

IMAGINE CHARLESTON

DOWNTOWN REDEVELOPMENT PLAN | AUGUST 2013





“Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.”

Jane Jacobs, *The Death and Life of Great American Cities*

IMAGINE CHARLESTON

DOWNTOWN REDEVELOPMENT PLAN | EXECUTIVE SUMMARY | JULY 2013



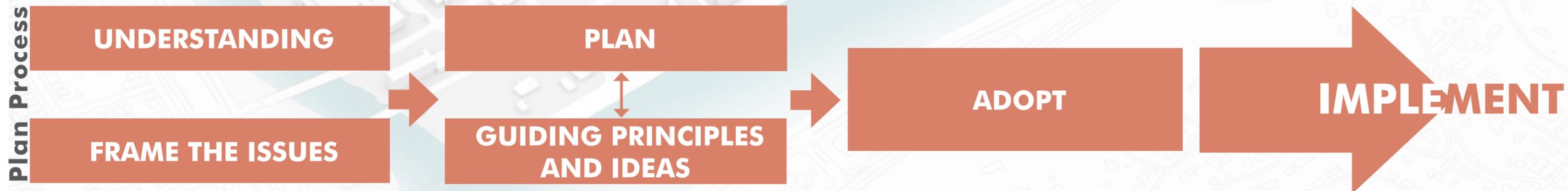
Executive Summary

The **2013 Downtown Charleston Redevelopment Plan**, as part of a broader Comprehensive Plan for the City, provides a vision toward a sustainable future and creates a dynamic framework for realizing that vision. The development of this framework was guided by extensive public participation and the committed leadership of the City of Charleston, the Charleston Urban Renewal Authority (CURA) and Charleston Area Alliance (CAA). Citizen participation informed the evaluation of needs and provided a clear set of recommendations for improving the Downtown, including specific target areas and consensus on some implementation strategies. The result is a plan that provides detailed analysis of the physical framework of the Downtown and recommends strategies that, along with relevant public policy, will help guide growth and development in the City of Charleston. It is long range in its vision, yet it leverages current and upcoming opportunities that will help to achieve the vision. This Downtown Redevelopment Plan also builds on prior initiatives and takes into account ongoing and future planned developments to create a unified vision for the Downtown area.

Based on **10 Sustainable Guiding Principles** and **6 Big Ideas**, the plan will shape all future developments in Downtown Charleston and create an environment that will allow Charleston to **continue to emerge as the cultural, recreational and business center of the Appalachian region.**

stimulate economic growth
& extend vibrancy of activity
areas

connect activity areas
and catalytic projects



Downtown Vision & Goals

DOWNTOWN BUSINESS (DB)

VISION

Bring a progressive business culture to Downtown Charleston through strategic real estate development, public/private partnerships, professional management, business retention and targeted business recruitment



DB1 ACCESS (AUTO)
Enhance parking within Downtown to provide better accessibility to existing and potential businesses



DB2 MARKET/ MANAGEMENT
Coordinate efforts for the marketing and management of Downtown



DB3 PRESERVATION
Preserve the character and historic assets within Downtown



DB4 DISTRICTS
Establish different districts according to existing market niches within Downtown



DB5 ACCESS (PEDESTRIAN/ BICYCLE)
Improve pedestrian and bicycle connections between Downtown activity centers and adjacent neighborhoods



DB6 ALTERNATIVE TRANSIT
Enhance roadways to promote better business environment and to accommodate alternative transportation

DOWNTOWN LIVABILITY (DL)

VISION

Create an exceptional living environment in the urban core of Charleston through significant improvement to the quality of public spaces and the perception of safety while incentivizing investment toward renovated and new housing development



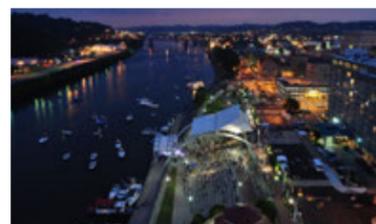
DL1 PUBLIC RELATIONS
Establish and implement a public relations campaign that lets people know that Downtown is livable, improves the public's perception of Downtown, and shows that the Downtown is a safe environment



DL2 MIXED-USE INCENTIVES
Explore opportunities and alternatives for developers, tenants and lending institutions to benefit Downtown housing and encourage mixed use development



DL3 PUBLIC SPACE
Enhance all public spaces Downtown by augmenting parks and greenspaces, improving lighting, employing traffic calming measures and improving the safety and attractiveness for bicycling and walking



DL4 RIVERFRONT
Encourage mixed use riverfront development including living, shopping, dining, entertainment and recreation opportunities that connect to the river

Big Ideas - To Guide and Shape Downtown Charleston

The big ideas numbering presented here does not exhibit any hierarchy of implementation. Downtown goals (DB or DL) from Introduction section (page 12) and sustainable guiding principles' icons are represented for cross-referencing purposes.

1 COMMIT LOCAL RESOURCES FOR A SUCCESSFUL DOWNTOWN REDEVELOPMENT PROGRAM



DB1 DL2

2 RESHAPE THE BUILT ENVIRONMENT OF DOWNTOWN CHARLESTON



DB1 DB3 DB4 DB5 DL2

3 UTILIZE CHARLESTON'S IMPRESSIVE HISTORY AND RIVER CITY LOCATION TO LEVERAGE ECONOMIC DEVELOPMENT



DB2 DB3 DL4

4 DEVELOP A DISTRICT IDENTITY SYSTEM FOR THE DOWNTOWN AND CONTIGUOUS RETAIL & ENTERTAINMENT DESTINATIONS



DB2 DB4

5 TREAT THE URBAN CORE AS AN EQUALLY IMPORTANT CHARLESTON NEIGHBORHOOD



DB2 DB4 DL1 DL3

6 ESTABLISH A PROFESSIONAL URBAN CORE MANAGEMENT AUTHORITY



DB2 DB4 DL1 DL3

1 COMMIT LOCAL RESOURCES FOR A SUCCESSFUL DOWNTOWN REDEVELOPMENT PROGRAM

- Identify public-private partnering opportunities, collaboration with quasi-public organizations and explore creative implementation vehicles
- Engage local financial institutions, community foundations and institutions of higher learning and liturgical institutions as partners
- Establish an effective relationship with the State of West Virginia for mutual real state

SIX TARGET AREAS FOR REDEVELOPMENT OPPORTUNITIES



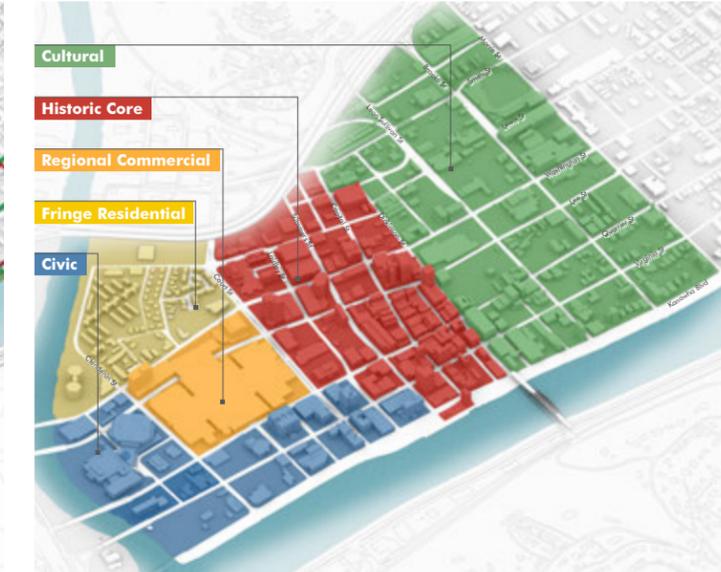
2 RESHAPE THE BUILT ENVIRONMENT OF DOWNTOWN CHARLESTON

- Create niche districts (Civic, Regional Commercial, Historic Core, Cultural) within Downtown to drive the redevelopment of the built environment
- Create context-sensitive urban design standards to shape future development
- Elevate the architectural character of new buildings through high quality design standards that embrace urban design qualities and principles
- Adopt the “complete streets” approach to enhancing the street network and supports pedestrian zones and activity areas

