

Economic Development Planning Services



BBP LLC often provides its public sector clients a host of economic development planning services. These services range from complete and comprehensive plans formulated after completing a series of economic analyses to provision of specific strategies and action approaches designed to address specific problems. BBP LLC staff have also been retained to serve as support staff and administrators of governmental economic development entities to implement our recommendations.

When preparing complete, comprehensive economic development plans, typical topics covered in these plans include:



Foundation for Economic Development

- Today's Local Conditions
- Physical Attributes and Infrastructure
- Strengths, Weaknesses, Opportunities and Constraints (SWOC)
- Economic Base Structure
- Tomorrow's Expected Conditions

Target Clusters and Locations

- Candidate Identification
- Economic Development areas
- Future Targets and Locations

Getting Organized

- Organization and Approach
- Advocacy for Economic Development
- Retention of Businesses
- Expansion Strategies

Framework Supporting Economic Development

- Expand Regional Assets
- Workforce Training & Education
- Workforce Housing and Transportation
- Incentives (monetary and non-monetary)
- Marketing

Implementation Plan and Action Milestones

- Initiatives
- Preparing for Implementation
- Recommendations and Strategies
- Special Issues



Projects listed below include those managed and/or completed by senior BBP LLC staff, including assignments by Basile and Prost, when they were principals and senior technical staff at other consulting firms.

Allegheny County, PA: Prepared economic/fiscal and market impact analyses for three industrial and commercial real estate development projects located in Moon and Findlay Townships in Allegheny County, Pennsylvania for the Allegheny County Airport Authority (ACAA) and the Redevelopment Authority of Allegheny County (RAAC).

Annapolis, MD: Prepared an analysis of the economic benefits derived from the development of a 1,500-seat performing arts theatre in downtown Annapolis.

Auburn, AL: Conducted a research park feasibility analysis for Auburn University; estimated the economic and fiscal impact and recommended implementation strategies for organization and management as well as financing approaches.

Aztec, NM: Prepared an Economic Development Strategy for the City of Aztec, New Mexico. Recommendations included partnering with the City's entrepreneurial private sector on business development initiatives, capitalizing on the area's cultural and natural attractions, and accessing USDA's rural funding programs.

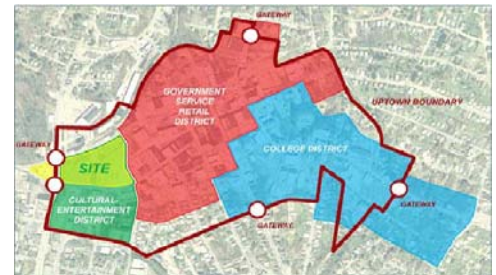
Bal Harbour, FL: Conducted a feasibility study for the relocation of the Bal Harbour city hall and public works facilities to accommodate the planned expansion of Bal Harbour shops, recommending construction of a new Village Hall and police station on a waterfront site occupied by Public Works.

Baltimore, MD: Gathered and analyzed the economic and demographic data necessary for the formulation of the conclusions and recommendations for housing, retail and office/commercial uses; created a custom expenditure potential model used to guide the market analysis and revitalization strategies for the Harlem Park Neighborhood. The plan was submitted to the client and approved. Planning continues on the implementation of the recommendations.

Battle Creek, MI: Prepared a strategy to attract multi-tenant operations and created, with EDA funding assistance, a small business incubator within the 3,000-acre industrial complex, which contains a Foreign Trade Zone (FTA).

Beckley, WV: Conducted a market feasibility analysis for the Beckley Intermodal Gateway (BIG), a \$24 million federally-funded transit facility. The facility and site were examined in the context of repositioning its downtown as a cultural, governmental, educational and residential attraction.

Blue Ash, OH: Conducted a feasibility study for what was originally planned as a 1,200-seat performing arts center. Comprehensive market and financial analyses were performed demonstrating an ability of the conference center to financially leverage the performing arts center, and a building program was recommended integrating the two.





Camden County, NJ: Working with the Borough of Barrington and eight additional boroughs located along the corridor; identified vacant, underutilized, and deteriorated properties that offer potential for mixed-use redevelopment.

Cape Cod, MA: Prepared an economic diversification study and enhanced use leasing (EUL) strategy and a fiscal/economic impact study to support funding agreements among remaining base tenants, including the Coast Guard, Air Force Space Command and Commonwealth of Massachusetts.



Cape Coral, FL: Prepared an economic development plan to guide infill industrial/commercial recruitment efforts in fast-growing southwest Florida which previously had been a “retiree’s bedroom community”.

