

SEPTEMBER 28, 2011



TAMARACK LAND DEVELOPMENT STUDY



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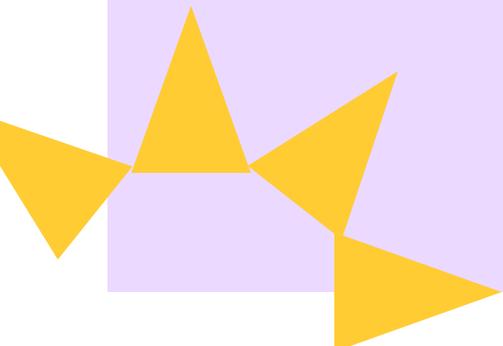
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I. EXECUTIVE SUMMARY

After receiving a number of unsolicited proposals for various types of development on the 82 acres of land surrounding Tamarack, the Parkways Authority decided to seek professional advice regarding which land uses might be the best fit for the property and Tamarack. With this information, the Parkways Authority will be able to move forward with negotiations with prospective developers and create development scenarios which are the most advantageous for all parties involved.

The overall goal of the project was to identify land uses, programs and activities on the property which would most likely increase revenue for the facility. The scope of this study did not include evaluation or recommendations regarding the internal operations of Tamarack, nor did it include evaluation of scenarios that required the Turnpike Authority to manage more assets or business ventures.

The study included a brief review of market conditions, site development potential, and compatibility. It did not involve detailed economic, financial studies, or models, and relied heavily on the professional experience and observations of the planning team and the input given by the client. The study concludes that the site is very developable and there is market demand that supports the following uses:

- Lodging
- Entertainment
- Institutional
- RV Camping
- Dining
- Recreation
- Retail
- Residential

The land uses are listed in order of highest to lowest ranking. Land uses were ranked based on the probability that they were supported by market conditions, would contribute to increased revenue for Tamarack, and would be site compatible.

A study of developable land bays and development yields of building square footage and parking concluded that an appropriate scale of development could occur on site without negatively impacting the Tamarack operations or negatively affecting important views and site character.

Preliminary implementation steps were outlined, including:

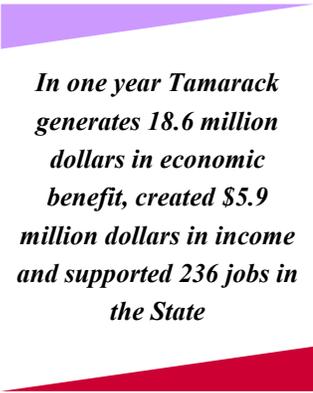
- Outlining contractual requirements and goals, including land ownership, restrictive covenants etc.
- Beginning discussions with prospective developers to determine if the details of their proposal fit Tamarack's goals and if the Parkways Authorities requirements fit their plans.
- Receiving and reviewing specific information from the most suitable proposers.
- Developing a general land use plan and restrictive covenants.
- Negotiating specific agreements including land conveyance, purchase, lease, and revenue sharing terms and conditions.



II. INTRODUCTION

In 1996, the West Virginia Parkways, Economic Development and Tourism Authority opened Tamarack and the Caperton Retail Center. Tamarack was envisioned as an avenue to market and celebrate West Virginia history, culture, craft and art to the general public as well as a legitimate economic development engine for the State. It also serves as a visitor center and base point for learning about the cultural and recreational offerings of the region. This unique retail center, the first of its kind in the country, houses a theater, fine art gallery, food court and conference center. Tamarack showcases the work of more than 3,000 juried artisans from every West Virginia county.

The overall economic impact of Tamarack is very positive when considering tax revenue, jobs and other factors. Other states have viewed Tamarack as an economic development success and have tried to emulate it. In December 2008, a detailed economic impact analysis was prepared by Marshall University, commissioned by the Tamarack Foundation (a statewide, independent, nonprofit organization whose mission is to stimulate a creative economy by providing small business training and support services to artisans in all 55 counties of West Virginia and leveraging private support to the benefit of Tamarack and its artisans). This study indicated that in one year Tamarack generates \$18.6 million in economic benefit, creates \$5.9 million in income and supports 236 jobs in the State. There is no current debt associated with the facility. Since its inception, however, the concept of Tamarack has been somewhat controversial with the public and with politicians. This is because the facility operates at about \$1.2 million dollar deficit each year. The deficit is subsidized by income generated from the Turnpike Authority concessions. The public perception is that the facility is subsidized by toll monies. In reality, the income is generated using Turnpike concessions revenue that totals \$2.5 million per year. From that, \$1.3 million dollars is generated for a toll discount program and \$1.2 million is generated for the operations of Tamarack.



In one year Tamarack generates 18.6 million dollars in economic benefit, created \$5.9 million dollars in income and supported 236 jobs in the State

In 2010, the Parkways, Economic Development and Tourism Authority reorganized to focus on The West Virginia Turnpike System and became the West Virginia Parkways Authority. The Parkways Authority is no longer in the business of economic development, however, they will continue to maintain and operate Tamarack.

Considering the overall desire to continue to operate Tamarack as a showcase for the “Best of West Virginia” and the new focus on the turnpike system, the Parkways Authority has been increasingly interested in finding ways to make Tamarack more financially sustainable. The Parkways Authority’s main financial goal is to find a way to continue the mission of Tamarack while enhancing its revenue generating potential, making it a revenue neutral or revenue positive operation.

The Tamarack Foundation and the Parkways Authority saw the current Tamarack operations as accomplishing its overall economic development goals. This created focus on other assets that might influence the overall financial sustainability of the facility. This has included, in particular, the land around Tamarack. Tamarack sits on about 80 acres of land owned by the Parkways Authority. The land is bordered by the Turnpike rest area and truck stop as well as VanKirk Drive to the east and south, Harper Road to the south and Dry Hill Road to the west. The Parkways Authority owns the right of way along the entirety of VanKirk Drive and controls access to it. Given the properties’ visibility, proximity to major transportation networks, and overall developability, the land is quite suited for development of various land uses.

In 2010, the Parkways Authority issued a Request for Proposals from real estate development and investment groups that may be interested in developing the property and partnering with the Parkways Authority to do so. The request was intended to identify potential development and partnering scenarios that would be most beneficial to the goal of increasing the financial sustainability of the facility. This included land leases, land purchases, and beneficial land uses. The Parkways Authority received no formal response to the RFP due to the economic and market conditions prevalent in



the area at the time. Since the RFP was issued, however, the Parkways Authority has received several unsolicited proposals for various development scenarios including hotels, retail, RV campground, educational/ institutional facilities, event and performance venues, and recreation components. Various partnering agreements were proposed as well, including land purchases and management based proposals.

Given the variety of proposals, the Parkways Authority did not feel comfortable evaluating them without some professional advice. In May of 2011, the Parkways Authority hired a multidisciplinary team led by Land Planning and Design Associates to conduct an evaluation of the site and area market conditions and to determine what might be the most feasible and beneficial land development scenarios considering Tamarack's overall goals and objectives. The study did not include in-depth market and financial analysis and relied heavily on the professional experience and observations of the consultant team. The team included economic consultants, land planners, civil engineers and real estate developers. The report is not meant as definitive proof or support of any specific proposal. It is, however, a "compass" for the Parkways Authority which serves to point in the direction of the most feasible land use types and desired development scenarios, given the information at hand.

Project Goals

The overall goal of the project was to identify land uses, programs and activities on the 82 acre Tamarack property which would most likely increase revenue for the facility. It was theorized that this might occur through increased visitation to the site for other activities and may result in increased patronage of the Tamarack shops, programs, and the conference facility. The scope of this study did not include evaluation or recommendations regarding the internal operations of Tamarack, nor did it include evaluation of scenarios that required the Parkways Authority to manage more assets or business ventures. The resulting recommendations may not represent methods that will produce the greatest economic return possible, however, they do outline methods to positively influence visitation to Tamarack without creating additional financial and managerial burdens on the Parkways Authority. Specific goals included:

- The Parkways Authority's main financial goal is to find a way to continue the mission of Tamarack while enhancing its revenue generating potential, making it a revenue neutral or revenue positive operation.
- The Parkways Authority is not interested in being a developer of the property and would prefer not to be involved in the operation and management of any new business ventures.

Land Development Goals

Given that the study relied heavily on outlining the most advantageous uses of the land surrounding Tamarack, several goals were defined:

- Development of the Tamarack property will create an appropriate mix of land uses that support Tamarack's overall goals and financial sustainability.
- Land uses and businesses will attract a mixed demographic that will readily utilize Tamarack's facilities and offerings.
- Where possible, key land uses will be physically linked to Tamarack with programs and activities integrated with the Tamarack facility.
- Where possible, other site programs and activities will be integrated with the Tamarack facility, including conference facilities, exterior event and gathering spaces, and recreational amenities.
- Development will serve to support a *Brand or Theme* that celebrates a positive and exciting image for West Virginia.
- The *Brand or Theme* will be supported by the types of land uses, type and quality of businesses, quality and theme of architecture, signage and the manner in which the site is developed and landscaped.



Given Tamarack's goals to positively influence revenue generating potential, this study did not examine uses that did not, in the opinion of the consultant team, attract the demographic, and type of visitation activity that would result in increased sales within the facility. The study also precluded land uses that were not compatible with Tamarack's image and mission.

III. METHODOLOGY

The planning study involved a series of steps and tasks which engaged the planning team and working group in an objective and analytical evaluation of land use types and site compatibility.

The process was rooted in goals and objectives developed with the Parkways Authority working group and relied heavily on the observations and professional experience of the planning team and working group.

