



DELTA | DEVELOPMENT | GROUP
I N C .

May 25, 2012

State of West Virginia
Department of Administration
Purchasing Division
Building 15
2019 Washington Street East
Charleston, WV 25305-0130

RE: DNR212172 – Market and Financial Performance Study for Lodge Development at Beech Fork State Park

Dear Mr. Whittaker:

In response to your Request for Quotation (RFQ) to conduct a Market and Financial Performance Study for Lodge Development at Beech Fork State Park, I am pleased to present the following quotation for services from Delta Development Group, Inc. (Delta). Delta is located in Mechanicsburg, Pennsylvania, with a regional office in Pittsburgh, Pennsylvania, and a regional presence in Washington, D.C. and New Jersey. The firm was founded in 1988 with the purpose of delivering specialized consulting services in community and economic development planning, real estate development, government relations, public funding, transportation, and information technology. Our clients include municipalities; real estate developers; private and public corporations; and federal, state, and local government agencies. We have conducted projects in 27 states, including projects in three of West Virginia's Regional Planning and Development Council areas.

Since its inception, Delta has experienced substantial growth, and its team today includes over 60 professionals with highly specialized skills. To assist with the Beech Fork Lodge study, we will also include one of our contract employees, Dr. Ed Boyer, to oversee and assist with the development of the financial pro forma. Dr. Boyer is an Assistant Professor at Temple University's Fox School of Business, where he has taught corporate finance in its Executive MBA, Full-Time MBA, Professional MBA, and undergraduate programs since joining Temple in 1993.

With a wide range of experience and expertise, Delta brings an unparalleled, demonstrated ability to conduct cutting-edge feasibility analyses that are designed to lead to successful implementation. Additional information about our firm is available on our Web site at www.deltaone.com.

On behalf of the Delta, I would like to thank you in advance for your consideration of our quotation, and invite you to contact any of the references provided with our quotation to verify our qualifications. We welcome the opportunity to meet with you in person to discuss the opportunity further. As Senior Vice President, I am authorized to make representations for the firm. If you have any questions about our team or our proposed services and/or quotation, please do not hesitate to call me at 717.441.9030, or e-mail me at dasper@deltaone.com.

Sincerely,

Darren J. Asper, AICP, PP
Senior Vice President
2000 Technology Parkway
Suite 200
Mechanicsburg, PA
17050-9407
(717) 441-9030 Phone
(717) 441-9056 Fax
www.deltaone.com

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2012 MAY 29 AM 9:26

WV PURCHASING
DIVISION



Results With Integrity

West Virginia Division of Natural Resources

Response to RFQ No. DNR212172

May 29, 2012



Submitted by:
Delta Development Group, Inc.





State of West Virginia
Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER

DNR212172

PAGE

2

ADDRESS CORRESPONDENCE TO ATTENTION OF:

FRANK WHITTAKER
304-558-2316

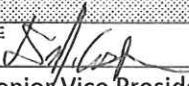
RFQ COPY

TYPE NAME/ADDRESS HERE

Delta Development Group, Inc.
2000 Technology Parkway
Mechanicsburg, PA 17050

DIVISION OF NATURAL RESOURCES
PARKS & RECREATION SECTION

324 4TH AVENUE
SOUTH CHARLESTON, WV
25303-1228 304-558-3397

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS		
04/30/2012						
BID OPENING DATE: 05/29/2012		BID OPENING TIME 01:30PM				
LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THE STATE MAY DEEM THE CONTRACT NULL AND VOID, AND TERMINATE SUCH CONTRACT WITHOUT FURTHER ORDER.</p> <p>REV. 05/2009</p> <p>NOTICE</p> <p>A SIGNED BID MUST BE SUBMITTED TO:</p> <p>DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130</p> <p>THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED:</p> <p>SEALED BID</p> <p>BUYER: 44</p> <p>RFQ. NO.: DNR212172</p> <p>BID OPENING DATE: 05/29/2012</p> <p>BID OPENING TIME: 1:30 PM</p>						
SEE REVERSE SIDE FOR TERMS AND CONDITIONS						
SIGNATURE 		TELEPHONE 717-441-9030		DATE 5/25/2012		
TITLE Senior Vice President		FEIN 25-1566160		ADDRESS CHANGES TO BE NOTED ABOVE		