Cleveland, OH: Provided economic and market analyses and evaluations as part of a critical needs study of the Cedar-University Rapid Transit Station. The planning and design of the station and the immediate area were designed to enhance linkages to the surrounding neighborhood.

Detroit, MI: Investigated the employment impact and associated benefits of mass transit investment in the Southeast Michigan region for four representative study corridors: Woodward, Telegraph, Eight Mile and M-59.



Detroit, MI: Detailed feasibility analysis, business and physical planning and financing approaches were prepared for a major biomedical research park. The project is presently a strong competitor to be designated a “SmartZone” in the Governor’s new technology program. As a part of the work, the economic development and fiscal impacts of the development of the center were analyzed.

Dorchester, MD: Prepared a countywide Economic Development Strategic Plan that will provide a framework and road map for retaining current employers and attracting new business to the County. The focus was on identifying target industries that the County should focus on attracting with the ultimate goal of creating new employment opportunities for County residents, in both existing and new target industries, and there-by increasing County tax revenues.



Durham, NC: Prepared an analysis of the economic benefits derived from the development of a 2,800-seat performing arts center in downtown Durham, NC. The study projected direct spending in the local economy, employment and income, impacts from new operations, recurring indirect impacts and multiplier effects, construction phase impacts, and fiscal revenues.

Durham, NC: Provided an economic analysis of each of the neighborhoods and implementation tools to better position them for the existing and expected developer interest going forward.

Essex, VT: Conducted an *Economic Development Plan and Vision* for the Town of Essex, Vermont with an overall goal to gain broad citizen support for the vision of Essex's economic future and identify a strategy to achieve the vision. The Implementation Plan identified and prioritized actions that need to be taken to create, support, sustain and grow identified economic clusters. The results of the visioning exercise, economic cluster analysis and implementation plan will be incorporated into the *2011 Essex Town Plan*.



Fairbanks, AK: Devised more than 50 strategies to diversify the existing employment base for a region too dependent on the military sector; included guidance for the development and implementation of a business accelerator to facilitate technology transfer from the University of Alaska Fairbanks.

Fairfax County, VA: Prepared an economic and revitalization study and text for the comprehensive plan for the Lake Anne Commercial Revitalization Area. Prepared an economic analysis and developed revitalization concepts and implementation strategies for Lake Anne as a consultant to the Fairfax County Department of Housing and Community Development. Built from the firm's prior economic and market work to develop land use and urban design recommendations for an amendment to the Fairfax County Comprehensive Plan text.



Fauquier County, VA: Examined potential for economic development in the study area, determined what improvements may be needed to support economic development, identified the costs to prepare the area for quality development and projected revenue and economic benefits that will accrue to the County as development occurs. A specific focus of the study was to assess the various alternatives for serving the subject area with public water and wastewater systems, and to conduct cost/benefit analyses for various scenarios.

Florence, SC: Phase I of the work program involved the establishment of four zoning overlay districts, which in turn served as the platform for a set of design guidelines. Also included a rigorous market analysis, an extensive public outreach process, and a historical context analysis in preparation for a nomination to the National Register. Phase II was project-specific, and included a detailed master plan covering approximately 20 square blocks. A tax increment finance (TIF) district was developed to fund infrastructure.



Frederick, MD: Performed analysis of trends and conditions affecting both the City's historic downtown and major retail and employment corridors; prepared demographic and economic profiles; as well as market analyses of the retail, office, industrial, and flex research & development markets.

Fredericksburg, VA: Provided market analysis and economic development implementation strategies to guide the City of Fredericksburg's Jumpstart Fredericksburg 2010 initiative; strategies address design guidelines, considerations for comprehensive plan and zoning ordinance revisions,



Public/Private Development Advisors



stakeholder roles, potential funding sources, financing options and marketing plans; advised the City of Fredericksburg in the selection of a developer for a new downtown hotel and the adaptive reuse of the Maury School, a long vacant public school in the city's downtown commercial district; City Council also recently approved a contract with a developer to sell a tract of city-owned riverfront property that will be redeveloped as a mid-rise hotel.

Glassboro, NJ: Assessed research and technology resources of the South Jersey region at the University and Philadelphia/Glassboro corridor as a part of the South Jersey technology analysis completed for NJEDA. That study identified catalytic research park sites and recommended a preferred site.



Goldsboro, NC: Conducted the market and financial feasibility analyses in support of a Master Plan and Economic Development Strategy prepared for downtown Goldsboro, North Carolina. The Master Plan focused on the sustainability of Goldsboro's downtown retail and food & beverage through reuse and re-tenanting of underutilized spaces.

