and for five years, he directed the Florida Center for Community Design + Research, providing technical support to State of Florida agencies, local communities and non-profit organizations. With the Center, he was the co-author of two sections of Florida's State Transportation Policy Initiative, focusing on community sustainability.

A Full Member of the Urban Land Institute (ULI) for nearly 30 years, James has served as Chair of the ULI Tampa Bay District Council and as Chair of the Urban Revitalization Product Council (URC). He was integrally involved in the development of ULI's "Ten Principles for Building Healthy Places" initiative and served for several years as a graduate student mentor as part of this program. A long-time member of AIA, APA and CNU, and more recently, the Counselors of Real Estate (CRE), James was part of the AIA Regional/Urban Design Assistance Team (R/UDAT) task force for ten years. He lectures and writes regularly on issues of urban redevelopment, community sustainability, and the planning and design of cities.

Selected Experience

Expo City Legacy Strategy, Dubai, UAE

Project Director

Moore oversaw all elements of a process to devise and refine a strategy for the future of Expo City, the site of the recently completed Dubai Expo 2021. This effort looked to optimize the existing facilities developed for the Expo and prepare a strategy and plan to convert the 400 hectare site into an integrated live-work-play urban district. Expo City leadership aspires to create a district that is a global exemplar in terms of sustainability, decarbonization and state-of-the-art mobility. The consultant team prepared strategies for each of these three focus areas as well as an overarching vision and strategy for the entire precinct, going forward.

New Murabba Master Plan, Riyadh, Saudi Arabia

Master Planning Technical Advisor

Moore provided technical guidance, advising and oversight to the New Murabba Development Corporation in the creation of the Master Plan for this proposed 2,000 hectare new downtown in northern Riyadh. The "Hub" is intended to serve as an employment center and tourism destination and to house over 400,000 residents in a series of integrated live-work-play 15-minute neighborhoods. Moore worked with the Development Company and their planning and design consultants to finalize the Conceptual Master Plan, which looked to integrate existing environmental features, regional mobility systems, bespoke tourist destinations and a network of walkable, sustainable residential neighborhoods.

Al Khafji Master Plan, Al Khafji, Saudi Arabia

Principal in Charge

Moore led a team that developed a comprehensive master plan for the future growth of Al Khafji, a Saudi Arabian city of 80,000 people located on the Persian Gulf. Historically focused on hydrocarbon production, Al Khafji is now seen as an important 'gateway' city because of its proximity to Kuwait and as a venue for regional tourism because of its coastal location. These factors suggest a significant increase in population in the upcoming years. The master plan takes a triple bottom line approach to balancing growth related to both industry and tourism while maintaining key environmental features and historical character.

Suburban Rail Loop (SRL) Precincts Plans, Melbourne, Victoria

Planning & Urban Design Technical Advisor

Moore provided planning and urban design guidance and technical advice to the teams preparing regeneration strategies for the precincts surrounding the proposed station locations associated with the new 70-km regional Suburban Rail Loop in Melbourne. Each precinct defines a 1,600 meter radius around a proposed rail station. Most of these areas are already developed, usually at relatively low suburban densities. The project looks to double existing population and employment within each precinct whilst converting suburban development patterns to integrated, mixed-use, transport-oriented live-work-play districts in keeping with the region's '20 Minute City' vision.

Central Riyadh Regeneration Strategy, Riyadh, Saudi Arabia

Planning & Urban Design Lead

Moore led the planning and urban design team devising a comprehensive redevelopment strategy for a 1,500-hectare sector at the center of Riyadh. This sector includes the original city settlement as well as some of the oldest extant buildings and primary cultural and heritage resources, and has a population of over 400,000 people. The goal of the project is to develop as many as 86,000 new housing units, redevelop significant areas within the sector, upgrade all of the primary infrastructure, greatly expand and enhance the public realm and initiate the development of eleven TODs, associated with a regional light rail network, currently under construction and scheduled to begin operations in 2023.

Woodhouse Station Master Plan, Melbourne, Victoria

Planning & Urban Design Lead

Moore led the master planning and urban design for the development of a 6,100-hectare (13,500 acres) site in the Melbourne metropolitan region. Envisioned as a comprehensive "closed loop" development, the project utilizes available solar energy, water and other resources to create an integrated mixed-use community focused on human health and wellness. A phased multi-year development strategy will move the project from its current zoning which allows agricultural and energy uses to a fully integrated employment center incorporating a range of manufacturing, educational and R&D uses as well as retail, commercial, civic and residential uses.

Western Sydney Airport (WSA) Aerotropolis Strategy, Sydney, New South Wales, Australia

Planning Lead & Project Manager

Moore helped lead a team devising an economic and physical development strategy for the region surrounding a proposed new airport in Western Sydney. Located 40 kilometers west of Sydney CBD, the airport has the potential to catalyze and focus substantial growth and economic development, associated with both on-site airport activities as well as the related connectivity to national and international markets. Built around a series of community workshops, the strategy highlights specific industry clusters appropriate to this situation and suggests generalized locations for such clusters within the area surrounding the airport. It also includes guidance for future infrastructure development, "corridors of opportunity", and short-, medium- and long-term land use and development strategies.