CONNECT ACTIVITY AREAS



CREATE FIVE DISTINCTIVE CHARACTERS OF DOWNTOWN BUSINESS DISTRICT



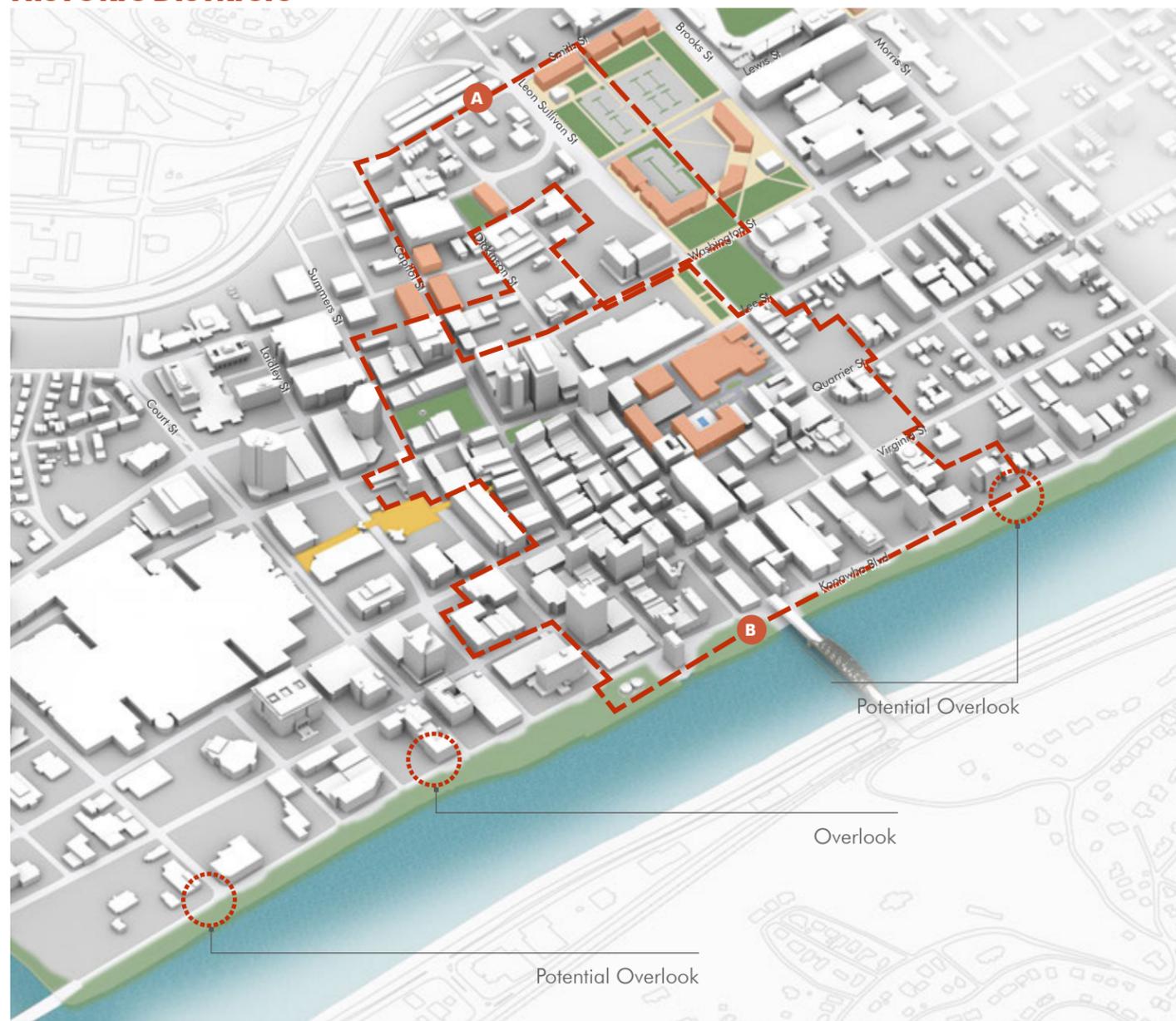
VISION FOR CAPITOL STREET



3 UTILIZE CHARLESTON'S IMPRESSIVE HISTORY AND RIVER CITY LOCATION TO LEVERAGE ECONOMIC DEVELOPMENT

- Embrace historic preservation as an important economic development tool and value history as an important asset to enhance the urban environment and marketability of the urban core.
- Re-engage the Kanawha and Elk rivers for public access, pedestrian activity and high quality mixed use development.
- Promote sustainable development practices that encourage environmental stewardship, social interaction and financial benefit

HISTORIC DISTRICTS



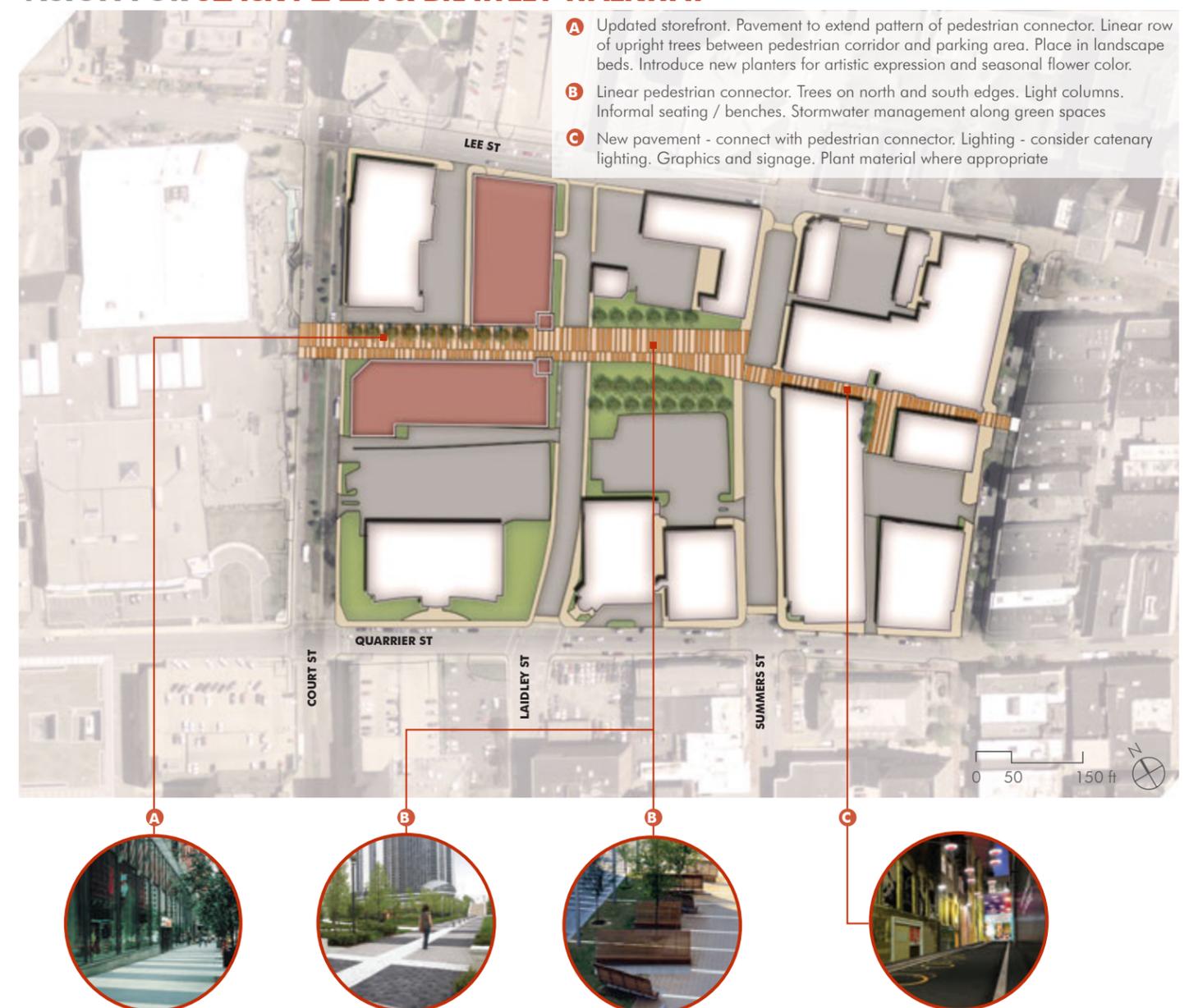
A African American Local Historic District

B Downtown Historic District

4 EMBRACE A DISTRICT IDENTITY SYSTEM FOR THE DOWNTOWN AND CONTIGUOUS RETAIL & ENTERTAINMENT DESTINATIONS

- Develop a district identity program that begins to link major destinations such as the Town Center, Slack Plaza, Capitol Street, Capitol Market, Hale/Quarrier/Dickinson Streets, The Clay Center and the Warehouse District. The system will delineate key pedestrian / alternative transportation corridors and support potential mixed use development opportunities.