Great Falls, MT: Identified opportunities that effectively "cross pollinated" the current and future missions at Malmstrom Air Force Base and the regional strengths. By executing our scope, the Project Team assessed and ranked the mission opportunities and prepared an implementation strategy for the Great Falls Area Chamber of Commerce.



Greensboro, NC: Directed the work to assess institutional and total technology resources, design and recommend a strategy to fully involve the University of North Carolina-Greensboro, North Carolina A&T, the area universities and other institutions as anchors for the research park strategy, and prepare a step by step strategy.

Hampton, VA: Identified methods of investment in the University of Hampton that led to positive economic and fiscal impacts for the City of Hampton.

Herndon, VA: Interviewed property owners, prepared subway station case studies, crafted a capital improvement guide and is participating in plan review for development of a new Metrorail Station under planning in the Dulles Corridor for the new Silver Line.



Kent, OH: Addressed the economic development linkages between Kent State University and the regional transit system and economic impacts of alternative transit service and improvements, focused on a multimodal transit center.

Lebanon County, PA: Prepared a feasibility analysis and a state park development plan to substantially intensify the recreation use of this scenic river corridor near Harrisburg.

Long Island, NY: Assisted the project team and Long Island Power Authority (LIPA) identify and understand high probability reuse opportunities for the

Shoreham Property located along the northern coast of Long Island. Prepared an industry and economic development analysis that included: identification of a roster of potential renewable energy reuse opportunities; identification of supportive networks and funding sources for the industries; and, highlights from best practices in renewable energy projects.

Los Lunas, NM: Prepared a retail market analysis, as well as a retail attraction and retention strategy for this village. Developed a strategy for maintaining the strong retail market position and preserving existing retail operations along the Main Street corridor. The establishment of a commuter rail line to the City in 2008 introduced the prospects of transit oriented development as well.

State of Louisiana: Explored the technology resources in the New Orleans, Shreveport and Baton Rouge metropolitan areas and analyzed the feasibility of developing incubators in each market. As a part of this work, a nationwide incubator survey and analysis was also carried out.

Louisville, KY: Assessed existing research resources, recommended strategies to increase these resources, recommended opportunities for establishing joint service businesses, projected total biomedical park potential and prepared a business plan for the downtown Louisville Medical Center. Subsequent assignments have accomplished incubator feasibility and business planning and continuing consulting on all project components.

Lowcountry, SC: Provided an overall strategy and detailed action/implementation plan for economic diversification to decrease the region's economic dependence on the Beaufort area military installations; a four-pronged transportation logistics approach, given the four-county region's access to I-95, two water ports and rail/air service, formed the foundation for over 75 action recommendations.

Lubbock, TX: Assessed Texas Tech University and regional research and technology and total economic development resources; recommended the specific strategy which the University should lead to generate substantial technology-based growth in the economy; including the development and operation of a technology incubator and consideration of a research park.

Lynchburg, VA: Reviewed regional retail market implications of new regional retail either inside or outside of the city of Lynchburg. Key assumptions impacting the retail analysis were examined. Particular attention was paid to a sales gap analysis and the economic overview of the implications for the city and the downtown.

Macon, GA: Provided economic development analysis to identify, evaluate and help implement economic development projects in the downtown core area; recommendations included tourist attractions, mixed-use development, transportation improvements, residential redevelopment and financing and funding plans.





Marion County, SC: Prepared a market evaluation for a proposed 3,000 acre industrial development to bring badly needed jobs to the county, including large “industrial/commercial” customers requiring distribution facilities of 500,000 square feet or more and additional market potential for other local industry and commercial uses such as light manufacturing, lodging, day care, and retail.

Mineral County, WV: Conducted a market overview of Mineral County to determine sources of market demand for the Frankfort District Economic Development Plan; evaluated the economic impact of the Frankfort Complex’s planned regional sewer system, residential, hotel/conference center and golf course development designed to help support Mineral County’s top employer, Allegany Ballistics Laboratory (ABL).

Montgomery County, MD: Selected the sites in the county most competitive for future biomed development and recommend financing approaches and partnerships which would cause private developers to develop the space for the County Economic Development agency.



New Haven, CT: Identified target market uses of the site and developed a diversification plan. Also reviewed the Notices of Interest (NOIs) submitted by homeless advocates and others seeking a public benefit conveyance. The results of this analysis formed the basis of the Homeless Assistance Submission and Redevelopment Plan required by HUD and DOD and was prepared as part of this assignment.