Ginninderra Joint-Venture Development, Canberra, Australia

Team Member

Moore was part of a Jacobs team working with CSIRO, the Australian national research entity, to prepare a strategy for the development of a 701-hectare (1,732 acre) site that CSIRO owns at the edge of metropolitan Canberra. CSIRO is interested in developing this property as a joint venture that highlights world-leading standards in sustainable and resilient urban development. Jacobs was hired to help provide professional guidance, including organizing and running a day-long “sprint start” workshop with CSIRO leadership that helped clarify overall goals, approaches and strategies, and informed the subsequent developer request for expressions of interest.

MODON Ideal Industrial City, Riyadh, Saudi Arabia

Team Member

Moore was part of a multi-disciplinary team working with MODON, Saudi Arabia’s largest industrial developer, to prepare a vision and master plan template for a series of city-scale industrial developments to be built throughout the Kingdom. The Ideal Industrial City is envisioned to be a world-class example of government-supported capital projects focused on promoting sustainable industrial and employment growth. The team analyzed existing industrial cities, assessing them across all the elements of the EcoPlan triple-bottom line development framework, and provided detailed recommendations for improvement. These analyses became the basis for a set of standards for future industrial-city development.

Denver Smart Cities Challenge, Phase I and II Proposal, Denver Colorado

Team Member

Moore was part of the Jacobs team that was the sole consultant to the City of Denver in preparing its successful phase I application as part of the USDOT Smart Cities Challenge, as well as its phase II bid, (Denver finished second and is currently pursuing many elements of the bid, even without Federal funding). This application presented an extremely detailed proposal to build an Enterprise Data Management (EDM) ecosystem to serve as the platform supporting three specific smart transportation initiatives: Mobility on Demand Enterprise (MODE); transportation electrification; intelligent vehicles. The EDM will be multi-purpose and expandable enabling the City to use it to support further smart city initiatives related to energy, water, health, education, safety and more.

Australian Education City (AEC) - East Werribee, Victoria, Australia

Planning Team Member

Moore was part of the team preparing a master plan for a 400-hectare proposed “education city” outside of Melbourne. The AEC plan seeks to apply principles of sustainable urban development, healthy neighborhoods, performance-based planning, and resiliency to the development of a new city anchored by multiple universities and related R&D facilities. Upon completion, the AEC is anticipated to be a smart “eco-city” catering to the needs of approximately 100,000 citizens, including 45,000 residents and hundreds of businesses of all sizes and sectors.

Sydney CBD to Parramatta Strategic Transport Plan, Sydney, New South Wales, Australia

Planning Lead

Moore was the planning lead for the development of a strategic plan to improve the ways people move within and through the corridor between Sydney’s CBD and the fast-growing Parramatta district 20 kilometers to the west. One of Sydney’s most important, busiest and highly developed areas, this corridor is anticipated to see significant residential and employment growth in the near future which could further complicate existing

mobility challenges. The Plan identifies future transport requirements and interventions at the regional, intermediate, and local level and details a range of short-, medium- and long-term initiatives to meet existing and future mobility and development challenges. A key element of this approach is matching mode choice with trip needs and creating an efficient and effective integrated modal network of mobility options.

“The Heights” Redevelopment, Tampa Florida

Planning & Urban Design Lead

Working closely with the developer, Moore was the co-author of the master plan for the redevelopment of a 37-acre site along the Hillsborough River, just north of Downtown Tampa. This formerly industrial property adjacent to the historic Tampa Heights neighborhood is being redeveloped to include up to 1,700 dwelling units, 250,000 SF of retail and restaurant uses, including a community-focused market hall, and 300,000 SF of commercial development, including two hotels. The project extends the emerging Riverwalk promenade along the water’s edge and includes several multi-use civic spaces oriented towards regional and local users. Moore also helped develop the design guidelines for all of the streets, blocks and buildings within the project.

Selection of Preferred Alignment for GCC Railway through the Kingdom of Bahrain, US Army Corps of Engineers, Manama, Bahrain

Planning Lead

Moore was part of the team that worked with the USACE and Bahraini staff to evaluate alternate routes for passenger and freight rail services through Bahrain to the port and airport, running through the center of the city of Manama. His responsibilities included visiting, reviewing and analyzing alternative routes with respect to urban redevelopment issues and opportunities, economic development potentials, social and environmental impacts, and integration with overall land use master plans. He reviewed, analyzed and summarized relevant plans, regulations and vision documents, and prepared, led and documented a day-long visioning workshop with over 100 participants from government, public institutions, private companies, and universities.

