THE INDUSTRIAL DEVELOPMENT BOARD
OF
THE CITY OF BRISTOL TENNESSEE
REGULAR MEETING
AGENDA

MONDAY APRIL 26, 2021 – 12 NOON
ELECTRONIC MEETING VIA ZOOM

1. Call to order
2. Roll Call
3. Discussion of Necessity for Conducting Electronic Meeting
4. Approval of minutes – February 22, 2021
5. Financial Report
6. IDB RESOLUTION 21-1

   RESOLUTION CONSENTING TO THE ASSIGNMENT OF A PILOT
   ARRANGEMENT FROM NEOPHARMA TENNESSEE LLC TO USANTIBIOTICS,
   LLC AND APPROVING AN AMENDMENT TO THE TERMS OF SUCH PILOT
   ARRANGEMENT

7. Engage RGDE to Update and Expand Bristol Market Conditions – Market
   Analysis and Strategic Development Opportunities
8. Local partner updates:
   ▪ State of TN – Lynn Tully
   ▪ NETWORKS – Clay Walker
   ▪ BTES – April Eads
   ▪ BTCS – Deidre Pendley
9. Directors’ discussion
10. Adjourn
Call to order: Chairman David Wagner opened the February 22, 2021 Industrial Development Board Regular Electronic Meeting at 12:00 p.m. Roll call was made and Chairman Wagner declared a quorum present.

Discussion of Necessity for Conducting Electronic Meeting: Mr. Wagner requested Ms. Smith review the executive order and by roll call vote, the board unanimously agreed to electronic meeting format.

Approval of the minutes: October 26, 2020 Regular Meeting – Chairman Wagner asked if there were any additions or deletions to the minutes. Hearing none, a motion to approve was made by Mrs. Cook and seconded by Mr. Nicar. Motion passed unanimously.

Financial Report: Chairman Wagner asked for the financial report. Tom Anderson advised the Board that the IDB account as of January 31, 2021 had a balance of $88,353.70. For the month November 2020, there were no deposits or disbursements. For the month December 2020, there was a deposit of $6,660 for audit fee reimbursement out of the Chapter 420 State Sales Tax Reimbursements and disbursements of $152.25 for an IDB meal and $12,500 payment for virtual hiring platform (as per contract). For the month January 2021, there were no deposits or disbursements. The $100,000 investment into First Horizon Bank money market account has earned $1,997.16 as of January 31, 2021. A motion to accept the financial report was made by Ms. Cook and seconded by Mr. Jones. Motion passed unanimously.


Virtual Hiring Expo: Mr. Garland stated he has worked closely with Duffek, LLC as to the development of the virtual hiring platform. Mr. Garland then turned the reporting over to David Nelson of Duffek, LLC. for a presentation on the QIRA site and how it functions.
Mr. Wagner inquired as to a support desk function in relation to the site and Mr. Nelson stated yes, both live help and instructional videos are part of the built in support. Mr. Crandell asked about job seeker’s ability to include attachments and the answer was yes, they can attach resume’, certifications, licenses, etc. It was expressed that this platform is designed to connect people with employers based on skills. Questions about privacy, implementation, roll out, marketing and defraying costs were addressed by Mr. Garland. Mr. Garland explained that companies that had participated in previous hiring expos would be contacted directly to gage interest in the virtual hiring platform. Mr. Garland indicated that a roll out plan was in place that would allow for deployment of the application to begin in mid-March. Mr. Garland and Mr. Nelson discussed security protocols that were already in place to protect potential applicant’s data and personal information. There was some discussion between Directors and Mr. Garland regarding revenue generation to support ongoing marketing. Mr. Garland indicated that this was a possibility in the future and had be discussed, although this was not currently under consideration at this time.

**Local Partners Update:** Lynn Tully, State of TN gave updates on the State’s economic efforts, stating activity continues to stay busy with more prospect visits, new start-ups and business expansions. Deidre Pendley, BTCS gave a presentation of Tennessee High’s CTE efforts, computer lab needs, review of 20 programs (5 new programs) of study, there are several industry certifications offered and work base learning growth.

**Directors’ Discussion:** Directors discussed the Board’s program of work to include support of workforce initiatives, talent recruitment, entrepreneurial ecosystem, technical training and market data collection.

**Adjournment:** There being no further business Chairman Wagner adjourned the meeting at 12:57 p.m.

Approved: April 26, 2021

_____________________________
David Wagner, Chairman

Attest:

_____________________________
Rob Nicar, Secretary/Treasurer

Attachments:

1. Agenda
Financials – February and March
Industrial Development Board of the City of Bristol, Tennessee  
March 31, 2021

Check Register

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beginning Balance 3/1/21</strong></td>
<td><strong>$88,353.70</strong></td>
</tr>
</tbody>
</table>

**Deposits**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
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<tbody>
<tr>
<td><strong>Total Deposits</strong></td>
<td><strong>-$</strong></td>
</tr>
</tbody>
</table>

**Disbursements**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
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<tbody>
<tr>
<td>Check 1311 - City of Bristol, TN - 1099-NEC Filing Fee 2020</td>
<td>4.75</td>
</tr>
<tr>
<td>Check 1312 - Mauldin &amp; Jenkins, LLC - IDB Audit FYE 2020</td>
<td>9,430.00</td>
</tr>
<tr>
<td>Check 1313 - Tri-Cities Southwest Virginia - 1/6/21 Ad for 2021 Meeting Schedule</td>
<td>189.60</td>
</tr>
<tr>
<td><strong>Total Disbursements</strong></td>
<td><strong>$9,624.35</strong></td>
</tr>
</tbody>
</table>

**Ending Balance 3/31/21**  
**$78,729.35**

Industrial Development Board of the City of Bristol, Tennessee  
Money Market

<table>
<thead>
<tr>
<th>Description</th>
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<tbody>
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<td><strong>Investment Amount</strong></td>
<td><strong>$101,969.57</strong></td>
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<td><strong>$102,005.40</strong></td>
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### Check Register

#### Beginning Balance 7/1/20

$94,726.85

#### Deposits

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<td>Audit Fee Reimbursement 12/18/20</td>
<td>$6,660.00</td>
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**Total Deposits** $7,874,077.86

#### Disbursements

**Prior Year Activity**

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<tr>
<td>Check 1302 - Chick-fil-A - IDB Lunch 6/22/20</td>
<td>$155.77</td>
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**Cash Transfer between Accounts**

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<tr>
<td>Wire - Chapter 420 to Bond Trust 9/29/20</td>
<td>$5,952,436.34</td>
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**92347100 - Administration**

<table>
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<tr>
<td>Check 1303 - Chick-fil-A - IDB Lunch 7/13/20</td>
<td>$110.57</td>
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<td>Check 1304 - Tri-Cities Southwest Virginia - Ad 7/13/20 IDB meeting</td>
<td>$94.10</td>
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<td>Check 1305 - Brenda Owens Petty Cash</td>
<td>$20.46</td>
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**Total Disbursements - 92347100** $22,501.73

**92347220 - Industrial Development**

**Total Disbursements - 92347220** $-

**92347230 - Chapter 420 Project**

<table>
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<tr>
<td>Online transfer - Chapter 420 to City of Bristol, TN 9/29/20</td>
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<td>Check 1307 - Friendship Properties LLC</td>
<td>$864,107.59</td>
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<tr>
<td>Check 1308 - Friendship Properties LLC</td>
<td>$182,394.67</td>
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**Total Disbursements - 92347230** $1,914,981.52

**Total Disbursements** $7,890,075.36

#### Ending Balance 3/31/21

$78,729.35
Bristol Industrial Development Board of the City of Bristol, Tennessee  
For the Period Ending March 31, 2021  

**Check Register**  

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Bristol Industrial Development Board of the City of Bristol, Tennessee
For the Period Ending February 28, 2021

Check Register

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Total Disbursements - 92347100 12,877.38

92347220 - Industrial Development

Total Disbursements - 92347220 -

92347230 - Chapter 420 Project

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Total Disbursements - 92347230 1,914,981.52

Total Disbursements 7,880,451.01

Ending Balance 2/28/21 $88,353.70

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Balance 2/28/21 $102,001.07
Resolution 21-1
RESOLUTION CONSENTING TO THE ASSIGNMENT OF A PILOT ARRANGEMENT FROM NEOPHARMA TENNESSEE LLC TO USANTIBIOTICS, LLC AND APPROVING AN AMENDMENT TO THE TERMS OF SUCH PILOT ARRANGEMENT

WHEREAS, the Industrial Development Board of the City of Bristol, Tennessee (the “IDB”) is a public nonprofit corporation organized and existing under the laws of the State of Tennessee and is a public instrumentalty of the City of Bristol Tennessee (the “City”); and

WHEREAS, the IDB was created and organized for the public purpose of promoting industry and developing trade by inducing manufacturing, industrial, governmental, educational and commercial enterprises to locate in or remain in the State of Tennessee and to further the use of its agricultural products and natural resources; and

WHEREAS, the IDB is authorized under Tennessee Code Annotated Section 7-53-101 et seq. (the “IDB Act”) to exercise broad powers in furtherance of economic and commercial development; and

WHEREAS, the IDB has previously approved a payment in lieu of tax ("PILOT") arrangement with Neopharma Tennessee, LLC ("Neopharma"), consisting of, among other documents, a Tax Agreement and Facility Lease dated September 28, 2018; and

WHEREAS, the Tax Agreement provided that Neopharma must employ at least fifty (50) full time employees at its facility as of September 28, 2021 in order for Neopharma to be eligible for the full PILOT benefits on the leased portion of the facility; and

WHEREAS, the Tax Agreement also provides that Neopharma shall not assign the Tax Agreement or the Facility Lease without first receiving the prior written consent of the IDB, “which consent shall not be unreasonably withheld provided the successor to the Company is expected to meet the Jobs Expectation and pay at least comparable wages” as those paid by Neopharma; and

WHEREAS, Neopharma has filed for bankruptcy protection under Chapter 11 of the US Bankruptcy Code, and since filing for bankruptcy, has operated its Bristol, Tennessee facility at greatly diminished capacity and with few employees; and

WHEREAS, the Bankruptcy Court ordered a sale of Neopharma’s Bristol, Tennessee facility, part of which is subject to the Facility Lease; and

WHEREAS, USAntibiotics, LLC, a Georgia limited liability company, was the successful purchaser of the Bristol, Tennessee facility, with the sale closing on April 16, 2021; and

WHEREAS, USAntibiotics, LLC, intends to operate the Bristol, Tennessee facility as a manufacturer of antibiotics, and has requested that the IDB consent to the assignment of the Tax Agreement and the Facility Lease to USAntibiotics, LLC; and
WHEREAS, USAntibiotics has requested an amendment of the Tax Agreement to extend the time within which it must meet the target of fifty (50) employees to September 29, 2022; and

WHEREAS, the IDB finds that it should consent to the assignment of the Tax Agreement and Facility Lease to USAntibiotics LLC because it appears that USAntibiotics, LLC, intends to meet the Jobs Expectation; and

WHEREAS, the IDB finds that amending the Tax Agreement to extend the time period within which USAntibiotics can employ fifty (50) full time employees to September 29, 2022, would serve the IDB’s purposes of furthering economic development in the City of Bristol, Tennessee because it will assist USAntibiotics in continuing to operate the Bristol, Tennessee facility as a manufacturer of vital antibiotics.

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE INDUSTRIAL DEVELOPMENT BOARD OF THE CITY OF BRISTOL, TENNESSEE:

1. The IDB hereby consents to the assignment of the Tax Agreement and Facility Lease, and any related documents to which the IDB is a party, from Neopharma Tennessee, LLC to USAntibiotics, LLC.

2. The First Amendment to Tax Agreement, attached hereto as Exhibit A, is hereby approved.

3. The Chairman, or in his absence the Vice Chairman, is hereby authorized to execute, in the name of and on behalf of the IDB, and, if requested, the Secretary is authorized to attest the same under its corporate seal or otherwise, and to deliver to the appropriate person or entity, the First Amendment to Tax Agreement and any other instruments or documents that may be approved by counsel for the IDB as necessary or appropriate to accomplish the intent of this Resolution, with the execution thereof by such officers to constitute conclusive evidence of the approval of the same.

Adopted this 26th day of April, 2021.

______________________________
David Wagner, Chairman

ATTEST:

______________________________
Rob Nicar, Secretary/Treasurer
EXHIBIT A
First Amendment to Tax Agreement
FIRST AMENDMENT
TO
TAX AGREEMENT

This Amendment to Tax Agreement (the “Amendment”) effective as of April ____, 2021 is made by and between THE INDUSTRIAL DEVELOPMENT BOARD OF THE CITY OF BRISTOL, TENNESSEE, a public, nonprofit corporation organized and existing under the laws of the State of Tennessee (together with its successors and assigns, the “Issuer”), and USANTIBIOTICS, LLC, a Georgia limited liability company (together with its successors and assigns, the “Company”).

