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**EDC STANDING COMMITTEE**  
**03/01/10**

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**MEETING AGENDA**

- I. Empire Zone Sunset - Frequently Asked Questions
- II. Proposal to Prepare a Tourism Strategy for Lake George/Warren County

# ConsultEcon, Inc.

February 3, 2010

Mr. Leonard A. Fosbrook, President  
Economic Development Corporation  
234 Glen Street  
Glen's Falls, NY 12801

Sent by Email: lfosbrook@edcwc.org

**Re: Proposal to Prepare a Tourism Strategy for Lake George/Warren County**

Dear Mr. Fosbrook:

I enjoyed speaking with you about the potential of developing a tourism strategy for Lake George/Warren County. We understand that the need for this is partially based on a current planning effort focused on the "redevelopment" of the Gaslight Village site. This site is at a critical location in Lake George with access on Route 9 and on Lake George. We further understand that there are multiple owners of the site and a large number of stakeholders with an interest in the final plan for the site. Much of the site will likely build on an ecology/wetlands park approach given the critical nature of the site. It is estimated that the total site size is about 14 acres ("Gaslight Village site") with about 2 to 2.5 acres that are owned by Warren County which might be used for tourism related uses, within the context of an overall approach to the plan for the Gaslight Village site, to help support the Lake George/Warren County economy. In order to assist you with evaluating a strategy for this site as well as developing an overall strategic plan for tourism in Lake George, we would propose the following scope of services.

## **PROPOSED SCOPE OF SERVICES**

### **Task 1. Project Initiation**

We would meet with you and other stakeholders as appropriate (in Glens Falls and/or Lake George) to finalize the work plan for the project, confirm the timeline for the work, review the Lake George site in question, identify key stakeholders, gather all relevant prior materials, plans, etc. and initiate work on the project.

### **Task 2. Baseline Tourism Economy Evaluation**

In this task we would prepare a baseline analysis of tourism in Lake George/Warren County. This analysis would include data on current visitation levels, attractions, accommodations and supportive visitor infrastructure. The analysis of this infrastructure would be made from a qualitative and quantitative review of this supply of product. We would also review current marketing materials and the organization of tourism marketing for the area, including budgets and marketing channels.

We would also evaluate the current markets for tourism product in Lake George/Warren County. This would include both day trip and overnight markets. We would segment the markets as appropriate for the product offerings in Lake George/Warren County. We would also evaluate

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the current competitive environment for Lake George/Warren County operators in terms of other destination areas that would draw from our primary market area. We would present this in a working memorandum for client review.

### **Task 3. White Paper on Best Practices for Tourism Development**

As part of the overall work we would develop a white paper on best practices to promote tourism development in Lake George/Warren County. This would include brief case studies of other tourism based communities, including product development, marketing and organization. This white paper could be used in combination with the work completed in Task 2 to form the framework for a strategic tourism development strategy for Lake George/Warren County.

### **Task 4. Highest and Best Use for Gaslight Village Site**

Within the context of the overall evaluation of the tourism economy we would evaluate the highest and best use for the property from a tourism economy perspective that could possibly be developed as part of the planning for the Gaslight Village site. This analysis would draw from the research conducted in the prior tasks and also benefit from the planning that was being developed by the other stakeholders. This work might result in the identification of more than one best use for the site. In this case we would outline the pros and cons of each use. We would prepare a memorandum report that would integrate all of this information into a document suitable for decision making and for distribution as appropriate.

### **QUALIFICATIONS**

We have attached with this letter a set of our qualifications to conduct this work. As I noted when we spoke, we evaluated a new tourist product for a private developer in Lake George two years ago and have worked extensively in New York, the Adirondacks, the Catskills and the general market area. Our general qualifications are available on our website at [www.consultecon.com](http://www.consultecon.com).

### **FEEES AND TIME**

The total professional fee budget for Tasks 1 through 4 is \$38,000 plus expenses. The time required to complete this work will be within 12 to 16 weeks of commencing work, or consistent with your overall project schedule.

I will give you a call to discuss this scope of services and hope that this it is responsive to your needs.

Respectfully submitted,

Thomas J. Martin  
President

# Qualifications

# ConsultEcon, Inc.

Economic and Management Consultants

ConsultEcon, Inc. provides services to clients in the areas of project and plan concept development, feasibility evaluation and socio-economic impacts implementation, in the fields of Visitor Attractions ; Museums; Zoos and Aquaria; Travel, Tourism and Resort Development; Community Economic Development; and Real Estate. Our services include:

**Market and Financial Feasibility Studies:** Evaluation of the market support for and financial feasibility of visitor attractions, museums, recreational attractions, and real estate development projects.

**Business and Master Plans:** Development of business plans and master plans for attractions, museums, real estate and community projects.

**Development Strategies:** Regional and state-and citywide development strategies focusing on travel, tourism and leisure time facilities and programs.

**Socio-Economic Impact Evaluations:** Analysis of the socio-economic impacts associated with project and program development.