VISION FOR SLACK PLAZA & BRAWLEY WALKWAY



- A** Updated storefront. Pavement to extend pattern of pedestrian connector. Linear row of upright trees between pedestrian corridor and parking area. Place in landscape beds. Introduce new planters for artistic expression and seasonal flower color.
- B** Linear pedestrian connector. Trees on north and south edges. Light columns. Informal seating / benches. Stormwater management along green spaces
- C** New pavement - connect with pedestrian connector. Lighting - consider catenary lighting. Graphics and signage. Plant material where appropriate



5 TREAT THE URBAN CORE AS AN IMPORTANT CHARLESTON NEIGHBORHOOD ALSO

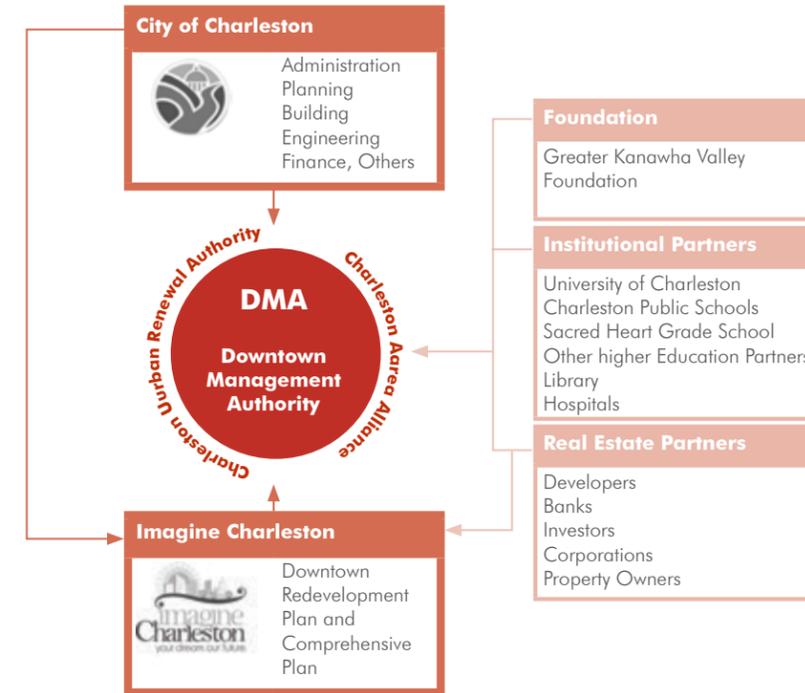
- Establish and implement a public relations campaign that promotes Downtown’s livability, improves public’s perception of Downtown, and represents Downtown as a safe environment [refer to BID below].
- Explore opportunities and alternatives for developers, tenants and lending institutions to promote Downtown housing and encourage mixed use development.

VISION FOR KANAWHA COUNTY MAIN LIBRARY & QUARRIER STREET

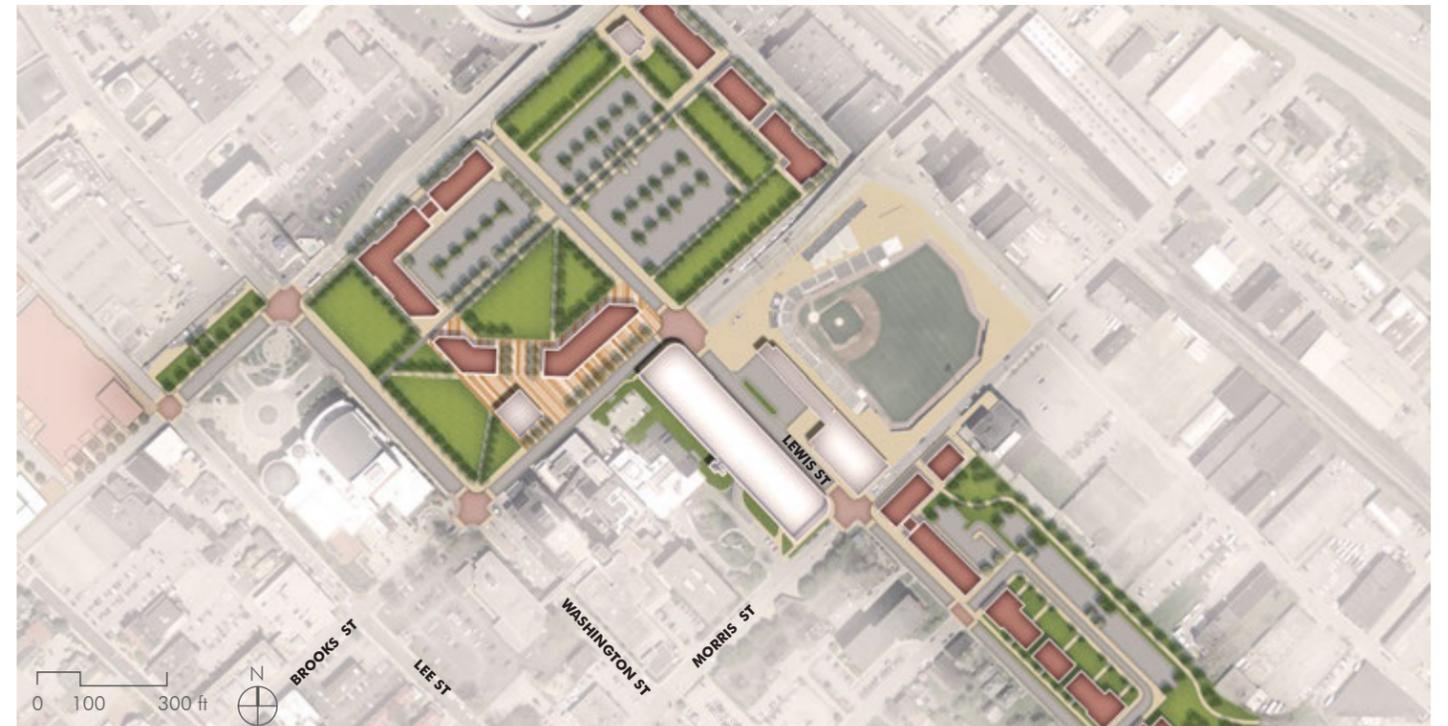


6 ESTABLISH A PROFESSIONAL URBAN CORE MANAGEMENT AUTHORITY

- Establish a Downtown Management Authority (DMA)
- Develop a Business Improvement District [BID] to garner commitment and financial support from property owners to provide professional targeted management efforts in the urban core



VISION FOR APPALACHIAN POWER PARK AREA



Action Plan

-  **Short Term**
(1-2 Years)
-  **Medium Term**
(3-5 Years)
-  **Long Term**
(5+ Years)

BIG IDEAS		STRATEGIES	RESPONSIBLE LEADERSHIP	TIMEFRAME
1	COMMIT LOCAL RESOURCES FOR A SUCCESSFUL DOWNTOWN REDEVELOPMENT PROGRAM	Identify public-private partnering opportunities, collaboration with quasi-public organizations and explore creative implementation vehicles	City / CAA	
		Engage local financial institutions, community foundations and institutions of higher learning and liturgical institutions as partners	CURA / CAA / Foundation	
		Establish an effective relationship with the State of West Virginia for mutual real estate	State / City / CURA / CAA / CVB	
2	SUPPORT PRIVATE INVESTMENT BY RESHAPING THE BUILT ENVIRONMENT OF DOWNTOWN CHARLESTON THROUGH PUBLIC POLICY	Create niche districts (Civic, Regional Commercial, Historic Core, Cultural) within Downtown to drive the redevelopment of the built environment	City / CVB / CAA	
		Create context-sensitive urban design standards to shape future development	City (Planning) / CURA	
		Elevate the architectural character of new buildings through high quality design standards that embrace urban design qualities and principles	City (Planning) / HLC	
		Adopt the “complete streets” approach to enhancing the street network and supports pedestrian zones and activity areas	City (Engineer, Planning, Traffic Engineer) / County Engineer / Land Trust	
3	UTILIZE CHARLESTON’S IMPRESSIVE HISTORY AND RIVER CITY LOCATION TO LEVERAGE ECONOMIC DEVELOPMENT	Embrace historic preservation as an important economic development tool and the value of history as an important asset to enhance the urban environment and marketability of the urban core.	City / HLC / CVB / Kanawha Valley Historical & Preservation Society	
		Re-engage the Kanawha and Elk rivers for public access, pedestrian activity areas as well as high quality mixed use development.	City (Planning, Engineer) / Land Trust / Private Land Owners	
		Promote sustainable development practices that will help environmental stewardship, social interactions and financial benefits	City (Planning, Engineer, Parks & Recreation, Traffic Engineer) CURA / CAA	