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

GENERAL TERMS & CONDITIONS REQUEST FOR QUOTATION (RFQ) AND REQUEST FOR PROPOSAL (RFP)

1. Awards will be made in the best interest of the State of West Virginia.
 2. The State may accept or reject in part, or in whole, any bid.
 3. Prior to any award, the apparent successful vendor must be properly registered with the Purchasing Division and have paid the required \$125 fee.
 4. All services performed or goods delivered under State Purchase Order/Contracts are to be continued for the term of the Purchase Order/Contracts, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise available for these services or goods this Purchase Order/Contract becomes void and of no effect after June 30.
 5. Payment may only be made after the delivery and acceptance of goods or services.
 6. Interest may be paid for late payment in accordance with the *West Virginia Code*.
 7. Vendor preference will be granted upon written request in accordance with the *West Virginia Code*.
 8. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.
 9. The Director of Purchasing may cancel any Purchase Order/Contract upon 30 days written notice to the seller.
 10. The laws of the State of West Virginia and the *Legislative Rules* of the Purchasing Division shall govern the purchasing process.
 11. Any reference to automatic renewal is hereby deleted. The Contract may be renewed only upon mutual written agreement of the parties.
 12. **BANKRUPTCY:** In the event the vendor/contractor files for bankruptcy protection, the State may deem this contract null and void, and terminate such contract without further order.
 13. **HIPAA BUSINESS ASSOCIATE ADDENDUM:** The West Virginia State Government HIPAA Business Associate Addendum (BAA), approved by the Attorney General, is available online at www.state.wv.us/admin/purchase/vrc/hipaa.html and is hereby made part of the agreement provided that the Agency meets the definition of a Cover Entity (45 CFR §160.103) and will be disclosing Protected Health Information (45 CFR §160.103) to the vendor.
 14. **CONFIDENTIALITY:** The vendor agrees that he or she will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the agency's policies, procedures, and rules. Vendor further agrees to comply with the Confidentiality Policies and Information Security Accountability Requirements, set forth in <http://www.state.wv.us/admin/purchase/privacy/noticeConfidentiality.pdf>.
 15. **LICENSING:** Vendors must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, and the West Virginia Insurance Commission. The vendor must provide all necessary releases to obtain information to enable the director or spending unit to verify that the vendor is licensed and in good standing with the above entities.
 16. **ANTITRUST:** In submitting a bid to any agency for the State of West Virginia, the bidder offers and agrees that if the bid is accepted the bidder will convey, sell, assign or transfer to the State of West Virginia all rights, title and interest in and to all causes of action it may now or hereafter acquire under the antitrust laws of the United States and the State of West Virginia for price fixing and/or unreasonable restraints of trade relating to the particular commodities or services purchased or acquired by the State of West Virginia. Such assignment shall be made and become effective at the time the purchasing agency tenders the initial payment to the bidder.
- I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, limited liability company, partnership, or person or entity submitting a bid for the same material, supplies, equipment or services and is in all respects fair and without collusion or Fraud. I further certify that I am authorized to sign the certification on behalf of the bidder or this bid.

INSTRUCTIONS TO BIDDERS

1. Use the quotation forms provided by the Purchasing Division. Complete all sections of the quotation form.
2. Items offered must be in compliance with the specifications. Any deviation from the specifications must be clearly indicated by the bidder. Alternates offered by the bidder as **EQUAL** to the specifications must be clearly defined. A bidder offering an alternate should attach complete specifications and literature to the bid. The Purchasing Division may waive minor deviations to specifications.
3. Unit prices shall prevail in case of discrepancy. All quotations are considered F.O.B. destination unless alternate shipping terms are clearly identified in the quotation.
4. All quotations must be delivered by the bidder to the office listed below prior to the date and time of the bid opening. Failure of the bidder to deliver the quotations on time will result in bid disqualifications: Department of Administration, Purchasing Division, 2019 Washington Street East, P.O. Box 50130, Charleston, WV 25305-0130.
5. Communication during the solicitation, bid, evaluation or award periods, except through the Purchasing Division, is strictly prohibited (W.Va. C.S.R. §148-1-6.6).