The process included the following steps:

- Goals and objectives development
- Mapping review
- Review of existing reports and studies
- Review of market conditions
- Site investigations
- Working group input
- Land use compatibility analysis
- Land use concepts
- Prioritization and Implementation
- Working group meetings
- Parkways Authority Board review

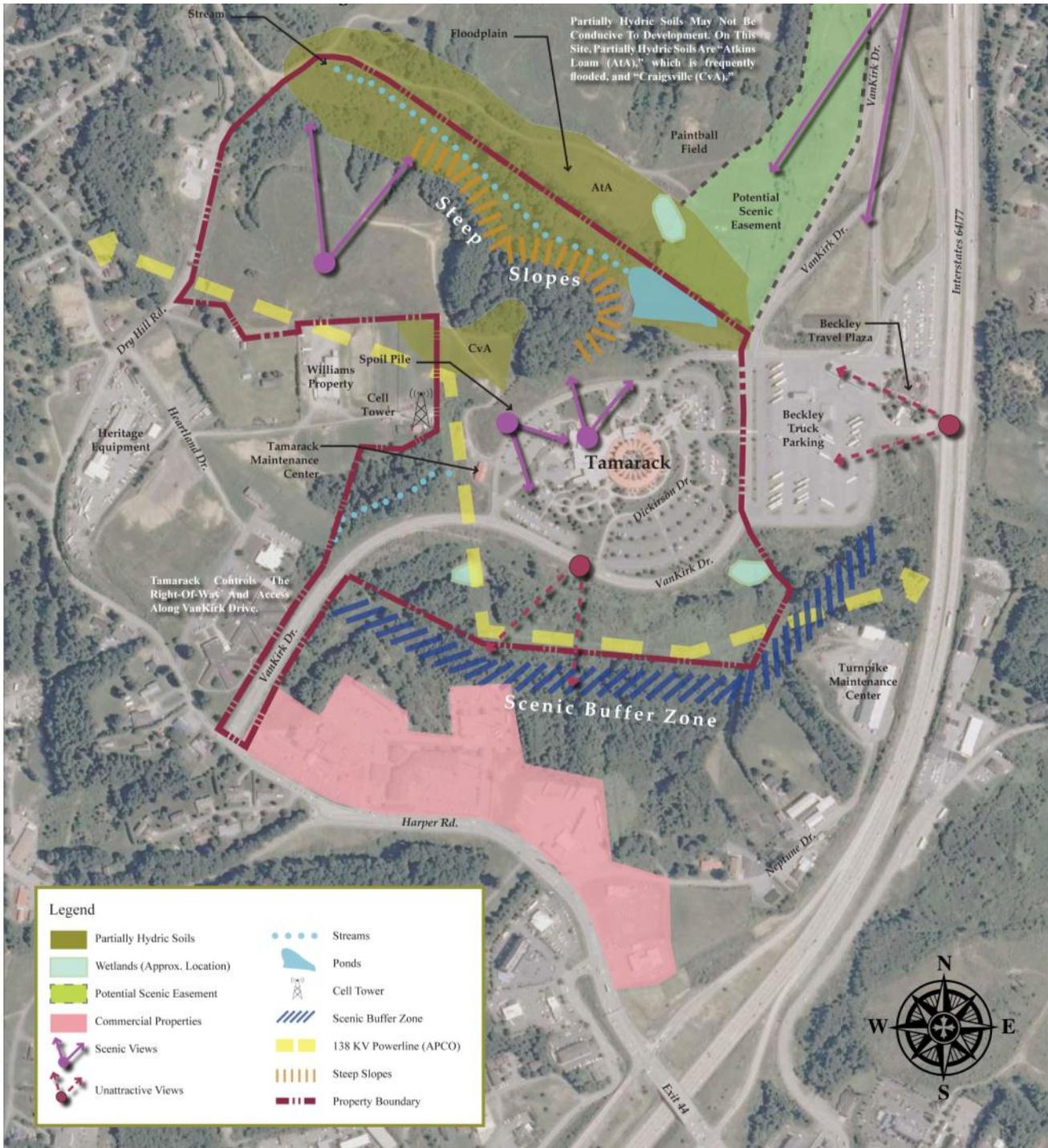
IV. SITE CONDITIONS

Property Boundaries and Adjacent Land Uses

The property is strategically situated between the Turnpike right of way and several accessible roads, including Harper Road and Dry Hill Road. The Parkways Authority either owns or has some legal controls over the Turnpike frontage from the Turnpike Maintenance Center (located on the West side of the Turnpike) to exit 45. The juxtaposition of adjacent adjoining properties and the location of development limiting environmental features and the control over VanKirk Drive right of way, create circumstances that limit accessibility and development potential for adjacent parcels of land not owned by the Parkways Authority. This acts as an advantage for the Parkways Authority by creating some relief from fear of immediate development of the properties directly adjacent to Tamarack and within the area in front of Tamarack which are visible from the Turnpike. These circumstances also afford the Parkways Authority some leverage in the future if negotiations for property acquisition become relevant. However, the location of commercial properties along Harper Road and Dry Hill Road, including the site where the cell phone tower is located, should create some concern; the development of these properties could adversely affect the quality of the Tamarack view shed. Specifically, it will affect what is visible from the Tamarack site to the south, across VanKirk Drive, and to the northwest, behind the Tamarack Maintenance Center. Given the importance of scenic quality to the Tamarack experience, it will be strategically important to investigate the possibility of acquiring some of this property so that development quality can be controlled and scenic buffers can be preserved.



Figure 1-1 – Site Opportunities and Constraints



Access

Exits 44 and 45 off the turnpike (Harper Road and VanKirk Drive), provide the primary access to the Tamarack Site. The Parkways Authority controls the VanKirk Drive right of way from Harper Road to Exit 45. This creates control over access to any adjacent parcel. It does not, however, prevent adjacent landowners from developing incompatible land uses up to the right of way line and negatively affecting the views to and from Tamarack. It will be important to maintain control over access along VanKirk Drive in the future and to not negotiate access with adjacent landowners in a way that may create an opportunity for uncontrolled development and traffic scenarios.

The main access to the developable portions of the site would stem off of VanKirk Drive and run back through the western portion of the site along the ridge. A new entrance to the site off of Dry Hill Road could be developed which would provide easy access to the program elements designed within the western portion of the site. Other entrances to the property could stem from VanKirk Drive if parcels are sectioned off to the east of the Tamarack Site and buildings and parking facilities are aligned with the road. An access road could be branched off of the existing road that runs to the west of the Tamarack.

Views

The Tamarack facility relies partly on Turnpike signage and flattering views to the facility in order to attract visitors. Because of these views to and from the facility, the scenic quality of the areas surrounding the facility, are very important. Care should be taken to preserve and enhance beneficial views. Development of major infrastructure, architecture and other features that may negatively affect these views should be restricted.

Environmental Features

The existing environmental conditions of the 82 acre Tamarack property contains moderate sloping terrain with areas of woodland, meadow, and wetlands. There are reasonably flat plateaus and ridges to the north of the Tamarack. There is an approximate 100 foot difference in elevation between the ridges and wetland areas in the northern portion of the site. The site has several woodland areas with native forest stand vegetation. There are several ravines to the north, south, and west of the Tamarack which contain perennial streams that feed the lower lying wetland areas. The wetland areas to the north and south of the Tamarack serve as storm water drainage areas. Natural wetland vegetation that is tolerant of extreme wet periods exists within the wetlands. The higher meadow areas of the site have little to no forest canopy cover and contain mostly native field grasses.

Several wetland areas and forested slopes exist around the Tamarack facility. These environmental features serve to frame the views to the building, as well as views from the building to the regional landscape. The steep slopes and woodlands to the North side of the Tamarack property and abutting the Cline property boundary, are significantly important to this function. This area also provides buffering of the Tamarack facility from surrounding land uses, as well as future land use areas on the northwest portion of the property. This area also provides some recreational value as it may be suitable for trails and other program elements. It will be important to preserve the topography and vegetation in this area to the highest degree possible.

The vegetated slopes to the south of the facility between VanKirk Drive and Harper Road (following the power line) are also very important to the visual quality of the area surrounding Tamarack. This area serves to buffer Tamarack from the commercial development along Harper Road and also provides some relief from the large power lines by breaking up their profile.

It will be important to preserve as much of this vegetation as possible and to potentially increase buffering by acquiring property which is generally undevelopable along the Southern property boundary.



Utilities

The existing utilities on the site are highly accessible and will be beneficial to help spur future development. There is a 25 foot wide water line easement containing an 18 inch ductile iron pipe water line owned by the Beckley Water Company in the southern and western portions of the site. There is a 10 foot wide gas line easement owned by the Mountaineer Gas Company that is parallel to the water line easement which runs through the southern and western portions of site. There are 138 KVA and 34.5 KVA electric power transmission lines that run inside the southern property line and out to the west of the site. There is a 14 inch ductile iron sanitary sewer line which runs along the northern property line and through the site under the truck stop parking facility out to the east of the Tamarack property. There is also a sanitary sewer line running out of Tamarack south and then east through the Tamarack parking facility which connects to the 14 inch main line.

There are triple 72 inch storm water pipes that run under the truck stop parking facility which receive water from the north of the site. These pipes daylight along the eastern property boundary and water is again intercepted by twin 84" storm pipes which run under interstate 64 and discharge into Whitestick Creek. The storm water pond facilities to the north and south of the Tamarack property do not show potential to be expanded. The northern pond is located very close to the property line and adjacent property owner to the north of the Tamarack property. There is also an existing sanitary sewer line that runs very close to the pond along the northern property line which would need to be relocated if the pond is to expand to the north. There is also a paint ball course on the adjacent property to the north of the site which may need to be relocated if this pond expands. The ponds to the south of VanKirk Drive are wedged between the road and the existing water and gas utility line easements. There is not enough space for these ponds to expand without affecting the existing utilities. There are few constraints to developing at this site considering the quality of the terrain. Overall land area is limited in conjunction with the moderate to steep slopes. The flat area to the north west of the site is barren of vegetation and may contain unconsolidated fill material.

Opportunities are abundant at this site due to the relatively flat to moderate slopes. In our land development experience within the state of West Virginia, this site contains good developable land which is not in abundance throughout the state. The earthwork yardage per acre of land would be low compared to other commercial sites developed throughout the state. Where one area of the site may require excess cut, the excess soil could be used to fill in another area of the site which would create several building pads suitable for development. Although an in depth geo-technical engineering report has not been conducted for this site, the soil conditions of the site are conducive to development of buildings and roads. The lower lying areas of the site along the wetland areas may be good for a trail system.



This site contains good developable land which is not in abundance throughout the state.