- CAA - Charleston Area Alliance
- Foundation - Greater Kanawha Valley Foundation
- CVB - Convention and Visitor’s Bureau
- HLC - Historic Landmarks Commission
- CURA - Charleston Urban Redevelopment Authority
- DMA - Downtown Management Authority

BIG IDEAS		STRATEGIES	RESPONSIBLE LEADERSHIP	TIMEFRAME
4	DEVELOP A DISTRICT IDENTITY SYSTEM FOR THE DOWNTOWN AND CONTIGUOUS RETAIL & ENTERTAINMENT DESTINATIONS	<ul style="list-style-type: none"> Develop a district identity program that begins to link major destinations such as the Town Center, Slack Plaza, Capitol Street, Capitol Market, Hale/Quarrier/Dickinson Streets, The Clay Center and the Warehouse District. The system should will delineate key pedestrian / alternative transportation corridors and support potential mixed use development opportunities. 	<ul style="list-style-type: none"> City / CURA / CAA / Main Street Wayfinding Commission, CVB, Major Property Owners 	
5	TREAT THE URBAN CORE AS AN EQUALLY IMPORTANT CHARLESTON NEIGHBORHOOD	<ul style="list-style-type: none"> Establish and implement a public relations campaign that promotes Downtown’s livability, improves public’s perception of Downtown, and represents Downtown as a safe environment [refer to BID below]. 	<ul style="list-style-type: none"> CURA / CAA / CVB / DMA 	
		<ul style="list-style-type: none"> Explore opportunities and alternatives for developers, tenants and lending institutions to promote Downtown housing and encourage mixed use development. 	<ul style="list-style-type: none"> City (Building, Planning) / CURA / CAA 	
6	ESTABLISH A PROFESSIONAL URBAN CORE MANAGEMENT AUTHORITY	<ul style="list-style-type: none"> Establish a Downtown Management Authority (DMA) 	<ul style="list-style-type: none"> City / CURA / CAA 	
		<ul style="list-style-type: none"> Develop a Business Improvement District [BID] to garner commitment and financial support from property owners to provide professional targeted management efforts in the urban core 	<ul style="list-style-type: none"> DMA / CURA / CAA, City 	

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DOWNTOWN | INTRODUCTION



INTRODUCTION

Understanding

Where is Downtown Charleston ?

To many Charleston residents, Downtown is a narrowly defined area in and around Capitol Street; to others it extends west to the Elk River and to many it extends further east towards the Clay Center and Appalachian Power Park.

For the purposes of this document and in the context of the overall comprehensive plan, the Downtown is the area bound by the Kanawha River (south) to the interstates I-64 and I-77 (north) and from the Elk River (west) to Morris Street (east).

What is Downtown Charleston ?

- State Capital
- Cultural destination
- Recreational hub
- Regional health care center
- Business center in the Appalachian region

Downtown Charleston is...

...active as a center of government, commerce, culture and entertainment. With office, retail, restaurants, galleries and more, the downtown offers something for nearly everyone. Special events and festivals take place in the downtown's public realm and on nearby attractions like Appalachian Power Park, The Clay Center, the Civic Center and other excellent venues. Recreational trails, urban parks and gathering spaces also help to create a vibrant center city environment.

...creative with a variety of cultural activities - from the summer concert series Live on the Levee to the 10-day arts focused FestivALL to the monthly ArtWalk, Downtown Charleston offers a broad range of experiences.

...appealing to businesses to locate and/or expand within the center of commerce; and

...inviting to existing and potential residents for urban living opportunities in close proximity to:

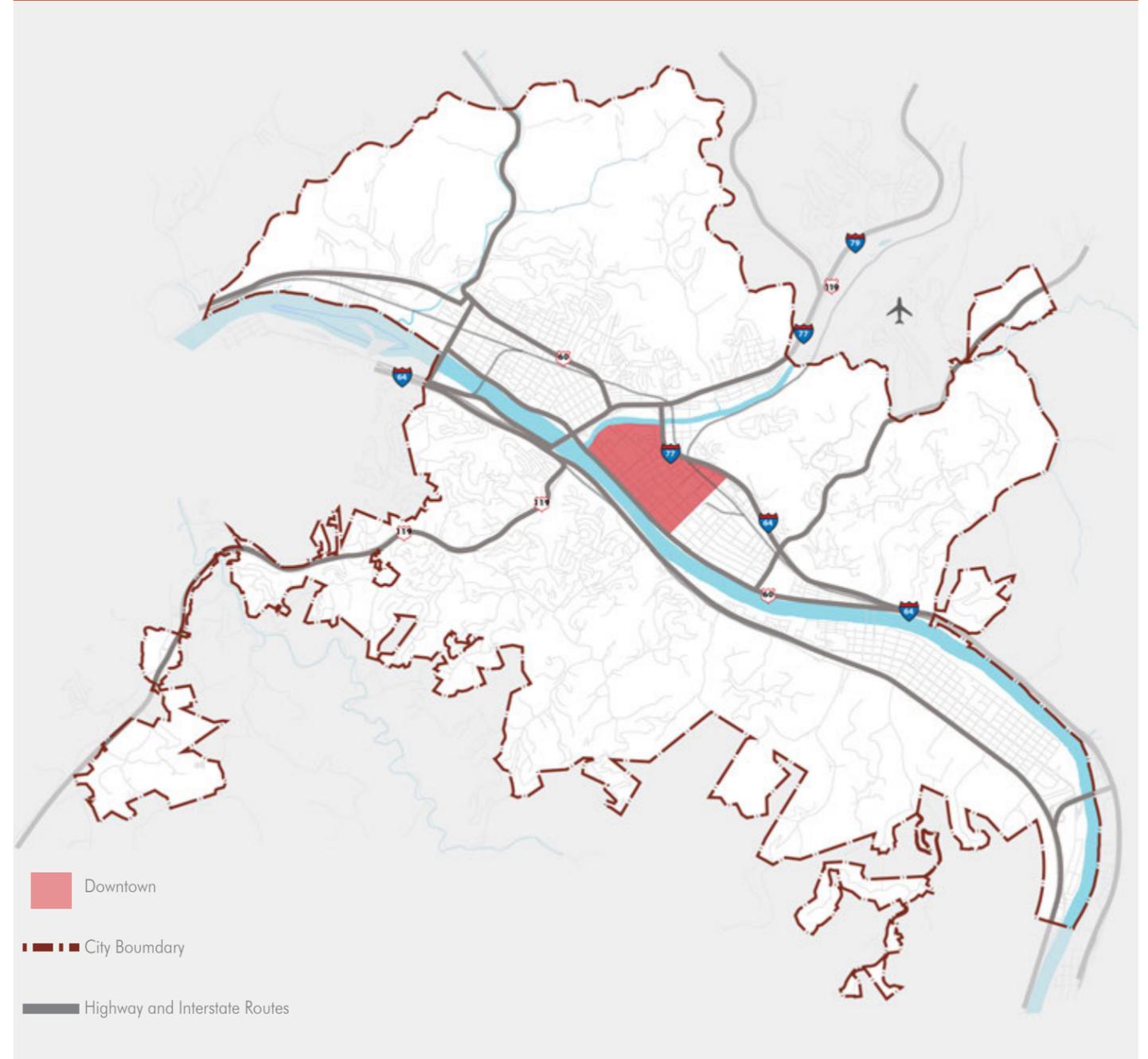
- Riverfront activities
- Unique restaurants
- Capitol Market
- Capitol Street historic core
- Recreational trails
- Town Center Mall
- Concerts, art exhibits and cultural activities
- Great medical facilities

...historic with late nineteenth and early twentieth century building stock and cultural destinations.