State of West Virginia
Department of Administration
Purchasing Division
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Request for Quotation

RFQ NUMBER

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PAGE

1

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FRANK WHITTAKER
304-558-2316

RFQ COPY

TYPE NAME/ADDRESS HERE

Delta Development Group, Inc.
2000 Technology Parkway
Mechanicsburg, PA 17050

DIVISION OF NATURAL RESOURCES
PARKS & RECREATION SECTION

324 4TH AVENUE
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BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	LS		961-20	\$75,000	\$75,000
CONSULTING						
THE WEST VIRGINIA PURCHASING DIVISION, FOR THE AGENCY, THE WEST VIRGINIA DIVISION OF NATURAL RESOURCES, IS SOLICITING BIDS FOR A MARKET AND FINANCIAL PERFORMANCE STUDY FOR LODGE DEVELOPMENT AT BEECH FORK STATE PARK PER THE ATTACHED SPECIFICATIONS.						
ALL TECHNICAL QUESTIONS MUST BE SUBMITTED IN WRITING TO FRANK WHITTAKER IN THE WV PURCHASING DIVISION VIA EMAIL AT FRANK.M.WHITTAKER@WV.GOV OR VIA FAX AT 304-558-4115. DEADLINE FOR ALL TECHNICAL QUESTIONS IS 05/09/2012 AT 4:00 PM. ALL TECHNICAL QUESTIONS WILL BE ADDRESSED ADDENDUM AFTER THE DEADLINE.						
EXHIBIT 5						
NOTICE TO PROCEED: THIS CONTRACT IS TO BE PERFORMED WITHIN 120 CALENDAR DAYS AFTER THE NOTICE TO PROCEED IS RECEIVED. THE AGENCY WILL ISSUE THE NOTICE TO PROCEED IN WRITING.						
CANCELLATION: THE DIRECTOR OF PURCHASING RESERVES THE RIGHT TO CANCEL THIS CONTRACT IMMEDIATELY UPON WRITTEN NOTICE TO THE VENDOR IF THE MATERIALS OR WORKMANSHIP SUPPLIED ARE OF AN INFERIOR QUALITY OR DO NOT CONFORM WITH THE SPECIFICATIONS OF THE THE BID AND CONTRACT HEREIN.						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE

[Signature]

TELEPHONE

717-441-9030

DATE

5/25/2012

TITLE

Senior Vice President

FEIN

25-1566160

ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



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04/30/2012				

BID OPENING DATE: 05/29/2012

BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID: 717-441-9056						
CONTACT PERSON (PLEASE PRINT CLEARLY): Darren J. Asper, PP, AICP						
***** THIS IS THE END OF RFQ DNR212172 ***** TOTAL:						\$75,000

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
	717-441-9030	5/25/2012
TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE
Senior Vice President	25-1566160	

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TABLE OF CONTENTS

Delta Development Group, Inc.1

The Beech Fork State Park Study Project Team1

Services Offered3

Experience with Similar Projects4



DELTA DEVELOPMENT GROUP, INC.

Delta Development Group, Inc. (Delta), located in Mechanicsburg, Pennsylvania, with a regional office in Pittsburgh, Pennsylvania, and regional presence in Washington, D.C. and New Jersey, was founded in 1988 with the purpose of delivering specialized consulting services in community and economic development planning, government relations, information technology, real estate development, and transportation services to public- and private-sector clients. Delta's clients include developers, regional public and private entities, state agencies, municipalities, and special interest groups.

Delta's goal is to create practical, meaningful, and innovative solutions that serve the needs of real people through sound community and economic development planning. Delta's breadth of experience includes projects in 27 states, and includes projects in three of West Virginia's Regional Planning and Development Council areas. Delta's professionals represent a variety of disciplines essential to community and economic development planning, with rich professional backgrounds and proven experience in the following areas:

- Economic analysis
- Market feasibility analysis
- Financial feasibility analysis
- Economic, fiscal, and social impact analysis
- Economic development strategies
- Downtown revitalization
- Urban and regional planning
- Site development
- Public involvement and communication strategies
- Capital improvements budgets and programs
- Community visioning and long-range planning
- Comprehensive plans
- Land use and regulatory planning
- Public/private partnerships
- Corporate incentive strategies
- Environmental approvals
- Regulatory compliance facilitation
- Public funding strategies
- Project management

One of Delta's greatest strengths is its ability to position projects for implementation. We begin each planning project with implementation in mind. We are widely recognized for our ability to develop public/private partnership strategies to catalyze economic development projects. Over our 24-year history, we have secured over \$755 million in public funding to support client projects. Delta's breadth of experience and skills provides the qualifications necessary to conduct neutral and objective market and financial feasibility studies.