WHEREAS the Issuer and Neopharma Tennessee, LLC (“Neopharma LLC”) entered into that certain Tax Agreement (the “Tax Agreement”) effective as of September 28, 2018 and a Facility Lease Agreement (the “Facility Lease”) as of the same date;

WHEREAS on April __, 2021, the Company acquired certain assets of Neopharma LLC, including the Manufacturing Facility, pursuant to a bankruptcy court sale (Case No. 20-52015 (Jt. Admin.), United States Bankruptcy Court, Eastern District of Tennessee);

WHEREAS the Company intends to restart operations at the Manufacturing Facility as soon as is reasonably possible;

WHEREAS the Company seeks an assignment of the Tax Agreement and the Facility Lease;

WHEREAS the Tax Agreement contemplated the Manufacturing Facility employing at least 50 full-time employees beginning on and after September 29, 2021 (the “50 Employee Provision”); and

WHEREAS the parties hereto now desire to modify the Tax Agreement to extend for twelve (12) months the date to comply with the 50 Employee provision.

NOW, THEREFORE, in consideration of the mutual promises and covenants as set forth herein and for other good and valuable consideration, the sufficiency and receipt of which is hereby acknowledged, the parties hereto agree as follows:

1. The recitals set forth hereinabove are hereby incorporated into this Amendment, the same as if fully set forth hereinbelow. This Amendment shall amend, modify, and supplement the Tax Agreement. The terms of this Amendment shall supersede and control any provisions of the Tax Agreement that conflict with the provisions of this Amendment. Except as may be provided in this Amendment, any terms defined in the Tax Agreement shall, when used herein, have the same meaning as provided in the Tax Agreement. Except for the changes set forth in this Amendment, all other provisions of the Tax Agreement remain unchanged and in full force and effect.
2. The Issuer hereby consents to the assignment of the Tax Agreement and the Facility Lease from Neopharma LLC to the Company pursuant to the Assignment and Assumption of Lease, Pilot Agreement and Related Agreements dated April __, 2021.

3. Paragraph 2(a) in the Tax Agreement is hereby amended to replace all references therein to “thirty-six (36) months” with “forty-eight (48) months.”

4. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original but also which together will constitute one and the same instrument.

IN WITNESS WHEREOF, the parties hereto have executed this Amendment effective as of the day and date first above written.

ISSUER:

THE INDUSTRIAL DEVELOPMENT BOARD OF THE CITY OF BRISTOL, TENNESSEE

By:______________________________
Name: ___________________________
Title: ____________________________

COMPANY:

USANTIBIOTICS, LLC

By:______________________________
Name: Richard L. Jackson
Title: Chief Executive Officer
RETAIL CONSULTING EXPERIENCE

Mr. Gross brings 33 years of experience on over 600 economic and strategic planning assignments; including hundreds of market and financial feasibility analyses, impact assessments, marketing & development strategies, and other work on retail development. His experience encompasses the following relevant expertise:

- **Retail Market & Financial Feasibility Analysis**
  - Market potential forecasting for development, re-development, or expansion of retail businesses, centers, districts, and nodes, and for each individual type of retail store category (including restaurants)
    - Trade Area definition
    - Demographic & employment analysis & forecasting
    - Consumer market research, including mail, telephone, and shopper intercept survey design & implementation
    - Competition analysis & business interviews
    - Rent & occupancy analysis
    - Expenditure potential forecasting
    - Sales capture & demand analysis
    - Potential sales and gross leasable area by individual product category
  - Potential customer profiles
  - Highest and best retail uses for property
  - Retail site selection or refinement
  - Financial feasibility assessments for development & redevelopment
  - Sensitivity analysis of alternatives

- **Retail Marketing & Economic Development Strategies**
  - Tenant mix recommendations based on market findings
  - Marketing strategies, including development & design criteria, target market niches, and recommended overall approaches
  - Tenanting recommendations & support
  - Outreach to potential tenants, developers, and investors
  - RFPs for developers & developer negotiation input
  - Economic and fiscal impacts of retail development, land use, and density
  - Development & financing strategies based on tenant & developer requirements

- **Retail Approval Process & Due Diligence**
  - Fiscal and economic impact assessments to secure approvals, zoning changes.
  - Investment, asset management, and acquisition/disposition due diligence
  - Application & litigation support

- **Retail Post-Development Support**
  - Customer profiles
  - Trade area refinement
  - Performance measurement
Background & Client Base

Randall Gross served for many years as senior consultant for one of the premier national economic consulting firms working for many of the largest shopping center developers as well as for public sector clients, before initiating an independent practice in 1997. Prior to receiving his Master degree from Georgetown University, Mr. Gross decided property tax appeals cases for the world’s largest real estate appeals agency, the Cook County Board of Appeals (Chicago). He received his undergraduate degree with Honors from Northwestern University, in Evanston, Illinois.

Mr. Gross works directly for governments, developers, institutions, corporations, and private non-profit organizations in the United States, southern Africa, Europe, and Asia. He also works frequently as a sub-contractor for large firms or as part of a team with architects, planners, engineers, and others. A sample of the more than 600 clients he has worked with includes:

- Little Caesars Enterprises City of Peoria, IL
- Struever Brothers, Eccles, & Rouse City of Pittsburgh, PA
- Southern Land Company XEROX Realty
- Siemens Corporation Slyman Construction
- Transnet Lockheed-Martin
- Metroventures/USA Pulte Homes, Inc.
- Development Bank of Southern Africa State of New York Dept of Parks, Rec & Tourism
- Duany Plater-Zyberk Computer Sciences Corporation
- Airports Company South Africa John Hopkins University
- Fannie Mae Harvard University
- City of College Park (MD) City of Sidney (OH)
- City of Cape Town (S Africa) Gauteng Province (S Africa)
- City of Baltimore Harford Road Partnership
- Mid-Ohio Regional Planning Council Bon Secours
- Regency Development National Development Council
- LDR International, Inc. City of Jacksonville
- Shell Oil Onslow County (NC)
- Environmental Resources Mgt Hanover County (VA)
- City of Washington, DC City of Greensboro (NC)
- City of Stow (OH) Institute for Public-Private Partnerships
- City of Wilmington (DE) National Main Street
- Southwest Seven NHS MD-National Capital Planning Commission
- City of Norfolk (VA) Swiss Bear
- Greater Northwest Community City of St. Joseph (MO)
- Armistead-Barkley MD Institute College of Art
- Frederick (MD) Dev Corporation City of Decatur (AL)
- City of Dayton (OH) Treasure Coast RPC
- Horning Brothers City of Delaware (OH)
- City of Alexandria (VA) MD Center for Community Development
- US Trade Development Agency MCA Company
- AFRICON DiWi Consult International GmbH
- City of Tygerberg Province of kwa Zulu-Natal (S Africa)
- Black & Veatch Lesotho National Dev. Corp (Lesotho)
- Henry Turley Company British Urban Regeneration Association
- Memphis Area Assn of Govts National Trust for Historic Preservation
- S African Department of Transportation Virginia Department of Transportation
- Johannesburg Economic Dev. Department Afrivet (Veterinary Supply Company)
- Renaissance Downtowns Hot Springs Village (AR)
- New York City Economic Dev. Corporation City of Independence (OH)
- Kaiser Family Foundation & Tulsa CF Muscle Shoals National Heritage Area
Sample Projects

The following projects are samples of his relevant retail market analyses, project feasibility assessments, and other examples of his work that are particularly relevant for retail development and economic revitalization. Mr. Gross has particular retail expertise in the context of shopping center redevelopment, neighborhood revitalization, downtown development, commercial corridor revitalization, and private retail development. In all of his retail assignments, Mr. Gross applies the findings of his analytics (e.g., market, financial or impact assessments) to strategic plans for marketing, tenanting, (re)development, management, business recruitment, and project implementation. Examples are provided below.

Shopping Center Redevelopment

Shopping Center Redevelopment Alternatives Analysis, Upper Arlington, OH. As part of a consulting team led by American Communities Partnership (ACP), Mr. Gross assisted this land-locked Columbus suburb in its planning efforts. Upper Arlington had few options for increasing its revenues to pay for deferred maintenance and infrastructure capital costs. One possible option was to increase opportunities for higher-density commercial re-development in selected areas of the city. However, residents preferred to maintain the low-density residential character of this historic bedroom community. Mr. Gross provided market and fiscal impact analysis necessary for residents and city leaders to decide the appropriate balance between density, fiscal soundness, and quality of life. He participated in community workshops to provide input to the visioning process. He assessed the comparative net fiscal return from various land use alternatives and redevelopment of specific sites within the city.

Several of those sites, including the former Kingsdale Shopping Center, have since been successfully redeveloped as an urban, mixed-use neighborhoods, based in part on the work completed by Randall Gross / Development Economics. The City credits his assessment as a critical input to garner support and incentives for the redevelopment plan.

Madison Square Redevelopment Concept, Madison, TN. Randall Gross / Development Economics (RGDE) completed work on a Strategic Plan for the community of Madison, a neighborhood of 40,000 residents within Davidson County (Nashville). As part of his work, Mr. Gross led a stakeholder engagement process that included community meetings, focus groups, interviews and surveys. He completed market analysis to determine the potential for retail, housing, office, and industrial development in Madison. He assessed existing socio-economic conditions and made strategic recommendations relating to real estate development, marketing, organizational development, socio-economic development and other aspects of the community as a whole. As a Strategic Plan, the effort was meant to address the key issues identified through analysis as well as through community engagement. This work was completed for a grassroots organization called “All Together Madison” and was funded through a grant from the Memorial Foundation and private investors. A focus of the plan was on redevelopment concepts for Madison Square, one of the first suburban centers in the Nashville area, and at one time a major...
commercial activity hub anchored by several department stores. Today, the center has declined and functions primarily as a discount center with substantial vacancy. Mr. Gross developed concepts for mixed-use redevelopment of the center, including transit-oriented development (TOD). During and since completion of the plan, private investment has increased substantially as interest (including investment interest in Madison Square) has been leveraged by the strategic planning effort and the positive recommendations it generated.

Before: Existing Conditions at Madison Square.

Conceptual Rendering of Madison Square Mixed-Use Redevelopment Concept (RGDE)

Landover Mall Site Redevelopment Potentials, Landover, MD. Mr. Gross completed a market analysis and highest & best use assessment for redevelopment of the Landover Mall site in Prince George's County. Mr. Gross assessed the market potentials for retail, entertainment, office, and residential uses of the site, with peripheral analysis of hotel and other uses. Competitive new retail areas are located nearby, reducing the opportunities for remerchandising the site to meet a new market. However, it was determined that there are opportunities for specialty destination uses such as sporting goods and sports-related entertainment as part of a broadened theme destination district encompassing Washington Redskins stadium. Mr. Gross
performed this work as a sub-consultant to a national firm, in concert with Rhodeside and Harwell planners.

**Proposed Redevelopment of Landover Mall, in suburban Washington, D.C.**

**Shopping Center Reuse as County Government Center, Meridian, MS.** Randall Gross / Development Economics completed work on an assessment of impacts from the relocation of the Lauderdale County courthouse and associated County offices from downtown Meridian to other sites including a former shopping mall. He determined that the fiscal and economic impacts would be complicated by the fact that the courts would only occupy a small portion of the mall site, which would still need substantial investment to attract and leverage private investment. He completed this work for Lauderdale County Government as part of a design team led by Belinda Stewart Architects.

**Economic Development and Alternatives Testing, Cary, NC.** RGDE completed work on the Comprehensive Plan for the Town of Cary, NC as part of a planning team led by Clarion Associates. Mr. Gross provided the economic development component of the plan and completed market and fiscal impact assessments to help guide choices for development alternatives within sub-areas of the town. Particular focus was given to testing the market program and fiscal impacts of redevelopment of the Mayfair Plaza Shopping Center. This center is now proposed for redevelopment as part of the Glenaire Retirement Community.

**Mayfair Plaza Shopping Center Redevelopment Area**
Downtown Retail & Town Centers

Downtown Lebanon Market Analyses and Strategic Plan, Lebanon, Ohio. Lebanon is a small city located just outside of Cincinnati in southwestern Ohio. Lebanon is famous for its historic downtown, 200 year-old inn, and several large festivals. The largest of these festivals, the Christmas Parade that features horse-drawn carriages, draws over 100,000 visitors each year. While the festivals help draw visitors to Lebanon, the economic impacts have been nominal since most visitors are “day-trippers” from nearby Cincinnati or Dayton and the community has limited lodging downtown to accommodate overnight stays. Huge numbers of visitors within a limited time place a strain on local facilities. The market analysis conducted by RGDE sought to help diversify the tourism product and overall retail mix and help establish a more viable and sustainable mixed-use community.