Permitting

The general permitting factors that will play a role in the development of this property are a grading and sediment and erosion control NPDES permit for disturbance of 3 acres or more or an NOI permit for disturbance of 1-3 acres through the West Virginia Department of Environmental Protection. If any of the streams on site are altered a Division of Natural Resources permit will need to be acquired. A local Public Service District engineer will need to review the sanitary and storm drainage designs and approve the plans. Water line extensions will need to be approved through the Beckley Water Company.



Summary

The site is very favorable for the development of several large scaled buildings and internal roadways. The hotel and its use of the existing conference center would benefit Tamarack because these uses are most compatible with the current use of the land. The need to preserve the views of Tamarack's unique architecture from the interstate and the visibility this provides to new businesses is a high priority. Locating the recreation/outdoor land uses to the west of Tamarack with some buffering between Tamarack and these uses, would facilitate suitable transitions between uses.

V. MARKET SCAN OBSERVATIONS

Introduction

Because The West Virginia Parkways Authority is seeking to implement a strategy that moves the Tamarack facility towards financial sustainability, RKG Associates, Inc., was included in the consulting team tasked with identifying these strategies. RKG Associates' specific charge was to perform a market scan that evaluates the development opportunities and constraints surrounding the Tamarack site and facility. More specifically, RKG Associates assessed the appropriateness, market feasibility and potential impact to Tamarack of an array of potential development opportunities.

It is important to note that the assessment that resulted from these observations is preliminary in nature and is not intended as a detailed analysis of the depth and breadth of the various market segments analyzed. Accordingly, this effort should be viewed by the Authority as guidance to assist in better defining its vision with regard to enhancing the Tamarack experience while at the same time identifying what, if any, specific actions would be needed to make the Tamarack facility become more financially independent.

Because a "market scan" was conducted, and not a detailed market analysis, RKG Associates employed a modified approach to gain an understanding of the local market. This effort included analyses of existing market reports, published market and financial data, conversations with local professionals, the results of field studies, socio-economic indicators and Tamarack operational data.

During the research, RKG Associates analyzed nine potential market segments: 1) Hotel Lodging; 2) Dining; 3) Camping; 4) Entertainment; 5) Recreation; 6) Retail; 7) Residential; 8) Office; and 9) Institutional. The following analyses address each market segment, providing insight, recommendations and future considerations. The assessment concludes with observations of operational and functional considerations for Tamarack. Once again, the market scan should serve in an advisory guide. In many cases, supplementary research would be required in order to support more informed and market specific decisions.

Hotel Lodging

The majority of Beckley's hotels are clustered within 0.5 miles of I-77. Beckley's highway accessibility and proximity to outdoor recreational amenities likely contribute to the city's high hotel occupancy rates. In fact, a prior hotel study revealed 70.0% to 78.0% occupancy across a competitive set of Beckley hotels. The study also showed that average room rates increased by 4.3% from 2003 to 2008. This level of occupancy and room rate change reflects a strong market opportunity for additional hotel development.

Given Tamarack's land availability and highway visibility, the Authority's property represents a prospective location for one or two new hotels. The hotel(s) could potentially support conference activities at the Tamarack conference center, if physically positioned to be convenient to the conference center and marketed in unison. These actions should increase the number of conference center events by providing amenities often sought by event planners. A new hotel would perhaps be most viable if it was visible from the highway and adjacent to the conference center.



The number of hotels is less significant than the number of new rooms delivered (i.e. one large hotel or two smaller facilities). As a result, an updated hotel study is recommended to evaluate any fluctuations in the Beckley hotel market and help determine a development target that does not adversely affect the local market. This study also should analyze and address hotel type and amenities to be included.

Dining Facilities

In terms of traditional retail opportunities, the City of Beckley has limited opportunities. A retail gap analysis performed as part of this effort indicates that the City has a retail surplus across most sectors. This finding is consistent with the development patterns of the region, as Beckley serves as the market center for this portion of West Virginia. However, having a surplus of sales capture (the local market captures more than being demanded) indicates there are limited opportunities for substantial retail expansion. Of the few markets that have leakage, eating establishments and jewelry, luggage and leather goods stores have the potential to compliment Tamarack's operation.

Based on the nature of the Tamarack facility and the limited nature of dining options on site, there is potential to expand the number of dining venues connected to the Tamarack facility. RKG Associates encourages the Authority to perform a more detailed restaurant market assessment to determine the appropriate number and type of dining facilities that could be supported as part of the Tamarack development. Alternatively, a more comprehensive, direct marketing campaign could be done to attract a tenant utilizing a build-to-suit approach. In either case, RKG Associates does not encourage the Authority to undertake speculative development of new dining facilities. Food service type, style and theme should be carefully considered to avoid taking market share away from Tamarack's food court or violating current vendor agreements.

Camping

Camping is an established industry in West Virginia. In many cases, camping goes hand-in-hand with outdoor recreational activities such as hiking, swimming and whitewater rafting. As a result, many of the region's campsites are located in state parks and along the New River Gorge National River. The Southern West Virginia Convention & Visitors Bureau lists roughly 30 campgrounds for tent and/or RV camping in Southern West Virginia. In addition, the agency highlights over 60 locations for cabin rentals, most of which are located within 30 miles of Tamarack.

Camping is typically a self-sufficient form of accommodation. As a result, camping will likely have minimal economic impacts for Tamarack. With respect to camping facilities, tent camping is perhaps the least economically viable option. Most tent camping facilities are located in relatively remote areas, not along major highways. RV Parks and Cabin facilities are marketable for families and older couples, and are potentially more suitable alternatives. While the RV concept would bring the most demographically consistent consumer base to Tamarack, the positive impacts generated by increased sales will have less benefit than the revenues generated by slip rentals. After all, campers are generally escaping consumer culture, rather than embracing it.

A market analysis is recommended in order to determine the appropriate size and quality of camping facilities. The study should address competitive camping facilities and, if possible, examine occupancy rates across a sample of campgrounds. Vegetative buffers could help create a more rustic camping experience by reducing highway noise/visibility impacts.

Entertainment

The Southern West Virginia Convention & Visitors Bureau highlights 14 performing arts venues, but does not list the Governor Hulett C. Smith Theater at Tamarack. The Theatre West Virginia, located in Beaver on the eastern edge of Raleigh County, is the closest venue to Tamarack. Theatre West Virginia hosts a series of outdoor concerts, musicals and dramas. Tickets typically range from \$9.00 per child to \$19.00 for adults.

An increased performing arts presence could provide additional revenues to Tamarack from event ticket sales and increased food vendor revenues. While the Governor Hulett C. Smith Theater hosts a variety of weekly concerts, plays, po-



etry readings and films, the theater could benefit from enhanced marketing efforts. In addition, Tamarack's hilly topography could be conducive to an outdoor amphitheater. The financial success of an outdoor amphitheater will ultimately hinge on concessions revenue.

A comprehensive survey and socio-economic analysis would enhance the understanding of the target audience. Survey questions should address place of residence, income level, and musical/theatrical preferences. Ultimately, an expanded performing arts presence would be most beneficial if it appealed to Tamarack's existing consumer base. A noise pollution study should be pursued prior to the development of an outdoor amphitheater. A competitive market study would help illuminate industry strengths, weaknesses, opportunities and constraints.

Recreation

Outdoor recreation is a major economic driver for Raleigh County and the region. The region affords opportunities for fishing, hunting, hiking, horseback riding, rock climbing, skiing, canoeing and whitewater rafting. The upcoming Boy Scout camps, attracting approximately 50,000 campers per summer, will likely increase the region's role as an outdoor recreational center.

Tamarack's adjacent land appears suitable for certain recreational uses. Many passive recreational uses, such as nature trails and disc golf course, are not terrain specific and attract a variety of visitors. On the other hand, they are land consumptive and provide limited economic benefit to the operations of the Tamarack facility. Rather, these recreational uses would be more conducive to generating one-time revenue boosts in terms of land sales.

Recreational uses should ultimately reflect the interests of typical Tamarack consumers. For example, an indoor/outdoor waterpark traditionally geared towards children may not represent the most strategic investment to drive additional demand for Tamarack goods and services given Tamarack's older visitor base. The Authority should be strategic in incorporating active recreation venues that may create incompatibilities with the current operations at Tamarack, particularly social events at the conference center that capitalize on the outdoor amenities (i.e. the patio area).

Retail

As mentioned, the City of Beckley does not have a strong unmet market for retail goods and services. More specifically, the market for bulk retail and destination retail is extremely limited, particularly on the Tamarack property. At a base level, 'big box' stores do not reflect the local character of Tamarack, and would potentially tarnish the image and reputation of Tamarack. From a more site-specific level, big box stores and other strip retail centers have traditionally gravitated towards Route 16/19. Destination retail (ie: Bass Pro, Cabelas, Gander Mountain) also is improbable due to the region's relatively less competitive fundamentals of the Beckley area. Cabelas, for example, typically locates in areas where 1 million people reside within a 30-mile radius (Table 1-1). Furthermore, the development of a Gander Mountain and the recent announcement of a Cabela's in Charleston further hurts this potential, as these retailers often do not cluster stores except in very large markets. Ultimately, new retail should be consistent with Tamarack's product lines. Otherwise, the facility could actually witness a decrease, rather than an increase, in sales.

**Table 1-1
Cabela's Site Selection Criteria**

Cabela's Criteria	Tamarack Attributes
20 miles from metro area	56 miles from metro area (Charleston)
1 hour drive from another Cabela's store	1.5 hour drive from nearest Cabela's
1 million people within 30-mile radius	200,000 people within 30-mile radius
Prefer anchoring in growing retail developments of 400,000 sf	No other major retailers on site
Incentive packages or tenant allowances required	

Source: Cabela's.com and RKG Associates, Inc.



A more in-depth retail market analysis should be performed in the future to explore potential changes in supply and demand. Underserved sectors should be analyzed according to their market potential, as well as their compatibility with Tamarack.