THE BEECH FORK STATE PARK STUDY PROJECT TEAM

Delta's team includes over 60 professional staff members with a wide range of specialized skills that best meet clients' needs. Four key members of the Delta team will be assigned to conduct the Beech Fork State Park Study.

Teresa Sparacino – A Principal in Delta's Community and Economic Development Planning Practice, Teresa has 25 years of experience in economic development planning and due diligence and will provide project oversight, along with hands-on involvement in the study process. Her areas of expertise include market analysis, downtown revitalization, neighborhood improvement district strategies, business retention and recruitment plans, economic development, and public-private partnership development strategies for urban and suburban communities.

During her tenure at Delta, Teresa has provided community planning and economic development services to several Pennsylvania communities: Cheltenham Township, Montgomery County; Quakertown Borough, Bucks County; Bellefonte Borough, Centre County; Steinwehr Avenue Business Improvement District, Adams County; and the City of Williamsport, Lycoming County.

Prior to joining Delta, Teresa was employed as the Executive Director for the Downtown State College Improvement District, State College, Centre County; Borough Manager, Borough of Carnegie, Allegheny County; and Manager/Community Development Director for Shenango Township, Lawrence County.

Teresa holds a Bachelor of Science degree in industrial engineering, with a minor in information systems. She is an active member of the State College community and serves as a board member for the Central PA 4th Fest, Inc., and an advisor to the board of Discovery Space of Central Pennsylvania Inc.

Deborah Tollett, AICP – Debbie has over 15 years of experience in community and economic development planning, with specialized experience in market feasibility analysis. Debbie will manage the day-to-day project activities. As a Senior Associate at Delta, Debbie assists both public- and private-sector clients in planning and strategy development. Her background in market assessment provides a solid foundation for developing market-based strategies built on comprehensive quantitative and qualitative research. Debbie has participated in planning efforts in over 30 counties and municipalities in Pennsylvania, two municipalities in West Virginia, four counties in northern Virginia, and five counties in New Jersey. These planning efforts have included economic and/or market assessments, site selection, comprehensive plans, economic development plans, reuse/redevelopment plans, emergency preparedness plans, public facilitation, and public funding strategies for a variety of state agencies, local governments, not-for-profit groups, public utilities, and private developers. Some of her most recent clients have included Middlesex County (NJ), SEDA-COG Joint Rail Authority (PA), Lycoming County (PA), Messiah College (PA), Susquehanna Health System (PA), Cranberry Township (PA), Hershey Entertainment and Resorts Company, the Borough of Wilkinsburg (PA), the New Jersey Office of Homeland Security and Preparedness, and the New Jersey Economic Development Authority.

Prior to joining Delta in 2000, Debbie was a consultant in KPMG's Health Care and Life Sciences Practice where she conducted market feasibility analyses to support and inform financial projections included in municipal bond offerings.

Debbie is a member of the American Institute of Certified Planners (AICP), the American Planning Association, and the Pennsylvania Planning Association. She attended Harrisburg Area Community College and has complemented her coursework with industry-related professional education.

Alicia Titus – Alicia has over seven years of experience in market analysis, with specialized experience in conducting market analyses to support municipal bond offerings. During that time, she has conducted market research and implemented strategic initiatives for a variety of clients. Her areas of focus include information systems, data mining and analysis, market research, and environmental assessment studies. She conducts phone interviews and market research with competitors and other subject matter experts to ascertain the dynamics of the market area, gathers economic data, and calculates market and project penetration rates.

Alicia also has consulting experience within the renewable energy sector, managing federal grant applications and state registrations for solar energy development projects. She has created and

coordinated marketing materials for these developments, including e-mail announcements, press releases, and collaterals.

Her background includes work with various software programs: Oracle, SPSS, Microsoft Visual Basic Studio, Word, Excel, Access, PowerPoint, Visio, and Front Page. She has worked with Visual Basic, C++, and HTML programming languages. Alicia also has knowledge of advanced GIS software, which is used to visually display and analyze market areas, competitors, and demographic data.