Citywide Integrated Sustainability Master Plan, Corpus Christi, Texas

Principal in Charge

Moore led a multidisciplinary team using an Integrated Community Planning model to devise a sustainability plan for Corpus Christi TX. The team analyzed opportunities to optimize a dozen urban systems, studying each in isolation and in relationship to one another, generating indicators, metrics, baselines and benchmarks, for each system and integrating these into a comprehensive multi-dimensional GIS database. Manipulating variables enabled the team to isolate key “nodes” within the City that were particularly appropriate for future growth and prepare development or redevelopment strategies for each node. The team also produced a series of general strategies and recommendations for the City as a whole, including substantial revisions to transportation and transit plans, zoning codes and land development regulations.

Downtown Redevelopment Master Plan, Omaha, Nebraska

Principal in Charge

Moore led a team that completed Omaha’s first downtown plan in 35 years. The team gathered input of hundreds of community members, and generated a plan organized around ten districts, each with a distinct character, but unified in their urban feel, gathering spaces, and multi-modal transportation systems. The plan was based on ten community-generated guiding principles, and identified major urban framework revisions and design proposals, including a new light-rail line and related transit-oriented development. A market assessment helped establish development programs for each of the districts, including housing, commercial, and retail

uses, as well as arts, culture and educational venues, and civic spaces. The plan included preliminary catalyst projects and on-going implementation measures.

“Pinellas by Design” Economic & Physical Development & Redevelopment Plan, Pinellas County, Florida
Urban Design Lead

At 240 square miles (622 square km) with just under one million people, Pinellas County is Florida’s smallest but most densely developed county. Effectively built-out, it had little greenfield land for new development. Nonetheless, county leaders looked to add up to 300,000 jobs and 250,000 residents over a 25-year period. Moore led the Urban Design element for this regional planning effort, in which the team layered nearly two dozen GIS data bases to analyze the entire county for locations that lent themselves to intensified redevelopment, and then highlighted a range of applicable redevelopment prototypes for each location, including case studies. Applications included mixed-use infill development, grayfield and brownfield redevelopment, a range of transit-oriented development prototypes addressing streetcar, light-rail and high-speed rail opportunities, mixed-use neighborhood infill and commercial arterial redevelopment. Moore led a team that completed Omaha’s first downtown plan in 35 years. The team gathered input of hundreds of community members, and generated a plan organized around ten districts, each with a distinct character, but unified in their urban feel, gathering spaces, and multi-modal transportation systems. The plan was based on ten community-generated guiding principles, and identified major urban framework revisions and design proposals, including a new light-rail line and related transit-oriented development. A market assessment helped establish development programs for each of the districts, including housing, commercial, and retail uses, as well as arts, culture and educational venues, and civic spaces. The plan included preliminary catalyst projects and on-going implementation measures.

Technical Papers

“Investing in Sustainable Buildings.” Co-Author with Chris Walker. Jacobs Insights Paper, January 2023.

“Beyond Carbon: A Holistic Approach to Net-Zero Cities.” Contributing Author with Daniel Render (Lead Author) et al. Jacobs White Paper, October 2021.

“Transit-Oriented Development: The Key Drivers and Outcomes.” Co-author with David Jones, Tom Hester and Tess Fitzgerald. Jacobs Research Paper, July 2021.

“The Case for Higher Ground.” Co-author with Jason Bird and Adam Hosking. NewCities Big Picture, February 2020.

“How to Create a 21st Century City.” Sustainability Matters, June/July 2017.

“Emerging Trends and Opportunities in Planning and Design: Integrating GIS, BIM and Other Technologies.” Real Estate Review, Volume 44 Number 2, Summer 2015.

“What the Future of Cities can Learn from Ancient Cities.” Autodesk Line/Shape/Space, June 2015.

“Making the Grade: A Six-Point Plan to Regain America’s Infrastructure Leadership.” Water Online, 31 March 2015.

“It’s Time to Play SimCity for Real.” The Building Economist, March 2013.

“Integrated Community Planning: A Framework for Sustainability.” American Public Works Association, May 2011.

“Mixed-Use Development.” Livability 101: What Makes a Community Livable. (Washington, DC: American Institute of Architects, 2005).

“(Urban) Sprawl & the (Mega) City.” On the Verge: Florida’s Megacities in the New Millennium. DeHaven-Smith & Hurst, editors. (Tallahassee FL: Florida Institute of Government, 1999).

Urban Redevelopment in Sunbelt Cities: Strategies & Approaches. (Cambridge MA: MIT Center for Real Estate, 1996).

Transportation, Land Use & Sustainability. Co-Author with Julie M. Johnson. (Tampa FL: Center for Urban Transportation Research, 1994.)

Career History

2023 to Present	Hatch Pty Ltd , Managing Director, Urban Solutions
2014 to 2023	Jacobs , Global Solutions Director, Cities & Places
2000 to 2014	HDR , Senior Vice President & Director, Community Planning & Urban Design
1988 to 2000	University of South Florida , School of Architecture & Community Design, Associate Professor & Director, Florida Center for Community Design + Research