Downtown Revitalization Strategy, Trenton, Georgia. Randall Gross / Development Economics is completing work on a tourism development and downtown revitalization strategy for Trenton, located in Dade County, Georgia. He is completing this work on behalf of the non-profit Scenic Dade Development Company (SDDC) to provide an implementation plan for redevelopment, economic development and poverty alleviation in this community. Leveraging Cloudland Canyon State Park as a major asset at downtown Trenton’s door is a key component of the strategy, which focuses on creating attractions and services that build on the canyon’s destination market draw. Mr. Gross completed market analyses for tourism project “drivers” as well as spin-off retail development potentials as input to this strategic plan.

Old Town Market Analysis & Marketing Strategy, Takoma Park, Maryland. Mr. Gross completed work for the Old Takoma Business Association (OTBA) on a market analysis and marketing strategy for the main business district (Old Town) of Takoma Park. OTBA is the main street organization for Takoma, an historic “streetcar suburb” of Washington DC that has developed a reputation as a center for progressive political activism. Mr. Gross developed a marketing strategy that focused on ways to increase the destination market potential for existing and potential small, specialty retail businesses in this area.

Natchez Downtown Market Analysis & Strategic Planning, Natchez, Mississippi. Randall Gross / Development Economics completed work on retail and housing market analyses as part of a Downtown Plan for Natchez, Mississippi. Natchez is the quintessential “riverboat town” along the Mississippi River, with all of the inherent challenges (e.g., flooding) and opportunities (tourism) associated with a location on America’s River Road. Natchez is an historic, 300-year old community that offers exceptional assets for visitors including antebellum plantation homes, African-American heritage, and an architecturally-rich downtown area. Still, the community suffers from a lack of investment, long-term decline in its demographic base, and poor transportation accessibility (no interstate highway, no airport service). Overcoming these obstacles has been a primary motivation for the downtown plan, and the market analysis focused on the development of key “drivers” such as new tourism products and recruitment of “location-independent businesses” (LIBs) to leverage the market for housing and retail. RGDE recommended various marketing, development, business recruitment, downtown management, and financing strategies as part of this effort. RGDE completed this work as part of a planning team led by The Walker Collaborative.
Randall Gross / Development Economics

Village Center Master Plan Inputs, Ada, Michigan. Mr. Gross completed work on a village center master plan for Ada, Michigan, as part of a planning team led by ACP Planning & Visioning. He helped facilitate the charrette process and provided retail market analysis and residential opportunities assessments as inputs to the overall planning effort. Mr. Gross focused attention on the Village’s opportunities for developing its arts & crafts districts as a means of generating destination business potential.

Downtown Master Plan Market Analysis & Strategies, Bristol, Tennessee. Randall Gross / Development Economics (RGDE) completed work as part of a master planning team led by The Walker Collaborative on a master plan for Downtown Bristol, which famously straddles the Tennessee-Virginia border. Mr. Gross conducted market analyses and pro forma financial feasibility assessments of specific project sites. RGDE also provided strategic recommendations geared to specific questions raised by the City, including the relationship between Downtown and new suburban retail nodes, and the use of upper floor spaces, among others. This work was completed for the City of Bristol.

Town Center Market Analysis, Lookout Mountain Georgia. Randall Gross / Development Economics (RGDE) completed a housing and retail market analysis for a new town center in Lookout Mountain. The previous town center was destroyed in a fire and the town sought to create an attractive new commercial node. A developer proposed a mixed-use project for development, but the City sought market and financial analysis to ensure the project was viable. Randall Gross found that elements of the project (such as stacked townhouses) were infeasible in the market, but recommended an alternative approach for development as a result of his market and financial analyses.

Trace District Area Plan Market Analysis & Strategies, Middlesboro, KY. Randall Gross / Development Economics (RGDE) completed a retail market analysis and provided strategic recommendations as input to an area plan that incorporated Downtown Middlesboro and gateways to Cumberland Gap National Historical Park. The existing highway corridor leading into the park and Downtown Middlesboro projects the image and character of sprawling highway strip commercial use. Mr. Gross examined market conditions and forecasted retail development potential within the corridor. Based on his market findings, he recommended strategies for redevelopment around the primary gateways into the park and also for enhancing linkages between the park and historic downtown Middlesboro. As part of his work, he also conducted extensive research on best practices for upgrading commercial gateways and enhancing the visitor experience at the entrances to national parks. Finally, he also recommended retail recruitment strategies that focused on approaches for capturing income and revitalization potential for downtown Middlesboro.

Downtown Russellville Retail Market Analysis, Russellville, Arkansas. Mr. Gross completed work on a market analysis and marketing strategy for downtown Russellville, Arkansas. As part of this work, Mr. Gross forecasted the market potentials for retail and restaurants in the downtown area and participated in a charrette to determine the appropriate development plan and concepts for marketing downtown. As an outcome from this analysis, Mr. Gross determined that demand for restaurants downtown, and overall revitalization, was dependent to a large degree on the ability of the city to secure liquor licensing for the downtown area. A strategy was developed to create a special district where liquor by the drink would be allowed through a community partnership. Mr. Gross completed his work as part of a planning team led by The Walker Collaborative.

Downtown Revitalization Market Analysis, Impacts, and Strategic Planning Services, Clarksville, Tennessee. RGDE recently worked for the Two Rivers Company (the Clarksville Downtown agency), providing economic and real estate advisory services relating to revitalization of Downtown Clarksville, a city of 150,000 people in north-central Tennessee. Mr. Gross conducted a Downtown Market Analysis for the City of Clarksville that forecasted the potentials
for retail, housing, office and hotel development in the downtown area. He also examined the economic impacts and return on investment from public development of a proposed new Civic Square in downtown Clarksville. The new square is envisioned as a catalyst for development and revitalization of downtown. Randall Gross / Development Economics then provided a Strategic Plan for downtown revitalization, including recommendations for development, marketing, financing, and management. He is also slated to conduct direct outreach to potential tenants and developers to ascertain the location requirements and to ensure public programs and incentives relate directly to the requirements for revitalization. He has advised the TRC on how best to leverage development. Finally, Mr. Gross was hired by Austin Peay State University (APSU) in follow-up strategic planning for development of the College Street Corridor in Downtown Clarksville.

**Downtown Retail Market Analysis, Westerville, Ohio.** Mr. Gross completed work on a downtown retail market analysis for Westerville, a suburb of Columbus. Informing his analysis were consumer intercept and household surveys, along with site reconnaissance, interviews, demographic and retail market analysis, and various other inputs. Ultimately, his work provided an indication of the type and scale of retail uses that are sustainable, and a strategy for marketing and strengthening the unique, locally-owned independent business mix as part of a broader CBD planning effort.

**Historic Village Core Expansion Plan, Pinehurst, North Carolina.** Mr. Gross recently worked on a downtown plan for the Village of Pinehurst as part of a planning team led by Raybould & Associates. Pinehurst is world famous for its golfing and recently hosted the U.S. Open. The historic village center remains as it was designed in the 1920s as part of the overall Frederick Law-Olmstead plan for the community. However, the Village saw the need to pro-actively plan for extension of the village core into an industrial service area nearby. Mr. Gross provided market and economic inputs to the charrette process and overall vision plan for the Village Core expansion.

**Downtown Retail Recruitment Strategy, Sidney, Ohio.** Mr. Gross worked with the City of Sidney, Ohio on a market potentials analysis and retail recruitment strategy. This city has been among the most successful small towns in recruiting manufacturing, but residents still drive out of town to shop for higher-end retail goods. This strategy examined the potential market for retail goods and recommended strategies for Sidney to revitalize its downtown and offer a diverse menu of retail options as an important quality of life factor.

**Downtown Market Analysis & Strategic Planning, Gallatin, Tennessee**
Mr. Gross was part of a planning team led by The Walker Collaborative that completed a Downtown Master Plan for Gallatin. As the economic consultant on the team, he assessed the downtown market potentials and provided a marketing strategy, management inputs, development & financing recommendations and other strategic input for revitalization of downtown.

**Town Center Potentials Analysis, Stow, Ohio.** Mr. Gross examined the market potentials and provided strategic development planning for creation of a town center in Stow, a suburb of Akron, Ohio. Stow was developed in a traditional suburban model without a community hub or mixed-use commercial center. Mr. Gross examined the potential for development of a town center as part of a larger Master Plan effort led by Planning-
Next. Mr. Gross also analyzed the fiscal conditions in Stow and provided a land-use fiscal impact analysis as part of the overall planning effort.

**Town Center Plan Market Inputs, Wingate, North Carolina.** Randall Gross completed work on a town center plan for Wingate, North Carolina as part of a planning team led by GHD, Inc. Wingate is the home of Wingate University, which is the primary employer in the community. There is no town center in Wingate at present, with the commercial portion of the town sprawled along a US highway. The plan centered on approaches for integrating the university campus into a more formal town center and creating a more attractive “front door” for the university and the town. Mr. Gross determined the retail market potentials and specific commercial uses as well as office and housing opportunities for a town center. He also recommended concepts for marketing, financing, and redevelopment that were integrated into the plan.

**Delaware Main Street: Retail Revitalization, Newark, Delaware.** Randall Gross worked under contract with Delaware Main Street to develop a program and add capacity in retail revitalization. The focus of this program was to create incentives that would attract retailers to the city of Newark. Mr. Gross conducted capacity-building workshops focusing on the use of incentive mechanisms for encouraging retail revitalization. Newark’s Main Street program is operated by the city government.

**Various Small Downtown Studies, New England.** Mr. Gross has been the market consultant on-call for a private developer that is focused on downtown revitalization projects throughout New England. Randall Gross has completed assignments relating to market analysis, economic development, and economic impact assessment in the following cities for this developer:

- Norwich, Connecticut
- Hempstead, New York
- Syracuse, New York
- Bridgeport, Connecticut
- Meriden, Connecticut
- Nashua, New Hampshire
- Bristol, Connecticut
- Waterbury, Connecticut

**Downtown Revitalization Projects, Fayetteville, North Carolina.** Mr. Gross completed work for the Downtown Development Corporation of Fayetteville to provide strategic planning services and to test the market and financial feasibility of proposed revitalization projects in the downtown area.

He specifically tested the market and financial feasibility of a downtown Family Entertainment Center, an affordable housing project, and a mixed-use development. The entertainment center is currently under development. He worked with Allison Platt & Associates, the planner who prepared a master plan based on the findings of the market and financial analyses.

Mr. Gross has recently completed direct follow-up work for the Downtown Development Corporation, including an economic impact assessment for a planned mixed-use
project and an office market analysis for a proposed office building in downtown Fayetteville. Both of these projects have been successfully completed as a result of RGDE’s work.

**Downtown Retail Market Analysis & Recruitment Strategy, Edenton, N. Carolina.** Mr. Gross worked for the Town of Edenton, North Carolina, on a retail market analysis and recruitment strategy. This small waterfront town (population 4,966) has an attractive and successful main street downtown. However, a developer has received approval to construct a major highway-oriented retail project outside of town that is likely to impact on the downtown retail market. Mr. Gross helped the town develop a pro-active strategy for enhancing its destination draw in order to compete with the new commercial center once it is built. He based his recommendations on the findings of his market analysis. This work was completed for Destination Downtown Edenton, the Main Street organization representing downtown merchants and property owners.

**Downtown Public Market Potentials, Frederick, Maryland.** Mr. Gross completed a market potentials assessment for the establishment of a public market in downtown Frederick, Maryland. He examined resident & tourist expenditure potentials and assessed the viability of the market concept as a reuse for a former 16,000 square-foot grocery store building. He also determined the tenant mix and tested the market concept with potential tenants, including area producers, wholesalers, and retailers. He examined best practices at comparable facilities in Pennsylvania, Maryland, and D.C. and recommended a marketing approach based on revitalization of commercial properties surrounding the market site.

**Mixed-Use District Market Potentials, Manassas, Virginia.** Randall Gross completed a market potentials analysis for the City of Manassas that examined the opportunities for redevelopment of suburban strip shopping centers into a mixed-use district. The Route 28 Corridor extending from historic downtown Manassas including miles of commercial sprawl and the City wants to encourage redevelopment of this area for a higher-density, mixed use, transit-friendly environment. Mr. Gross examined the opportunities for redevelopment in support of a proposed master plan program prepared by Rhodeside & Harwell. He is now being hired by the City to complete a more detailed analysis, and provide strategic recommendations and outreach for redevelopment of one of the larger strip shopping centers in the corridor.

