

PATRICK B. FORD

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PROFILE

Mr. Ford has 35 years of experience in economic and community development, repurposing brownfields, and has worked as a development executive in New York, West Virginia, Ohio, Pennsylvania, Virginia, Maryland, Texas, and Florida.

Beginning with his undergraduate and master's degrees in city planning from the University of Virginia, Pat Ford's work has taken him from college towns to mill towns to major cities as he served both the private and public sectors from New York to South Florida.

His roles as a business development director and vice president in the private sector, city official in the public sector, and executive director in non-profit brownfields redevelopment have given him a triad of skills that enable him to identify and pursue projects backed by real funding, productive partnerships and with full knowledge of local, state, and federal regulatory requirements. He has a proven track record of moving projects from conception to ribbon cuttings.

Immediately prior to joining the Frontier Group of Companies, Mr. Ford served the Executive Director of the Marion County Industrial Foundation, a non-profit economic development organization with a strong financial footing. As the ED of that organization, Mr. Ford restructured interest-bearing accounts, expanded workforce initiatives, established an abandoned and dilapidated (BAD) building removal program, and oversaw the remediation and removal of an eyesore that had stood deteriorating in the gateway of the county for over 20 years.

Razing and repurposing brownfield's properties was Mr. Ford's hallmark during his decade with the Business Development Corp. of the Northern Panhandle (WV) where he first worked with Frontier Group of Companies. In all, Mr. Ford oversaw the BDC's ownership and repurposing of seven buildings in two counties.

Mr. Ford's breadth of professional accomplishments include closing the "Deal of the Week" in the Wall Street Journal, recognition by the Small Business Administration as Champion of the Year, United States Environmental Protection Agency for Land Stewardship and Collaboration, Brownfields Renewal Magazine, United States House of Representatives, West Virginia Brownfields Assistance Center, West Virginia Department of Environmental Protection, the Maryland Chapter of the American Planning Association, and the Virginia Citizens' Planning Association

FRONTIER GROUP OF COMPANIES/BUFFALO, NY

BUSINESS DEVELOPMENT DIRECTOR, NOV. 2020 - PRESENT

- Patrick Ford is the Business Development Director for the Frontier Group of Companies. The Frontier Group of Companies is a full-service industrial specialty contractor working throughout North American and regions of Central and South America. Our customers include some of the world's leading Fortune 500 with industrial and manufacturing operations. Our core services include: plant demolition, facility acquisition and repurposing,

industrial dismantling, environmental remediation, asset recovery, industrial gutting, scrap metals recycling, asset recovery, equipment removal and salvage, high structure removal, rail road services, and energy production.

- Remediating, planning, repurposing, and developing Weirton Frontier Crossings, Conesville Industrial Park, Moundsville Industrial Park, and New Haven Industrial Park.

MARION COUNTY INDUSTRIAL FOUNDATION/LEBANON, KY

EXECUTIVE DIRECTOR, OCT. 2019 – OCT. 2020

- Patrick Ford is the Executive Director of the Marion County Industrial Foundation (MCIF), tasked with managing a \$4.7M budget and \$8.4M in assets, in addition to overseeing workforce and land development projects. The Marion County Industrial Foundation is a non-profit, municipality and county sponsored, economic development organization. The foundation provides Marion County with development programs that are designed to grow the economy by increasing the productivity of local industry and commercial sectors of automotive, distilling, agriculture, healthcare, value-added metals, and plastics, and aid small business by providing a variety of services and incentives designed to retain and expand existing industries and to attract new industries and businesses.
- Established the MCIF COVID-19 RESPONSE HUB to provide a forum for our local industries and leaders to share best practices, policies, and implementation strategies with regards to re-openings, transitioning out of warm stand-by, and maintaining operations during this pandemic.
- Established PROJECT REBOUND which is a collaboration between the MCIF, Chamber of Commerce, Lebanon City Council, and Marion County Fiscal Court. The collaboration purchased and distributed masks, hand sanitizer, and disinfectant to 281 small businesses (less than 25 employees) that employed 1,800 people. We also delivered the necessities to 200 senior citizens and at-risk population.
- Established a Workforce Collaborative between the MCIF, Career Center, Marion County Area Technology Center, Elizabethtown Community & Technical College, and industry representatives to attract and train workforce. Marion County has 39 essential industries that employ almost 10,000 people. We currently have over 400 job openings that we are working creatively to fill.
- Established a BAD (Brownfield, Abandoned, and Dilapidated) Building Initiative to eliminate slum and blight in Marion County.
- Designing and building a multiuse building and conference center on the Kentucky Bourbon Trail in our Crossroads Business Park.
- Developing roads and infrastructure to 250 acres in our Crossroads Business Park.