Residential

Despite national and state population growth over the past decade, Raleigh County's population remained relatively stagnant (-0.5%). However, the county experienced 4.6% population growth from 2005 to 2010 (Table 1-2). Meanwhile, the county's households increased by 2.6% from 2000 to 2009. Rental housing accounts for roughly 22.9% of Raleigh County's housing units and 35.1% of Beckley's housing units. Beckley has approximately 1,231 vacant units, representing a 15.0% vacancy rate. While Beckley's residential vacancy rate is comparable to county and state figures, the city has a much lower proportion of seasonal/recreational vacancies. Approximately 9.6% of Beckley's residential vacancies are for seasonal/recreational use. Meanwhile, seasonal/recreational vacancies account for 15.5% of all residential vacancies in Raleigh County and 29.3% of all residential vacancies in West Virginia.

**Table 1-2
Population Trends
2000-2010**

	2000	2005	2010	% Change 00'-10'	% Change 05'-10'
United States	281,421,906	288,378,137	308,745,538	9.7%	7.1%
West Virginia	1,808,344	1,771,750	1,852,994	2.5%	4.6%
Raleigh County	79,220	75,436	78,859	-0.5%	4.5%

Source: U.S. Bureau of the Census

Given the area's potential over-supply of housing and sluggish population growth, residential development remains a relatively improbable alternative for Tamarack. Furthermore, permanent housing will likely have a marginal impact on the facility's overall sales volume. Although residential demand is currently limited, there could be opportunities for seasonal or recreational housing, particularly within the context of tourist-based amenities. Any residential site selection process should include a more detailed market analysis and should address highway noise impacts and overall land use compatibility.

Preliminary research reveals a soft market for all office types (medical, service, corporate etc.). The vacancies at other office parks in Beckley potentially indicate a market imbalance. Medical offices typically locate near the major regional hospitals, such as Raleigh General Hospital. Meanwhile service-related offices traditionally locate on major corridors or in close proximity to population centers. Tamarack, although accessible to I-77, is relatively isolated from the higher densities of residential, office and retail uses.

Office

Tamarack is approximately a 10 minute-drive from Downtown Beckley and a 14 minute-drive from East Beckley. Given the area's soft market and Tamarack's relative geographic distance to the major population centers, office development appears to be a relatively unsuitable alternative for Tamarack. Ultimately, substantial office development would be required to generate a significant impact to Tamarack. Given the current land use incompatibility, an office market study should be done in the future to explore specific supply and demand opportunities and constraints.

Tamarack is approximately a 10 minute-drive from Downtown Beckley and a 14 minute-drive from East Beckley. Given the area's soft market and Tamarack's relative geographic distance to the major population centers, office development appears to be a relatively unsuitable alternative for Tamarack. Ultimately, substantial office development would be required to generate a significant impact to Tamarack. Given the current land use incompatibility, an office market study should be done in the future to explore specific supply and demand opportunities and constraints.

Institutional/Educational Uses

While the demand for institutional and educational uses typically is not measurable through a traditional market analysis, the Tamarack facility has existing assets and relationships that present opportunities to cultivate new activities that will draw more visitors to Tamarack. Most notably, existing operations at Tamarack are conducive to the development of educational programs within the culinary arts and artisan disciplines.



There is a well-founded tourism market within the culinary arts geared towards providing patrons with an “immersion” experience in cooking combined with other entertainment and recreational venues. Tamarack’s contractual relationship and close proximity to The Greenbrier is an ideal partnership to marry a destination vacation with culinary classes. Simply put, the Greenbrier contains over 13 eclectic restaurants and cafes, providing an almost instant credible and marketable culinary platform. Tamarack can leverage Greenbrier’s culinary repertoire to develop its own unique cooking and food tasting vacation programs. Tamarack could offer culinary studios and “cooking classrooms” that are catered towards personal (rather than professional) interests. There even is potential to increase conference space use through this program, by including an informal competition (i.e. a “cook-off”) at the conference facility as part of the experience.

Tamarack also has the potential to expand the tourist-based opportunities tied into the existing artisan community. In this instance, an expanded facility (including workspace) could bolster the potential for creating a more comprehensive series of instructional workshops and classes. The workshops, lasting as long as several days, could represent an opportunity to utilize local talents while attracting additional visitors. The “hands-on” experience would likely draw from a larger marketplace, enhancing Tamarack’s visitation levels as well as increasing the exposure of existing and burgeoning artists and artisans.

The culinary and artisan programs, if marketed effectively, could potentially draw on a larger, regional market. These creative uses could also offer opportunities for the Boy Scout parents, who will visit Tamarack for roughly one week each summer. Additional research should conclude with business plans that address marketing and advertising. A customer survey would also help evaluate consumer interests and allow for a more targeted education program.

Other Considerations

National Boy Scout Center: Regional Impacts

The Summit Bechtel Reserve, located approximately 10.5 miles north of Tamarack, is the future home for the national Scout Jamboree organized by the Boy Scouts of America (BSA). The Jamboree, held every four years, will draw approximately 55,000 Boy Scouts. A prior economic impact study indicates that the Jamboree will have a net impact of \$23.4 million on the region’s hotel/lodging sector. The next Jamboree is scheduled for July 2013. Meanwhile, the Bechtel Reserve will host up to 50,000 boy scouts during 10 weeks of annual summer camps. The series of annual camps are expected to generate up to \$21.6 million in additional overnight visitor spending.

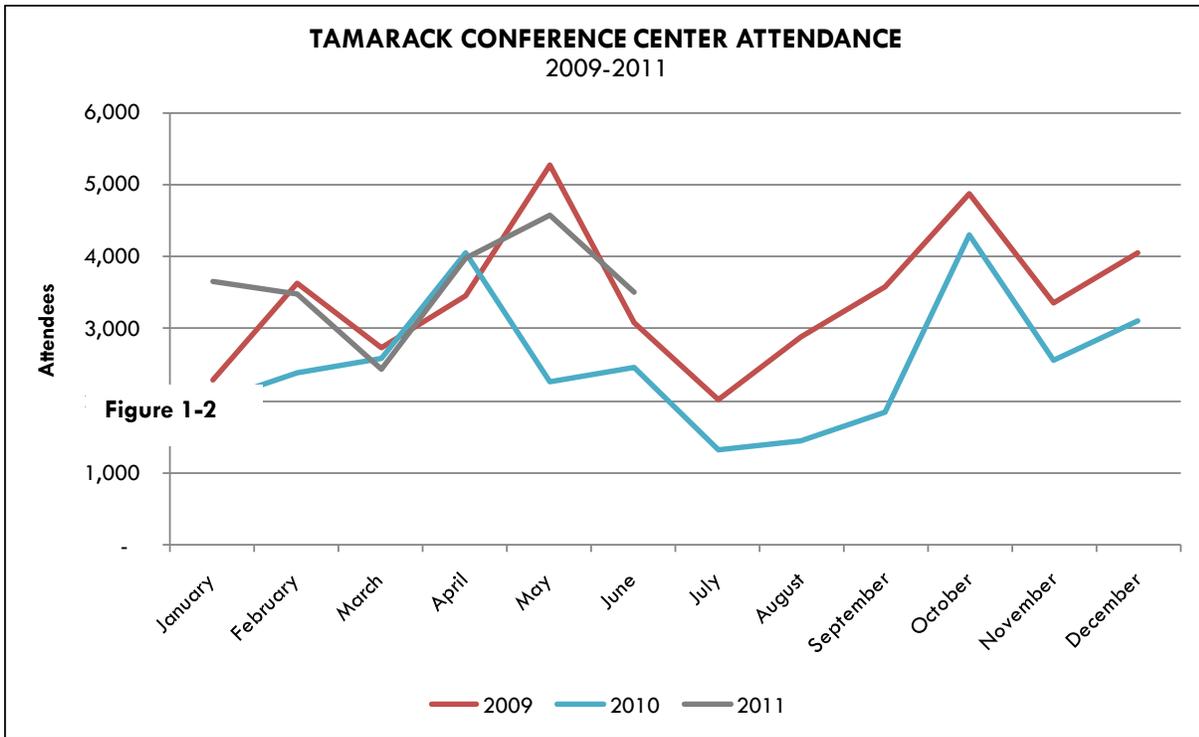
The Jamboree and annual camps potentially present tremendous opportunities for Southern West Virginia and Tamarack. In many cases, the Boy Scouts’ families will remain in the region during the 1 to 2 week camp sessions. As such, the families will likely require accommodations. Given Tamarack’s proximity to the Bechtel Reserve, it is reasonable to assume that Tamarack can capture some of the associated visitor traffic. The adjacent land, if developed and marketed effectively, will help enhance Tamarack’s position as a popular tourist destination. In light of the increased tourism, there are potential opportunities for additional lodging within the Beckley area. This is particularly true given the high occupancy rates at Beckley hotels. Drawing a proportionate share of this market could positively influence the Tamarack site’s ability to support additional retail and dining sales. Greater research should be done to determine the potential market penetration for Tamarack.

The BSA has stated that they intend to operate the Reserve as a sustainable financial venture. There has been indication that the facilities may be open to the public. The exact scope and scale of proposed public activity is unknown at this time. The build-out of The Summit Bechtel Reserve should be monitored closely as development progresses. The Boy Scouts have fundraising goals of \$400 million, of which they have raised over \$200 million to date. The Summit may provide both opportunity and competition for some businesses.



Operations and Marketing

Expanded marketing and advertising efforts should increase consumer awareness and potentially improve financial performance. Tamarack Conference Center data (2009 to 2011) indicates that attendance is typically highest in May and October and lowest in July (Figure 1-1). Holiday parties, particularly for larger companies, also account for substantial attendance (and revenues). Marketing strategies should attempt to attract previous attendees, while targeting prospective companies, community groups, hospitals, schools and wedding parties. The region's top employers, such as Raleigh General Hospital and Appalachian Power, provide tremendous conference center revenue. Marketing and advertising strategies should continue to attract these major employers in efforts to diffuse the competition from other conference centers. Additional research should examine the relative success of the Mountaineer Conference Center, a 3,100 square-foot facility adjacent to both the Country Inn & Suites and the Holiday Inn & Suites.



VI. EVALUATION OF LAND USES

Potential land uses should be evaluated within the context of the likelihood that they will satisfy Tamarack's goal to become more financially sustainable. Land use development and the legal agreements that may accompany it can benefit Tamarack in several ways. This includes increased revenue, increased patron visitation, site visibility and program synergy.

