

## PUBLIC SECTOR AND INSTITUTIONAL SERVICES

Delta Associates provides development, real estate and tourism consulting services to federal, local and state government entities; institutions; utilities and non-profit organizations.

### SERVICES OF THE FIRM

#### ECONOMIC IMPACT STUDIES

- Cost/benefit studies
- Job generation analysis

#### INFRASTRUCTURE FEASIBILITY

- Demographic Analysis
- Tolling Generation and Support Analysis

#### REVITALIZATION STRATEGIES

- Downtowns
- Neighborhoods
- Commercial Corridors
- Waterfronts

#### REUSE STRATEGIES

- Military Bases & Other Large Excess Properties
- Brownfields
- Historic Properties

#### ECONOMIC DEVELOPMENT STRATEGIES

- Competitive Assessments
- Target Industry Analysis
- Labor Force and Underemployment Analysis
- Business Park Feasibility
- Business Incubator/Research Park Feasibility
- Empowerment Zone Applications

#### RECREATION, TOURISM AND ENTERTAINMENT

- Heritage Tourism and Rural Tourism Strategies and Impacts
- Convention/Civic Center Feasibility and Impacts
- Attraction Feasibility and Impacts

### ILLUSTRATIVE OF RECENT ASSIGNMENTS

#### TOLL BRIDGE FEASIBILITY

Forecast demographic and land use impacts of the planned Mid-Currituck Bridge on North Carolina's Outer Banks in support of revenue projections required for private sector financing of the project. Projected the bridge's impacts on the permanent & seasonal population, hotels, retail, rental housing, & several thousand unplatted lots over 40-years.

#### HEADQUARTERS LOCATION FEASIBILITY STUDY

Advised a public utility in the Mid-Atlantic on opportunities to acquire a new headquarters office facility. Supported life-cycle cost analysis comparing purchase of a commercial property to construction of their own new building.

#### ECONOMIC AND FISCAL IMPACT STUDY

Evaluated the economic and fiscal impacts on the City of Alexandria, Virginia of the development of the 2.5 million SF headquarters of the U.S. Patent & Trademark Office.

#### DOWNTOWN REVITALIZATION

Development potential identified for office, retail, residential and lodging in Clarksburg, WV. Specific projects tested for market and financial feasibility. Streetscaping, façade enhancement, retail recruitment strategy and construction of new municipal building implemented.

#### NEIGHBORHOOD REVITALIZATION

Client hospital and major landowner in inner-city portion of Kansas City, MO. Construction of new four-lane highway through neighborhood stimulus for revitalization. Market potential evaluated for medial office space, assisted living, market rate rental, lodging and convenience retail.

#### CORRIDOR REVITALIZATION

Corridor and town center could not compete with newer strip development in Baltimore County. Corridor divided into four distinct components based upon target markets, usage and building density. Recommendations addressed the development of a performing arts facility in conjunction with a cultural and entertainment district, the construction of a mixed-use, higher-density town center and renovation and retenanting of older strip centers along the corridor.

#### WATERFRONT REVITALIZATION

Bridgeport, CT waterfront no longer functions as a major port. Alternative uses evaluated for the waterfront from a market and financial feasibility perspective: marina, hotel/convention center, museums and water-related specialty retail.

#### MILITARY BASE REUSE

Potential for market and non-market driven uses as input to the Environmental Impact Statements for the reuse of Eaker AFB, Loring AFB, KI Sawyer AFB and March AFB.

#### COMPETITIVE ASSESSMENT/TARGET INDUSTRY IDENTIFICATION

San Antonio assessed in terms of site seeker location perspective for manufacturing, distribution, back-office and high-tech. Targeted industries recommended: fabricated metals and services, computer/office equipment, communications equipment, electronic components, aircraft parts and warehousing/distribution.

#### LABOR FORCE/UNDEREMPLOYMENT ANALYSIS

Roanoke, VA demonstrated very low unemployment rate impacting industry expansion and relocation. Employer interviews and surveys and resident surveys conducted to determine existence of underemployment and hidden labor force and need for better education/training programs.

#### BUSINESS PARK FEASIBILITY

Existing industrial park in Kansas City contained vacant and underutilized buildings. In-depth evaluation of metropolitan parks and survey of existing tenants used to upgrade and reposition park.

#### BUSINESS INCUBATOR/RESEARCH PARK FEASIBILITY

Issues addressed - limited research and development in metropolitan area and particularly at the University of New Orleans. National trends in research and development funding by type and survey of area firms served as input to strategy to develop a cooperative venture of all of the region's higher educational institutions, federal research centers and high-tech firms.

#### ATTRACTION FEASIBILITY

Visitation, operations, and economical impacts for additional attractions at Blennerhassett Historical Island State Park, including working farm, archeological interpretation, Native American exhibits, period gardens, four new festivals, amphitheater and arts/crafts center.

## CLIENTS/REFERENCES FOR PUBLIC SECTOR AND INSTITUTIONAL SERVICES OF THE FIRM

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