Niagara County, NY: Prepared a Comprehensive Plan to guide future planning and development decisions within the County, and provide direction to its 3 cities, 12 towns and five villages.



Oconee County, GA: Prepared the County’s first comprehensive economic development plan that resulted in over 100 economic development strategies for the County including, workforce and educational analysis strategies, cluster and target industry strategies, industrial park strategies, marketing strategies, operational strategies, incentives programs, tourism strategies, and existing business development strategies.

Odenton/Fort Meade, MD: Analyzed potential socioeconomic impacts of alternative transportation improvements to the Maryland 175 Corridor, a primary access route to the Fort Meade and Odenton area, which was projected to add employees and households rapidly as a result of BRAC.

Oviedo, FL: Prepared the City’s first economic development plan to balance commercial needs with the rapid residential growth being experienced by this city located in the Orlando metropolitan area.



Park Forest, IL: As part of a multi-disciplinary team, developing a project derived from a thorough evaluation of the study area’s physical characteristics and opportunities, in-depth understanding of the existing and desired regulatory environment, and a detailed visioning process with stakeholders while remaining mindful of the unique characteristics that make

the 211th Street TOD study area such a strong development opportunity for Park Forest, Matteson, and Olympia Fields.

Pittsburgh, PA: Part of a team that worked on a master planning effort that will become a blueprint for the redevelopment of the 28-acre Mellon Arena site. Prepared market analyses for residential, office and retail uses; evaluated and assessed community based outcomes of economic development; assessed alternate locations and phasing strategies for new development and revitalization opportunities; and participated in meetings with the community



Prince George's County, MD: Provided economic/market input and recommendations for economic development strategies to guide future growth and development at activity centers; also conducted a Retail Market and Business Development Survey to identify stakeholders to gain their insight on economic development issues relevant to the study area and prepared Economic Development Profiles which identified the strengths, constraints and opportunities of identified retail/commercial nodes; also prepared an Economic Development Strategy to achieve new and improved business and real estate development and enhanced market position of the planning areas.



Prince George's County, MD: Prepared market demand/supply analyses for a private developer of a large planned unit development (PUD) proposed for the Presidential/Corozza Property located near the Capitol Beltway and Andrews AFB in Prince Georges County, MD.

Prince George County, VA: Prepared a comprehensive economic development plan for this jurisdiction being impacted by a significant BRAC action at Fort Lee; also provided strategic guidance on how to develop a 1,200-acre, publicly-owned raw land assemblage into industrial uses.

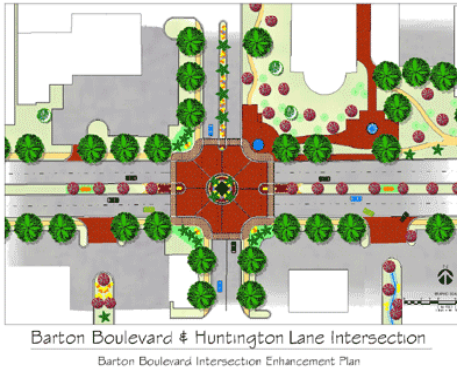


Providence, RI: Created an approach for economic development in the City of Providence. Work consisted of reviewing the past reports and studies, conducting key stakeholder interviews, meeting with City officials and conducting a Best Practice analysis.

Ridgely, MD: Prepared a feasibility study and devised a marketing plan for the Mid-Shore Business and Technology Park, a high-tech business campus being developed by Caroline County, Maryland. Recommendations included provisions for LEED certified buildings to take advantage of available federal and state financial incentives, and otherwise convey a sense of environmental awareness to prospective tenants.



Rock Island, IL: Prepared an update of the Bi-State Region's (Quad Cities, IL/IA) comprehensive economic development strategy in the context of regional impacts associated with the displacement of 1,500 civilian jobs at the Rock Island Arsenal. The study examined the broad range of economic development resources in the Bi-State area that can mitigate the impacts of BRAC-related activities at the Arsenal.



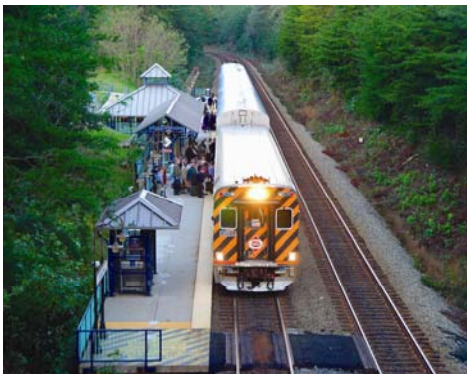
Rockledge, FL: Conducted an economic environment analysis and prepared an economic development strategy, focusing on the Barton Boulevard commercial corridor, a declining area that had come under intense competition from other competing retail and commercial nodes in the area.