Income Types

Each proposed land use has the potential to generate some sort of revenue that can be used to offset Tamarack's operating deficits. There are several types of revenue that may be generated through real estate activities on site.

Revenue from Land Sales

This includes the direct sale of assets such as land and is the simplest way to generate immediate revenue for Tamarack that could be used to supplement income through some sort of managed revenue generating fund. However, the revenue generated is a one-time occurrence, is finite, and subject to the market conditions and land values at the time of sale. This option provides a short term influx of cash but does not provide a means of dealing with future deficits. It also eliminates current assets that may be used to generate revenue long term, other than the interest generated from investments. For example, the Parkways Authority would have to create a \$25 million fund at 5% annual return to offset its current annual deficit. This scenario requires architectural controls and agreements that define the proposed scope and type of development. Long term control of future land uses and tenant types is less defined in this option.

Leases and Rents

This includes revenue from long term leases of land or facilities. This option generates a sustained amount of income over a period of time and gives the Parkways Authority more control over land uses, architectural control and tenant types. This scenario also requires architectural controls and agreements that define the proposed scope and type of development. It is common for hotels and restaurants to lease land for their businesses. The Parkways Authority currently leases building space to concessioners in their facilities.

Revenue from Increased Sales

This includes revenue that is generated from increased patronage and sales in the Tamarack facility. This could include food sales, merchandise sales, event income and conference facility rental. This type of revenue will rely heavily on the ability for new land uses to be "synergistic" with Tamarack in a way that produces programmatic tie-ins, creates extended stay visits, and generally increases visitation on-site while at the same time attracting a demographic that would be more likely to utilize Tamarack's facilities. The Parkways Authority has the potential to see the benefit of each of these types of revenues and should strive to support development scenarios, partnerships and agreements that provide a mix of each.

Program Compatibility

Several uses may create events and activities that are complimentary to Tamarack's image and function, while creating increased visitation and patrons that may use Tamarack facilities and offerings. This could include a hotel marketing to larger groups and conferences, a research or educational facility needing meeting space and other similar uses.

Demographic Compatibility

Some uses attract a demographic that is more likely to visit and patronize Tamarack facilities and offerings. The land uses developed on site should also respond to these demographic groups. Based on Tamarack's offerings this study considered the following demographic qualities as being beneficial:

- Interested in culture and arts
- Staying in the area for a specific event or activity
- Has disposable time, traveling for leisure etc.
- Has disposable income

This group may include middle to upper income retirees, families visiting for BSA events, conference attendees and others.



Aesthetic, Thematic and Cultural

It will also be important to consider land use compatibility. Land uses that are compatible with Tamarack's image and serve to enhance the overall quality of site aesthetics should be considered. Because of its high visibility and location, the Tamarack site has the potential to become a destination that caters to a broader demographic while providing a variety of activities. It will be important to carefully consider the architectural and thematic qualities of the development that takes place. Part of creating a destination will be creating an appropriate "sense of place". This sense of place will affect the quality of the visitor experience and will be a part of marketing and attracting folks to the site. Building architecture does not need to be themed exactly like Tamarack but should not overwhelm the site or "upstage" Tamarack. Landscaping, signage, outdoor amenities and architectural features can tie site activities together in a way that creates a cohesive image.

Extended Stays

One of the goals of proposed land uses on the Tamarack property should be to create extended stay or event specific on site visitation that creates the potential for onsite patronage of Tamarack and other uses. Visitation that results in extended hotel stays is generated in a wide variety of occurrences. Typically, extended stay is defined as between two and thirty days. Stays that last over 30 days typically trigger the need for a semi-permanent arrangement (i.e. month-by-month rental). The most typical extended stay is vacation. Visitors travel to an area and establish a temporary living arrangement for their leisure travels. Another common driver for extended stay visitation is education/training programs. Events such as conferences, seminars and board retreats are a common occurrence for both public and private sector entities that drive visitations between two and five days. Special interest education (i.e. cooking classes and driving schools) also drive extended stay visitations during specific times of the year. Corporate travel is less frequent, but is a real market within certain industries. For example, it is a common business practice for research and development entities to request/need temporary help in situations where a specialist is required.

The matrix below (Table 2-1) serves as a preliminary index for gauging market potential and evaluating site suitability. The table addresses seven market segments and illuminates some of the opportunities and constraints associated with specific types of development. The list is not exhaustive and merely serves as guidance in the process of developing a more self-sustaining Tamarack.



**Table 2-1
Preliminary Market Scan Observations**

	Advantages/Opportunities	Disadvantages/Constraints
HOTEL LODGING		
	<ul style="list-style-type: none"> • 70% to 78% occupancy in comparable set of hotels (2000-2008) [1] • Growing room rates and RevPAR • Highway accessibility/visibility • Capitalize on Boy Scout market • Supports the conference facility • Increase number of conference center events 	<ul style="list-style-type: none"> • High construction costs • Topographical challenges • Reduced vacancy at other hotels • Revenue benefits strongest if Authority operates the hotel; minimal if land sale
DINING FACILITIES		
	<ul style="list-style-type: none"> • Highway accessibility/visibility • Complimentary to Tamarack's current retail portfolio 	<ul style="list-style-type: none"> • Given current market conditions, there are limited opportunities for substantial retail expansion
CAMPING		
Tents	<ul style="list-style-type: none"> • Low maintenance costs 	<ul style="list-style-type: none"> • Not typical Tamarack consumer • Quality/compatibility issue with the Tamarack facility
RV Parks	<ul style="list-style-type: none"> • Highway accessibility • Closer to typical Tamarack market • Capture Boy Scout market 	<ul style="list-style-type: none"> • Needs to be separate from Tamarack facility • Will require operator/sale of land (minimal economic impact to Tamarack)
Cabins	<ul style="list-style-type: none"> • Most revenue potential of camping options • Marketable for families and couples • Capture Boy Scout market 	<ul style="list-style-type: none"> • Site does not offer rustic character typically sought • Most cost and maintenance intensive of the options
ENTERTAINMENT		
Outdoor Amphitheater	<ul style="list-style-type: none"> • Exploit topography • Appeals to locals and visitors • Highway accessibility • Folk festivals, exhibiting local music 	<ul style="list-style-type: none"> • Marginal income provider without substantial concessions • Noise/compatibility with celebratory events • Noise pollution from highway
Festival Events	<ul style="list-style-type: none"> • Regional appeal • Cultural activities 	<ul style="list-style-type: none"> • Expensive to market/maintain venue • Marginal economic impact unless major festival • Noise/compatibility with celebratory events



**Table 2-1
Preliminary Market Scan Observations**

	Advantages/Opportunities	Disadvantages/Constraints
RECREATION		
Water park	<ul style="list-style-type: none"> • Draws additional consumers to Tamarack site 	<ul style="list-style-type: none"> • Not typical Tamarack consumer • Noise/compatibility issues with Tamarack
Equestrian Center	<ul style="list-style-type: none"> • Caters to an affluent demographic 	<ul style="list-style-type: none"> • Not regarded as a "local asset" • Competing with prominent centers in Kentucky and Virginia
Ropes course	<ul style="list-style-type: none"> • Exploit topography • Parents can visit Tamarack while kids climb 	<ul style="list-style-type: none"> • Will need to be done in tandem with other recreational amenities (not strong destination) • Concept is captured at Bechtel
Nature trails	<ul style="list-style-type: none"> • Supports permanent and transient lodging uses • Attract variety of visitors 	<ul style="list-style-type: none"> • Little economic impact as stand alone venture • No connectivity to larger/longer trail systems
Disc Golf	<ul style="list-style-type: none"> • Not terrain specific • Adds to destination component of Tamarack site 	<ul style="list-style-type: none"> • Relies on tourist use • Incompatible with typical Tamarack shoppers
RETAIL		
Local	<ul style="list-style-type: none"> • Draws both transient and local shoppers • Site has good visibility/access to Interstate • Retail demand for drinking establishments 	<ul style="list-style-type: none"> • Retail surplus across most sectors • Risk of substitution effect from Tamarack product lines • Concern about quality of development compatibility with Tamarack facility
Tourist	<ul style="list-style-type: none"> • Compatible with Tamarack product lines • Can enhance critical mass at Tamarack, drawing more visitors • Visitors accounted for \$41.1 million in earnings in Raleigh County in 2008 	<ul style="list-style-type: none"> • Potential to add "competition" to Tamarack • Ineffective implementation could result in dilution of sales, rather than increase
Regional (destination retail)	<ul style="list-style-type: none"> • Higher catchment area • Economic engines • Captures market potential from other regional draws 	<ul style="list-style-type: none"> • 56 miles from closest metro area (Charleston, WV) • Comparatively low regional population (200,000 within 30-mile radius) • No other major retailers nearby
RESIDENTIAL		
Owner	<ul style="list-style-type: none"> • Property taxes • Permanent consumer base 	<ul style="list-style-type: none"> • Marginal impact on Tamarack sales • High vacancy - Beckley: 15%, Raleigh County: 13%
Renter	<ul style="list-style-type: none"> • Immediate cash flow from property sale 	<ul style="list-style-type: none"> • Not typical Tamarack consumer • High vacancy - Beckley: 27% of all residential vacancies are for-rent properties)
Vacationer	<ul style="list-style-type: none"> • Highway accessibility • Relatively low city vacancies in seasonal, recreational housing • Greatest potential to draw sales from this population 	<ul style="list-style-type: none"> • Can impact potential for other complimentary uses at Tamarack (NIMBY) • Needs to be separated from Tamarack facility • Most sensitive to economic volatility



**Table 2-1
Preliminary Market Scan Observations**

	Advantages/Opportunities	Disadvantages/Constraints
OFFICE		
	<ul style="list-style-type: none"> • Immediate cash flow from property sale 	<ul style="list-style-type: none"> • Market currently soft for all office types (medical, service, corporate...) • Substantial office development needed to stimulate sales at Tamarack
INSTITUTIONAL		
Culinary Studios	<ul style="list-style-type: none"> • Capitalizes on Tamarack's current assets (location, cuisine and amenities) • Reputation and marketing enhanced by Tamarack's partnership with Greenbrier • Marketable to Boy Scout Parents 	<ul style="list-style-type: none"> • Best served at existing facilities. Does not address vacant land opportunities • Comparatively low regional population (200,000 within 30-mile radius)
Artisan Workshops	<ul style="list-style-type: none"> • Capitalizes on Tamarack's facilities and relationships • Enhances partnerships with the region's artisan community • Marketable to Boy Scout Parents 	<ul style="list-style-type: none"> • Best served at existing facilities. Does not address vacant land opportunities • Comparatively low regional population (200,000 within 30-mile radius)

[1] Includes Holiday Inn and Suites, Marriott Courtyard, Hampton Inn, County Inn and Suites, and the Park Inn and Suites
Source: RKG Associates, Inc.