Alicia holds a Bachelor of Science degree in marketing and also a Bachelor of Science degree in information systems from Penn State University.

Edward Boyer, PhD – Dr. Boyer serves as a contract employee with Delta, and will oversee the development of the financial pro forma for the Beech Fork Lodge operations. He is an Assistant Professor at Temple University's Fox School of Business, where he has taught corporate finance in its Executive MBA, Full-Time MBA, Professional MBA, and undergraduate programs since joining Temple in 1993. Prior to joining Temple, Dr. Boyer served 10 years as an economist in the Bell System prior to entering the teaching profession. While employed by Bell Atlantic (Verizon), he managed a research staff responsible for demand analysis, econometric modeling, and financial forecasting and analysis. During this time, Dr. Boyer also served on the advisory board to the Rutgers University Workshop on Public Utility Regulation. He was also employed at the Bell Laboratories, where he was engaged in research directed toward the interaction between competitive and financial strategies. In 1999, Dr. Boyer was awarded the "Excellence in Teaching" award by the Fox MBA Student Association. He has published in the *International Finance Review* and in the *Fundamentals of Strategic Management*. In addition, Dr. Boyer published a book, *Excelling in Finance*, presenting spreadsheet methods for solving problems in corporate finance.

SERVICES OFFERED

Delta has reviewed the General Terms and Conditions, Deliverables, Completion Date, and Scope of Work Required as specified in the Request for Quotation (RFQ) and our quotation of \$75,000 represents our estimated cost to provide these services ***in compliance with***, and with ***no deviations from the specifications as presented***, and in compliance with the U.S. Army Corps of Engineers criteria for market and feasibility studies as set forth in its *Recreation Operations and Maintenance Guidance and Procedures* (ER 1130-2-550). We have also reviewed the data that will be provided by the owner to support the analysis. In addition to this data, we will gather standardized and other statistical data from recognized sources such as:

- West Virginia Division of Natural Resources (WVDNR)
- Workforce West Virginia
- West Virginia Department of Commerce
 - Travel and Recreation
 - Business and Workforce
- West Virginia Department of Transportation
- West Virginia Regional Planning Councils
- Local Employment Dynamics (LED)
- U.S. Department of Labor, Bureau of Labor Statistics
- U.S. Census Bureau

- ESRI Business Analyst
 - Demographic Estimates and Projections
 - InfoUSA Business Listings (sector, sales volume, and employment)
 - Psychographic Data (Tapestry™ Segmentation Data)
- Smith Travel Research (STR)
- Business Valuation Resources (BVR)

While our quoted fee does not include conducting primary research (e.g., surveys of tourists, etc.), it does include a review of recent, defensible studies and research as recommended by the sources listed above to gather statistical assumptions to inform our analysis. Our statistical market analysis will be validated and augmented with qualitative research obtained through interviews with local subject matter experts. We will conduct up to 20 interviews that will include a combination of telephone interviews and in-person interviews to gather additional data necessary to conduct the analyses as specified in the RFQ. Our quote also includes site visits at up to four (4) top comparable/competitive facilities to ensure the most valuable information possible in developing the market assumptions that will drive the development of the financial pro forma for the project.

We anticipate making two trips associated with the project, to include:

1. An initial meeting with WVDNR to meet the West Virginia team and to review the study scope and ensure a common understanding of the expected scope and deliverables. During this trip, we will also conduct comparable site visits and in-person interviews.
2. A trip at the conclusion of the project to present our final report to WVDNR.

EXPERIENCE WITH SIMILAR PROJECTS

In its 24-year history, Delta has conducted numerous analyses of various types of economic development projects, including projects that are similar in nature to the proposed Beech Fork Lodge. Examples of these analyses and client references are included on the following pages.

PA DCNR Pilot Project for Gateway Communities

Delta developed a concept for the Pennsylvania Department of Conservation and Natural Resources (DCNR) that would examine the function and impact and address the needs of “gateway communities” in Pennsylvania. Two communities and two state parks were chosen as case studies. The communities were Jim Thorpe (Carbon County) and White Haven (Luzerne County), which are both within hiking or biking distance of the Lehigh Gorge Trail in the Lehigh Gorge State Park and could be considered “trail towns.” These communities are also within a short driving distance of Hickory Run State Park. Delta made site visits to the area, conducted stakeholder interviews, and performed an audit of the key elements of a “gateway community” for each town. The results were presented to DCNR as lessons learned and were accompanied by background information. Utilizing this case study, Delta developed a guidebook for enhancing Pennsylvania’s gateway communities. The guidebook includes a process for evaluating the needs and opportunities of gateway communities through a standardized audit, community survey, charrette process, and strategic planning.