**Project Implementation:** Targeted strategies for achieving project and plan implementation.

**Management and Operational Analysis:** Evaluation of management and operational aspects of programs and projects.

The Principals and staff of ConsultEcon, Inc., have many years of experience serving clients, including developers, financial institutions, government agencies and nonprofit organizations. We understand the needs and motivations of the private, non-profit and public sectors. Our staff members have conducted hundreds of studies for a wide range of project types. Much of this work has been in multidisciplinary settings where associated professionals have worked to develop projects, or to generate process-oriented solutions to complex development problems through market, management, and implementation-oriented plans.

Many of these projects have been successfully developed. We have extensive experience and expertise in the following areas.

**Tourism.** Tourism planning has been a major emphasis of our work for over 30 years. Projects have included a winter tourism development strategy for the Anchorage Economic Development Corporation and a tourism development strategy for Seneca County, New York. In Alabama, we provided strategic trends analysis for a State-wide Tourism Summit. In Boston, we have worked to revitalize the historic Freedom Trail. Our Hudson River Valley tourism plan creates a vision for heritage tourism in the Hudson River Valley.

**Heritage Tourism.** We have been involved with heritage tourism for over 30 years. We prepared the economic component of the Master Plan for the Augusta Canal in Augusta, Georgia. This plan has won a series of national awards. Another study created an implementation strategy for the Thames River Maritime Heritage Park in Connecticut. This was a follow-up to our work to create a statewide heritage park master plan in Connecticut. We also assisted in preparing management plans for the Automobile National Heritage Area in Detroit, and the Ohio and Erie Canal National Heritage Corridor.

**Hotels and Resorts.** A key component of the travel industry is the accommodations sector. We have evaluated many hotel and resort complexes, including projects in North America, Europe and the Caribbean. We evaluated the management and operational profile for a resort complex in Pennsylvania, and projected the potential for hotel development as part of a mixed-use development in Germany.

**Visitor/Interpretive Centers.** Visitor and interpretive centers have developed as a key part of tourism infrastructures. We have assisted many clients, including the National Park Service and the U.S. Fish and Wildlife Service. We helped to develop a visitor center strategy for the National Marine Sanctuary program and a visitor center strategy for the Pennsylvania Dutch Convention and Visitors Bureau.

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**Conference/Convention.** Our experience in this specialized field includes market studies and economic impact projections for projects ranging from the proposed Megaplex in Boston to a conference center in Austin, TX.

**Zoos/Aquaria.** Zoos and aquaria have been revolutionized by major new technologies and approaches to animal husbandry. A major reason for the high attendance at zoos and aquaria in recent years is in response to environmental awareness. We have recently assisted the Indianapolis Zoo with their expansion program, and completed a number of feasibility studies for projects as diverse as the Alaska Sea Life Center and the National Aviary in Pittsburgh.

**Museums.** The number of museums in the U.S. has grown substantially over the last quarter-century, and we have assisted the museum community with over 150 assignments during this period. We have recently completed studies for the Mobile Maritime Museum, the Connecticut Historical Society, and the Tampa Museum of Art. Other projects include the International Museum of Women in San Francisco and the Flandrau Science Center in Tucson, Arizona. We have evaluated living history museums, transportation museums, military museums, children's museums, maritime museums, halls of fame, and various specialty museums.

**Science Centers.** Science centers have seen an explosive growth in the last two decades, with major new museums opening and large-scale expansions taking place. We recently assisted the Flandrau Science Center in Tucson by evaluating alternative expansion programs. For the OceanQuest Science Center in New London, CT, we analyzed financing strategies for the Connecticut Development Authority.

**Retail.** Our experience in retail evaluation ranges from market studies for shopping centers to downtown retail plans, to projecting the potential of a museum's retail shop. In Peabody, MA we prepared a downtown retail strategy. For the Puerto Rico Eco-Center, we optimized retail shop size based on sales potential.

**Theaters.** We have evaluated a wide range of theater types from performing arts centers to Large Format Film Theaters and cinemas. For the Goodspeed Opera House, we evaluated a new theatre as well as a showboat concept. We have evaluated many large format film theaters in museum settings.

**Downtowns.** There is renewed awareness of the importance of downtown areas to their communities. We have completed many plans for the revitalization of downtowns. We helped Pittsfield, MA and New Britain, CT in creating visions for their futures, and in formulating feasible strategies to attain their goals.

**Waterfront Plans.** Much attention has been devoted to preserving and carefully developing waterfronts. We have been in the forefront of assisting clients with planning waterfront development for many years. Recent projects have included a waterfront development plan for Wheeling, West Virginia; a vision plan for Waikiki in Honolulu; and a waterfront plan for North Augusta, South Carolina and Des Moines, Iowa.

**Historic Rehabilitation and Adaptive Use.** Our services in the areas of market and financial evaluation, strategy formulation and implementation often focus on historic and reuse properties. Mr. Martin is co-author of *Adaptive Use*, a practical guide book published by the Urban Land Institute. Our work ranges from mill conversions to preservation of national treasures.