**Downtown Pier Development Master Plan, Erie, Pennsylvania.** Mr. Gross examined the market potentials for retail and housing in redeveloping the Downtown pier and adjoining property owned by the Erie Port Authority. He recommended development of townhouse condominiums and retail with views of the water and Downtown, as an input to the Master Plan created by UDA. Mr. Gross also drafted the Port Authority’s Request for Developers (RFP) for both the retail and housing components of the development. Mr. Gross completed this work as a Senior Associate for Hammer, Siler, George Associates.

**Downtown Feasibility Study, Oxford, Pennsylvania.** Mr. Gross worked as part of a planning team led by Rettew Associates to determine the feasibility of anchor downtown revitalization projects. Mr. Gross identified the projects through retail, residential, and office market analyses and he tested the financial feasibility of the projects after concepts were developed. Mr. Gross also recommended strategic marketing, development, and management plans for enhancing the overall environment for revitalization. Finally, he conducted direct outreach to potential developers and tenants to market the concepts that he developed for the downtown.

**Downtown (Highland and Hickerson Area) Plans, Murfreesboro, Tennessee.** Mr. Gross worked with Planning and Engineering firm Ragan Smith Associates on area plans for the Highland Cultural District and Hickerson corridors, and provided direct input on potentials for
Downtown Murfreesboro. Murfreesboro, a city of 130,000 people, is home to Middle Tennessee State University and is located within the Nashville Metropolitan Area. Mr. Gross prepared market analyses and strategic recommendations for development, marketing, management, and financing to help guide planning and development within these study areas.

**Traditional Neighborhood (TND) Town Centers, Nationwide.** Mr. Gross has completed retail market analyses and development strategies for town centers in a number of planned, high-end new-urbanist Traditional Neighborhood Developments (TND). Challenges for these projects often include the lack of access and visibility for town centers that do not have highway frontage. Mr. Gross has prepared Town Center studies for TND developers in the following locations, among others:

- Logan Township, New Jersey (Repaupo)
- Franklin, Tennessee (Westhaven, see below)
- Bethesda, Maryland (King Farm)
- Gainesville, Florida (Town of Tioga)
- La Plata, Maryland (Stage Coach Crossing)
- Huntsville, Alabama (Providence)
- King George County, Virginia (Walnut Hill)
- Hot Springs Village, Arkansas HOA

He also provided retail market analysis for a TND Town Center in Manila, the Philippines. In Franklin, Tennessee and in Millington, Maryland, Mr. Gross particularly focused on the market opportunities for retail that would not distract or compete with shops in the historic, Civil War-era downtown Main Streets of these communities.

**Westhaven Retail Development Potentials, Franklin, Tennessee**

On behalf of Southern Land Company, Mr. Gross forecasted the market potential and development feasibility for the Town Center of a Traditional Neighborhood Development (TND) planned for this suburban Nashville community in Williamson County. He provided detailed findings on demand by specific retail category and recommended an appropriate tenant mix, siting, and marketing strategy for the development to ensure that it complements, rather than competes with, historic Downtown Franklin. The establishment of urban growth boundaries by the State government has impacted on the development potential for convenience goods in this market, resulting in a different type of destination-driven marketing strategy for the developer.

**Town Center Plan, Morrisville, North Carolina.** Mr. Gross worked as part of a planning team led by Raybould Associates on a town center plan for the town of Morrisville, just outside of Raleigh, North Carolina. Mr. Gross assessed the indicative market support for the town center and addressed strategic development and marketing issues as part of the planning effort. He helped facilitate the economic development visioning component of a charrette as part of the overall planning process.

**Downtown Wharf Tourism Potentials, Smithfield, Virginia.** Smithfield, Virginia is renowned in the United States as the home of Smithfield hams. The owner of one of the largest pork producers in Smithfield commissioned a study to examine the revitalisation of Smithfield's
downtown wharf. Mr. Gross analysed the existing visitor base, toured successful comparable developments and identified and defined potential tourism projects and events for the wharf. Mr. Gross then forecasted the visitor potential for these projects and events. Mr. Gross saw the events as an especially important effort to increase visitation from nearby metropolitan areas until that time when capital projects could be financed. Unfortunately, the ham companies are fighting lawsuits for pollution and are distracted from their civic efforts. Mr. Gross completed this work as a consultant at HSGA.

Town Center Plan, Knightdale, North Carolina. Mr. Gross also completed similar town center work in Old Knightdale, a small town located on the east side of Raleigh. In addition to his assessment of market opportunities and input to the planning process, Mr. Gross focused strategic recommendations on policies and programs to address rental occupancy issues and business development in the town center area.

Old Town Retail Business Analysis & Market Potentials, Alexandria, VA. Mr. Gross completed work for the City of Alexandria on a business assessment and marketing strategy for King Street and historic Old Town, Alexandria's commercial heart. The City and its leadership are concerned about strengthening King Street and Old Town's role as the city's core retail district and as a prime source of tax revenues. There was also a concern that chain stores and other mass-market retail was crowding out the local business base. Mr. Gross assessed existing business operating conditions, inventory, and key marketing issues; performed a market potentials analysis; and provided strategic recommendations for marketing and business strengthening. He also examined potential for a Business Improvement District (BID) on King Street.

Downtown Revitalization Strategy, Clarksburg, West Virginia. Mr. Gross assisted in developing a revitalization strategy for Downtown Clarksburg, a city of 18,000 that was an important banking center prior to the Stock Market Crash of 1929. Mr. Gross examined the market for retail, housing, and hotel/tourism uses as an input to the strategy.

Downtown/Five Points Master Plan, New Bern, N.C. Mr. Gross worked as part of a planning team led by planner Allison Platt & Associates on a master plan for Downtown and an adjoining low-income neighborhood in this coastal Carolina city. This plan was prepared on behalf of SwissBear, the downtown New Bern marketing organization. Mr. Gross examined the potential for market-rate and affordable housing, and focused on redevelopment opportunities associated with two large public housing developments located within this neighborhood. He also assessed the potential for a new urban housing development on waterfront property in Five Points. In addition, Mr. Gross determined the market potential and opportunities for retail revitalization along two commercial corridors. The market information is an input to the physical planning effort. Finally, Mr. Gross provided strategic recommendations for housing redevelopment and CDC management in the area.

Jackson Parkway HOPE VI Plan, Holyoke, Massachusetts. Randall Gross provided housing and retail market analysis and a redevelopment strategy for the Holyoke Housing Authority, as a sub-consultant to Metroventures/USA, a development services company. Mr. Gross identified the issues involved in redevelopment of Jackson Parkway Public Housing as interrelated with those of the Churchill neighborhood adjoining Downtown Holyoke. Churchill's largely vacant 1920's mid-rise private housing stock was ill-equipped to respond to 1990's market conditions.
Mr. Gross devised a plan that responded to market constraints but creatively integrated public and private housing needs.

**Hendersonville Town Center Market Analysis, Hendersonville, TN.** Mr. Gross determined the market potentials for a site owned by The Mathews Company in Hendersonville. He analyzed the housing, retail, hotel, office, and industrial market potentials for the site, which is located near Indian Lake Road (Drakes Creek Park) in central Hendersonville. He identified opportunities for creating a mixed-use Town Center for Hendersonville that would take advantage of the central location as well as the potential development of new roads and a commuter rail line from Nashville. As part of his analysis, Mr. Gross analyzed the market positioning of Goodlettsville’s Rivergate Mall and other nearby commercial nodes.

**Downtown Master Plan, Blacksburg, Virginia.** Mr. Gross worked as part of a team led by the Walker Collaborative, Inc. on a downtown plan for Blacksburg, home of the Virginia Technological University. He provided market reconnaissance and strategic input to the planning effort.

**East Street Corridor Master Plan, Frederick, Maryland.** Mr. Gross provided market inputs on retail, office, hotel/tourism, residential, and industrial potentials for a master plan area adjacent to Downtown Frederick. East Street had just been improved and a new commuter rail station opened in this southside portion of Downtown. Randall Gross worked as part of a planning team led by Design Collective, Inc. on a charrette and Vision Plan for the area. Mr. Gross provided input on creating a local government office center, tourism uses, and destination retail as part of the plan.

**Town Center Market Potentials, Seat Pleasant, Maryland.** Mr. Gross determined the market potentials for specific types of tenants and product mix, along with the appropriate niche marketing strategy, for a retail town center in this Washington, D.C. suburb. Seat Pleasant is a declining neighborhood bypassed by newer development further out from the city. Mr. Gross completed this work for Metroventures/USA, a development company responding to efforts by local government to revitalize the area.

**CBD Strategy, Delft, South Africa.** Mr. Gross provided commercial market potential forecasts and a development strategy for the creation of a Central Business District in the impoverished community of Delft. He worked as part of a team of planners to create a logical plan for bringing jobs and trade to this newly developed housing area. He also provided a development strategy and input to the city’s developer tender process in order to attract a higher level of anchor tenant and investor interest.

**Downtown Plan Market Analysis, Clarksville, Arkansas.** Randall Gross / Development Economics (RGDE) worked as part of a planning team led by Garver, an engineering firm based in Little Rock. RGDE forecasted the market potential for retail and residential uses within the downtown area of Clarksville, a small Ozark community about one hour east of Fort Smith. Mr. Gross used the findings of his analysis to recommend development, planning, and revitalization strategies to inform the overall planning effort.
Downtown Retail Marketing Strategy, New Bern, N.C. Mr. Gross was re-hired by New Bern’s SwissBear organization to complete a more detailed downtown retail market analysis, marketing strategy, and implementation plan. He also worked on a tourism development strategy for New Bern’s Craven County. (New Bern pictured).

Downtown Riverfront RFP, Northport, Alabama. Mr. Gross assisted Looney, Ricks, Kiss, a planning firm working with the City of Northport on development of a riverfront plan. He provided economic input and helped prepare the Request for Developers (RFP) that was distributed by the City.

Small Business District (BID) Cost Recovery, Montgomery County, Maryland. Mr. Gross tested approaches for recovering costs for public infrastructure improvements (streetscaping, facade, utility undergrounding) made in five small business districts within the county. These small and large business districts included Silver Spring, Wheaton, Olney, Flower-Piney Branch, and Kensington. Part of this work involved a survey of businesses to determine their willingness to pay (elasticity of demand) for improvements with the goal of revitalization.

Waterfront Development Plan, Bridgeport, Connecticut. Mr. Gross helped determine the potential for redevelopment of downtown Port Authority facilities for retail, housing, and port uses. Mr. Gross focused on the re-establishment of the port for specialty niche markets.

Town Center Potentials & Management, Thompson's Station, Tennessee. Thompson Station is an historic town associated with the Civil War Battle that shares its name. Mr. Gross worked for a private property owner on a market potentials assessment for commercial development. The dual objectives for the assignment were to determine how property owners and the Town can maximize opportunities for growth while also maintaining the town’s historically rural character. In a separate but related study, Mr. Gross also examined the market potential and feasibility of a museum associated with a planned Thompson's Station Battlefield Park. Thompson's Station is located north of Spring Hill and south of Nashville and Franklin in Williamson County.

Town Center Potentials & Development Advisory Services, Sewanee, Tennessee. Randall Gross / Development Economics (RGDE) is working for the University of the South, which owns all residential and commercial land in Sewanee, Tennessee. A beautiful town center design plan was completed and the University has been trying to recruit developers to implement the plan. However, without any economic underpinning for the plan, the University found that it was difficult to recruit investment. The University determined that it was in its best interest for RGDE to assist in determining the market potentials for the town center as a basis for recruiting investors. RGDE is also assisting the University in recruiting and assessing developer proposals, and in determining the appropriate level of investment incentives or financial leveraging necessary as an input to development negotiations.

Town Center Retail Potentials, Piperton, Tennessee. Mr. Gross determined the market potentials for retail development in Piperton, an exurb of Memphis located in rural Fayette County. Mr. Gross's analysis suggested that there would be some potential for highway-oriented retail but also for a small “town center” in the community. Currently, Piperton lacks a downtown or town center, so the development of one could help create a civic center and enhance amenity value for the community.

Downtown Market Potentials, Lebanon, Tennessee. RGDE is completing work as part of a comprehensive planning team led by Stantec for the City of Lebanon. Mr. Gross focused his work...
on the market potential for various uses in the downtown area as a basis for strategic recommendations for downtown revitalization, growth and development.

**Downtown Market Conditions & Strategic Planning, Hopkinsville, KY.** RGDE worked as part of a team led by The Walker Collaborative on a strategy for promoting the continued revitalization of Downtown Hopkinsville. Mr. Gross assessed economic trends and existing market conditions. He identified gaps in the existing retail business mix, although he did not determine the existing or future market potentials for retail businesses or other types of development. He also provided strategic input on marketing and merchandising, homelessness issues, and examples on how to enable downtown to function as a destination. This work was completed for Hopkinsville-Christian County Community Development Services.