CONTACT

Rex H. Lord, Park Manager,
DCNR, Bureau of State Parks
Rachel Carson State Office
Building, Harrisburg, PA 17105
(717) 783-3341
rlord@pa.gov



NATURE QUEST, INC.

Wellsboro, Pennsylvania

CLIENT CONTACT

Patrick C. Maier
Chief Executive Officer
Nature Quest, Inc.

570.724.1929

Delta Development
Group, Inc.
Planning Services Team
717.441.9030

The Challenge

Nature Quest, Inc., is a geotourism company located in Wellsboro, Pennsylvania, which provides authentic, educational, and well-interpreted outdoor experiences in the Pennsylvania Wilds region. With the growth of the tourism business in the region, Nature Quest seeks to capitalize on the opportunity to expand the business and support Pennsylvania's environmental stewardship message. Expansion plans include the development of additional facilities and activity programming.

The Solution

Through the Pennsylvania Department of Community and Economic Development, Nature Quest was awarded a \$175,000 First Industries Tourism Planning Grant. Upon receipt of the grant, Delta was retained to complete a study to assess the feasibility of the elements required to expand the business, including market demand, financial viability, and legal and regulatory requirements associated with the use of public lands for private commercial use. Land use and environmental planning and permitting issues associated with proposed land development were also studied. Based on the findings of the feasibility assessment, Delta completed a plan that supports the preferred business model, including operating, marketing, and financing plans and recommendations for implementation.

The Result

Nature Quest has been providing educational and authentic outdoor experiences in the Wilds region of Pennsylvania since the late 1990s. Delta's feasibility study determined that expansion of the geotourism business is viable. The proposed expansion of Nature Quest includes the purchase of two existing businesses that will enable expansion into the trail horse and water sport markets. The initial facility development that will support the Nature Quest enterprise is a 200-room lodge with restaurant and conference facilities. Future development will include a gas station convenience store and outdoor equipment and supply retail outlet. A unique feature of the retail outlet will be an inventory of locally made products, arts, and crafts.





G & C HOLDING COMPANY

Foxburg, Pennsylvania

CLIENT CONTACT

Hank Gent, Esq.
Gent, Gent & Snyder

814.437.3754

Delta Development
Group, Inc.
Planning Services Team
717.441.9030

The Challenge

G & C Holding Company was seeking to develop the Borough of Foxburg, Pennsylvania, into a primary tourism destination for the region by providing opportunities for economic development, job creation, and improvements to the quality of life for residents and visitors. To assist in this effort, the Pennsylvania Department of Community & Economic Development (DCED) awarded the project a \$175,000 First Industries Tourism Planning Grant. With these funds, G & C Holding Company developed a strategy that recognized the potential of the Foxburg tourism industry.

The Solution

In consultation with Delta, G & C Holding Company created a comprehensive tourism strategy that addressed each element associated with developing Foxburg into a premier tourism destination.

The tourism strategy included a market assessment as well as economic impact and financial analyses, which examined the feasibility of plan implementation. The Delta team worked closely with project principals to develop an understanding of



the unique characteristics of Foxburg and the vision for its future. To complement the qualitative research garnered through interviews and work sessions with Delta's principals, the market analysis was developed through financial modeling and Delta's geographic information systems capability.

The Result

The planning exercise concluded with the unveiling of the First Industries Final Report presentation to approximately 75 local stakeholders. The Delta team's final presentation solidified support at the local, regional, state, and federal levels for providing the necessary public infrastructure and other resources to execute the plan. The final report also provided the principals with a tool to attract developer interest for investment in Foxburg.





STEINWEHR AVENUE REVITALIZATION PLAN

Gettysburg, Pennsylvania

CLIENT CONTACT

Deborah L. Adamik
Executive Director
Main Street Gettysburg,
Inc.