### REPRESENTATIVE PROJECT EXPERIENCE

The following lists some of the projects with which the Principals of ConsultEcon, Inc. have been involved during their consulting careers. Many of these projects have been successfully implemented.

### VISITOR ATTRACTIONS DEVELOPMENT

- ◆ NOAA National Marine Sanctuaries Visitor Center Studies
- ◆ Flandrau Science Center Expansion: Tucson, AZ
- ◆ Feasibility of USS Des Moines Permanent Berthing in Gary, IN

## Qualifications

### VISITOR ATTRACTIONS DEVELOPMENT (Cont.)

- ◆ Market Feasibility for Belmont Bay Science Center, Virginia
- ◆ Laumeier Sculpture Park: St. Louis, MO
- ◆ Expansion Study for Santa Cruz Museum of Natural History
- ◆ Market Feasibility for a Hip Hop Museum
- ◆ Feasibility for a History and Technology Museum in Nashua, NH
- ◆ Auto Museum Feasibility: Tacoma, WA
- ◆ US Figure Skating Museum & Hall of Fame: Colorado Springs, CO
- ◆ US Mint Museum: Washington, DC
- ◆ California Academy of Sciences Museums & Aquarium: San Francisco, CA
- ◆ Flint RiverCenter: Albany, GA
- ◆ Museum of History & Science: Charleston, SC
- ◆ Barre Granite Center & Heritage Museum: VT
- ◆ Market Feasibility for African-American Museum: Atlanta, GA
- ◆ Downeast Heritage Center: Calais, ME
- ◆ Georgia Music Hall of Fame: Macon, GA
- ◆ Financial Pro Formas for Harriet Tubman Museum: Macon, GA
- ◆ Georgia Racing Hall of Fame: Dawsonville, GA
- ◆ Moccasin Bend National Park Feasibility: Chattanooga, TN
- ◆ OceanQuest Science Center and Learning Camp: New London, CT
- ◆ Museum of Discovery and Science Expansion Study: Ft. Lauderdale, FL
- ◆ Connecticut Museum of Technology & Innovation: New Britain, CT
- ◆ SportsLab Travel Exhibition Market Potential
- ◆ Railroad Museum of New England Expansion & Relocation: Palmer, MA
- ◆ IMAX Large-Format Film Theater at EcoCenter: San Juan, Puerto Rico
- ◆ Old South Meeting House: Boston, MA
- ◆ Massachusetts Museum of Contemporary Art Feasibility Study Review
- ◆ Fruitlands Museum Expansion: Harvard, MA
- ◆ Amateur Baseball Hall of Fame: Memphis, Tennessee
- ◆ The Saratoga Aircraft Carrier: Jacksonville, FL
- ◆ Trolley Museum Feasibility: Scranton, PA
- ◆ Laumeier International Sculpture Park Long Range Plan: St. Louis, MO
- ◆ PGA TOUR Visitor Center and Hall of Fame: Jacksonville, FL
- ◆ Strecker Museum: Waco, TX
- ◆ Boston Museum of Science: Omnimax Theatre Feasibility
- ◆ Pricing Strategy and Operations Review: Mystic Seaport Museum
- ◆ Basketball Hall of Fame Market Study: Springfield, MA
- ◆ Master Planning for Oil Energy Museum: Smackover, AR
- ◆ Calvert Marine Museum Feasibility Study: Calvert County, MD
- ◆ USS Nautilus Memorial & Submarine Force Museum: Groton, CT
- ◆ Feasibility Study for the New England Sports Museum: Boston, MA
- ◆ Audience Potentials and Marketing Analysis for the Massachusetts State Archives Museum
- ◆ Attendance Projections for Proposed Golf Museum: Augusta, GA
- ◆ Plimoth Plantation Expansion: Plymouth, MA
- ◆ Virginia Beach Science Center: Virginia Beach,
- ◆ Worldbridge Theme Park: Baltimore, MD
- ◆ North American Expansion Study: Madame Tussaud's
- ◆ The Boston Children's Museum: Feasibility Study for Waterfront Development
- ◆ Environmental Center Feasibility: Chicopee, MA
- ◆ Market Analysis for the John F. Kennedy Library: Boston, MA

### VISITOR ATTRACTIONS DEVELOPMENT (Cont.)

- ◆ Market Support and Project Feasibility for Medal of Honor/Hall of Valor Museum
- ◆ The Museum of American Textile History: Attendance Potentials and Financial Analysis
- ◆ Detroit Historical Department: Historic Fort Wayne Development Potential
- ◆ Market Support for Learning Center and Museum of the National Sport Fishing Center
- ◆ Tall Ships Bicentennial Visit: Newport, RI
- ◆ Roaring Twenties Museum: Chicago, IL
- ◆ Minnesota Museum of Art: St. Paul, MN