**Downtown Plan Market Opportunities Assessment, Fayetteville, TN.** RGDE is completing work on a Downtown Plan for this small county seat in southern Middle Tennessee as part of a team led by The Walker Collaborative. Mr. Gross is assessing market opportunities and providing strategic recommendations. He has focused on ways to enhance Fayetteville’s appeal to the large tourist trade that bypasses the city (en route to nearby Jack Daniel’s Distillery in Lynchburg) and also to residents who commute south to Huntsville for employment and shopping.

**Downtown CRA Master Plan Benefits, Jensen Beach, Florida.** A Community Reinvestment Area (CRA) Master Plan was proposed as a pre-cursor to a Tax Increment Financing (TIF) district in support of transportation improvements intended to help existing businesses in Downtown Jensen Beach. Mr. Gross determined the tax, fee, and job impacts of the redevelopment master plan prepared by Seth Harry & Associates.

**Downtown Riverfront Market & Financial Feasibility Assessment, Shelbyville, TN.** RGDE is working as part of a planning team led by Volkert on a strategic plan for development of the Duck River riverfront in downtown Shelbyville, as part of a broader comprehensive planning effort. The City sees the riverfront as key to revitalization of the downtown area, and Mr. Gross is identifying and structuring opportunities for development based on retail market analysis and feasibility assessment.

**Commercial Corridors**

**Nolensville Pike Corridor Market Analysis & Strategic Plan, Nashville, TN.** Randall Gross / Development Economics (RGDE) completed detailed market analyses and strategic recommendations for revitalization of the Nolensville Pike Corridor for the Metro Nashville Planning Department. His work was intended, in part, to test planning policies introduced by the South Nashville Plan and the Nolensville Pike Detailed Neighborhood Design Plan. But the work also provided a pro-active blueprint for redevelopment and revitalization. This corridor has many
of the hallmarks of early suburban sprawl: a preponderance of highway-oriented uses, car lots, and a host of urban design issues. Mr. Gross provided market analyses that forecasted demand for industrial, office, residential, and retail uses along with market opportunities assessments for hotels, conference centers, audience support facilities, and other uses. Based on his market findings, he recommended marketing, redevelopment, planning policy, management and other programs for revitalization. This study followed on his successful work in the Bedford Avenue corridor. Third Coast Design acted as a sub-consultant on RGDE’s team for this assignment, and provided input on planning policy as well as project renderings.¹

**New Hampshire Avenue Corridor Revitalization Plan, Takoma Park, MD.** Mr. Gross worked as part of a team led by TND Planning Group to develop a revitalization master plan for the suburban New Hampshire Avenue Corridor. This highway carries substantial traffic and has developed a strip-commercial orientation over many years. However, residents and planners in Takoma Park envisioned a change in the character of this sprawling commercial corridor towards a more urban-oriented street that would support businesses and mixed-use development serving more of the local community’s needs. Randall Gross examined the commercial and housing market base in the area and provided strategic recommendations for economically-viable redevelopment as part of a community charrette process for long-term visioning in the Corridor.

![New Hampshire Avenue Corridor Concept Plan (TND & RGDE)](image1)

**Warehouse District Revitalization Strategic Plan, Peoria, IL.** Mr. Gross worked as part of a planning team led by Third Coast Design Studio on a revitalization strategy for Peoria’s historic Warehouse District. The warehouse district extends for more than a mile along several urban corridors just outside of downtown Peoria. Mr. Gross determined the market potentials for retail, office and industrial uses and also examined the context for residential use within the district. Based on his findings, Mr. Gross recommended preservation and

¹ Photo of existing conditions along Nolensville Pike, market analysis for a site along Nolensville Pike, NASHVILLE: 4416 Harding Place, Belle Meade, TN 37205, WASHINGTON, DC: 2311 Connecticut Ave, NW, Ste 206, JOHANNESBURG, S AFRICA & LONDON, UK
development within the district with a focus on dining & entertainment relating to the area’s heritage as the center of the American whiskey industry in the 19th century.

High Point Road Corridor Market Analysis & Strategy, Greensboro, NC. Mr. Gross completed work on market analyses and a revitalization strategy for the W. Lee Street / High Point Road Corridor for the City of Greensboro, Department of Planning. He examined the retail, housing, office, industrial, and lodging potentials within the corridor, which stretches from downtown Greensboro out past the University of North Carolina – Greensboro (UNCG) campus, the city’s Coliseum, and convention center to suburban areas along I-40. He focused on opportunities generated by UNCG, and he conducted a housing survey of university faculty and staff as part of the study. Mr. Gross has developed a strategic plan based on the findings from the various market assessments and surveys which fed into an overall revitalization concept plan for the corridor.

NC73 Corridor Visioning & Development Plan, Davidson/Cabarrus, NC. Mr. Gross participated in a visioning and development plan led by Design Collective, Inc. (DCI) for the NC73 Corridor through the Lake Norman area north of Charlotte, including Davison, Huntersville, and Cabarrus County. This area, particularly around the small college town of Davidson, has a strong sense of place and retains a rural character, but is increasingly attractive to developers as a location for suburban residential and commercial use. For the NC73 plan, the DCI team conducted a charrette planning process focused on traditional neighborhood design concepts. The community wanted to ensure orderly growth that included employment nodes that would balance the area’s development and fiscal base. Mr. Gross designed a strategy that identified key market opportunities for technology and other business development consistent with the community’s desire to retain its strong quality of life.²

College Street Corridor Redevelopment Strategy, Clarksville, TN. Randall Gross / Development Economics completed work for Austin Peay State University (APSU) on strategic planning for redevelopment along College Street. This street acts as the “front door” to the university and APSU is interested in enhancing the street as an important gateway while...
generating commercial and mixed-use activity. Mr. Gross provided strategic recommendations for development based on a Market Analysis that he completed for the downtown area (including College Street) for the City of Clarksville. As part of this work, he recommended development of an anchor event center, land for which has recently been purchased by Montgomery County Government.

**Corridor-Related Sub-Area Plans, Independence, OH.** Randall Gross worked with Planning-Next on sub-area plans recommended as a result of an Economic Development Strategy completed by RGDE. The sub-area plans focused on redevelopment of typical suburban office parks in Independence’s gateway corridor. Over time, the office park model had become less marketable in attracting businesses concerned about recruiting the best workers. Those workers had a preference for walk-able districts that offered amenities for during and after-work. Thus, the plans focused on ways to redevelop these areas in order to establish walk-able mixed-use districts that would form a basis for economic development efforts in this Cleveland suburb. The work was completed for the City of Independence.

**Route 28-Yorkshire Redevelopment Concepts, Prince William County, VA.** Randall Gross was contracted by the Washington Metropolitan Council of Governments (COG) to assess the redevelopment market potentials in the Yorkshire area of the U.S. Route 28 Corridor. In addition, Mr. Gross developed concept recommendations for development standards and approaches for creating more urban (town center), mixed-use, transit-oriented and pedestrian-friendly environments along this busy highway in northern Virginia. Prince William County will use Mr. Gross’s recommendations as a “Toolkit” for solving similar problems in other busy highway corridors throughout the county.

**Brown-Warren Corridor Redevelopment Plan, Dayton, OH.** Mr. Gross worked with American Communities Partnership (ACP) on a redevelopment plan for the Brown-Warren Corridor on the south side of Dayton. He provided retail market potentials and strategic redevelopment recommendations as part of the overall plan prepared by ACP. The Brown-Warren Corridor is unique due to its strategic location sandwiched between the University of Dayton and Miami Valley Hospital, two major institutional anchors. Mr. Gross focused on demand generated by these institutions as the basis for a corridor marketing strategy.

**U.S. Route 40 Corridor Revitalization Strategy, Baltimore County, MD.** U.S. Route 40 was at one time the primary traffic corridor linking the booming cities of Baltimore and Philadelphia. Motels, shopping and services lined the road from downtown Baltimore far into its suburban ring. Completion of I-95 and newer development even further out of the city forced many of the older suburban businesses to stagnate or close. As project director for a consultant team, Mr. Gross

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3 Image of existing conditions in Yorkshire along U.S. Route 28.
assisted Baltimore County’s planning office by analyzing the retail and service market potential along this suburban corridor, identifying marketing strengths, and preparing a marketing strategy as part of a physical redevelopment plan.

**Arlandria Commercial Corridor Revitalization Strategy, Alexandria, VA.** Mr. Gross completed an assessment of the retail market potentials in the Mt. Vernon Avenue Corridor in Arlandria, a suburban neighborhood on the border of Arlington and Alexandria, Virginia. He recommended an appropriate marketing concept for the area, building on its strong Latino ethnic identity, as well as strategies for redevelopment phasing and management. He also focused on ways to enhance merchandising strategies employed by individual businesses. Mr. Gross was later hired again by the Alexandria Planning Department, to complete a retail business strengthening strategy for King Street, the main commercial corridor in downtown Alexandria.

**U.S. Route 17 Corridor Plan, Isle of Wight County, VA.** Mr. Gross completed work on a Corridor Plan for U.S. Route 17 as part of a planning team led by Raybould Associates. The plan addressed growth management and land use issues in a rapidly developing rural corridor located within the Norfolk-Virginia Beach metropolitan area. Mr. Gross assessed market opportunities within the corridor but also determined that County growth management policies have had the side effect of reducing the supply of affordable housing available for county residents. He recommended strategies for addressing such issues as part of the overall planning and policy concept document. (Concept Plan to right generated by Raybould & Associates team based on market analyses).

**Main Road Corridor Growth Management Strategy, Cape Town, S. Africa.** Mr. Gross forecasted retail, hotel, office, residential, and industrial demand through 2020 for the Main Road Corridor in the South Peninsula of Cape Town, as inputs to a growth management plan. Main Road is the primary transportation corridor through the Cape in South Africa and is under pressure for rapid residential growth and development.

**Woodman Drive Corridor Revitalization, Dayton, OH.** Mr. Gross completed work on a revitalization strategy for the Woodman Drive Corridor in suburban Dayton, as part of a planning team led by ACP. Mr. Gross emphasized that the key to strengthening and improving the corridor resides on capturing demand from the adjoining Miami Valley Research Park, which had turned its back on the corridor. He recommended that the corridor become more of a mixed-use gateway for the research park.

**Harford Road Retail Corridor Marketing Strategy, Baltimore, MD.** Mr. Gross provided commercial market potentials and a revitalization strategy for a retail corridor in Baltimore. Among his recommendations was redevelopment of several strategic blocks for a home supply and retail center that would build on the corridor’s strengths as a home contractor hub. He identified specific, prospective tenants and provided hands-on negotiations with developers. He also determined financing requirements and possible ways to close funding gaps. He will be testing the financial feasibility of several redevelopment alternatives proposed by developers. He completed this work for the Harford Road Partnership (HARP), a non-profit business organization.

**Boundary Avenue Corridor Development Proposal, York, PA.** Mr. Gross completed retail and office market analyses and recommended a redevelopment approach as part of a private developer’s proposal for revitalizing Boundary Avenue, in an urban neighborhood of York. The developer wished to submit a viable development proposal that would help a non-profit CDC
reach its goals of revitalizing its community and creating jobs for neighborhood residents. A previous plan was visionary, but did not account for real economic constraints and market opportunities in the area. With a better understanding of the market potential gained from Mr. Gross's work, the developer was able to propose a more economically viable set of commercial projects.

**U.S. Route 41 Educational & Cultural Corridor Plan, Sarasota, FL.** Mr. Gross worked as part of a team led by Renaissance Planning Group on a plan for the revitalization of the U.S. route 41 corridor north of Sarasota. This corridor had developed as a “motel row” for Sarasota during the heyday of Florida highway tourism, but today much of the land is vacant and some motels operate with illicit activities. The plan focused on the education and cultural anchors in the corridor (such as the Ringling School of Art) and examined ways to build on these anchors and create development nodes for revitalization. Mr. Gross provided real estate assessments and strategic input for the development of marketing concepts for the Corridor and its component nodes as part of a charrette process.4

**US 74 Corridor Comp/Downtown Plan, Wingate, NC.** Randall Gross / Development Economics worked as part of a planning team on a comprehensive and downtown plan for Wingate, North Carolina, and specifically the US Highway 74 Corridor from through Wingate (near Monroe). Wingate is a town located on the eastern edge of the Charlotte Metro Area. As input to this planning effort, Mr. Gross provided retail and housing market analyses that also examined Wingate’s position within Union County and the Metro Charlotte market base, as well as strategic input on development, marketing, and management within the corridor, the town, and specifically the downtown area. Mr. Gross recommended a strategic role for Wingate University, which is the largest employer in the community, building on the strengths of its rapidly-growing pharmacy school to integrate new campus and spin-off activities within the corridor as anchors for redevelopment.