BUSINESS DEVELOPMENT CORP. OF THE NORTHERN PANHANDLE/WEIRTON, WV

EXECUTIVE DIRECTOR, 2009 – SEPT. 2019

- Formed in 1993 and chartered as a 501-C3 (private, not for profit) organization, the BDC is the designated economic development organization for Brooke and Hancock counties. The BDC gets its support from the WV Development Office, WV Economic Development Authority,

USEDA, USEPA, Hancock and Brooke Counties, and the cities of Weirton, Wellsburg, Beech Bottom, Bethany, and New Cumberland.

- Five existing economic development organizations in Brooke and Hancock Counties were consolidated to form a single organization dedicated to creating jobs and encouraging economic investment in WV's Northern Panhandle.
- Since 2009, the BDC has participated in the creation of approximately \$136 million in annual payroll. Actions have brought in more than \$603 million in private and public investment, created and preserved approximately 3,200 jobs, and have contributed to reducing the unemployment rate in Brooke and Hancock counties from over 13% to slightly over 5%. Strong partnerships with local, state, and federal officials have led to \$50 million of federal, state, local, and foundation financial assistance for projects and programs. Leading the metro area through an industrial renaissance that has the northern panhandle among the highest percentage increases in construction jobs in the country.
- Grew BDC's total assets from \$356,000 to \$9.4 million.
- Grew BDC's net income from \$36,000 to \$1.6 million.
- Reorganized the board and organization, created new bylaws, created a membership organization and membership fee structure, and a new board of directors diverse in geographic representation, industry representation, and public/private representation.
- Oversaw and continue to implement the region's first strategic plan, funded by a \$250,000 US Economic Development Administration economic adjustment grant. A subsequent \$400,000 update, funded by the EDA, was completed the summer of 2019.
- Developed deep and beneficial partnerships with US Senators, US Representative, the USEPA and USEDPA, the Governor's Office, the region's State Delegates and Senators, the West Virginia Economic Development Authority, and the Department of Commerce.
- Created 3-2-1 Corridors of Opportunity initiative with Jefferson County, OH. In cooperation with Jefferson County, OH, the BDC, and Jefferson County Port Authority (lead economic development agency of Jefferson County, OH) work closely together (3 counties in 2 states) to create jobs (the 1 goal) in the tri-county region to recruit businesses and assist with expansion of existing businesses and industries.
- Represented the state of West Virginia in business missions in Japan, China, Germany, Italy, England, and throughout the USA.
- Actively marketed and recruited businesses and industries for the Northern Panhandle.
- Assisted with State government programs regarding workforce development and infrastructure development.
- Responded to inquiries on development, permit, and tax issues.
- Identified sites for acquisition and development by the BDC.
- Advised and assisted local businesses with economic and development issues.
- Researched and provided economic trends, analysis, and data for Brooke and Hancock counties.
- Provided counseling to small and large businesses.