[2] RevPAR (revenue per available room) is a commonly used performance metric in the hotel industry.



VII. SITE DEVELOPMENT AREAS AND PROPOSED LAND USES

The site's features, topography, existing road networks and boundaries create natural land bays of various sizes. Each of these land bays has a unique character and proximity relationship to Tamarack. The land bays in closest proximity to Tamarack should be developed very sensitively with the uses that will be most synergistic or complimentary to Tamarack's primary business objectives. This will include uses which integrate programs within the Tamarack facilities and that attract a demographic and length of visit that encourages participation in Tamarack's offerings. This includes land bays A, B, and C. (See Figure 2-1). These land bays are in close enough proximity to Tamarack where they may positively or negatively affect the aesthetics, programming and function of the facility. Land uses proposed for these areas include hotel, restaurant, and recreation or institutional. The following are land use recommendations for these areas:

Land Bay A

This parcel is suitable for a Hotel located on the west side of Tamarack and physically integrated into the conference center. The hotel architecture and footprint should blend into topography behind it. The architecture will need to be subdued and should not overwhelm, but should complement the Tamarack facility. The hotel could be located to orient entry and parking areas to the South East entrance areas while embracing the open space, event areas and drop off to the east.

Land Bay B

This land bay is situated in an open area at the intersection of VanKirk Drive and Dickirson Drive. The location is generally screened from view from the main Tamarack entrance and may be a good location for a destination restaurant. The restaurant's architecture will need to compliment Tamarack and the surrounding site, providing forms and materials that help it blend into the landscape. A smaller restaurant may be located in closer proximity to Tamarack and physically attached. This would better integrate visitation into the building. The restaurant should be a sit down restaurant with wait staff, serving lunch and dinner and styled or themed to compliment Tamarack's mission and the food and culinary culture of West Virginia. This can be done in an elegant way which serves to market state agricultural products, recipes and culinary culture. The restaurant would retain its own "brand" and would be of destination quality. Food service type, style and theme should be carefully considered to avoid taking market share away from Tamarack's food court or violating current vendor agreements.

Land Bay C

This land bay is situated to the west of the secondary or maintenance entrance off of VanKirk Drive. Its location provides excellent access and frontage along VanKirk Drive. The land bay is encumbered by steep slopes, a stream and major utilities. A portion of the site could be used for a complimenting institutional use such as a culinary school, research facility or offices associated with local and regional educational institutions. However, it may be best to locate a recreational use here that allows for preserving more of the natural landform and vegetative buffering that serves to soften the effects of surrounding land uses and utilities.

Other Land Bays

Land bays which are farther removed from Tamarack by roads, vegetation and topography can be considered for land uses which are somewhat less program integrated and somewhat different in architectural character. These areas include land bays D, E, F and G:

Land Bay D

This parcel is situated at the top of the hill immediately behind Tamarack and land bay A. The parcel offers views over Tamarack to the East and South and is visually buffered by wooded slopes to the East. This parcel could be developed with a complimenting and compatible institutional use such as a research facility associated with local or regional educational institutions. The most preferred use would be one that attracted visitors, researchers and others from other places, requiring extended stay on site and patronage of the hotel, Tamarack and restaurants on site. A second hotel may also work well. The strong market, unique location and amenities as well as the ability to expand into this area from land bay A make this a viable option.



Land Bay E

This parcel of land is located to the North West of Tamarack and consists of a large area of open meadow and fields. The area provides views to the North and East. Topography varies from moderate to steep. Access is currently limited. The construction of an internal loop road to the Tamarack Property which connects VanKirk Drive to Dry Hill Road could provide needed access. The parcel is not visible from major roadways and offers no frontage. This site lends itself to various uses including institutional and recreational. It may be feasible to locate a research park or similar non frontage dependent land use here. However the site lends itself to a RV park or similar use. The RV Park would generate extended stays on site and would attract a demographic that would be more likely to patronize Tamarack and participate in onsite programming and amenities. The site will need to be re-vegetated over time to provide buffering and shade that is customary to higher quality RV parks.

Land Bay F

This parcel is located adjacent to Dry Hill Road. It is closer in elevation to the road and offers frontage. This parcel, given its relative separation from the remaining site and its frontage, may be considered for a commercial out parcel. The decision to do this should consider the short term gains of selling or leasing the land to the effect of the use on the remaining land. Any developed use here should be sensitive to the aesthetics to the proposed site entrance off Dry Hill Road.

Land Bay G

This parcel of land is located to the South of VanKirk Drive across from the secondary or maintenance entrance to Tamarack. The parcel is encumbered by steep slopes, hydrological features and many utilities, including a high voltage power line. A portion of the site could be used for a complimenting institutional use such as a culinary school, research facility or offices associated with local and regional educational institutions. However it may be best to locate a recreational use here that allows for preserving more of the natural landform and vegetative buffering that serves to soften the effects of surrounding land uses and utilities.

The Tamarack Site

The parcel of land surrounding Tamarack offers opportunities for program expansion and should be considered as opportunities arise. For example the outdoor area adjacent to the conference center has been programmed for weddings and other gatherings. This area could be further improved as programming increases. The center courtyard of the building appears to be underutilized and could be used for a restaurant, expanded display space or other use. A proposal has already been examined to create a "Mountain Music Heritage Center" in this space. This use is appropriate and compliments existing displays inside the building. There may be other spaces, connected to the building, that are appropriate for this and other uses.

Supporting Amenities

One of the goals of the proposed land uses on the Tamarack property should be to create extended stay or event specific on-site visitation that increases the potential for on-site patronage of Tamarack and other uses. Amenities that enhance the visitor experience will also increase the likelihood that visitors will stay longer on site. If there is more to do on site, and there are more activities that are programmatically and thematically complimentary to Tamarack, more of a destination experience will be created, thus increasing the likelihood of participating in cultural, dining and shopping activities.

Several complimentary amenities should be explored on site. Amenities include:

Amphitheater

- Provides larger venue for outdoor performance events and increased on site activity.
- Compliments wedding and other event activity.

Improved Event Space

- Compliments current wedding programming and potential hotel and conference center activities.

Trails

- Provides onsite recreation and activity that compliments extended stay activities.

Outdoor Adventure Complex

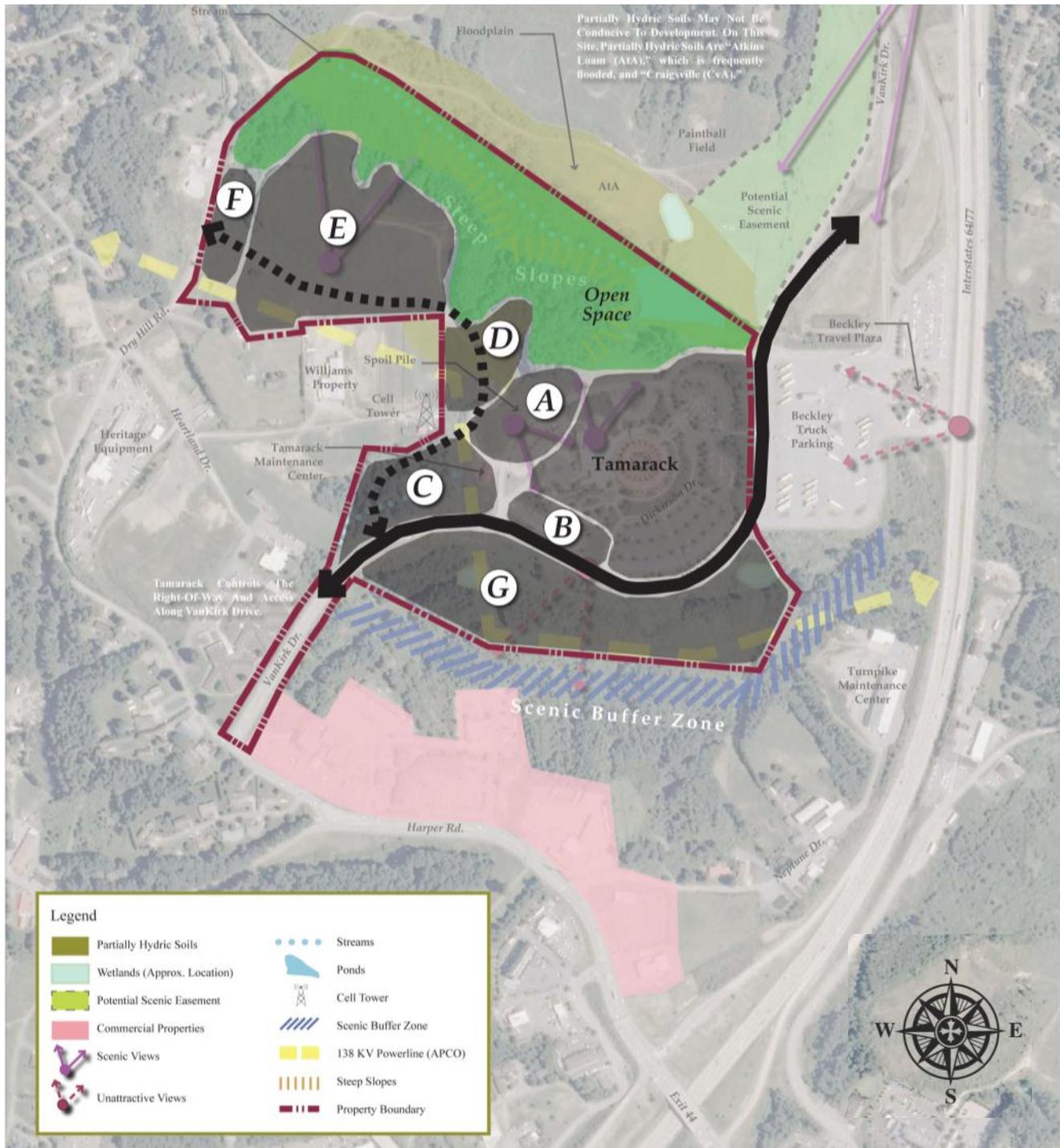
- Provides destination recreation which creates increased onsite activity. Enhances ability to market WV outdoor activities and culture on site.