### AQUARIUM AND ZOO PROJECTS

- ◆ Market Feasibility for Aquarium: Atlanta, GA
- ◆ Aquarium Feasibility Study: Birmingham, AL
- ◆ Aquarium Feasibility Study: Charleston, SC
- ◆ Tennessee Aquarium Feasibility: Chattanooga
- ◆ Mystic Marinelife Aquarium Market & Financial Potential and Economic Impacts: Mystic, CT
- ◆ New England Aquarium Expansion: Boston, MA
- ◆ Market Feasibility of an Aquarium/IMAX in New Bedford, MA
- ◆ Irish National Aquarium Feasibility Study: Dublin, Ireland
- ◆ Northwest Waters Aquarium Market Feasibility: Tacoma, WA
- ◆ Feasibility of an Aquarium/Mixed Use Project in Oberhausen, Germany
- ◆ Feasibility of Puerto Rico Eco-Center
- ◆ John G. Shedd Aquarium Expansion Study: Chicago, IL
- ◆ New Jersey State Aquarium Expansion Feasibility: Camden, NJ
- ◆ Long Island Aquarium/IMAX Feasibility Study: Bay Shore, NY
- ◆ Alaska Sea Life Center: Seward, AK
- ◆ Feasibility of Proposed Toronto Aquarium: Toronto, Ontario

- ◆ Inner Harbor Aquarium: Genoa, Italy
- ◆ Visitor Center Concept Plan, Chincoteague National Wildlife Refuge: VA
- ◆ Wisconsin Aquarium Feasibility: Sheboygan, WI
- ◆ Market and Feasibility Study for a Marine Life Center in Sandwich, MA
- ◆ Hutchinson Island Coastal Science Center, Florida Oceanographic Society: Stuart, FL
- ◆ Market and Financial Feasibility for Proposed Aquarium: Portland, OR
- ◆ Canadian National Aquarium: Ottawa, Canada
- ◆ Virginia Zoological Park Zoo Master Plan: Norfolk, VA
- ◆ Roanoke Zoo Master Plan: Roanoke, VA
- ◆ Buffalo Zoo Expansion Analysis: Buffalo, NY
- ◆ Osaka Aquarium Visitation Potential: Osaka, Japan

### WATERFRONT PLANNING PROJECTS

- ◆ Waterfront Area Master Planning Effort: North Augusta, SC
- ◆ Heritage Port Economic Study: Wheeling, WV
- ◆ Augusta Canal Master Plan: Augusta, GA
- ◆ Horizons Waterfront Commission Plan: Buffalo
- ◆ Central City Waterfront Study: Detroit, MI
- ◆ Financial Feasibility Analysis of Riverfront Central: Springfield, MA
- ◆ Waterfront Development Study: Narragansett Bay, RI
- ◆ Salt River Recreation Plan: (Rio Salado) Phoenix
- ◆ Inner Harbor Development: Baltimore, MD
- ◆ Waterfront Development: Newburyport, MA
- ◆ Harbor Site Redevelopment: Salem, MA
- ◆ Hudson River Valley Tourism Development Strategy: NY
- ◆ South Norwalk Waterfront District: Norwalk, CT
- ◆ Riverpark Master Plan: Chattanooga, TN

# Projects in New York State

**ConsultEcon, Inc.**  
Economic and Management Consultants

ConsultEcon, Inc. provides services to clients in the areas of project and plan concept feasibility, economic development, socio-economic impact evaluation and project implementation.

The staff of ConsultEcon, Inc. have conducted over 60 studies for projects in New York State. These studies have evaluated the economic development feasibility of a wide range of projects as well as provide the framework for comprehensive economic development strategies for larger areas. We have also evaluated the socioeconomic impact of projects across the State. We maintain extensive project reference files on over a thousand projects to assist us with our work. Much of this work has been in multidisciplinary settings where associated professionals have worked to develop projects, or to generate process-oriented solutions to complex development problems through market, management, and implementation-oriented plans. Many of our projects have been successfully implemented.

The following are representative assignments we have completed in the State of New York.

**Heritage Tourism Strategy for Western New York** – This project resulted in the preparation of a strategy to link and reinforce the heritage-related resources of Western New York, centered on Buffalo. This strategy addresses the task of increasing the level of heritage-related tourism and its economic benefit in Western New York from many perspectives: the available markets for heritage tourism, how these markets can be more effectively reached, how the tourism product can be improved, and how to link resources to make the whole greater than the sum of its parts. A key component of this work was our evaluation of the rehabilitation of Frank Lloyd Wright's **Darwin Martin House**, which would anchor an architectural heritage component of the plan.

**Tourism Development Plan: Seneca County, New York** – For this rural county in the Finger Lakes Region of New York, we prepared a tourism development strategy that encompasses general strategies, marketing, tourism infrastructure and evaluation of individual proposed attractions projects. An important component of the plan is the **Women's Rights National Historical Park** in Seneca Falls, New York.

**Emerson Park: Cayuga County, New York** – Provided the market support and operational evaluation for the master plan for Emerson Park, located in Auburn, New York. The market work evaluated the potential for the development of a hotel/conference center, a full-service restaurant, a waterpark/play area and an ice skating trail. The regional park is located on the northern shore of Owasco Lake.

