

Special Focus: Revitalization Activities in Small and Rural Communities



Economic restructuring and revitalization strategies are often prepared for leaders in small communities nationwide. These exercises often are coordinated with other consultants specializing in design guidelines and community visioning, but many times are prepared without these other types of studies.

Staff at BBP LLC have long worked with the Main Street Program of the National Trust for Historic Preservation, as well as dozens of communities participating in similar state government-sponsored programs turned into these same revitalization activities. Our target market assessments and subsequent business retention and recruitment analyses form the foundation for our recommendations in these communities.

Not only have we performed the types of technical assessments noted above, but staff at BBP LLC have also spoken at dozens of conferences, seminars, workshops and training sessions for managers active in these revitalization programs both through the National Main Street Center and over a dozen related state programs for smaller communities. We also have prepared manuals and training packages used by professionals on a daily basis that are involved in these programs.



Selected projects referenced below indicate work 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.



Bowie, MD: *Huntington Commercial Revitalization:* Completed physical inventories and market analyses to determine the potential for additional retailing operations and determined a revitalization and implementation strategy to foster new investments. Recommended a revitalization strategy to re-establish the commercial area as a viable village center. Established a timetable for project implementation and devised a list of recommended funding sources.



Buford, GA: *Livable Centers Initiative Study:* Part of a multi-disciplinary team that created a land use plan and supporting market and economic analyses in order to spur redevelopment of the Town Center study area. The final report involved an in-depth market and financial feasibility testing, creation of development projects that would spur redevelopment, identification of funding for each project, zoning and traffic recommendations and the creation of a master plan for the study area.

Cape May, NJ: *Public Realm Improvement Plan:* As part of a multi-disciplinary team, developed a public spaces vision plan based on significant public input from multiple stakeholder groups. The project culminated with a plan for public space improvements including innovative financing mechanisms, such as tax increment financing, and community development authorities.



Carlisle, PA: *Highest and Best Use Study, Bowman Lot:* Conduct a land use and development study for the former site of a department store; concluded that a 118- to 125-room high-quality hotel should be pursued on the Bowman lot and recommended that banquet and meeting space also be provided, plus a small compliment of support retail space.

Colonial Beach, VA: *Waterfront Planning:* Conducted economic, market and redevelopment planning along the historic waterfront on the Potomac River; formulated and helped implement development planning and rezoning which led to the creation of mixed-use development.

Fayetteville, NC: *700 Haymouth:* Structured a joint venture between a local nonprofit development corporation and a nonprofit development subsidiary of a major state bank to develop 47 Victorian-style housing units on a County-owned school site.

Fayetteville, NC: *Prince Charles Hotel Reuse:* Rehabilitation of the old Prince Charles Hotel into high-quality hotel rooms plus construction of new hotel wing totaling 84 rooms; now known as the Clarion Hotel Prince Charles, it is considered to be one of the finest Colonial Revival structures still remaining in this city.

Fort Collins, CO: *Old Town Redevelopment:* Provided project feasibility studies for a private developer of several buildings in the Old Town Historic District in downtown Fort Collins, Colorado. A major adaptive reuse project was undertaken which specialty retail, professional offices, restaurants/bars and movies/performing theater space. Also provided a leasing/marketing plan for adaptive reuse of many buildings on the National Register of Historic Places.

Fort Stanton, NM: *Evaluation of Economic Uses:* Completed demographic, market and financial analyses of the surrounding area to determine the potential for residential development and support retail on its premises. Documented that approximately 450 housing units and 44,000 square feet of new supportable retail could be developed within the Fort Stanton complex over a 10-year period.

Frostburg, MD: *Prichard Farm Master Plan Residential Development:* Conducted an economic and fiscal impact evaluation of a planned 420-unit master planned residential development on a 140-acre site that would include single-family homes, townhouses, condominiums and low-income apartments. Quantified the economic and fiscal impact of the development during the construction period and during annual operations at build out for each phase of the project and for the project as a whole.