Expanded Lake

- Enhances views to Tamarack and enhances quality of onsite hotel, event and conference facilities.



Figure 2-1 – Land Bays



Each of these amenities should be prioritized based on their ability to enhance the visitor experience and their ability to support onsite activity which in turn generates patronage to Tamarack and future on site land uses.

Site Planning Objectives

The overall quality of site development, landscape quality and site features will be a big part of creating an appropriate sense of place that helps to create an attractive destination. The following site related objectives will help this to happen:

- Preserve vegetated slopes and buffers.
- Enhance and protect views to the facility from VanKirk Drive and the Turnpike.
- Purchase properties adjacent to critical buffer areas and view lines where they might negatively affect view lines to and from Tamarack.
- Preserve main entrance access and views to Tamarack and reduce potential for confusion.
- Provide separate access to development areas, reducing burden on Tamarack's road system and ensuring adequate traffic flow to other uses.
- Locate programmatically and architecturally complimenting uses in close proximity to Tamarack.
- Encourage and develop programmatic tie-ins with the Tamarack facility when possible.
- Develop and adopt a general land use plan for the property which outlines preservation areas, development areas, access points, circulation and other factors that are critical to development compatibility.
- Develop restrictive covenants that document property use restrictions and requirements, including buffering and landscape requirements, architectural controls and site development standards.

VIII. LAND DEVELOPMENT CONCEPTS AND YIELDS

The LPDA Team prepared several land development concepts based on the recommended land use types and site development objectives. The concepts are intended to test the actual development potential of land bays considering spatial arrangements, zoning requirements and required building sizes. The concepts are not intended to outline a specific site design, but outline feasible yields for building square footage, parking as well as desired land use relationships given Tamarack's overall development goals.

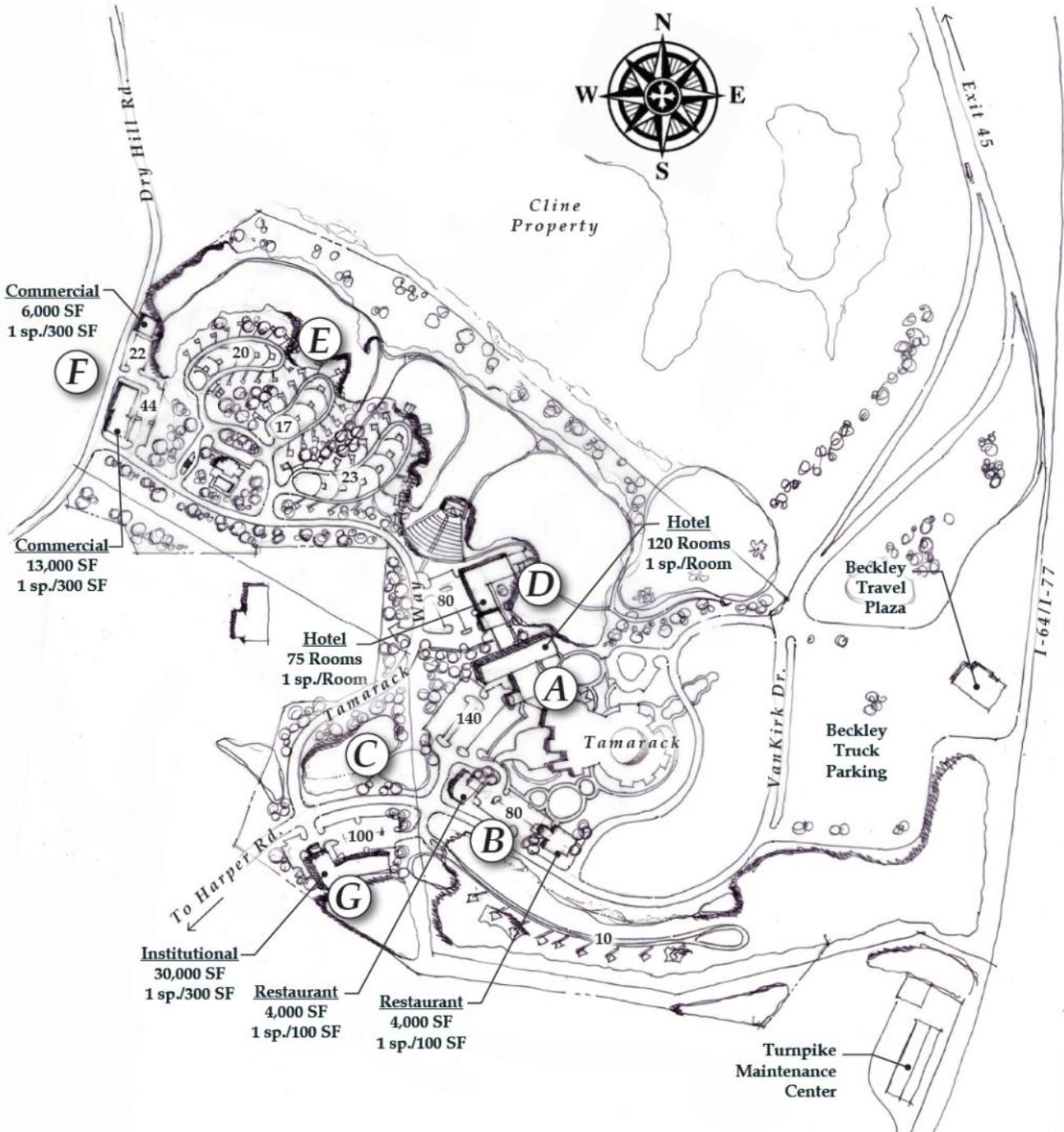
Concept 1

Concept 1 explores the potential for land uses that provide the most programmatic and demographic compatibility, such as a hotel and restaurants, being immediately adjacent to Tamarack and the remaining site being developed for recreational, institutional, and commercial uses (assumes disassembling existing Tamarack Maintenance building). This concept requires that the access road around the back of Tamarack be interrupted with a terminus at the entry of the new hotel and a terminus at the current conference center drop off and parking area. Concept 1 includes:

- Land bay A - 120 room Hotel adjacent to and physically connected to Tamarack
- Land bay B - (2) 4000 square foot restaurants on out parcels along the VanKirk Drive
- Land bay C - A recreational area, containing ropes course and other amenities
- Land bay D - An expanded (phase II) 75+ room hotel behind Tamarack and amphitheater.
- Land bay E - 60 RV camp sites
- Land bay F - 19,000 square feet of commercial or light industrial space along Dry Hill Road
- Land bay G - 30,000 square feet of institutional, research or classroom space along the South side of VanKirk Drive



Figure 3-1 – Concept 1



The following table illustrates the uses, acreage, building and parking yields for each land bay.

Table 3-1 Concept 1 Yields

Landbay	Proposed Use	Acreage	Size/Bldg.SF	Parking Ratio	Parking Count
A	Hotel	4 acres	120 Rms.	1/Rm.	140
B	Restaurant	2.25 acres	8,000 SF	1/100 SF	80
C	Recreation	3 acres	NA	NA	NA
D	Hotel & Amphitheater	4.5 acres	75 Rms.	1/Rm.	80
E	RV Camping	15 acres	NA	1/Site	60
F	Commercial	2.75 acres	19,000 SF	1/300 SF	66
G	Institutional	5.5 acres	30,000 SF	1/300 SF	100