**I-74 / Freeland Road Economic Opportunities Assessment, Greensburg, IN.** Mr. Gross conducted a Market Opportunities Assessment for land located along the proposed Freeland Road corridor extension from Interstate 74 in Greensburg, Indiana. The City of Greensburg was considering the addition of this land to its existing tax increment financing (TIF) district. Given the site’s location adjacent to the new Honda automobile manufacturing plant, then under construction of I-74, there was the need to examine the highest and best use for the land at that time, with an objective of encouraging economic development activities. Mr. Gross completed this work for HNTB on behalf of the City of Greensburg.

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4 Images of existing conditions along U.S. Route 41 in Sarasota.
Brandywine Village Master Plan, Wilmington, DE. Mr. Gross provided retail and housing market analyses as an input to a master plan prepared by Allison Platt & Associates for the Brandywine Village neighborhood. He focused the retail component on the North Broad Street Corridor. A recommendation for a transit station within the heart of the district has already been enthusiastically embraced by the city’s leadership and is currently being implemented.

Linn Street Corridor Retail Market Potentials, Cincinnati, OH. Mr. Gross assessed the retail market potentials in a redevelopment corridor in the West End of Cincinnati. The redevelopment is planned as part of a federal HOPE VI public housing revitalization project. Mr. Gross provided findings on the market potential for various types of retail goods and services, and on the development feasibility of a retail shopping center or town center in the area. He worked as a sub-contractor to the company tentatively selected to develop the retail component of the HOPE VI project.

US 21 / Cherry Road Corridor Revitalization Strategy, Rock Hill, SC. Mr. Gross completed a Market Analysis and Revitalization Strategy for U.S. Highway 21, the Cherry Road Corridor, through the heart of Rock Hill, South Carolina. Cherry Road is the main commercial highway arterial traversing the northern half of the city of Rock Hill, located just outside of Charlotte. While the City of Rock Hill has made significant investments in the streetscape along Cherry Road, the corridor has suffered long-term impacts from commercial competition located in more suburban parts of York County. As a result the corridor is characterized as having underutilized and underperforming strip retail centers and declining competitiveness for once vibrant industrial nodes. Winthrop University, a growing institution located within the corridor, represents an important opportunity for re-capturing the vibrancy of Cherry Road and for attracting pedestrian-oriented activity that can help create a sense of place within the sprawling commercial strip. Randall Gross tested the market potentials for all land uses and determined a strategy for revitalization that included the establishment of identity districts and nodes. His sub-consultants at Third Coast Design Studio worked with RGDE on zoning policies that could help strengthen the corridor. This work was completed on behalf of the City of Rock Hill Planning Department.

Sparta Pike Corridor Market Analysis, Lebanon, TN. RGDE provided a hotel, retail, and residential market analysis for Sparta Pike, an older highway corridor on the east side of Lebanon. Key anchors here include the Wilson County Fairgrounds (home of one of the country’s largest county fairs) and Expo Center, as well as a terminus for the Music City Star commuter rail to downtown Nashville. Mr.
Gross provided strategic recommendations based on his market analysis that focused on enhancing the gateways into the fairgrounds, adding hotel development near the expo center, and creating a mixed-use transit-oriented development (TOD) node at the commuter rail terminus. RGDE completed this work for the City of Lebanon. *Pictured is the Wilson County Fair, located on Sparta Pike.*

**Lower Georgia Avenue Commercial Revitalization, Washington, DC.** As a Senior Associate for a national consulting firm, Mr. Gross helped define two commercial redevelopment alternatives for the Georgia Avenue Corridor, near Howard University, a historically black college in Washington. One alternative involved the re-establishment of the area as an entertainment district, once famous as a hub for black artists and entertainers. The other alternative sought to create a viable mix of retail and medical office uses related to Howard University and surrounding hospitals. Mr. Gross determined the retail & entertainment market potential and recommended a strategy for marketing.

**Lower Halt Road Revitalization Plan, Cape Town, South Africa.** Mr. Gross assessed the market potentials for redevelopment along Halt Road, an important commercial corridor through a low-income neighborhood of Elsies River, in Cape Town. He determined an appropriate implementation strategy for management, marketing, and redevelopment along this corridor, focusing on a new “town centre” for Elsies River.

**Northwest Neighborhood Master Plan, Baltimore, MD.** Mr. Gross is working as part of a team led by planner Allison Platt & Associates, on a master plan for northwest Baltimore, for the Greater Northwest Community Coalition (GNCC). He provided retail and residential market analyses. The retail work focused on five commercial corridors and recommended appropriate mix, marketing, and redevelopment strategy for each.

**Jonesville Activity Node Potentials, Gainesville-Alachua County, FL.** Randall Gross completed work on a highest and best use analysis for land within a designated “activity center” along the main east-west corridor in Gainesville-Alachua County, Florida. Alachua County had established a policy of concentrating commercial development in activity nodes along the corridor. The analysis was prepared for Luis Diaz, a private developer who owned much of the land within the Jonesville activity node.

**North Highland Avenue Corridor Master Plan, Murfreesboro, TN.** RGDE worked as part of a planning team led by Ragan Smith on a corridor master plan for the North Highland Avenue area, incorporating downtown Murfreesboro and areas to the north-west of the CBD. RGDE prepared housing, retail and office market analyses as input to the plan, and provided strategic recommendations for development, marketing, management, financing, and implementation. He focused particular attention on downtown and on redevelopment opportunities at specific sites within the corridor.

**PWV9 Highway Corridor Impacts on Land Values, South Africa.** Randall Gross and his South African branch firm ADEC worked for Urban LandMark, a non-profit organization, on an assessment of opportunities for value capture around transport interchanges for the purposes of poverty alleviation. This analysis examined three case studies throughout South Africa to determine the market potential for development associated with highway and transit interchanges, then to translate that potential into a market value for land and determine the most effective approach for capturing the increase in market value to cross-subsidize or otherwise finance poverty alleviation programs or infrastructure. The three case studies included planned or proposed PRASA Metrorail (rail mass transit) station, BRT (bus rapid transit) station, and the PWV9 highway interchange. Urban LandMark is already using this information to help inform and influence national transport and land management policies to help maximize efforts at poverty alleviation.
Lowry Street Corridor Revitalization Strategy, Smyrna, TN. Randall Gross / Development Economics (RGDE) completed work on retail and housing market analyses and strategic recommendations for revitalization of the historic commercial corridor and downtown Depot Square area of Smyrna, a suburb of Nashville. Lowry Street (Murfreesboro Road) has been bypassed by new commercial development in newer, competing corridors. Further, commuter and tourist traffic has been diverted to Interstate 24, which has reduced destination market sources for Lowry Street and downtown Smyrna. Mr. Gross worked on this assignment as part of a planning team led by Ragan-Smith Associates of Nashville.

Martin Luther King / Route 182 Corridor, Starkville, MS. RGDE worked as part of a planning team led by Farmer-Morgan on a plan for the Route 182 Corridor near downtown Starkville. Mr. Gross conducted a Retail Market Analysis and provided strategic recommendations based on the findings of the market analysis. He focused on opportunities for infill as well as opportunities to establish destination potential by celebrating African-American and other heritage sites and stories within the corridor. Another focus was on integrating the corridor into the broader downtown marketing strategy and creating opportunities for expansion of downtown investment into the corridor.

South Hartmann Drive Corridor Plan, Lebanon, TN. Randall Gross / Development Economics (RGDE) provided retail and residential market analysis and strategic input to a corridor plan being developed by Ragan-Smith architects and engineers for the City of Lebanon. Part of this work looked at approaches for economic development along the corridor, a major arterial road developed with the intention of encouraging commercial and industrial development on the west side of Lebanon. The municipal airport is a key anchor for future development in the area.

Highway Corridors Retail/Commercial Revitalization Planning, Marshall County, TN. RGDE is completing work on a Corridor Plan as part of a team led by Common Ground Design. The Corridor Plan examines all of the highway corridors in Marshall County, a rural county in southern Middle Tennessee, with RGDE providing input on the retail market potentials and strategic recommendations for retail/commercial land use, revitalization, and development.

Whyte Hardee Boulevard Corridor Plan Economic Opportunities, Hardeeville, SC. RGDE is working with Common Ground Design on a Corridor Plan for Whyte Hardee Boulevard (U.S. Route 17), which extends between two exits of I-95, not far from Hilton Head. Mr. Gross is examining opportunities and providing strategic recommendations for revitalization as well as for creation of a more walk-able town center for Hardeeville along the sprawling commercial corridor.

Other Retail Marketing & Revitalization Strategies

Brooklyn Navy Yard Food Court Potentials, New York, NY. Randall Gross / Development Economics is completing work on an assessment of market potentials for reuse of the ground floor of a 1.0 million square foot warehouse building as a food court and restaurants primarily serving the 7,000 workers at the Brooklyn Navy Yard facility, an artisanal (“maker”) industrial park in what was once the Navy Yard. The facility is within view of lower Manhattan and has been successfully redeveloped for this use.

Concept Rendering by Marvel Architects

West 30s Neighborhood Strategic Revitalization Plan, Covington, LA. Mr. Gross worked as part of a planning team led by the Walker Collaborative on a Strategic Plan for revitalization of the West 30’s neighborhood of Covington, Louisiana. This community has a concentration of
Randall Gross / Development Economics

poverty, entrenched economic stagnation, and poor housing conditions; but it also offers an attractive, historic setting and residents willing to make a change. Mr. Gross provided market analysis and strategic economic development planning as part of the master planning team. He designed a resident survey and trained local community stakeholders to conduct the survey. He integrated the results into his analyses to help define key strategies for development and empowerment. His strategic plan included recommendations for creation of an artisan industrial district where there are currently older industrial buildings and warehouses in the middle of the residential community. He also focused on strategies for maintaining, improving and protecting affordable housing conditions while also diversifying the housing mix, to encourage more diversity and support economic activities within the community.

“The Gathering Place” Park Restaurant & Community Facilities, Tulsa, OK. RGDE completed a market and financial feasibility analysis for a destination restaurant, meeting facility, and community spaces in a proposed riverfront park near downtown Tulsa.

The Tulsa Community Foundation and the Kaiser Family Foundation sought to establish a “central” park for Tulsa with facilities that could serve to bring together dispersed elements of the broader community. The foundations wished to ensure that commercial components of the park could generate sustainable revenues. Mr. Gross determined the viability for the commercial facilities and recommended a development program and marketing concept if certain pre-conditions were met. Since completion of his work, the Kaiser Family Foundation made a $200 million donation (the largest private donation ever made to a public park), to fund the Michael Van Valkenburgh-designed riverfront park. The park and its restaurant have since been completed and have become not only a Gathering Place for all residents of Tulsa but have also received numerous international accolades and was voted the Best New Attraction in America, by USA Today readers.
Hollywood Commercial District & Development Feasibility, College Park, MD. Mr. Gross provided a retail market potentials assessment and site development analysis for the Hollywood district in this Washington, D.C. suburb. He assessed the market potentials within the district and at specific redevelopment sites. He then tested the financial feasibility for redevelopment of these selected sites for three alternative projects – a retail shopping center, a mixed-use retail / office building, and a professional office building. It was determined that the higher office components provided a better cash-on-cost return to a potential developer and reduced risk associated with public involvement in the project.

Commercial District Development Master Plan, Henderson Point, MS. Mr. Gross worked as part of an American Planning Association (APA) volunteer Katrina response planning team on a town center master plan for Henderson Point, Mississippi. Nearly all of the 1,000 homes plus the small commercial district that comprised the community of Henderson Point was lost during Hurricane Katrina. Mr. Gross provided market and financial input to the community in the reconstruction of their destroyed town center, as part of the master planning team. Among the challenges to redevelopment were FEMA requirements for minimum flood clearance, which led the team to recommend an elevated mixed-use town center above structured parking, to allow for the floodway.

Retail Recruitment and Marketing Strategy, Sidney, OH. Mr. Gross worked for the City of Sidney on a strategy for recruiting downtown and suburban retail stores to the city. He focused on the potential for large retailers and department stores that would serve as anchors for further development. His resulting strategies re-directed the city to attract restaurants and entertainment facilities that would serve a broad destination market. He also worked on behalf of the city to attract several specific tenants, including Old Navy and Applebee’s. The City was successful in
attracting restaurants to the downtown area based on Randall Gross’s market and tenant outreach efforts.

Yorkshire Walkable Community “Toolkit,” Prince William County, VA. Randall Gross was contracted by the Washington Metropolitan Council of Governments (COG) to assess the redevelopment market potentials in the Yorkshire area of the U.S. Route 28 Corridor in suburban Prince William County. In addition, Mr. Gross developed concept recommendations for development standards and approaches for creating more urban (town center), mixed-use, transit-oriented and pedestrian-friendly environments along this busy highway in northern Virginia. Prince William County will use Mr. Gross’s recommendations as a “Toolkit” for solving similar problems in other busy highway corridors throughout the county.