Geauga Lake, OH: *Geauga Lake Amusement Park Market & Feasibility Study:* Provided market and economic analysis services regarding possibilities for redevelopment of the Geauga Lake Amusement Park in northeast Ohio. The market and economic assessment included review of key real estate market trends at the national and regional levels, and more detailed evaluation of





local demographic and economic conditions that influence the potential for residential, retail, office, and mixed-use development.

Hattiesburg, MS: *Master Plan Study:* Conducted an analysis of economic, demographic, real estate, economic and fiscal impact, growth management and financial issues in the greater Hattiesburg Area, focusing on the timing and phasing of future growth. Evaluated the characteristics of the area and the potential future economic and demographic characteristics and growth.

Kenner, LA: *Liljeberg Medical Center:* Worked with private investors to help strategize and implement a private sector retail/medical mall and medical office building in conjunction with the development of a new hospital.



Kenosha, WI: *Waterfront Revitalization:* Assisted efforts to revitalize the industrial waterfront in response to the closing of Chrysler's main AMC Assembly plant at a key lakefront site in downtown Kenosha along Lake Michigan. Prepared long-term redevelopment strategies for the area which envisioned an integrated series of projects prioritized for maximum synergistic benefit to both the downtown and the regional economy.

King of Prussia, PA: *Strategic Plan:* As part of a multidisciplinary team, worked closely with the Township Task Force, key civic and business leaders and other involved Township staff. Played a key role in examining economic and financial conditions and trends. A development consensus as to issues and opportunities facing Upper Merion was created. The plan was adopted which led to expansion and remodeling the two malls into a mixed-use development.



Kingsport, TN: *Downtown Strategies:* Documented "slum and blight" conditions and prepared revitalization strategies for four properties in key redevelopment districts. Also prepared residential market demand assessments for downtown projects and updated retail leakage analyses to assist in niche retail recruitment efforts.

Lawrence, KS: *Retail Redevelopment Strategy:* Devised a strategy for integrating new retailing into the existing downtown "Main Street" environment of this university town located near Kansas City. Live workshops, television and other consensus-building techniques were successfully used in efforts to forestall construction of a suburban "greenfield" mall and to cause development of a three-level, downtown waterfront factory outlet mall which contains 50 stores known as the Lawrence Riverfront Plaza.



Liverpool, NY: *Liverpool Retail Market & Business Development Study:* Developed a retail market strategy including New Urbanist precepts, waterfront connectivity, circulation, residential, marketing, recreation and pedestrian planning elements. Developed a pedestrian sketch plan to model the impact and benefits of traffic calming measure on retail sales activity.

Madison, MS: *Madison Redevelopment Authority:* Conducted an economic and market evaluation for a new downtown in Madison, MS. Provided an overview of opportunities and constraints in order to evaluate the redevelopment potential of the site. Formulated a series of recommendations and strategies for capturing identified market policy considerations, land use and development pattern characteristics, real estate market trends, zoning, transportation circulation and access, environmental issues, legal constraints, streetscape, demographics, and business trends.

Madison, MS: *Madison Station Redevelopment:* As part of a multi-disciplinary team, provided the precise scope and nature of the plan for use and development of the downtown environment and the schedule for preparation and completion. Our team held visioning sessions with community leaders, developers, and citizens to gather input and help reach an understanding; created a master plan along with renderings and a future market analysis.

Mineral County, WV: *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; Evaluated each component as a sustainable resource on its own and as part of the whole development, quantifying the economic and fiscal impacts in terms of output, jobs, payroll and tax revenue to the county and state.

Newport, RI: *Transportation Visitor Center:* Conducted a Highest and Best Use study for the Humphrey J. Donnelly III Transportation Visitor Center site, a 8.2-acre site. Interviewed stakeholders and public officials, and conducted economic and demographic analysis to determine market demand. Pro forma financial analysis was conducted to determine the mix of uses that would have the highest values and community benefit. The plan was adopted and new time share, retail and water-borne transportation improvements have been implemented.

Oconee County, GA: *Comprehensive Economic Development Plan:* Developed a modernized economic development plan that assisted the County in attracting new businesses and target industries to aide in community growth and quality of life enhancement. The Comprehensive Economic Development Plan resulted in over 100 economic development strategies for the County.