...surrounded by diverse urban neighborhoods and business districts that complement one another with their unique characteristics.

Interestingly, Downtown is only minutes away from the rural secluded beauty of the West Virginia wilderness.

Charleston | Downtown Area



INTRODUCTION

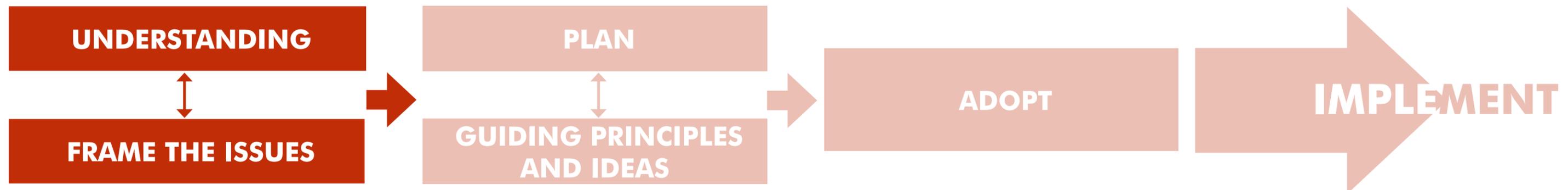
Why does Charleston need a downtown redevelopment plan ?

Different time periods in the history of the City have required specific tools to mold the Downtown into its current state. Previous plans and studies have seen significant implementation measures and led to reinvestment in the Downtown area. From the beautification of Haddad Riverfront Park and the creation of the Schoenbaum Stage there, to the Mary Price Ratrie Gateway Greenspace across from The Clay Center and nearby Appalachian Power Park, there has been a significant amount of accomplishment in the Downtown area.

The previous plans, while contributing to the success of Downtown, are now dated. Local and regional economies have changed and there is a renewed vigor in the community to continue on this positive path of reinvestment to further uplift Charleston's image as the cultural, recreation and business center of the Appalachian region. This Downtown Redevelopment Plan builds on the prior initiatives and takes into account on-going and future planned developments to create a unified vision for the Downtown area.

Plan Process Diagram

The following graphic shows a flowchart of the process of the downtown plan and its context to the different sections of the plan. The first column is highlighted to show its relevancy to understanding and framing of issues in this Introduction section.



How is the plan organized?

The Downtown Redevelopment Plan is a section of the broader Comprehensive Plan for the entire city. It can also be utilized as a standalone document for implementation purposes. The Downtown Redevelopment Plan starts with this introduction section that provides a basis for creation of the Plan. The following sections will help the reader understand the essence of this plan and where to browse to get specific information:

- **Downtown Aspects** - Exhibits the Livability and Business aspects of Downtown and explains the challenges, opportunities, and potential tools, leading the reader to the specific goals for the plan.
- **Vision & Goals** - As developed through a public consensus building process, the vision and goals combine with best practices in urban planning to define the plan principles and guide implementation of the plan.
- **Background** - Baseline information gathering that led to the analysis of historic settlements, prior plans and actions that have been implemented to date.
- **Current Conditions** - Analysis of physical, economic and organizational framework of Downtown.
- **Master Plan & Big Ideas** - 6 Big Ideas were generated as a result of the planning process that will guide the effective implementation of the plan. Each of the big ideas has an analysis of the existing framework which results in the recommended strategy and implementation action items.

Past Planning Efforts | *Downtown related*

Urban Renewal - Downtown Old Charleston Plan

Adopted in 1985 and recently expired. Primary goals of the plan included:

- Preserve, restore and enhance the existing built environment.
- Acquire and remove structurally substandard and obsolete buildings.
- Encourage the assembly and coordinated development of adjacent properties.
- Improve commercial activity, reuse office and residential space on upper floors.
- Provide public improvements including utilities, street and alley design treatments, landscaping, pedestrian facilitates and parking.
- A central feature of the plan was the facade restoration program with design review by the Architectural Review Committee. Coupled with a façade grant program, this was the primary catalyst for the building owners to renovate the facades back to their original character.

C.E.N.T.R.A.L. (Commercial, Economic, Neighborhood, Transportation, Recreation and Living) Redevelopment Plan

Completed in 1997, this document was never adopted by City Council. However, Charleston Renaissance used the plan, which recommended:

- Creating gateways into the Downtown from the interstates.

- Emphasizing north-south connection as opposed to the strong east-west connections that existed.
- Narrowing the Kanawha Boulevard auto lanes to create proper walking and bicycling facilities along the river.
- Development of the Clay Center in its current location.
- A large recreation complex in the approximate location of the new baseball stadium.
- Relocating the library across from the Clay Center.
- The creation of the gateway greenspace that now sits across Washington Street from the Clay Center.
- Creating a streetscape project along Washington Street East to the Capitol.
- The creation of a Business Improvement District in the Central Business District.

Riverfront Master Plan

Created in 2006 with the main goals of:

- Increasing access to usable park space along the river.
- Integrating neighborhoods and Downtown Charleston with the river.
- Enhancing areas for special events on the river spurring economic development.
- The plan offered two options for reducing the number of lanes on the Kanawha Boulevard to provide separate walking and bicycling lanes along the river.

INTRODUCTION

Downtown Aspects (as developed through the planning process)

BUSINESS

What defines a great downtown business environment?

- Well maintained & clean public realm
- Safe & secure environment
- Convenient parking, accessibility
- Great public realm spaces - sidewalks, plazas, gathering places
- Walkable and bikeable
- Enhanced public transit
- Bring people Downtown - events, festivals, recreational amenities, retail, restaurants, etc.
- Storefront visibility
- Signage & wayfinding

What are the challenges in Charleston?

- Absence of thriving business environment to complement Capitol Street
- Empty storefronts
- Perception of walkability reduced by “dead zone” blocks
- Government & regulatory barriers to organized and appropriate development
- Uncoordinated organizational efforts
- Absence of quality 24-7 activities
- Inadequate connectivity between activity centers
- Infrastructure - age, combined sewer/stormwater

Tools for a healthy downtown business environment

Organizational

- Coordinated efforts
- City departments and staff
- Investors
- Business Improvement District (BID)
- Pool funding/financing efforts
- Public-private joint ventures
- Strengthen and connect current activity centers

Marketing and promotions

- Unified vision - local, regional
- Cluster policy - retail areas

Physical improvements

- Update regulatory environment to promote mixed-use
- Strengthen destination/anchor areas
- Enhanced public realm and street-level activity
- Complete streets - automobile, pedestrian, transit, bike
- Preserve historic assets/introduce appropriately scaled infill development
- Quality spaces to rent or own for business venture
- Encourage visual connectivity

LIVABILITY

What defines a great downtown environment for livability?

- Safe & secure environment
- Diversified housing mix
- Presence of diversity of population
- Affordable rent structures
- Promote “sense of place”
- Great public realm spaces - sidewalks, plazas, gathering places
- Access to amenities - grocery, food services, hardware and other daily needs within reasonable distance
- Upgraded/enhanced public transit
- Cluster housing to create mixed use neighborhoods within Downtown

What are the challenges in Charleston?