Harvard University – Allston Neighborhood Redevelopment, Boston, MA. Randall Gross is currently engaged by Harvard University’s Allston Development Group to prepare market analyses and a strategic housing plan for the university’s Allston Campus. Harvard is expanding its business school and other departments into Allston, a blue-collar neighborhood situated across the Charles River from the university’s main Cambridge campus. Mr. Gross was contracted to determine the housing needs of the university as well as the community needs and market demand for housing in the Allston area as an input to the university’s overall Allston development plan. Integrated approaches for university and community housing development are a feature of the planning effort. In addition, the university has also recently engaged Mr. Gross to complete a retail market analysis and to assist in developing a revitalization strategy for the commercial districts in Allston.

Harvard University “Common Spaces” Project, Cambridge, MA. Randall Gross completed work for Harvard University’s Planning Office on the Common Spaces project, which aims to improve the quality of life for the university community in Cambridge. The focus of this project was on improvements to the physical environment and the mix of activities and uses that add interest and excitement to the campus and surrounding areas of Cambridge. Particular focus was given to reconfiguration and re-tenanting of university-owned buildings to open them more to the street and provide a more appealing retail environment. Mr. Gross examined the opportunities for various commercial uses and recommended strategies for enlivening the environment. He worked as part of a team led by Jeanne Giordano, Ltd.

Cayce Place Redevelopment Plan, Nashville, TN. Randall Gross / Development Economics (RGDE) worked as part of a planning team led by EJP on a redevelopment plan for the Cayce Place public housing development in east Nashville. Cayce is the largest of Nashville’s public housing developments. Cayce Place has a high concentration of poverty, unemployment and social ills but also has a tremendous resource in human capital and a strategic location just across the Cumberland River from Downtown. As part of his work on this team, RGDE assessed the market potentials for mixed-income housing but also of commercial uses and entrepreneurial development that can help anchor revitalization in the broader neighborhood. The work was completed for the Metropolitan Development and Housing Agency (MDHA).

Mr. Gross completed similar housing and retail market analysis and strategic planning work more recently on redevelopment of Sudekum and Napier public housing developments in Nashville for MDHA.

Clay Street Neighborhood Commercial Revitalization, Annapolis, MD. Mr. Gross worked for the City of Annapolis on a retail market analysis and redevelopment strategy for 13 sites located in the low-income Clay Street neighborhood, located near the Maryland Statehouse. There have been numerous planning efforts in this historic African-American community since it was torn apart by “urban renewal” projects and parking garages starting in the 1970’s. However, none of these physical plans has succeeded in attracting re-investment or inducing positive changes in the neighborhood. Mr. Gross therefore focused on assessing the solid economic potentials and
identifying commercial development projects that are potentially viable in this market. He completed this work for the City's Planning and Economic Development departments.

**Five Points Neighborhood Plan, New Bern, NC.** Mr. Gross forecasted retail and residential market demand and provided strategic redevelopment recommendations for a master plan for the economically depressed Five Points neighborhood. He focused on revitalization of the Broad Street Corridor and on development of an automotive services mall. He also provided recommendations for capacity building and funding for local community development groups operating within the neighborhood. This information was provided to the non-profit downtown organization (Swiss Bear, Inc.) as input to the master plan, prepared by Allison Platt & Associates. Mr. Gross is now completing an update of this work and will recommend specific strategies for implementation of development projects.

**Ivy City-Trinidad Community Revitalization Strategy, Washington, DC.** Mr. Gross led a consulting team working for the Washington, D.C. Office of Planning on a revitalization strategy for “Cluster 23,” which includes the Ivy City, Trinidad, Carver Terrace, Langston, and Arboretum neighborhoods, located within sight of the U.S. Capitol. This work included market analysis, identification of specific redevelopment concepts, and revitalization strategies. He assessed market conditions and forecasted potential. He also determined the need and opportunities for affordable and mixed-income housing. Further, he recommended appropriate re-development, marketing/promotion, organization structuring, management, public policy/regulatory, entrepreneurial, and financing strategies as part of the overall plan. The plan also addresses economic development, amenities, traffic, design, and other opportunities for this long-neglected community in northeast Washington.

**Deanwood Community Revitalization Plan, Washington, DC.** Mr. Gross worked as part of a planning team led by Zimmer, Gensburg, Frasca (ZGF) on a community revitalization plan for the Deanwood area of Washington, adjacent to Prince George’s County. For this work, Mr. Gross prepared a retail and housing market analysis, as well as strategic recommendations. He focused on measuring the need for workforce housing within the community and designing programs to address that need. He worked closely with the community on implementation of key plan recommendations. The work was completed for the D.C. Office of Planning.

**Upton Revitalization Plan, Baltimore, MD.** Mr. Gross worked on a team led by planner Al Berry & Associates to create a revitalization plan for the Upton neighborhood of Baltimore, including the city’s historic black entertainment district. As part of this effort, Mr. Gross provided a housing market assessment that identified opportunities for rehabilitation and also recommended new construction, particularly in residential areas bordering the commercial district.

**Mathis Avenue Sector Plan, Manassas, VA.** Mr. Gross provided market input to a sector plan prepared by Rhodeside & Harwell planners. As part of this community revitalization effort, he assessed long-term housing demand in the Mathis Avenue corridor.

**Berwyn Neighborhood Commercial Strategy, College Park, MD.** Mr. Gross worked with the City of College Park on a strategy for improving several small commercial districts within the city’s central neighborhoods. These districts partly function as neighborhood-serving nodes, but also offer destination retail opportunities. Mr. Gross determined the appropriate mix and marketing strategy that enhances the role of the small commercial district as a neighborhood asset.

**Brooklyn-Curtis Bay Commercial Revitalization Strategy, Baltimore, MD.** Mr. gross is working for the Brooklyn-Curtis Bay Coalition and the Maryland Center for Community Development (MCCD) on a revitalization strategy for commercial corridors in the Brooklyn and Curtis Bay neighborhoods, straddling Anne Arundel County. He is assessing retail market and development potentials, and providing strategic marketing, organization & management, design/development, and financing recommendations as part of a strategic revitalization plan.
Columbia Hts Community Retail Market Potentials, Washington, D.C. Mr. Gross determined the market potential for a retail shopping center adjacent to a planned affordable housing development in the low-income Columbia Heights neighborhood of Washington. This work, completed for the non-profit Columbia Heights Community Development Corporation, resulted in the successful development of a shopping center on 14th Street as a catalyst for revitalization of this low-income neighborhood.

Promenade Plaza Valuation & Negotiation, Miami, FL. Mr. Gross helped determine the appropriate strategy for a Community Development Corporation (CDC) in negotiations to purchase and operate a neighborhood shopping center. He assessed the market potential for the center, ran operating cash flow models and determined the center's market value as an input to the CDC’s negotiations.

Woodstock Revitalization Potentials, Cape Town, South Africa. Mr. Gross worked for a planning team led by NM Associates to determine economic opportunities for commercial revitalization within the Woodstock-Salt River area in Cape Town. NM Associates used these findings as input to its master plan for the area.

Neighborhood Retail District and Food Co-operative, Takoma Park, MD. Mr. Gross worked with the Rhodeside & Harwell planning firm to assess the market potential and development feasibility for a neighborhood food co-operative as an anchor for commercial revitalization. A site had been selected for the development of a food co-op, and the question was how to maximize the viability of the co-op and the revitalization of the neighborhood business district. Plans for the co-op included significant structured parking in order to support second-floor office space on the site. Mr. Gross found this approach to be financially infeasible and recommended a single-story store with cafe space to match community needs and market demand. The store is now open and operating successfully.

Irvington Commercial District Revitalization Strategy, Baltimore, MD. For Neighborhood Housing Services (NHS), Mr. Gross provided a retail market analysis and neighborhood revitalization strategy for the Irvington district. This declining retail strip is located on the historic National Road, the nation's first highway. NHS has followed Mr. Gross's recommendation to establish an Economic Development Task Force with representatives from various segments of the community and business to tackle key problems.

Lower Georgia Av. Commercial Revitalization Analysis, Washington, DC. Mr. Gross helped define two commercial redevelopment alternatives for Georgia Avenue, near Howard University, a historically black college in Washington. One alternative involved the re-establishment of the area as an entertainment district, once famous as a hub for black artists and entertainers. The other alternative sought to create a viable mix of retail and medical office uses related to Howard University and surrounding hospitals. Mr. Gross determined the retail & entertainment market potential and recommended a strategy for marketing.

Linn Street HOPE VI Retail Market Potentials, Cincinnati, OH. Mr. Gross assessed the retail market potentials in a redevelopment area in the West End of Cincinnati. The redevelopment is planned as part of a federal HOPE VI public housing revitalization project. Mr. Gross will provide findings on the market potential for various types of retail goods and services, and on the development feasibility of a retail shopping center or town center in the area. He worked as a sub-contractor to the company tentatively selected to develop the retail component of the HOPE VI project.

Lower Halt Road Revitalization Plan, Cape Town, South Africa. Mr. Gross assessed the market potentials for redevelopment along Halt Road, an important commercial route through the low-income “coloured” neighborhood of Elsies River, in Cape Town. He also determined an
appropriate implementation strategy for management, marketing, and redevelopment along this corridor, focusing on a new “town centre” for Elsies River.

**Retail Market Analysis Input to Comprehensive Plan, Kosciusko County, IN.** RGDE is working as part of a planning team led by TSW on the comprehensive plan for Kosciusko County, Indiana. As part of his work, Mr. Gross is performing retail market analysis countywide that will examine the potential for retail in the town centers and along corridors throughout the county as input to land use planning and also to inform recruitment strategies.

**Mill Creek Choice Neighborhoods Initiative Retail Market Analysis, Huntsville, AL.** RGDE completed retail and housing market analyses to help inform the redevelopment planning for a public housing site along with surrounding neighborhoods in west Huntsville, Alabama. The work was completed as part of the federal Choice Neighborhoods Initiative (CNI) program and helped inform a master plan for the area being completed by Camiros, Ltd.
Private Development Feasibility & Marketing

Renaissance Ballroom Redevelopment, New York, NY. Mr. Gross assessed the re-use potential for the historic Renaissance Ballroom as a restaurant, entertainment, and economic development anchor. The ballroom was envisioned as a restaurant, entertainment, and office complex that would also house community-based organizations and entrepreneurs. Mr. Gross examined the regional market potential and forecasted demand for re-use of the ballroom. Demand for tourism - restaurant, nightclub, catering - and office space were forecasted at the site. Entrepreneurial opportunities for neighborhood businesses that could be accommodated through shared office facilities were also examined as an input to this plan prepared for the Harlem Urban Development Corporation (HUDC) and Abyssinia Baptist Church.

Providence TND Retail Market Potentials, Huntsville, AL. On behalf of Slyman Construction Company, Mr. Gross prepared a retail market potentials analysis and development strategy for a planned community. He provided detailed assessments of demand for specific types of retail goods and services, recommended an appropriate market-based tenant mix, and provided a detailed siting and marketing strategy. His analysis established a more appropriate site for a retail center than the one originally selected by the developer. Also as part of this work, Mr. Gross participated in a public charrette led by Andreas Duany, of Duany Plater-Zyberk. The TND including its town center have since been successfully developed and have become a commercial destination hub for the growing Huntsville metro region.

Dos Rios Town Center Development Potentials, Manila, The Philippines. As a consultant to new-urbanist architecture firm Duany, Plater-Zyberk (DPZ), Mr. Gross assessed the market potential for retail and service uses in a town center as part of a planned community on the outskirts of Manila. DPZ is recognized globally as the architecture and planning firm that initiated the trend towards “New Urbanism” in design of traditional neighborhood development (TND). This work was completed for a private property owner / developer in Manila.

Shopping Center Market Potentials, Seat Pleasant, MD. Mr. Gross determined the market potentials for specific types of tenants and product mix, along with the appropriate niche marketing strategy, for a retail shopping center in this Washington, D.C. suburb. Seat Pleasant is a declining, lower-income neighborhood bypassed by newer development further out from the city. Mr. Gross completed this work for Metroventures/USA, a development company responding to an RFP for developers issued by the City of Seat Pleasant and the surrounding county government.

Carlton Centre Retail Reuse Potentials, Johannesburg, South Africa. Randall Gross provided retail market analysis and redevelopment assistance to Transnet, South Africa’s largest transportation company, on the reuse of Africa’s largest hotel building, The Carlton. He assessed the reuse potential for hotel/tourism uses and office, in addition to ground-floor retail. The company is now considering its options for redevelopment.