PITTSBURGH, PA, 2002 - 2008

EXECUTIVE DIRECTOR, URBAN REDEVELOPMENT AUTHORITY

- Managed organization responsible for generating, stimulating and managing growth and development in the City of Pittsburgh.
- Administered approximately \$100 million annually in URA development, loans and investments. In 2007, URA dollars leveraged more than \$250 million in private projects that resulted in nearly 2,000 jobs.
- Managed day-to-day operations of 200-member staff.
- Implemented initiatives pioneered during tenure as Director of City Planning and Director of Economic and Community Development.
- Directed URA's comprehensive programs, including major economic development projects, business assistance and financing, home ownership and improvement financing, Main Street initiatives, storefront renovation programs, and assistance with the development of residential, commercial, industrial and mixed use sites through site assembly, environmental remediation and a variety of financing options.
- Developed staff positions to meet redevelopment needs, including the position of Sustainable Design Coordinator.
- Managed preparation of Sector Neighborhood Asset Profiles (SNAP Plans) for all 90 City neighborhoods and creation neighborhood of vitality index.
- Engaged staff and consultants in creation of citywide Market Value Analysis to be used comprehensively by the City and its authorities to identify investment opportunities and provide for informed decision making in the City's blighted and transitional neighborhoods.
- Worked closely with the Mayor's Office on policies and strategies to recruit and retain young people to the City of Pittsburgh through investment in high tech businesses.
- Served on Pittsburgh Promise Task Force to manage implementation of a citywide public-school scholarship program to retain and attract families to the City.
- Managed implementation of a tax abatement program for residential construction in the downtown and investment-ripe neighborhoods throughout the City.
- Served on the Executive Committee of the Southwestern Pennsylvania Commission, the region's Metropolitan Planning Organization (MPO), on planning and prioritizing the use of state and federal transportation funds allocated to the region.
- Served as Mayor's representative on the board of Riverlife Task Force, a public-private partnership that guides and advocates for the redevelopment of Pittsburgh's riverfronts.
- Served on board of the Pittsburgh Partnership for Neighborhood Development, which supports the region's revitalization through strategic investments in community development/improvement organizations?
- Chaired the Housing Authority of the City of Pittsburgh (HACP), a municipal corporation charged with providing decent, affordable housing for more than 20,000 low-income persons in the City of Pittsburgh.

MAYOR'S DIRECTOR OF ECONOMIC & COMMUNITY DEVELOPMENT

- Appointed to position created by Mayor Luke Ravenstahl that would utilize my expertise to coordinate and streamline development review and permitting processes of multiple City departments' efforts.
- Managed roughly 400 staff and directors in the departments of City Planning, Public Works, Bureau of Buildings and Inspections, and Neighborhood Initiatives.
- Managed development projects and priorities for the Mayor's Office and the City's four major development authorities: Urban Redevelopment Authority, Housing Authority, Parking Authority, and Public Water and Sewer Authority.
- Oversaw the planning review and approval of the City's first casino and the new arena for the Pittsburgh Penguins.
- Directed efforts of Mayor's Department of Neighborhood Initiatives, a division created to work directly with the City's 100+ community development organizations.
- Created a tax abatement program for residential construction in the downtown and investment-ripe neighborhoods throughout the City.
- Spoke on behalf of Mayor's Office at nation and international conferences, real estate meetings, community organization meetings, development roundtables and before other special interest groups.
- Served as Chairman of the Board for the Housing Authority of the City of Pittsburgh.
- Served as Chairman of the Board of the Pittsburgh Parking Authority.
- Served on the boards of the Pittsburgh Partnership for Neighborhood Development, Riverlife Task Force, Southwestern Pennsylvania Commission (the region's Metropolitan Planning Organization), the Downtown Task Force, and the Pittsburgh Economic and Industrial Development Corporation.

DIRECTOR OF PITTSBURGH CITY PLANNING

- Appointed by the late Mayor Bob O'Connor to be the Director of City Planning.
- Managed staff of 60 in divisions of strategic planning, community development, development administration and review, Office of Public Art, geographic information services, and the Federal Weed and Seed Program.
- Created a "sector planning" system to establish an organized, efficient and consistent development process for public and private property within the City. The "sector planning" process ensured that all development was in compliance with the City's sector plans, neighborhood plans, and applicable zoning regulations.
- Ensured that all development occurred in a manner that was equitable to the each property owner, developer, and the City of Pittsburgh.
- Established development policy and review standards through the Planning Commission, Historic Review Commission, Art Commission, Zoning Board of Adjustments, and through administration of the zoning ordinance.
- Created Contextual Design Advisory Panel (CDAP) to further ensure architectural compatibility in Pittsburgh's diverse neighborhood settings.
- Established, and secured funding for, a Pedestrian/Bicycle Coordinator position.

- Created the City of Pittsburgh's Office of Public Art in conjunction with the Heinz Endowments.
- Facilitated community planning processes by working with community-based and technical assistance organizations and programs.
- Administered grant programs funded through federal Community Development Block Grant (CDBG) funds.
- Served as a board member for Pittsburgh Partnership for Neighborhood Development, the City Historic Review Commission, Pittsburgh Civic Design Coalition, the Riverlife Task Force, Southwestern Pennsylvania Commission (the region's Metropolitan Planning Organization), and the Downtown Task Force.
- Chaired the Board of the Pittsburgh Parking Authority.