- Challenging financial lending environment
- Unrealistic price points
- Absence of diversity of residential product
- Perception of transit
- Absence household amenity needs
- Limited pedestrian/bicycle access to river
- Lack of appropriate incentives for developers
- Concerns about crime

Tools to promote downtown livability

Regulatory

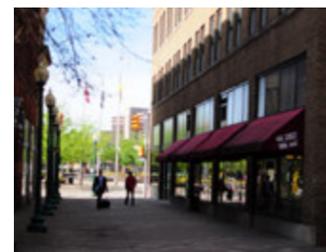
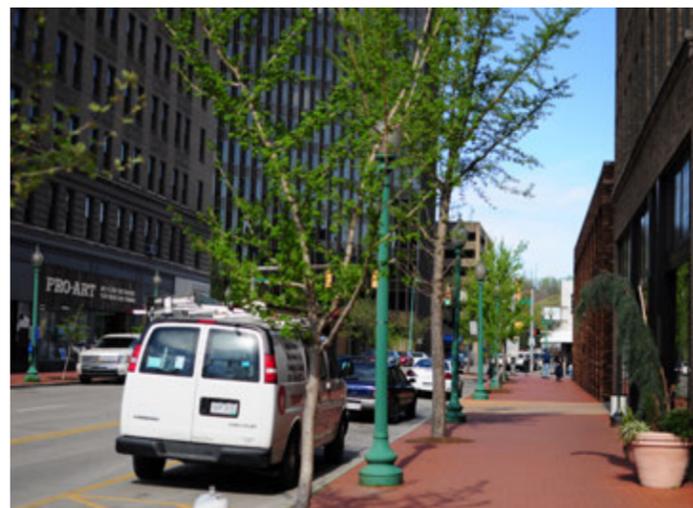
- Updated requirements for parking, inclusionary programs (affordable/market-rate), exemptions from height and density requirements, exemptions for uses that cater to household needs (grocer, etc.), expedited permitting

Funding/financing

- TIF, tax abatements, tax-free revenue bonds
- Public-private partnerships - local, state, federal programs

Physical improvements

- Proximity to public plazas, parks & greenspaces
- Enhanced connectivity for walkability, bikeability
- Enhanced transit
- Access to river
- Diversity of housing products
- Safety and security - lighting, designed screening
- Market Downtown living; attract baby boomers & millennials



INTRODUCTION

Downtown Vision & Goals

DOWNTOWN BUSINESS (DB)

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Bring a progressive business culture to Downtown Charleston through strategic real estate development, public/private partnerships, professional management, business retention and targeted business recruitment



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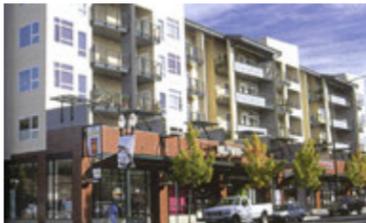
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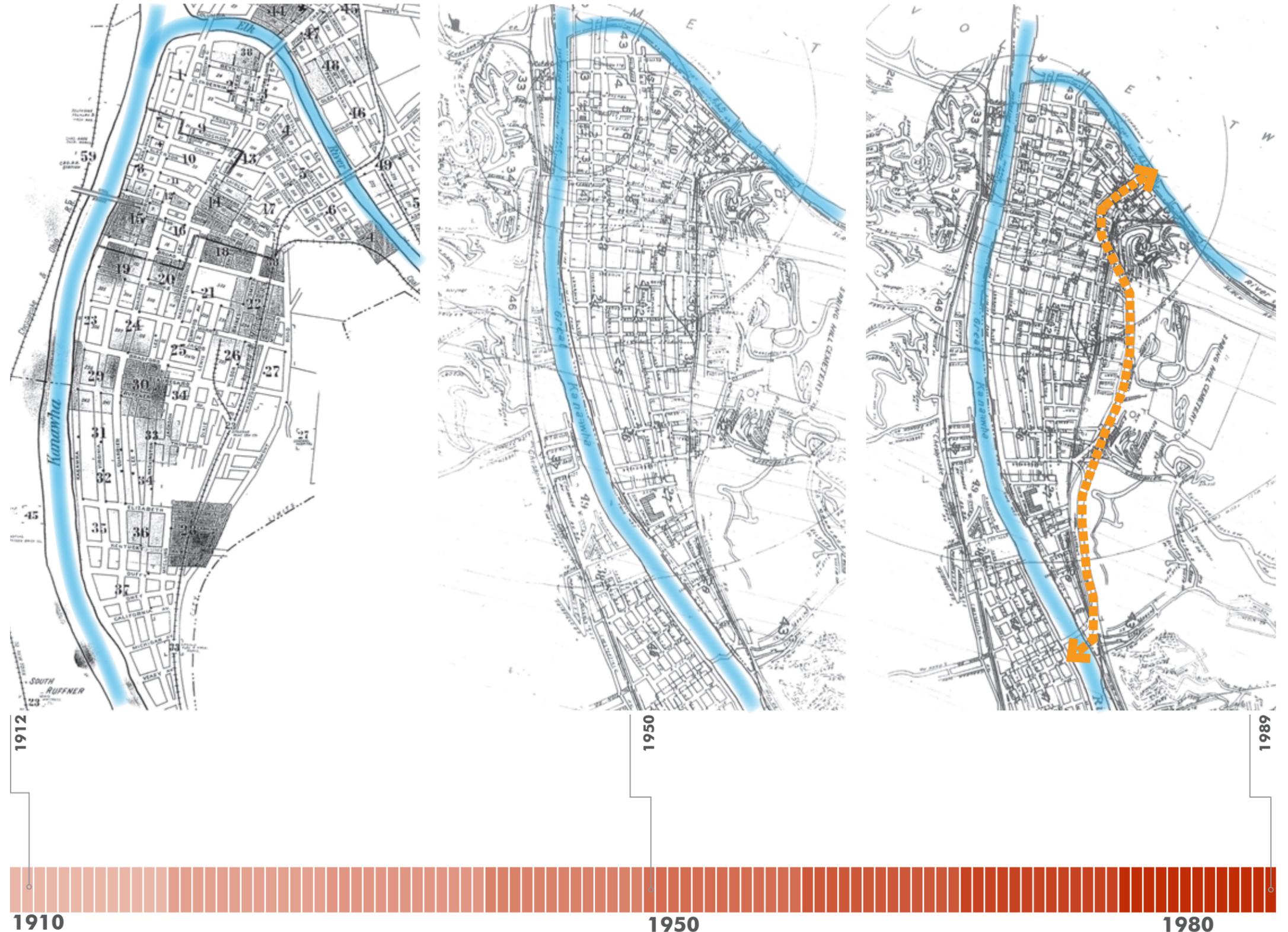
DL4 RIVERFRONT
Encourage mixed use riverfront development including living, shopping, dining, entertainment and recreation opportunities that connect to the river

INTRODUCTION

Settlement History

From the time Thomas Bullitt performed the first survey of Downtown Charleston in 1775 and settlers moved in to the Downtown in 1788, the Downtown has been a part of the history of the Kanawha Valley. Different economies impacted the present form of Downtown Charleston:

- Location of early salt industries.
- Charleston lost its role as the seat of State Government to Wheeling for a brief period of time.
- Charleston was regionally connected to other cities through river navigation.
- The Chesapeake and Ohio Railroad also helped in cementing Downtown Charleston's reputation as an industrial base in the region.
- Urban renewal of 1970's and construction of interstate highways eradicated neighborhoods while displacing the residents. The historic core was protected from the urban renewal program and remains the business core of the city.
- Residents seeking higher quality of life with better school system and safer neighborhoods migrated to outlying burgeoning suburbs that developed around Downtown which led in part to its declining economic status.
- Outside of the historic core of the Downtown around Capitol Street, reinvestment started to occur in the form of Town Center Mall, the Civic Center and the CAMC Hospital. While it helped to retain the tax base, it nonetheless fractured the existing grid system of Downtown.
- Together with the auto-oriented culture in recent decades of the 20th century, the pedestrian scale of Downtown and walkability have been negatively impacted as the density decreased and some buildings were replaced with off-street parking lots.