Westhaven Retail Development Potentials, Franklin, TN. On behalf of Southern Land Company, Mr. Gross forecasted the market potential and development feasibility for a retail
shopping center in a TND planned for this suburban Nashville community. He provided detailed findings on demand by specific retail category and recommended an appropriate tenant mix, siting, and marketing strategy for the development. The establishment of urban growth boundaries by the State government have impacted on the development potential for convenience goods in this market, resulting in a different type of destination-driven marketing strategy for the developer. The town center is now successfully developed.

Belair-Edison Shopping Center Market & Financial Feasibility, Baltimore, MD. Randall Gross completed work for the non-profit Belair-Edison Housing Service (BEHS) on testing the market and financial feasibility for redevelopment of a specific site in the neighborhood as a shopping center. Mr. Gross determined that redevelopment of alternative sites provided more financially feasible solutions. He recommended a strategy for redevelopment of sites and for the overall business district, and worked closely with BEHS and citizens to recommend an appropriate role for the non-profit in commercial redevelopment.

Automotive Center Potentials, Dallas, TX. Mr. Gross determined the market potential for an automotive services mall in Dallas. He also provided a development financial pro forma to assess the general viability of the center.

Glen Elk Outlets Market Potentials, Clarksburg, WV. For a private developer, Mr. Gross assessed the market potentials for a retail “outlet” center as reuse for existing historic warehouses. Outlets provide discounted brand-name merchandise for major retailers and derive their markets primarily from tourist and pass-through traffic.

Community Revitalization Development Proposal, York, PA. Mr. Gross completed retail and office market analyses and recommended a redevelopment approach as part of a private developer’s proposal for revitalizing an urban neighborhood. The developer (Struever Brothers, Eccles, & Rouse) wished to submit a viable development proposal to the Crispus Attucks Community Development Corporation that would help the non-profit CDC reach its financial and economic development goals. A previous plan was visionary, but did not account for real economic constraints and market opportunities in the area. With a better understanding of the market potential gained from Mr. Gross’s work, the developer was able to propose a more economically viable set of commercial projects. Negotiations are now underway to move these projects forward.

Mass Market & Leisure Retail Projects, Port St. Johns, S Africa. Randall Gross and his firm ADEC have completed work on market feasibility studies for two retail projects in a relatively isolated tourism region of the Eastern Cape. The work was completed for Hluma Investment & Development and focused on retail projects to spur infrastructure improvements and job creation.

State Center Retail Potentials, Baltimore, MD. Mr. Gross is currently working for a Joint Venture comprised of three private development companies and the State of Maryland on the redevelopment of the State Government office complex in Baltimore. Specifically, Mr. Gross is determining the retail, housing, office, entertainment, and hotel potential for redevelopment of this complex urban site.

Harford Road Retail Corridor Strategy, Baltimore, MD. Mr. Gross provided commercial market potentials and a revitalization strategy for a retail corridor in Baltimore. Among his
recommendations was redevelopment of several strategic blocks for a home supply and retail center that would build on the corridor's strengths as a home contractor hub. He identified specific, prospective tenants and provided hands-on negotiations with developers. He also determined financing requirements and possible ways to close funding gaps. He will be testing the financial feasibility of several redevelopment alternatives proposed by developers. He completed this work for the Harford Road Partnership (HARP), a non-profit business organization.

Southeast Shopping Center Financials, Norfolk, VA. Mr. Gross assisted a private, faith-based Community Development Corporation (CDC) in negotiating a fair price for purchase of a retail shopping center. He determined the market potentials for the center and ran a pro forma to determine a residual value. The CDC wished to utilize the center as a generator of economic activity and jobs for neighborhood residents. The CDC also wished to retain ownership of the center within the community.

Wintergreen Shopping Center Redevelopment Financials. Mr. Gross determined the financial feasibility of repositioning and redevelopment of an existing retail shopping center for the private owner/ operator. He ran a development pro forma and operating cash flow analysis that assessed the return from several redevelopment options that built on his market findings.

Columbia Heights Shopping Center Market Potentials, Washington, D.C. Mr. Gross determined the market potential for a retail shopping center adjacent to a planned affordable housing development in the low-income Columbia Heights neighborhood of Washington. This work, completed for the private, non-profit Columbia Heights Community Development Corporation, resulted in the successful development of a shopping center on 14th Street as a catalyst for revitalization of this low-income neighborhood.

Promenade Plaza Valuation & Negotiation, Miami, FL. Mr. Gross determined the appropriate strategy for a Community Development Corporation (CDC) in negotiations to purchase and operate a neighborhood shopping center. He assessed the market potential for the center, ran operating cash flow models and determined the center's market value as an input to the CDC’s negotiations.

Tioga Town Center Retail/Office Market Analysis, Gainesville, FL. Randall Gross completed work on a retail market analysis for a Traditional Neighborhood Design (TND) master-planned community in Gainesville, Florida. The project will feature a town center designed in a traditional manner to maximize pedestrian access and minimize automotive-dependent traffic. The analysis was prepared for Luis Diaz, as private developer.

Neighborhood Retail District and Food Co-operative, Takoma Park, MD. Mr. Gross assessed the market potential and development feasibility for a neighborhood food co-operative as an anchor for commercial revitalization. A site had been selected for the development of a food co-op, and the question was how to maximize the viability of the co-op and the revitalization of the neighborhood business district. Plans for the co-op included significant structured parking in order to support second-floor office space on the site. Mr. Gross found this approach to be financially infeasible and recommended a single-story store with cafe space to match community needs and market demand. The store is now open and operating successfully.

Retail Developer Zoning Appeals, Litigation, & Asset Management

Zoning and Site Analysis, Loudoun County, VA. As an input to a developer’s zoning appeal and land use application, Mr. Gross assessed the potential for various retail & commercial uses of a site near Washington-Dulles International Airport. Mr. Gross assisted the developer in determining the application strategy that best served the County government's needs and yet
allowed for the highest developer return. Mr. Gross completed this work as a sub-contractor to a large U.S. firm.

Commercial Land Takings, Fairfax County, VA. Mr. Gross worked separately for two developers in litigation against the State of Virginia for a legal taking of land, associated with the expansion of highway rights-of-way. The developers disagreed with the price paid by the State, which did not reflect the potential value for development of retail shopping centers. Mr. Gross determined what would have been the retail market potential for land, translated into a residual value, if the State had not taken the property. This analysis involved the very unusual method of regressing in time to establish a fair-market value based on potential at an earlier date.

ALUMAX Asset Management & Development Framework, USA. Mr. Gross provided a strategy for ALUMAX, an aluminum company with significant real estate assets, to determine the appropriate framework for managing and developing the company’s properties. Defining the role of real estate in the company’s portfolio was an important starting point for creating an asset management strategy.

Harris Teeter Grocery Zoning Litigation, Washington, DC. Mr. Gross provided litigation support related to the development of a new Harris Teeter supermarket in a densely-populated urban neighborhood in Washington, DC. The key questions related to the share of the market for the store that would be generated by auto (versus foot) traffic, and its resulting impact on the neighborhood.

Convenience Business Licensing Litigation, Washington, DC. Mr. Gross provided litigation support related to the financial value of a liquor license to a property owner and alternative returns from use of a commercial building.

Retail Development Impact Analyses

Many developers obtain public funding for infrastructure improvements in support of their projects by illustrating the fiscal or economic impacts of their projects to public sector agencies. Many local governments use the incremental increase in public revenues generated by proposed projects as the basis for financing those very improvements. Developers also illustrate the fiscal impacts of projects as part of their zoning or development application submittals.

Tax Increment Financing (TIF) Analysis, Houston, TX. As a sub-consultant, Mr. Gross forecasted demand for retail and office uses for the Uptown Tax Increment Financing (TIRZ) District surrounding Houston’s Galleria shopping mall. The purpose of the TIF is to raise necessary financing for infrastructure improvements in support of proposed private development projects. The TIF bases the financing on the forecasted incremental increase in tax revenues generated by the new projects.

Natl Development Council Mixed-Use Development Impacts, Lexington, KY. Mr. Gross examined the potential for retail development of a large in-fill site in a prime location in a Lexington neighborhood and tested the fiscal impacts of the development. The community was concerned about the possible impacts of development at the site, one of the few remaining large undeveloped parcels within the city limits. On behalf of the developer, Mr. Gross determined the fiscal impacts of site development on the City-County government of Lexington-Fayette. In the end, the most critical issues related to storm water overflow from the site and fiscal costs of addressing such problems.

Economic Impacts of the Digital Harbor, Baltimore, MD. Mr. Gross forecasted the economic impacts (jobs, tax revenues, income, etc) from redevelopment of Baltimore’s Inner Harbor for dot.com, office, retail, hotel, and related development. This information was a key in assisting the developer in obtaining State funding for necessary infrastructure improvements. Among the
projects was the now-successful Can Company, the reuse of an old soup can manufacturing facility, and Tide Point, the reuse of the old Proctor & Gamble soap factory now completed.

**Tiger Stadium & Retail Fiscal & Economic Impacts, Detroit, MI.** On behalf of Little Caesar’s Enterprises, the pizza company and private owner of the Detroit Tigers (baseball) team, Mr. Gross helped determine the fiscal impacts of a new stadium and cultural district to the City of Detroit and the State of Michigan. He assisted in determining the costs and benefits of both the stadium and a tourist-oriented arts & retail district in terms of the impacts to each department of the local and state governments. He also examined the economic impacts of the project, in terms of jobs and income. Mr. Gross has completed similar assignments for the Washington Redskins and other sports teams.

**Various Retail Fiscal Impact Analyses, Nationwide.** Mr. Gross has assessed the fiscal impacts of proposed retail projects as well as retail and other land uses for municipal governments and the private sector throughout the U.S.

**Filling Station Economic Impact Assessments, South Africa.** Randall Gross and his African firm ADEC have been working on assessments of the socio-economic impacts of proposed new filling stations in a number of cities nationwide. ADEC analyses the market potentials for the filling station and assesses the turnover impacts of the station on existing, competitive stations in or near the trade area. These turnover impacts are also translated into employment impacts to determine whether development of a new station would adversely impact overall employment base among competitive stations. This work is typically completed as part of an Environmental Impact Assessment (EIA) by environmental consulting firms and submitted to provincial government by the oil companies. ADEC has worked or is working on these assignments at the following locations:

- SHELL Mkuze (KZN)
- SASOL Swartkop Raceway, Tshwane (Gauteng)
- ENGEL Plattekloof (Western Cape)
- SASOL Riverside Shopping Centre, Vanderbijlpark (Gauteng)
- SASOL Witbank Mall, Witbank (Mpumalanga)
- SHELL Phoenix (KZN)
- ENGEL New Germany (KZN)
- SASOL Mossel Bay (Western Cape)
- SASOL Klapmuts – Stellenbosch (Western Cape)
RGDE – Qualifications and Study Scope
**Draft Work Scoping**  
*Market Analysis & Strategic Development Services*  
*City of Bristol, Tennessee*

**Purpose & Objective**

An overall objective is to maximize Bristol, Tennessee’s capture of potential economic activity and fiscal benefits from the new Hard Rock Hotel & Casino and associated venues planned in Bristol, Virginia. There is also an objective to further the revitalization of Downtown Bristol and leverage development opportunities at key sites including the former Friendship Ford Dealership site on Volunteer Parkway.

**Preliminary Conceptual Scope of Services**

The following consulting work elements would be suggested as an approach to help achieve the objectives outlined above. Information on the new Casino and other projects would help inform all of the work elements described below. There is flexibility in the scope, depending on client needs.

- **Retail/Commercial Market Analysis Update**  
  - Provide an “update” of the Retail Market Analysis completed by RGDE for the 2018 *Downtown Bristol Development Strategy*. The updated market analysis would be expanded to include a broader portion of the city beyond the Downtown area in order to inform strategies for the other sites. (Analysis of the office market potentials can also be completed, if deemed necessary).

- **Strategic Retail/Business Recruitment Outreach**  
  - Conduct Outreach to potential businesses, developers and investors within the targeted categories and concepts identified through the retail market analysis. The outreach would share market findings with potential businesses/investors while also collecting input that expresses “what it would take” to secure the target’s location in Bristol. Potential entrepreneurs would also be identified. Communicate these requirements to the City as a basis for recruitment and leveraging.

- **Multi-Family Housing Market Analysis**  
  - Provide a housing market analysis focused on the potential for multi-family and mixed-use development in the Downtown area and at the specified sites.

- **Highest & Best Use / Development Strategies**  
  - Recommend development concepts, marketing, and strategies for the Volunteer Parkway Site and the I-81 area site as appropriate to inform the mixed-use development of those sites.