**Hudson River Valley Heritage Tourism Development: New York** – A comprehensive heritage tourism market and development study was conducted of the Hudson River Valley, New York, encompassing a ten-county area. We identified opportunities for further tourism development by building upon the existing strengths of the Valley while preserving the historic, cultural and natural qualities that serve to distinguish the Hudson River Valley. As part of this work, we also developed a model **heritage tourism plan for the City of Kingston, New York**. Kingston is an historic community on the Hudson River that is the gateway to the Catskill Mountains.

**Olana State Historic Site Master Plan: Hudson, New York** – Evaluated attendance potential of the master plan for the historic home and gardens of painter Frederic E. Church, a leader in the Hudson River School of Art. This site includes an art collection, as well as one of the most picturesque landscapes in the area.

**Environmental Impact Statement – Economic Impacts Review, Discount Department Store Proposal: Lake Placid and Ticonderoga, New York** – Served as expert reviewer for two separate market, economic and fiscal impacts analyses for the State of New York under its SEQR environmental impact review law. We conducted initial review, comments and a review of subsequent revisions to relevant sections of the EIS. The review included completeness, technical approach and conclusions. Issues included economic impacts, fiscal revenue generation, and fiscal costs including municipal services.

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**Saratoga Historic Battlefield: Saratoga, New York** – Prepared the economic components for work on the General Management Plan for the National Park Service.

**Community Character Impacts Study: Ithaca, New York** – Conducted a fiscal and market analysis of the existing retail environment in Ithaca in order to evaluate potential community character and competitive impacts of a proposed commercial development in the Town.

**The Wild Center: Natural History Museum of the Adirondacks: Tupper Lake, New York** – The site for the project is in a rural community located in the center of the Adirondack Park. Although the Adirondacks are well known as a visitor destination for outdoor recreational pursuits, there are few sizeable indoor attractions in the region. The NHMA was conceived to fulfill that need and to serve as a catalyst for economic development in the local area. As one component of the Master Plan for this new facility, we evaluated the market support for and financial feasibility of the project. Of particular importance was the potential for seasonal operations. Accordingly, alternative operating scenarios to test project feasibility under 9 and 12 month operating schemes were prepared.

**Glens Falls Civic Center Impact Study: Glens Falls, New York** – For this existing Civic Center we evaluated the ongoing economic impacts of operations. This arena and meetings facility offers a venue for professional and amateur sports, music concerts, traveling shows, consumer shows and a variety of meetings. Issues include operating impacts and event attendee and performer off-site spending.

**Lucille Ball/Desi Arnaz National Comedy Center and Museum Feasibility Study: Jamestown, New York** – Evaluated the market and feasibility potential for the Jamestown (New York) Urban Renewal Agency. Additional work projected the economic impact of the project, and provided a preliminary tourism evaluation and strategy. The first phase of the Museum has opened.

**New York Aquarium: Coney Island, NY** – We have worked with the Wildlife Conservation Society in planning for the New York Aquarium at Coney Island.

**Water Discovery Center: Arkville, New York** – Evaluated the feasibility of developing a Water Discovery Museum in the central Catskill Mountains, the source of water for the City of New York. This work included evaluation of market potential and project feasibility assessment.

**State Fair Boulevard Market Analysis: Geddes, New York** – As part of a planning study for State Fair Boulevard in Geddes, NY, ConsultEcon prepared a market and site analysis to support a land use plan for this key part of the community. This neighborhood is located adjacent to the New York State Fairgrounds.

**Sing Sing Prison Museum, Ossining, New York** – ConsultEcon, Inc. evaluated the market and operating feasibility of developing a historic prison museum on the grounds of the still operating Sing Sing State Prison in Ossining, New York. This project included primary market research and an evaluation of the economic and fiscal impacts that the project would have on the local and regional economies.

**Plattsburgh Barracks History Center: Plattsburgh, New York** – This report evaluated the potential for the development of the historic component of the Plattsburgh Air Force Base. The project overlooks the site of one of the most important naval battles in American history. The work evaluated the market support and operational profile for the proposed History Center.

**Potential Market for Tourism Development in the Towns of Shandaken and Middletown, New York** – This study, prepared for the Central Catskills Planning Alliance, reviews various concepts for tourism development along Route 28 in the towns of Shandaken and Middletown. This work also included primary research focus groups of potential visitors to test their responses to the ideas presented.

**Civic Center Feasibility: Jamestown, New York** – We prepared a preliminary report of market and project concept issues relating to the potential development of a mixed use civic center project in this City of 34,000 residents. Project components included an arena, meeting and assembly space, and hotel and restaurant, with associated parking.

## New York State Qualifications

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**Bethel Center for the Performing Arts: Bethel, New York** – Worked as part of a multi-disciplinary consulting team working to create a development program and to prepare a first-level master plan for the Bethel Center for the Performing Arts, located at the site of the original Woodstock festival. Our work focused on the visitor center component and the nature center component. This included working with the team to refine its program, to prepare a preliminary feasibility study for the visitor center and nature center, and to define next steps. The Performance Center opened in 2006 and the museum opened in 2008.