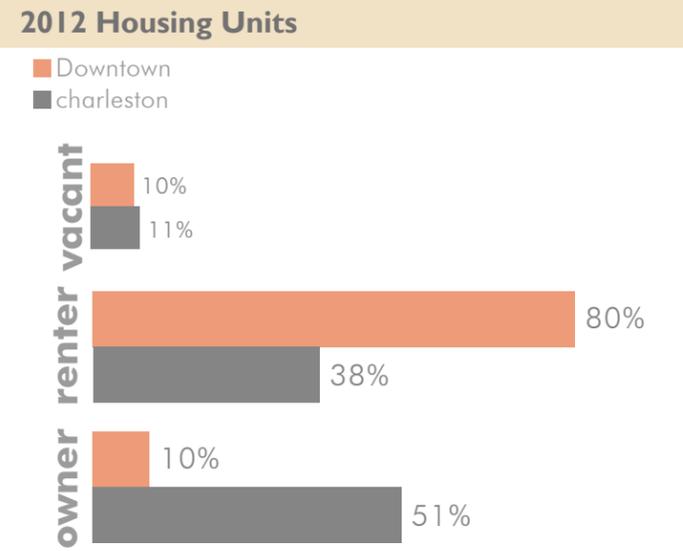


INTRODUCTION

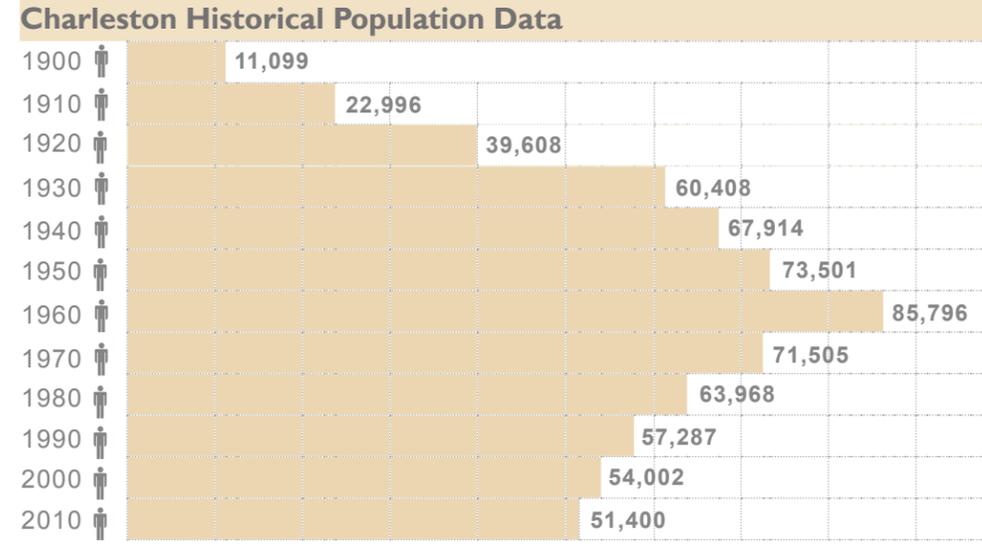
Demographics

Highlights

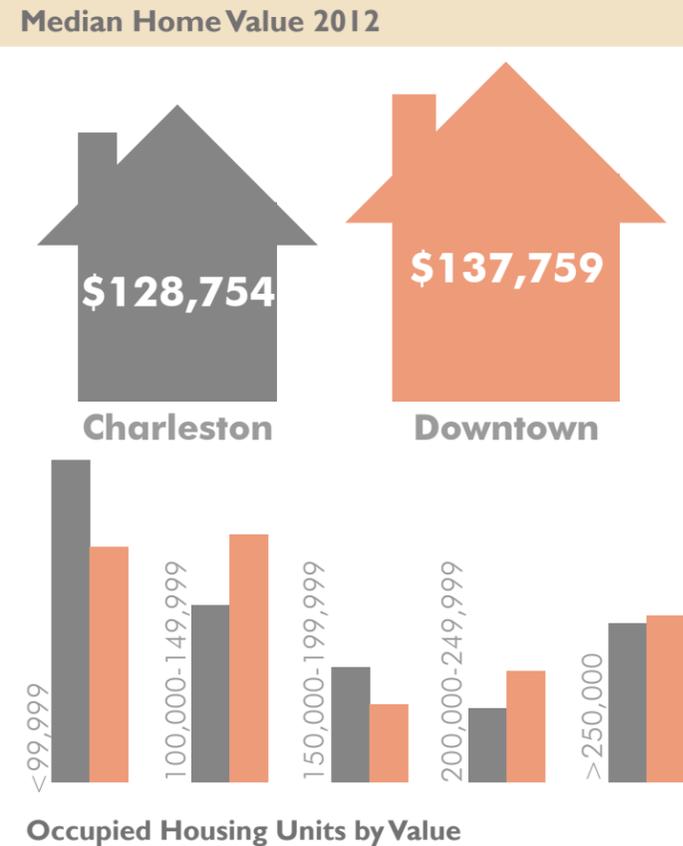
- Charleston's population peaked in the 1960's and since then, has been gradually declining
- Downtown's population is more diverse than the City of Charleston overall
- Downtown demographics show concentration of a lower income bracket. Median income is almost 1/4 (\$12,529) that of the City of Charleston
- Downtown residents are mostly singles. Around 1/4 of the residents are families (22.9%)
- The household composition shows high number of rented units (80%) in Downtown
- The population distribution by age reinforces that there are more families with children living outside Downtown. Proportionately there are more working age people living in Downtown
- The median home value of Downtown exceeds that of the City of Charleston
- Most of the occupied houses in Downtown fall within the \$100,000 to \$149,000 range



Data Source: U.S. Census 2000, 2010, ESRI



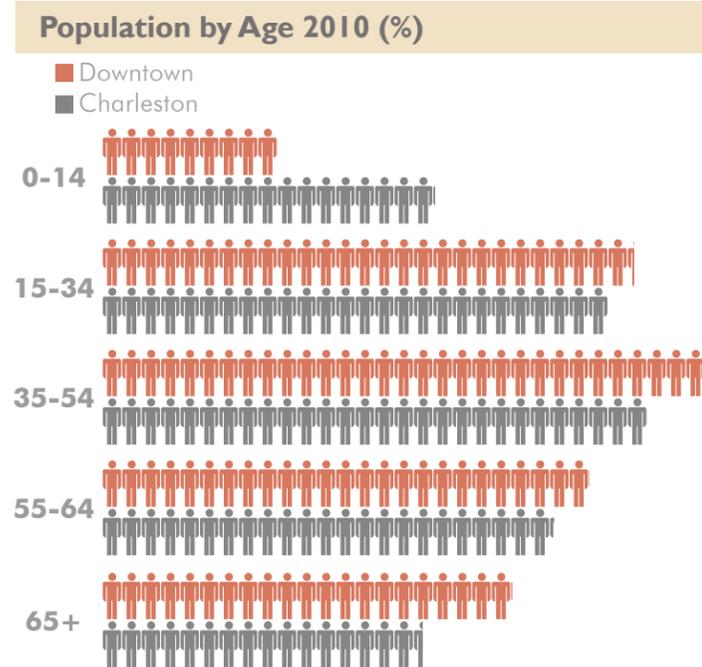
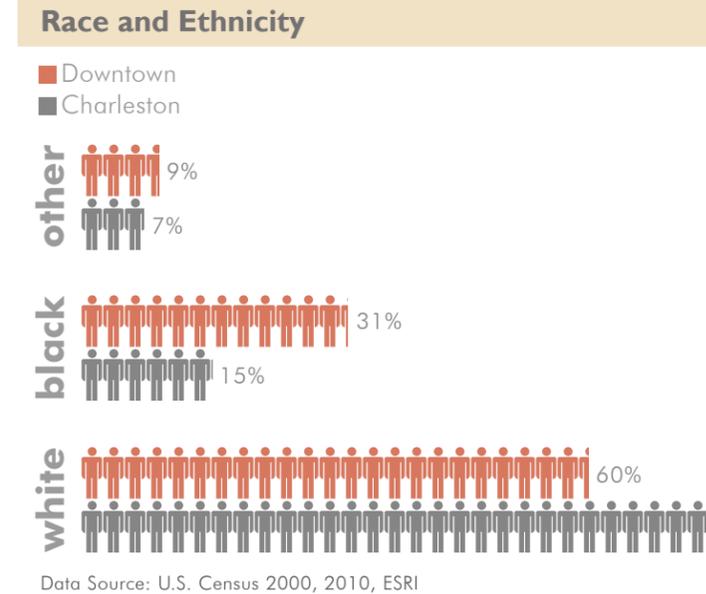
Data Source: www.census.gov



Data Source: U.S. Census 2000, 2010, ESRI



Data Source: U.S. Census 2000, 2010, ESRI



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INTRODUCTION
NEIGHBORHOODS
TRANSPORTATION
QUALITY OF LIFE
DOWNTOWN
ACTION PLAN

DOWNTOWN | CURRENT CONDITIONS



Current Conditions

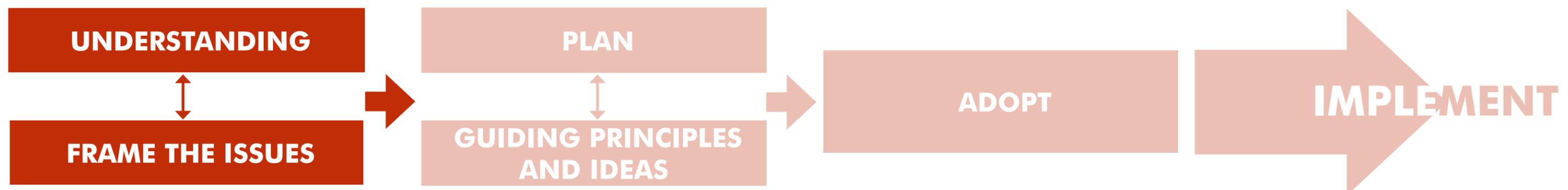
Understanding

Downtown Charleston’s current vibrancy stems from the on-going reinvestments in its historic fabric, new infill developments, riverfront development & beautification, public realm improvements and continuous state government activities. It can also be attributed to the changing demographic mix of aging baby boomers and ever-increasing millennials - and their respective needs to be close to the center of action for cultural, recreational and social resources. Societal habits have changed - more and more people are also looking toward Downtown for affordable living opportunities. The current economic condition has fast-tracked that process. Alternative means of transportation and sustainable energy efficient design techniques are being explored.