San Antonio, TX: As part of a multi-disciplinary team, reviewed and examined innovative public/private financing strategies for a downtown streetcar, potential high capacity transit corridors with respect to market, demographic and economic conditions and trends in the context of supporting transit oriented development. The focus was on identifying individual corridor's conduciveness to economic development.



Sandy, UT: Assisted local officials responsible for preparing an economic development plan by providing market updates for commercial, retail, hotel and industrial activities; also prepared a SWOC analysis for this rapidly-growing community in the Salt Lake City metropolitan area.

Scranton, PA: Analyzed the vitality of the downtown area, assessed it's strengths and weakness and identified opportunities and threats; developed an economic strategy for the revitalization of not only the city, but the surrounding area as well. A key output of this process were implementable projects and strategies based on existing area strengths and assets.



Shaker Heights, OH: Provided economic analysis services regarding potential redevelopment of the Warrensville-Van Aken area into a transit-supportive, mixed-use downtown. Identified strategies to enhance the image and character of this 60-acre area and raise it to the quality of surrounding residential neighborhoods.

Sierra County, NM: Developed an Economic Development Strategic Plan for Sierra County, New Mexico that focused on managing and leveraging unprecedented growth.

South Bend, IN: Prepared the Airport 2010 Economic Development Plan to aid in corporate recruitment efforts.

Stafford County, VA: Developed an economic development plan to assist this fast growing Metropolitan DC county afford more employment opportunities for residents to reduce commute times and congestion; the plan included over 60 economic development strategies including workforce and educational analysis strategies, cluster and target industry strategies, industrial park strategies, operational strategies, incentive programs, existing business development strategies and an implementation plan.



Syracuse, NY: Performed a local/regional market assessment and financial analysis for the future re-use of the 240-acre Carrier Corporation site. Market analysis assessed existing and proposed land uses and development activity within the Syracuse community and Upstate New York that may have a bearing on the Carrier site. Identified and assessed and planned public and private improvements and/or projects were understood as to their market impacts on potential development at the project site.

Takoma/Langley Park, MD: Conducted economic development planning for the Takoma/Langley Crossroads area, a unique global crossroads that offers a vibrant multi-cultural mix of restaurants and retail shops.

Trenton, NJ: Analyzed the multi-county economy of southern New Jersey, identified high growth potential sectors and clusters and assessed the adequacy of the real estate market to meet the needs of existing and potential future technology companies.

Virginia Beach, VA: Provided an update to a city-wide economic development plan, with fresh perspectives on target markets, types of incentives, marketing approaches, business retention/attraction strategies and new approaches to develop remaining land at a publicly-owned industrial park.

Washington, DC: Identified market and marketing strategies at the local, regional and international level. Coordination with the private sector development community, the establishment of a strong coordinated local community organizational structure and the commitment of public/private sector dollars are being put in place to implement the strategy.

Washington, DC: Conducted a Market and Economic Impact Analysis for the Florida Avenue "New Town" Development Project including the redevelopment of a 24-acre site that included an existing Wholesale Farmers Market and adjacent parcels to a mixed-use development comprised of commercial/farmer's market space, residential units, office space, retail space, parking garage, recreational facilities, outdoor amphitheatre and community facilities.

Washington County, PA: Analyzed the market potential for the Zediker Station project, assessed the strengths and constraints of both the market and site, and to recommended strategies to guide the marketing of the Park. Important components of the work included: existing conditions analysis; market demand analysis; and, a national target marketing strategy.

West Haven, CT: Engaged by the City of West Haven to evaluate potential housing and mixed-use development focusing on: a new commuter rail station, the traditional downtown area, potential waterfront sites and areas proximate to the expanding University of New Haven.

Willow Grove, PA: Identified target market uses for two outparcel housing areas and developed a diversification plan. Also reviewed the Notices of Interest (NOIs) submitted by homeless advocates and others seeking a public benefit conveyance. The results of this analysis formed the basis of the Homeless Assistance Submission required by HUD.

Worcester, MA: Conducted extensive economic and demographic analyses, stakeholder interviews, focus group meetings, and public workshops to identify market opportunities to catalyze downtown revitalization and reuse of historic structures.