**Port Byron Old Erie Canal Heritage Park: Port Byron, New York** – This report evaluated the market and operating potential of the Port Byron Old Erie Canal Heritage Park. The proposed project will include an educational and interpretive center based around several historic structures, the Old Erie Canal Lock 52 and the 1895 Canal Tavern – “The Erie House,” in the Village of Port Byron. Evaluation of the project’s potential for positive economic impacts was an important part of this analysis.

**Buffalo Olmsted Richardson Architecture Center: Buffalo, New York** – Conducted a market and economic feasibility study for the proposed Buffalo Olmsted Richardson Architecture Center. Our work included review of the proposed site for the center from a market and economic perspective, identification and evaluation of resident and tourist market segments, review of the experience of attractions in the market area and future area trends, as well as a review of comparable project experience. Attendance potential, operating potential and sensitivity analyses for two alternative scenarios were prepared with a final overall market and economic analysis for the preferred scenario.

**Long Island Wine Country Visitor Center: Greenport, New York** – This project estimated visitation to the Long Island Wine country on the eastern end of Long Island, New York, and evaluated marketing approaches and alternative operating and management models for a visitor intercept strategy. The visitation forecast supported an analysis of the feasibility of a visitor interpretive center.

**Aquarium of Niagara Master Plan: Niagara Falls, NY** – For the early planning stages of this project, we prepared a preliminary attendance and economic potential evaluation of the proposed Phase 1 of a Master Plan for the Aquarium. This work included review of the current and historical Aquarium operations to inform future potential. This work was completed as part of an iterative and collaborative planning process with the design team to help identify the optimum program components for Phase 1 that would optimize the economic potential of the Aquarium within a specified capital cost budget goal.

**Science Center of Tech Valley: Schenectady, New York** – The Schenectady Museum, which now offers science and history interpretation as well as a planetarium, is reinventing itself as the Science Center of Tech Valley. ConsultEcon participated in a multi-phased, multi-disciplinary planning process to identify a new site in Schenectady, and then to plan facility size and building program. This work included a market study, alternative site and project financial analysis and preferred site operating plan.

**New York Fly: Lake George, New York** – For a major international attractions development firm, we reviewed the market and competitive context, and offered conclusions for the proposed site for New York Fly – an outdoor recreation attraction in Lake George, New York. This work included review of existing and proposed treetop/canopy walking tours in North America, analysis of area resident markets and tourism industry, and a review of local area competitive attractions context and area climate.

**Long Island Aquarium at Bay Shore, NY** – This project evaluated the feasibility of the development of an aquarium and large-format film theater in Bay Shore, Long Island. Also included in the work were an analysis of project concept, site and location characteristics, and market support. Telephone surveys of area residents provided insights into market response to the Aquarium. The report projected attendance and financial operations, along with the economic impact of the project. Updated reports have been prepared to support fund-raising and project financing.

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## New York State Qualifications

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**Buffalo Zoo: Buffalo, New York** – This master plan focused on rebuilding the Buffalo Zoo within its current size-constrained site. The design and market and economic analyses identified cost-effective solutions to revitalizing this historic zoo over a twelve-year period. The plan is being successfully implemented with a major new exhibit that opened in 2008.

**Wildlife Conservation Society: New York, NY** –This work involved an evaluation of potential expansion plans and programs for this major institution. Focused group consumer research was accomplished to support the market study and financial feasibility analyses.

## Qualifications

### REAL ESTATE FEASIBILITY

- ◆ Market Analysis of the Hawley Lane Mall: Trumbull, CT
- ◆ Office Park Transaction: Wakefield, MA
- ◆ Market Feasibility Analysis for Shopping Center: Fall River, MA
- ◆ Restaurant Market Support for Egleston Station: Boston, MA
- ◆ Office Building Development: Springfield, MA
- ◆ Long Term Office Development Strategy: Chelmsford, MA
- ◆ R&D/Office Market Assessment: Tyngsboro, MA
- ◆ Stamford Town Center Mall Expansion
- ◆ St. Louis Office Market Analysis: St. Louis, MO
- ◆ Office Market Assessment: Fishkill, NY
- ◆ Residential Market Support: Upstate NY
- ◆ Joint Retail/Commuter Rail Development: Boston, MA
- ◆ Condominium Market Assessment: Boston, MA
- ◆ Assessment of Market Support for Condominium/ Marina Complex: RI
- ◆ Condominium Development Opportunities: Providence, RI
- ◆ Westin Battery Park Hotel Amenities Analysis: New York, NY
- ◆ Government Sector Expansion Potential, Volpe National Transportation System Center: Cambridge, MA
- ◆ Salem State College Real Estate: Salem, MA
- ◆ Commercial Development Potential at Portland Place: Boston, MA
- ◆ Cambridge Park Retail: Cambridge, MA
- ◆ Development Potential - Wesleyan Hills Parcels: Middletown, CT
- ◆ Highrise Condominium Housing: Quincy, MA
- ◆ Office Acquisition Assessment - Bulfinch Triangle: Boston, MA
- ◆ Evaluation of Market Support for Residential Development: Portsmouth, NH
- ◆ Residential Feasibility: Haverhill, MA