ASSISTANT PLANNING DIRECTOR / ZONING ADMINISTRATOR

- Managed and administered the City Planning Commission, Zoning Board of Adjustments, and City Zoning Office.
- Developed and facilitated neighborhood planning initiatives.
- Administered the City's Zoning, Site Plan, and Subdivision Ordinances.
- Managed all environmental reviews including development along the City's three primary rivers (the Monongahela, Ohio, and Allegheny), hilltops, and hillsides (Mt. Washington, South Side, and North Side).
- Reviewed and processed all permits in the City of Pittsburgh, including Occupancy Permits, Land Operation Permits, Sign Permits, Building Permits, and Zoning Certificates.
- Prepared special planning reports for the Mayor and City Council. Drafted zoning text amendments and related legislation for the Mayor and City Council.
- Served as chief advisor to the Mayor on land use and zoning issues.
- Presented planning and zoning reports and recommendations to the public, community organizations, City Council, and Mayor.

CITY OF POMPANO BEACH, POMPANO BEACH, FL ZONING DIRECTOR, APRIL 2004-NOV. 2005

- Administered and interpreted the zoning code and managed the zoning department and occupational license staff for Pompano Beach.
- Administered the City's Development Review Committee, Planning and Zoning Board, Board of Zoning Appeals, and Architectural Appearance Committee.
- Drafted zoning text amendments and related legislation for the City Manager and City Commission to encourage and facilitate development.
- Responsible for reviewing and processing all permits in the City of Pompano Beach, including Occupancy Permits, Land Operation Permits, Sign Permits, Building Permits, and Zoning Certificates.
- Eliminated two-month backlog in development permits within the first 90 days of my tenure. Prepared special planning and zoning reports for the City Manager and Commission.

- Served as chief advisor to the City Manager on land use and zoning issues. Regularly presented planning and zoning reports and recommendations to the City Manager and City Commission.

WHITNEY BAILEY COX & MAGNANI, BALTIMORE, MD

VICE PRESIDENT, NOV. 1989-DEC. 2001

- Directed teams of comprehensive planners, zoning specialists, development strategists, community revitalization specialists, urban and rural designers, preservationists, architects, landscape architects, engineers, and surveyors for one of the "Top 500" design firms in the United States as listed by the Engineering News Record.
- Researched, wrote, and coordinated all aspects of comprehensive plans, urban design plans, county and municipal plans, development impact assessments, development feasibility studies, revitalization strategies, market and economic analyses, and economic development programs. Clients included Havre de Grace, MD; Aberdeen, MD; Bel Air, MD; Baltimore, MD; Altoona, PA; Mentor, OH; and Suffolk, VA.
- Conducted studies in several states in the mid-Atlantic region for a unique assortment of public and private sector clients.
- Provided expert testimony in the field of comprehensive planning, zoning, market analysis, and development feasibility.
- Developed and marketed business development efforts for the company, including proposal development and client communication.
- Successfully marketed municipal clients in Maryland, Virginia, West Virginia, Ohio, and Pennsylvania.
- Created a Planning Department that expanded the company's client base and annual earnings.

THE COX COMPANY, CHARLOTTESVILLE, VA, JUNE 1987 - OCT. 1989

PROJECT MANAGER, JUNE 1987-OCT.1989

- Directed team of engineers, surveyors, landscape architects, planners and draftsmen.
- Directed and coordinated all aspects of comprehensive plans, growth management studies, transportation analyses, facilities master plans, demographic and economic assessments and environmental analyses. Clients included Hershey, PA; Williamsburg, VA; Charlottesville, VA; Winchester, VA; Rappahannock County, VA; and Sperryville, VA.
- Prepared numerous master plans and ordinances.
- Consulted on both public planning efforts and private sector projects, including master planning, site design and development impact assessments.
- Provided development advisory services for planned developments, commercial, industrial, institutional, and mixed-use projects.