717.337.3491

Delta Development
Group, Inc.
Planning Services Team
717.441.9030

The Challenge

Since 1863, tourism has played a significant role in Gettysburg's economy. According to the Gettysburg Convention and Visitors Bureau, Adams County attracts approximately three million annual visitors, with more than half of them going to the Gettysburg National Military Park (GNMP), which surrounds the Borough of Gettysburg. Consequently, the borough contains a high concentration of tourist service businesses. A significant number of these establishments are located in the southern portion of town along Steinwehr Avenue, which is home to approximately 53 tourism-related small businesses, mostly a mixture of retail, restaurant, lodging, entertainment, and tour operator establishments. In April 2008, the Gettysburg Foundation opened the new \$105 million GNMP Museum and Visitor Center over one mile south of Steinwehr Avenue along PA Route 97 (Baltimore Pike). This facility has become the new destination for GNMP visitors and engages them through an array of educational programs and services. The effect of the relocation of the GNMP Museum and Visitor Center beyond the sight of and walking distance to Steinwehr Avenue businesses has been devastating to many of these once flourishing businesses, several of which have already closed and been placed on the real estate market.

The Solution

Delta, in collaboration with Main Street Gettysburg, the Borough of Gettysburg, and property owners of Steinwehr Avenue, prepared a revitalization master plan for the borough's southern gateway and tourist commercial area. The initial effort concentrated on developing a clear understanding of the existing conditions through both qualitative and quantitative research and analysis. It included a review of existing studies, field survey work, market analysis, comparable communities analysis, over 35 stakeholder interviews, over 50 business surveys, nearly 500 visitor intercept surveys, approximately 300 resident surveys, and monthly meetings with the steering committee to discuss ongoing work processes and findings, including a feasibility analysis of creating a Business Improvement District as a key implementation tool. Data collected through this process formed the basis of a strengths, weaknesses, opportunities, and threats analysis, which elucidated the key challenges that needed to be addressed by the Revitalization Plan.



(over)





CLIENT CONTACT

Deborah L. Adamik
Executive Director
Main Street Gettysburg,
Inc.

717.337.3491

**Delta Development
Group, Inc.**
Planning Services Team
717.441.9030

The Result

The Steinwehr Avenue Revitalization Plan offers a new direction for Gettysburg's tourist commercial district by providing ways and means to reestablish the physical and economic foundations that will allow the area to prosper once again as a destination for local residents and tourists alike. The new environment that the plan envisions will create a pedestrian-oriented, mixed-use commercial neighborhood capable of competing in new market conditions by catering to a diverse group of consumers. The Revitalization Plan has been used to leverage federal and state funding requests of over \$5.8 million and is being used as a foundation to prepare the Gettysburg community for the 150th anniversary of the Battle of Gettysburg in 2013.

Client Testimonial

"Delta Development Group was contracted through Main Street Gettysburg and the Steinwehr Avenue Business Alliance to develop a revitalization plan for the Steinwehr Avenue business area. They understood that a plan is only a first step to true change.

We found all of their employees to be extremely professional and thorough. Their experience in the revitalization planning is exemplary. Using their technical knowledge and skills, they performed extensive research and customized a quality plan that incorporates the wide spectrum of business, community, and tourist priorities. Delta's extensive planning process provided both a 20-year vision and tailored specific implementation steps geared to this community's challenges and needs. One of their greatest strengths is their expertise seeking and providing insight into funding.

Most importantly, Delta created an implementation road map that empowers the community to lead the way to success. I highly recommend their services."

Deborah L. Adamik
Executive Director
Main Street Gettysburg, Inc.





STRATEGIC REDEVELOPMENT PLAN Hershey Entertainment & Resorts Hershey, Pennsylvania

CLIENT CONTACT

Franklin A. Miles, Jr., Esq.
Vice President, Secretary
and General Counsel
Hershey Entertainment
& Resorts

717.534.3392

**Delta Development
Group, Inc.**

Planning Services Team
717.441.9030

Delta was engaged in 2007 to assist with the creation of a redevelopment master plan for downtown Hershey that would capture the local history and heritage, reflect the local character, and diversify and strengthen the local economy.

In 2008, Delta delivered a three-phased redevelopment plan for Chocolate Avenue that included a creative mix of retail, entertainment, residential, and commercial office amenities, as well as the reuse of two historical structures. The plan was developed on the premise that if you create a plan that serves the needs and desires of the local residents and reflects the local character, tourists will be attracted to the area as well.