- ◆ Feasibility Study Update for Brokaw Properties: Glen Cove, NY
- ◆ Market Support for Senior Housing: Attleboro, MA
- ◆ Market Feasibility of Congregate Housing Development: Braintree, MA
- ◆ Land Development Economics: Brattleboro, VT

### ADAPTIVE USE PROJECTS

- ◆ Faneuil Hall Marketplace: Boston, MA
- ◆ Adaptive Reuse and Financial Evaluation Historic Properties: Lawrence, MA
- ◆ Amesbury Hat Factory Reuse: Amesbury, MA
- ◆ Alley Mall Feasibility Study: Fort Wayne, IN
- ◆ Boston Naval Shipyard Reuse Study: City of Boston, MA
- ◆ Frankford Arsenal Redevelopment: Philadelphia, PA
- ◆ Adaptive Reuse and Economic Development Study: Pullman, IL
- ◆ The Arcade Building: Providence, RI
- ◆ Market Study for Banner Square: Albuquerque, NM
- ◆ Commercial Development Potential at Portland Place: Boston, MA
- ◆ Post Office Reuse Study: Reno, NV
- ◆ Reuse of the Mobil Oil Building; Dallas, TX

### PUBLIC ASSEMBLY AND LODGING PROJECTS

- ◆ Conference Center/Hotel Feasibility: Austin, TX
- ◆ Battery Park Hotel Amenities Analysis: New York, NY
- ◆ Mixed-Use Hotel/Conference Center Study: Chelmsford, MA
- ◆ Indoor Horse Arena and Multipurpose Building: Estes Park, CO
- ◆ Hotel/Residential Market Analysis: Hartford, CT
- ◆ Hotel Market Analysis: Amesbury, MA
- ◆ Hotel Sonesta Expansion: Cambridge, MA

### **PUBLIC ASSEMBLY AND LODGING PROJECTS (Cont.)**

- ◆ Hotel Market Study: Newport, RI
- ◆ Virginia Horse Center: Roanoke, VA
- ◆ America International Trade Plaza Analysis: New York, NY
- ◆ New York Convention Center Study of Private vs. Public Management: New York, NY
- ◆ Civic Center Feasibility Study: Bay City, MI
- ◆ Capitol Theatre Market Study: New London, CT
- ◆ Civic Center Feasibility Study: Wilkes-Barre, PA

### **URBAN ENTERTAINMENT/SPECIALTY CENTER PROJECTS**

- ◆ Market Support for Adaptive Reuse: Lowertown, St. Paul, MN
- ◆ Claymation Station: Portland, OR
- ◆ Alley Mall Feasibility Study: Fort Wayne, IN
- ◆ The Arcade Building: Providence, RI
- ◆ Movie Cinema Market Support: Hooksett, NH
- ◆ Adaptive Use of Warehouse Row: Chattanooga, TN
- ◆ Massachusetts Institute of Technology: Review of Market Support for Retail Development
- ◆ Commercial Development Potential at Portland Place: Boston, MA
- ◆ National Comedy Center: Jamestown, NY
- ◆ Market Analysis for Specialty Retail Development at Ybor City: Tampa, FL
- ◆ Retail Market Analysis and Master Plan: San Antonio, TX

### **TOURISM DEVELOPMENT/HERITAGE PARK PROJECTS**

- ◆ Tourism Development Strategy: Pittsfield, MA
- ◆ Freedom Trail: Boston, MA
- ◆ Seneca County, New York Tourism Development Plan
- ◆ Catskills Tourism Plan: NY
- ◆ Alabama Tourism Development Summit
- ◆ North Augusta, South Carolina Tourism Development Plan
- ◆ Catskills Resort Area Development Plan
- ◆ Heritage Park: Wheeling, WV
- ◆ Hudson River Valley Tourism Development Plan
- ◆ Oil Region Heritage Park and Tourism Plan: PA
- ◆ Ohio & Erie Canal Corridor Study: Ohio
- ◆ Tompkins County, New York Tourism Development Plan
- ◆ Thames River Maritime Heritage Park: CT
- ◆ Puerto Rico Tourism Development Plan
- ◆ U.S. Travel & Tourism Administration - National Rural Tourism Study
- ◆ State of Kansas: Travel Development Plan
- ◆ New York State Tourism Plan
- ◆ Grand Bahama Island Tourism Development Strategy
- ◆ Lackawanna Valley Heritage Park: Scranton, PA
- ◆ Lowell Historic Canal Commission: Lowell National Cultural Park
- ◆ State of Connecticut Heritage Park System
- ◆ Tourism Strategy: Jamestown, NY
- ◆ Urban Cultural Park: Seneca Falls, NY
- ◆ Urban Cultural Park System Master Plan: State of New York
- ◆ Catskill Rail/River Corridor Study: Kingston, NY
- ◆ Rio Salado Master Plan: Phoenix, AZ
- ◆ Riverpark Master Plan: Chattanooga, TN
- ◆ Winter Tourism Plan: Anchorage, AK