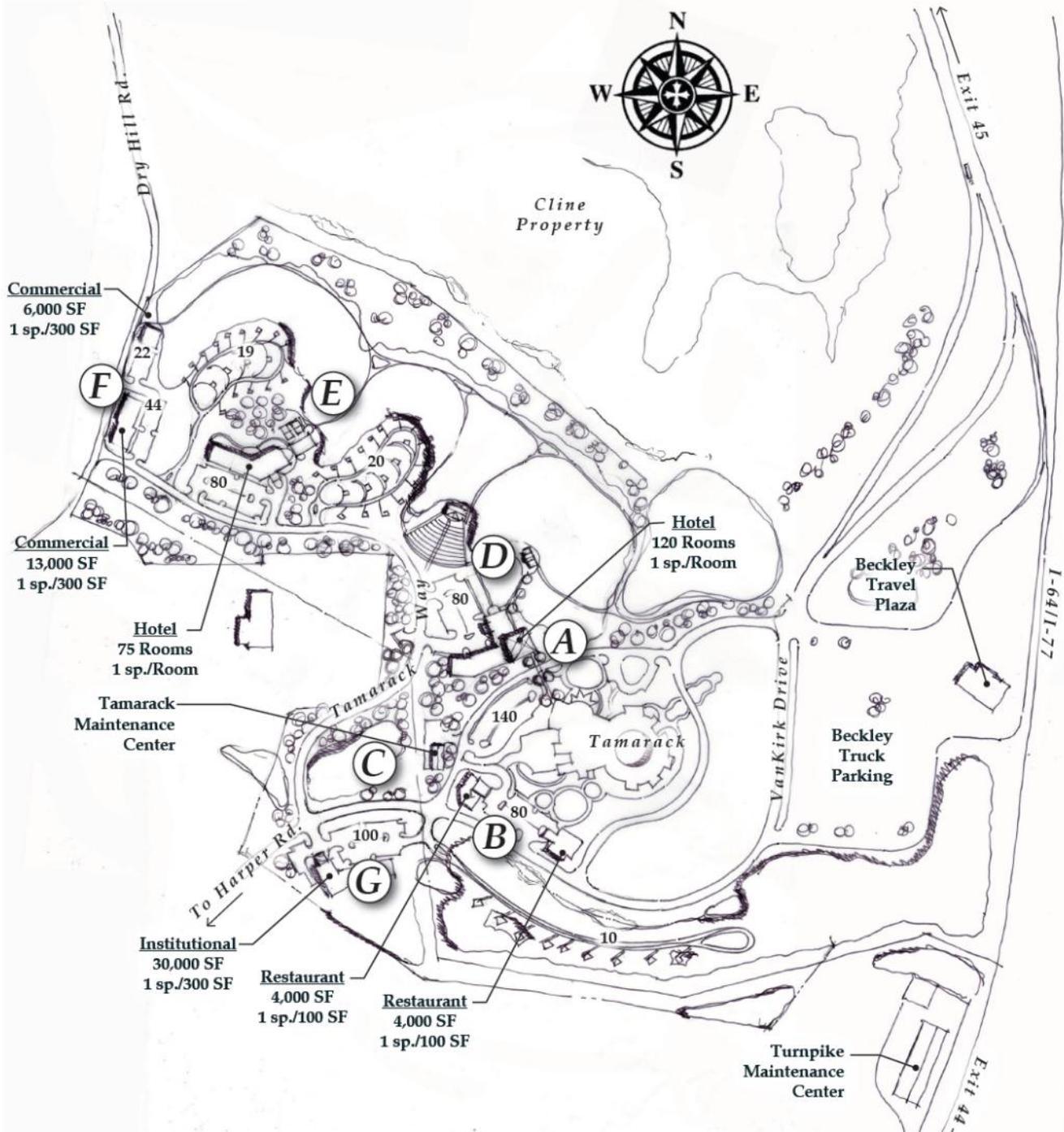
Concept 2

Concept 2 explores the potential for a proposed hotel to be located behind Tamarack and physically separated other than pedestrian connections. This concept allows the loop road behind Tamarack and other infrastructure to remain as is. A second hotel or similar use may be built. Concept 2 includes:

- Land bay A - 120 room hotel behind Tamarack
- Land bay B - (2) 4000 square foot restaurants on out parcels along the VanKirk Drive
- Land bay C - A recreational area, containing ropes course and other amenities
- Land bay D - An amphitheater
- Land bay E - A second 75-150 room hotel with access off of Dry Hill Road and 39 RV camp sites
- Land bay F - 19,000 square feet of commercial or light industrial space along Dry Hill Road
- Land bay G -30,000 square feet of institutional, research or classroom space along the South side of VanKirk Drive and 10-20 RV camping spaces along VanKirk Drive



Figure 3-2 – Concept 2



The following table illustrates the uses, acreage, building and parking yields for each land bay:

Table 3-2 Concept 2 Yields

Landbay	Proposed Use	Acreage	Size/Bldg.SF	Parking Ratio	Parking Count
A	Hotel	4 acres	120 Rms.	1/Rm.	140
B	Restaurant	2.25 acres	8,000 SF	1/100 SF	80
C	Recreation	3 acres	NA	NA	NA
D	Amphitheatre	1.2 acres	NA	NA	80
E	RV Camping	10 acres	NA	1/Site	39
E	Hotel	5 acres	75-120 Rms.	1/Rm.	80-130
F	Commercial	2.75 acres	19,000 SF	1/300 SF	66
G	Institutional	5.5 acres	30,000 SF	1/300 SF	100
G	RV Camping	10 acres	NA	1/Site	10-20

Transportation Improvements

The proposed land uses of the Tamarack development will increase the amount of traffic on the surrounding road infrastructure. The roads mainly affected by the development would be West Virginia State Route 3, Harper Road and VanKirk Drive which is an internal road that provides access to both Tamarack and travel plaza. The increased amount of traffic generated by the proposed land uses at the Tamarack will be able to be handled by the existing road infrastructure. Harper Road is a five lane road with two lanes in each direction and a middle common turning lane. West Virginia State Route 16, Robert C. Byrd Drive in downtown Beckley is a similar five lane road which carries twice the amount of traffic as Harper Road. VanKirk Drive is a two lane lightly traveled road as observed by Terradon (a member of the working group) through several site observation visits. The hotel land use would capture additional traffic during peak travel times and some additional thru traffic travelers which were not intending on staying in the area. Thru traffic travelers and vacationers will stop at the travel plaza to get hotel information which would increase the use of the road infrastructure. Other land uses such as recreational and camping will have minimal traffic increases.



Each land use concept relies on a system of improved access points and new entrance roads. Transportation improvements will be required in order to provide adequate access to all land uses and to avoid conflicts with future development. The most important aspect of these improvements will be the effort to minimize additional traffic on existing Tamarack access roads and serving new traffic by providing improved access points off of VanKirk Drive and connections to area collector roads such as Dry Hill Road.

Proposed transportation improvements may include:

- Dickirson Drive will be maintained as the main entrance road to Tamarack serving the parking areas, entrances and conference facility.
- The Tamarack maintenance center and conference center loop road will be preserved in concept 2. In concept 1 it will be divided to provide access to Tamarack facilities from the main entrance off of Dickirson and to provide primary access to the proposed hotel and maintenance area from VanKirk Drive.
- VanKirk Drive will carry traffic from the Turnpike and Harper Road to provide access to the new “Tamarack Way” intersection as well
- A new access road “Tamarack Way” is created to connect VanKirk Drive to Dry Hill road. This road would serve the all of the land uses to the North of the site and would help to avoid placing this traffic on the current loop behind Tamarack The road would be served by a new intersection

Primary access will be provided from VanKirk Drive, via the Turnpike and Harper Road. A traffic study will need to be conducted before final approval of any proposed land uses. The traffic study should consider all proposed uses in aggregate and will need to consider the limitations of Harper Road, VanKirk Drive and Dry Hill Road. The study should recommend specific improvements required to serve the overall development yields proposed for the site and should outline any limitations that will limit certain land uses on site.

Transportation improvements should be funded and provided by the developer of new land uses as they are part and parcel to accessing the new development and are not required for Tamarack.

IX. LAND USE PRIORITIES

A list of short term, mid-term and long term priorities was developed based on the initial market review, Tamarack’s land development goals and the likelihood that the land uses will positively influence visitation and patronage of Tamarack. It will be important to consider the beneficial phasing of uses so that synergistic relationships can be created. Land uses that have an immediate market demand and that do not depend on other uses on site have been prioritized. Land uses that may require more onsite activity and traffic generated from other on site uses are placed farther down on the priority list. The following outlines uses that should be first priority when considering future development of the site and when reviewing development proposals and negotiating with proposers:

Short Term

Hotel

The proposed hotel use satisfies an immediate market need and provides direct benefits for the conference center as well as other potential programmatic compatibilities. The site offers a very visible and accessible location that is very convenient for patrons.

Mid Term

RV Park

The proposed RV Park allows good use of upland area, brings more patrons, provides higher density than cabins and can blend in with existing topography.

Institutional or Educational

This use provides direct tie-ins to local educational institutions and provides a potential site to enhance their educational, research and investment activities in an area that is highly accessible and visible. It has the potential to create extended



stays on site.

Restaurant(s)

The proposed sit down restaurant(s) use satisfies an immediate market demand and can attract a clientele that is interested in dining and site experiences that may include integration with Tamarack offerings. An evening or day at Tamarack may include attendance of an event or performance, dining, and shopping at Tamarack. The location offers good access and visibility for this business type.

Long Term

Niche Retailers

Propose an outdoor adventure retail.

Amenities which complement existing land uses and the proposed priorities above include:

Walking Trail

The proposed walking trail creates connection between venues and views of property for guests/RV.

Amphitheater

The proposed amphitheater would be built into hill (low cost, can be done in flood plain, and expands event potential for outdoor uses).

Ropes course/Archery venue/Frisbee Golf

Outdoor recreation that is quiet and blends into landscape, brings in visitors (hotel/RV).

X. IMPLEMENTATION

This report provides a general outline of what land uses are likely to be successful and in what context. It does not define the exact details of how the site should be developed and by whom. It does however outline the context that development should take place; considering Tamarack's physical image, compatible land uses, site developability and access.

The details of each development proposal can be further defined as discussions and negotiations begin with each proposer. To get the process started the Parkways Authority should start work on the following initial tasks:

- Convene with the working group and Parkways Authority Board to review current proposals and identify which ones meet general land development goals using the information in this report as a guide. As a first step identify which ones are legitimate based on developer experience, financial data, proformas provided and other factors which indicate the seriousness and capability of the proposer.
- Outline general land development requirements and agreement components that will be required of each proposer. This should include critical agreement components such as development area restrictions, architectural requirements, potential lease, sale or revenue sharing arrangements and other aspects of site development that serve to define the Parkways Authority's wishes, limitations and thresholds regarding the property.
- Develop a checklist of requirements for information that will be needed to finalize development proposals. This might include proof of financial means and stability, financial models for the development, proformas, market studies, impact studies and other information needed to "proof" the feasibility of the development.
- Begin discussions with current proposers that meet Tamarack's land development goals and fit the land use priorities. Ask them to provide data needed to evaluate their proposals and begin to discuss the Parkways Authority's land development goals as well as the developer's requirements.
- Work with developers to develop and adopt a general land use plan for the property which outlines preservation areas, development areas, access points, circulation and other factors that are critical to development compatibility.
- Work with developers to develop restrictive covenants that document property use restrictions and requirements, including buffering and landscape requirements, architectural controls and site development standards. These covenants and restrictions will serve to protect the interests of the Parkways Authority as well as any parties inter-

ested in developing uses on the property.

Agreement Options

The Parkways Authority has several options when creating agreements with developers. These include:

- Fee simple arrangements
- Land leases
- Low land leases and revenue sharing agreements
- Partnerships
- Management and operation agreements

Given the Parkways Authority's goals and the desire to create long term revenue, land leases and revenue sharing agreements should serve to be the most beneficial. Each agreement will need to include documentation that is critical to Tamarack's vision for the development around it and that serves to protect Tamarack and the developer from uncertainties related to future development of the site by others.