Delta's role in this engagement included overall project management, market assessment, public input facilitation, and recommendations for potential uses and their optimal mix. Delta assisted the client's corporate partner to focus on the plan implementation process, which included performing pro forma-level evaluations of each revitalization area, identifying and securing public funding for site development and improvements, identifying and selecting prospective private land development partners, making site plan refinements based on current market conditions and site development feasibility, and providing overall project management services, including permitting and government relations.



Phase 1 Implementation: State Route 743 Improvements

As part of the first phase toward implementing this downtown redevelopment plan, Delta worked with local, state, and federal stakeholders to secure approximately \$4.5 million for the relocation of utilities and streetscape enhancements related to the State Route (S.R.) 743 Relocation Project, a cornerstone of the redevelopment plan. The scope of the project involved the relocation of S.R. 743, a prime regional arterial, to include the replacement of a structurally deficient bridge, streetscape enhancements, and a pedestrian underpass to facilitate mobility in the downtown district of Hershey. A funding source that was identified by Delta was the Dauphin County Local Share Assessment Program, which is a competitive program designed to distribute a portion of gaming revenues from the nearby Hollywood Casino.

(over)



DELTA DEVELOPMENT PROJECT PROFILE



CLIENT CONTACT

Franklin A. Miles, Jr., Esq.
Vice President, Secretary
and General Counsel
Hershey Entertainment
& Resorts

717.534.3392

**Delta Development
Group, Inc.**

Planning Services Team
717.441.9030

(Phase 1 Implementation: State Route 743 Improvements continued)

In addition, Delta and the project team successfully petitioned the Harrisburg Area Transportation Study group – the regional Metropolitan Planning Organization responsible for oversight of transportation planning and funding – for the additional project costs. These costs were subsequently programmed on the region's Transportation Improvement Program.

A significant challenge facing the project team was to secure funding in a timely manner that would maintain the project schedule. Delta identified and pursued funding sources that enabled this vital improvement project to move forward, which is an early step in the implementation of the Strategic Revitalization Plan.



DELTA DEVELOPMENT GROUP
INC.

2000 Technology Parkway, Mechanicsburg, PA 17050 • Tel. 717.441.9030 • Fax 717.441.9056 • www.dellaone.com

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DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT 2005 STATE LAND USE REPORT

CLIENT CONTACT

Frederick Reddig
Executive Director
Department of
Community and
Economic Development

717.720.7386

**Delta Development
Group, Inc.**

Planning Services Team
717.441.9030

The Challenge

The Governor's Center for Local Government Services (the Governor's Center) within the Pennsylvania Department of Community and Economic Development (DCED) is the liaison between the Commonwealth and its municipalities. The Governor's Center serves as a principal advocate for local governments, provides vital programs, services and training to local officials and municipal employees, and helps to expeditiously solve problems at the local level.

One of the Governor's Center's principal responsibilities is land use planning, which was emphasized under Executive Order 1999-1. This Executive Order designated the Governor's Center, "...as the principal state entity responsible for land use assistance and monitoring"

The Solution

Delta's unique community/economic planning and information technology expertise prompted the Governor's Center to retain Delta to adequately support its expanded roles and responsibilities. Delta's initial assignment was to conduct a Resource Land Use Electronic Library Feasibility Study. The study resulted in the Governor's Center's current Electronic Land Use Library (e-library); this is an electronic clearinghouse of county and municipal comprehensive plans, zoning ordinances, and other land use regulations from across the Commonwealth.

Delta's high quality work products and unmatched staff expertise enabled us to develop a long-term working relationship with the Governor's Center. From 2001-2006, Delta assisted the Governor's Center in completing the following initiatives:

- Preparation and publishing of the Governor's Center's Five Year State Land Use and Growth Management Report (2005)
- Preparation of the Governor's Center's 2002 Annual Land Use Report
- Preparation of the 2nd Edition of the Governor's Center's Practices and Tools Inventory (2002)
- Technical assistance and development of the Governor's Center's Municipal Self Assessment Tool for Comprehensive Planning
- Technical assistance and preliminary development of the Governor's Center's Economic Development Planning Guide
- Technical assistance and facilitation of the Governor's Center's Transit Revitalization Investment District (TRID) discussion roundtable.