## Qualifications

### REPRESENTATIVE CLIENT LIST

- ◆ Advest, Inc.
- ◆ Akron Civic Theater
- ◆ American Campus Lifestyles Companies, Inc.
- ◆ Anchorage Economic Development Corp.
- ◆ Arts Council for Chautauqua County
- ◆ Atlanta Development Authority
- ◆ Atlanta-Fulton Recreation Authority
- ◆ Audubon Society of Rhode Island
- ◆ Big Two Resorts, Inc.
- ◆ Black River Design
- ◆ California Academy of Sciences
- ◆ Cambridge Seven Associates, Inc.
- ◆ Carr, Lynch and Associates
- ◆ Central Catskill Planning Alliance
- ◆ Chermayeff, Sollogub & Poole
- ◆ City Design Collaborative
- ◆ City of Charleston, SC
- ◆ City of Jamestown, New York
- ◆ City of Nashua, New Hampshire
- ◆ City of New Britain, Connecticut
- ◆ City of North Augusta, South Carolina
- ◆ City of Providence, RI
- ◆ City of Sheboygan, Wisconsin
- ◆ City of Tacoma, Washington
- ◆ City of Woburn, Massachusetts
- ◆ Cleveland Botanical Garden
- ◆ Clough, Harbour Associates
- ◆ Colorado Aquarium Society
- ◆ Connecticut Development Authority
- ◆ Connecticut Historical Society
- ◆ Corcoran Jennison Mullins
- ◆ Davidson-Peterson Associates
- ◆ Daylor Consulting
- ◆ Dowl Engineering
- ◆ Florida Aquarium
- ◆ Forest City Enterprises
- ◆ Friends of Moccasin Bend: Chattanooga, TN
- ◆ Georgia Sports Hall of Fame Authority
- ◆ Goodspeed Opera House
- ◆ Goody Clancy & Associates, Inc.
- ◆ Gulf of Maine Aquarium Development Corp.
- ◆ Hellmuth, Obata & Kassabaum (HOK)
- ◆ Howard, Needles, Tammen & Bergendoff (HNTB)
- ◆ Hudson River Greenway Conservancy
- ◆ Icon Architecture
- ◆ IDEA, Inc.
- ◆ Jacksonville, Florida CVB
- ◆ JMB/Urban Development Co.
- ◆ Krent/Paffett Associates
- ◆ Landauer Associates
- ◆ LaSalle Partners
- ◆ Las Vegas Valley Water District
- ◆ Lee Skolnick Architects
- ◆ LeisureQuest
- ◆ Leung, Hemmler, Camayd
- ◆ Lyons-Zaremba Inc.
- ◆ MA Division of Capital Planning & Operations
- ◆ Metropolitan District Commission
- ◆ Minnesota Museum of Art
- ◆ Mississippi River Museum
- ◆ Modern Continental Companies, Inc.
- ◆ Monterey Bay Aquarium
- ◆ Museum of Discovery and Science, Fort Lauderdale, Florida
- ◆ Mystic Aquarium
- ◆ National Aquarium in Baltimore
- ◆ National Audubon Society
- ◆ National Aviary in Pittsburgh
- ◆ National Oceanic and Atmospheric Administration
- ◆ New Bedford Aquarium Development Corp.
- ◆ New England Aquarium

# ConsultEcon, Inc.

Economic and Management Consultants

Qualifications

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## REPRESENTATIVE CLIENT LIST (Cont.)

- ◆ New Jersey State Aquarium
- ◆ New York Power Authority
- ◆ Peckham, Guyton, Albers & Viets (PGAV)
- ◆ Pennsylvania Dutch Convention & Visitors Bureau
- ◆ Pfleger Institute of Environmental Research
- ◆ Portico Group
- ◆ Principal Financial Group
- ◆ Quincy 2000 Corporation
- ◆ Radio Flyer Corporation
- ◆ Ralph Appelbaum Associates
- ◆ Rhodes/Dahl
- ◆ Sasaki Associates
- ◆ Seneca County, New York
- ◆ Shedd Aquarium
- ◆ Sheppard, Mullin, Richter & Hampton LLP
- ◆ South Carolina Aquarium
- ◆ TAMS Consultants, Inc.
- ◆ The LA Group
- ◆ The Saratoga Associates
- ◆ THInc
- ◆ Town of Islip, New York
- ◆ Town of Mashpee, Massachusetts
- ◆ U.S. Baseball Federation
- ◆ U.S. Department of the Treasury
- ◆ U.S. Fish and Wildlife Service
- ◆ U.S. National Park Service
- ◆ University of Southern Mississippi
- ◆ Urban Design Group
- ◆ Virginia Museum of Science
- ◆ Waterfront Center
- ◆ Wildlife Conservation Society