Oviedo, FL: *Strategic Economic Development Plan:* Prepared the City's first economic development plan. Strategies addressing business recruitment, business retention, workforce development, advocacy/communication recommendations, incentives, marketing/operational strategies and lessons learned from other benchmarking communities were crafted.

Oviedo, FL: *Community Redevelopment Plan and TIF Analysis:* Developed a Community Redevelopment Area (CRA) and Community Redevelopment Plan, which includes tax-increment financing (TIF) analysis. The Community





Redevelopment Plan applied TIF to provide financial support to the city's revitalization efforts, which included a new multi-use town center.

Pikesville, MD: *Commercial Revitalization:* Conducted economic, market, community surveys traffic, parking and revitalization plans for this northwest Baltimore County neighborhood. The Pikesville Community Growth Corporation (PCGC) took the lead in implementing new development including: a new library/county service center; circulation and streetscape improvements; and ongoing program management.



Port Arthur, TX: *Pleasure Island Casino and Hotel:* Studied the economic impact on the local economy if development of three hotels/casinos, each containing approximately 500 hotel rooms and 30,000 square feet of casino space, were to be approved.

Powder Springs, GA: *Marketing Assessments and Action Plans:* Established a downtown redevelopment plan and establish a tax allocation district (TAD) through voter referendum. Services included strategic planning, marketing assessments, residential and retail market analysis, and tax increment financing and TAD financial analysis. The redevelopment effort by the City was sponsored and supported by the statewide Livable Centers Initiative (LCI).



Pueblo, CO: *Downtown Development Policies/Action Projects:* Assisted the City to adopt a downtown revitalization strategy incorporating investment into new pedestrian-friendly infrastructure to spur private reinvestment. Several sites for office, retail, hotel and residential uses have been marketed by the Historic Arkansas Riverwalk of Pueblo Authority, based on feasibility reports we prepared.

Rock Hill, SC: *Textile Corridor Master Plan:* Prepared the Textile Corridor Master Plan and Development Strategy. The result was a detailed blueprint for revitalization based on market and financial feasibility, incorporation of the community's vision for the future, and judicious use of the precious resources represented by the historic buildings and cultural fabric of the area.



Rocky Mount, NC: *Downtown Circulation Plan:* Conducted a detailed analysis examining the downtown retail impact of one-way street conversions and rail crossing closures. Estimated and compared the overall impact of alternative transportation interventions.

Shreveport, LA: *Highland Area Neighborhood Revitalization:* Formulated a major neighborhood revitalization plan and development program for a near-downtown neighborhood dominated by major medical facilities. The plan, which included the creation of a formal development corporation and a series of committees to help implementation, was adopted by both the neighborhood and the Metropolitan Planning Commission.



Public/Private Development Advisors

St. Cloud, FL: *CRA Plan and Staffing:* Explored funding opportunities, conducted a retail market study, researched historic preservation options, and identified sites within the Community Redevelopment Area (CRA) that could support redevelopment projects. Crafted a redevelopment plan structured around the concept of leveraging market-driven development opportunities while also preserving the historic character of downtown St. Cloud.



Surry County, VA: *Industrial Site Identification/Selection Study:* Evaluated workforce conditions and trends, availability and trainability of labor force, leading businesses, adequacy of existing building contractors and related factors. A site selection, screening and evaluation process was prepared to enable the community to score/rate sites with regard to marketability, economic feasibility and conformance with community program site selection criteria. Based upon the analysis, the County undertook site acquisition and an successful industrial park development.



Tarboro, NC: *Elderly Housing and Life Care:* Estimated development potentials and translated latent demand into new private investment. Conducted market reconnaissance and commercial market analyses, quantified potential demand for residential development, and identified a three-block area comprising the restored downtown area of historic Tarboro as the preferred location for the project.

Vicksburg, MS: *Hotel/Convention Center:* Conducted a feasibility study to determine the demand for high-quality hotel rooms and new conference and convention facilities in this historic southern City. The City built a 50,000 square foot convention center located in the heart of historic Vicksburg.