ALBEMARLE CO. PLANNING & DEVELOPMENT, CHARLOTTESVILLE, VA

SITE PLANNER, MARCH 1985-MAY 1987

- Conducted reviews of site plans and subdivisions.
- Reviewed requests for rezoning and special use permits.

- Prepared and assisted in the development of studies, analyses and recommendations in connection with the physical, social, and economic development of the County.
- Prepared and assisted in the preparation of technical reports and long-range planning projects.
- Prepared and conducted public presentations.
- Explained planning problems and procedures to the public on inquiry.
- Reviewed and updated the Comprehensive Plan.
- Determined needs assessment for community facilities.
- Compiled inventory of commercial, office, and industrial land. Compiled data pertinent to the development suitability of land (i.e., slope analysis and soil surveys).
- Prepared Pedestrian Obstacle Study: Phase II. Identified future pedestrian demand areas and the need for future pedestrian improvements and accommodations.

EXPERT TESTIMONY

- Comprehensive Planning
- Zoning
- Highest and Best Use
- Market Analysis
- Development Feasibility

SPEAKING ENGAGEMENTS

- **NATIONAL BROWNFIELDS CONFERENCE, 2017, PITTSBURGH, PA**
- **WV BROWNFIELDS CONFERENCE, 2015, MORGANTOWN, WV**
- **WVU EXTENSION SERVICE COMMUNITY LEADERSHIP ACADEMY, 2014, MORGANTOWN, WV**
Panel discussion on public-private partnerships
- **WV BROWNFIELDS CONFERENCE, 2014, HUNTINGTON, WV**
The importance of public-private partnerships
- **BUSINESS AND LEADERSHIP CONFERENCE, 2014, BRIDGEPORT, WV**
Seminar on engaging with the media
- **KALON SCHOLAR LEADERSHIP PROGRAM, 2011-2014, BETHANY, WV**
Daylong seminar for campus student leadership
- **PITTSBURGH NEIGHBORHOOD ACADEMY, 2009-2013, BETHANY, WV**
Leadership program for at-risk Pittsburgh youth
- **FAYETTE COUNTY YOUTH LEADERSHIP PROGRAM, 2009-2013, FAYETTEVILLE, WV**
Daylong seminar for campus student leadership

- **NATIONAL BROWNFIELDS CONFERENCE, 2011, PHILADELPHIA, PA**
Overview of TS&T brownfields project in Chester, WV
- **COORIDORS OF OPPORTUNITY, 2009, WEIRTON WV**
Encouraging investment and redevelopment in the Ohio River valley
- **GOVERNOR'S HONORS ACADEMY, 2009, BETHANY WV**
Taught four-week courses in Leadership Tactics of Attila the Hun and Driving Change in Your Community
- **LEADERSHIP FAYETTE COUNTY, 2008, FAYETTEVILLE WV**
The role of planning in community development
- **CORNERSTONE SYMPOSIUM, 2008, PITTSBURGH, PA**
Entrepreneurial Pittsburgh: Building Bridges to a City's New Future
- **SHAPING THE FUTURE OF THE NEW CITY, 2008, PITTSBURGH PA**
Bringing industrial cities into the 21st Century
- **PHILADELPHIA ZONING CODE COMMISSION, 2007, PHILADELPHIA PA**
Streamlining building plan review & permitting
- **COMMUNITY CONVERSATION ON POVERTY, 2007, PITTSBURGH PA**
Improving social service delivery to the homeless and disadvantaged
- **AMERICAN PLANNING ASSOCIATION, NATIONAL CONFERENCE, 2007, PHILADELPHIA PA**
Role of public art in community revitalization
- **NATIONAL BUSINESS OF BROWNFIELDS CONFERENCE, 2007, pittsburgh pa**
Economic development
- **NATIONAL ASSOCIATION OF INDUSTRIAL AND OFFICE PROFESSIONALS, 2007, PITTSBURGH PA**
Streamlining development administration
- **LEADERSHIP WEST VIRGINIA, JUNE 2007, PARKERSBURG WV**
Leadership in public service
- **LEADERSHIP PITTSBURGH, 2006, PITTSBURGH PA**
Leadership in public service
- **CIVIC DESIGN COALITION, 2006, PITTSBURGH PA**
Chattanooga design exchange
- **BUILDING COALITIONS TO REVITALIZE COMMUNITY GREENSPACE, 2000, MORGANTOWN WV**
Assembling key players and partners

- **LEADERSHIP WEST VIRGINIA**, 1999, DAVIS WV
Economic development strategies
- **CORRIDOR I REGIONAL TOURISM CONFERENCE**, 1998, HAWK'S NEST STATE PARK WV
Planning and community revitalization

EDUCATION

WEST LIBERTY UNIVERSITY – Honorary Doctorate Degree 2018

UNIVERSITY OF VIRGINIA – Master's Degree in Urban Planning January 1987

UNIVERSITY OF VIRGINIA – Bachelor's Degree in Urban Planning January 1986

AWARDS

- **2019 BROWNFIELD DEVELOPMENT AWARD**, West Virginia Department of Environmental Protection
- **2017 WEST VIRGINIA SMALL BUSINESS CHAMPION OF THE YEAR**, nominated by the West Virginia Small Business Development Center for the United States Small Business Administration the West Virginia Small Business Champion of the Year.
- **2016 BROWNFIELD DEVELOPER OF THE YEAR**, from the West Virginia Brownfields Assistance Center for Excellence in Economic Development.
- **2016 FRIEND OF HANCOCK COUNTY 4-H**, for volunteerism and appreciation of support from the Hancock County Extension Service.
- **2015 LAND STEWARDSHIP AWARD**, West Virginia Department of Environmental Protection
- **BROWNFIELDS PERSON OF THE YEAR**, Nominated for 2014 Person of the Year for Brownfields Renewal Magazine.
- **FOLLANSBEE CHAMBER OF COMMERCE COMMUNITY SERVICE AWARD**, economic development 2013
- **LEADERSHIP WEST VIRGINIA**, elected to the 2000 millennium class
- **WHO'S WHO TOP SEVEN ENTREPRENEURS IN WEST VIRGINIA**, as ranked by the *West Virginia State Business Journal*
- **SILVER AWARD FOR DESIGN EXCELLENCE** for Star City (WV) Revitalization Plan, presented by the West Virginia Association of Consulting Engineers
- **GOLD DESIGN AWARD FOR EXCELLENCE** for Glen Elk (WV) Revitalization Plan, presented by the West Virginia Association of Consulting Engineers
- **BRONZE AWARD FOR DESIGN EXCELLENCE** for the Moundsville (WV) Revitalization Plan, presented by the West Virginia Association of Consulting Engineers
- **FIRST PLACE, TAYLOR COUNTY COMPREHENSIVE PLAN**, presented by the West Virginia Press Association Community Service Award

- **PROFESSIONAL ACHIEVEMENT IN COMPREHENSIVE PLANNING** for the City of Havre de Grace (MD) Comprehensive Plan, presented by the Maryland Chapter of the American Planning Association
- **AWARD FOR OUTSTANDING PROFESSIONAL ACHIEVEMENT** for the Charleston (WV) Community Revitalization Plan, presented by the Maryland Chapter of the American Planning Association
- **AWARD FOR MERIT** for the Bel Air Redevelopment Strategy and Streetscape Plan, presented by the Maryland Chapter of the American Planning Association
- **ACADEMIC EXCELLENCE & PROFESSIONAL PROMISE** presented by the Virginia Citizens Planning Association

BOARDS

- **LEBANON/SPRINGFIELD AIRPORT AUTHORITY**, Board Member
- **VISIT LEBANON TOURISM COMMISSION**, Board Member
- **MARION COUNTY HABITAT FOR HUMANITY**, Board Member
- **UNITE MARION RACE & ETHNIC RELATIONS**, Board Member
- **WEIRTON MEDICAL CENTER**, Finance Committee (Former)
- **UNITED WAY**, Campaign Chair 2017
- **NORTHERN WV BROWNFIELDS ASSISTANCE CENTER** Advisory Board member (Former)
- **WV REGION XI Planning and Development Council** member (Former)
- **WEST LIBERTY UNIVERSITY BOARD OF GOVERNORS** Executive Board Member, Chairman (Former)
- **WEST VIRGINIA PUBLIC PORT AUTHORITY** Board member (Former)
- **HARDY COUNTY COMMUNITY FOUNDATION**, Board Chair (Former)