Due to changing times, it is necessary to assess the Downtown’s current physical conditions and recommend strategies to highlight how the Downtown can evolve. This will provide a framework for understanding the rationale behind the recommendations in this redevelopment plan and for continued revitalization of Downtown Charleston.

Plan Process Diagram

The following graphic shows a flowchart of the process of the downtown plan and its context to the different sections of the plan. The first column is highlighted in this section to show its relevancy to understanding and framing of issues in this Current Conditions section.



Recent Downtown Accomplishments

Before embarking on the physical condition assessment, a summary of accomplishments in the past 5-10 years is an important reminder of the results of prior planning initiatives.

- Downtown Historic District added to the National Register of Historic Places
- Special Events: FestivALL, Rod Run and Doo Wop, Live on the Levee
- Streetscape improvements: Kanawha Boulevard at Haddad Riverfront Park
- Public Art: pier murals, bike racks in Downtown, public art inventory and maintenance plan
- Appalachian Power Park
- New, more flexible Zoning Ordinance
- Charleston joined the Community Rating System for lower flood insurance premiums for all residences in return for the city employing a series of best practices that go above and beyond the baseline federal regulations for flood plain management
- Lighting of the South Side Bridge, Kanawha Boulevard Bridge and Washington Street Bridge
- Riverfront beautification: Canopy at Haddad Riverfront Park, Overlook at Court Street, Schoenbaum Stage
- Riverbank stabilization project
- Mary Price Ratrie Gateway Greenspace across from The Clay Center
- Downtown Outdoor Dining Ordinance
- Creation of the Wayfinding Commission and the Historic Landmarks Commission
- Saved the historic YWCA building on Quarrier Street
- Tremendous progress made in cleaning up the City
- City Departments were moved to the City Service Center to create a one stop shop
- Temporary uses on vacant lots (especially CURA owned parcels)
- Adoption of the Rental Registration and Inspection Ordinance
- Designation of “The Block” (African American Historic District) as a local Historic District
- Renovation of the Equities House, Quarrier Diner, Ramada Inn (Charleston House), Charleston Marriott and the Charleston Town Center Mall
- Renovation of the AEP building into the Kent Carper public safety building

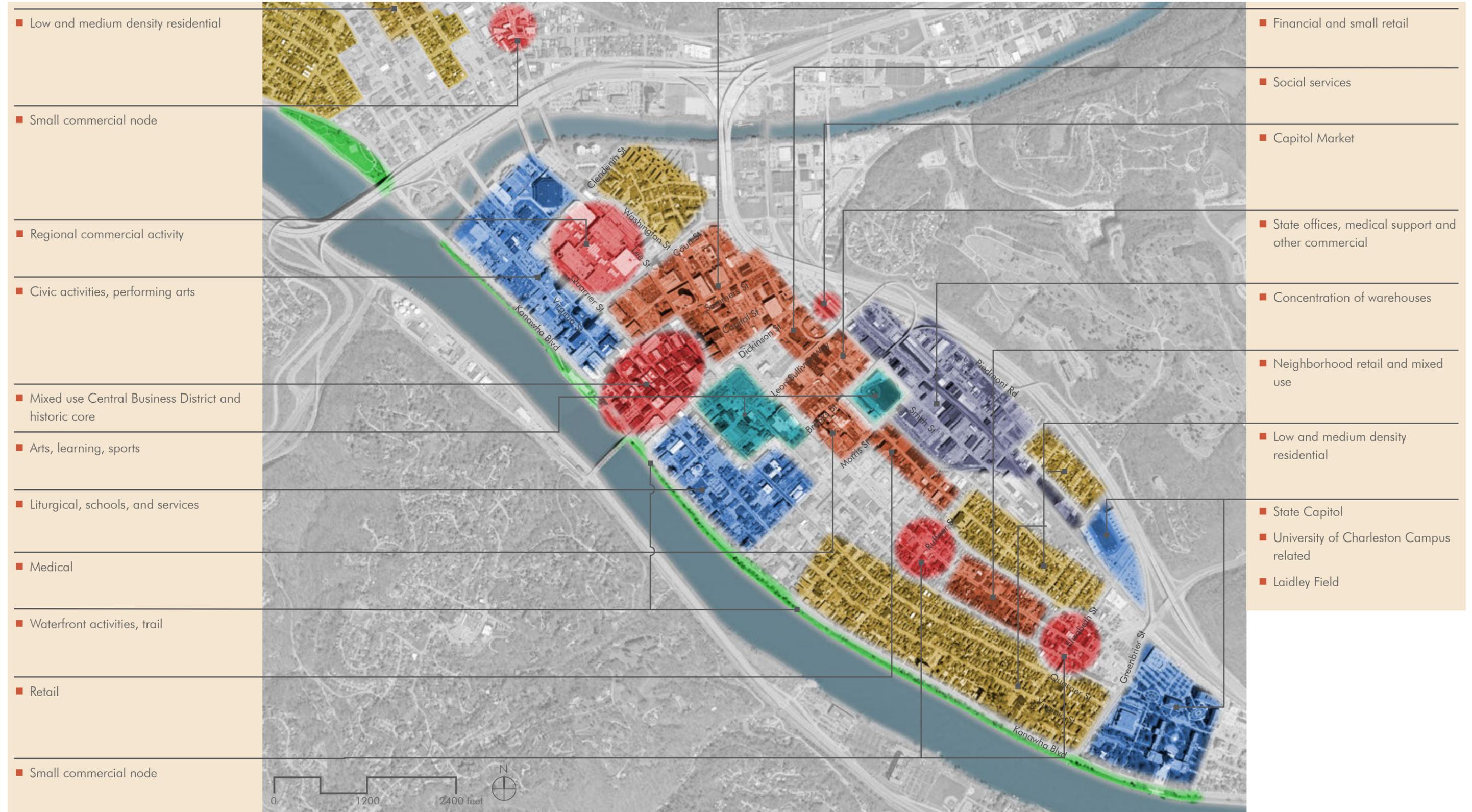
Current Conditions List (as shown in the following pages)

1. Synthesis - Understanding of cluster of uses
2. Activity Areas
 - 2.1 Edges, Nodes, Districts
 - 2.2 Landmarks - Along with important corridors and uses such as hospital, hotel, parks, parking
 - 2.3 Destinations and Visitorship
3. Opportunity Sites - For targeted activity areas
 - 3.1 Land Ownership
 - 3.2 Vacancy
4. Connectivity / Access
 - 4.1 Pedestrian Shed (1/4-mile walk radius) around activity areas
 - 4.2 Blocks
 - 4.3 Automotive
 - 4.4 Parking Includes analysis of existing on-street, off-street parking lots and parking garages
 - 4.5 Retail Corridors
5. Open Spaces
6. Historic Districts

Current Conditions

1. Synthesis

INTRODUCTION
 NEIGHBORHOODS
 TRANSPORTATION
 QUALITY OF LIFE
 DOWNTOWN
 ACTION PLAN



Current Conditions

2. Activity Areas

2.1 Edges, Nodes, Districts

The Synthesis and Activity Areas exhibits define the physical framework of the Downtown, identifying the edges, activity nodes and landmarks.

Edges

Noticeable edges for the Downtown area are:

- South - Kanawha River
- North - I-64 & I-77
- West - Elk River
- East - Morris Street and the eastern edge of Appalachian Power Park beyond which the mostly commercial land uses transition to predominantly residential and mixed uses

Nodes

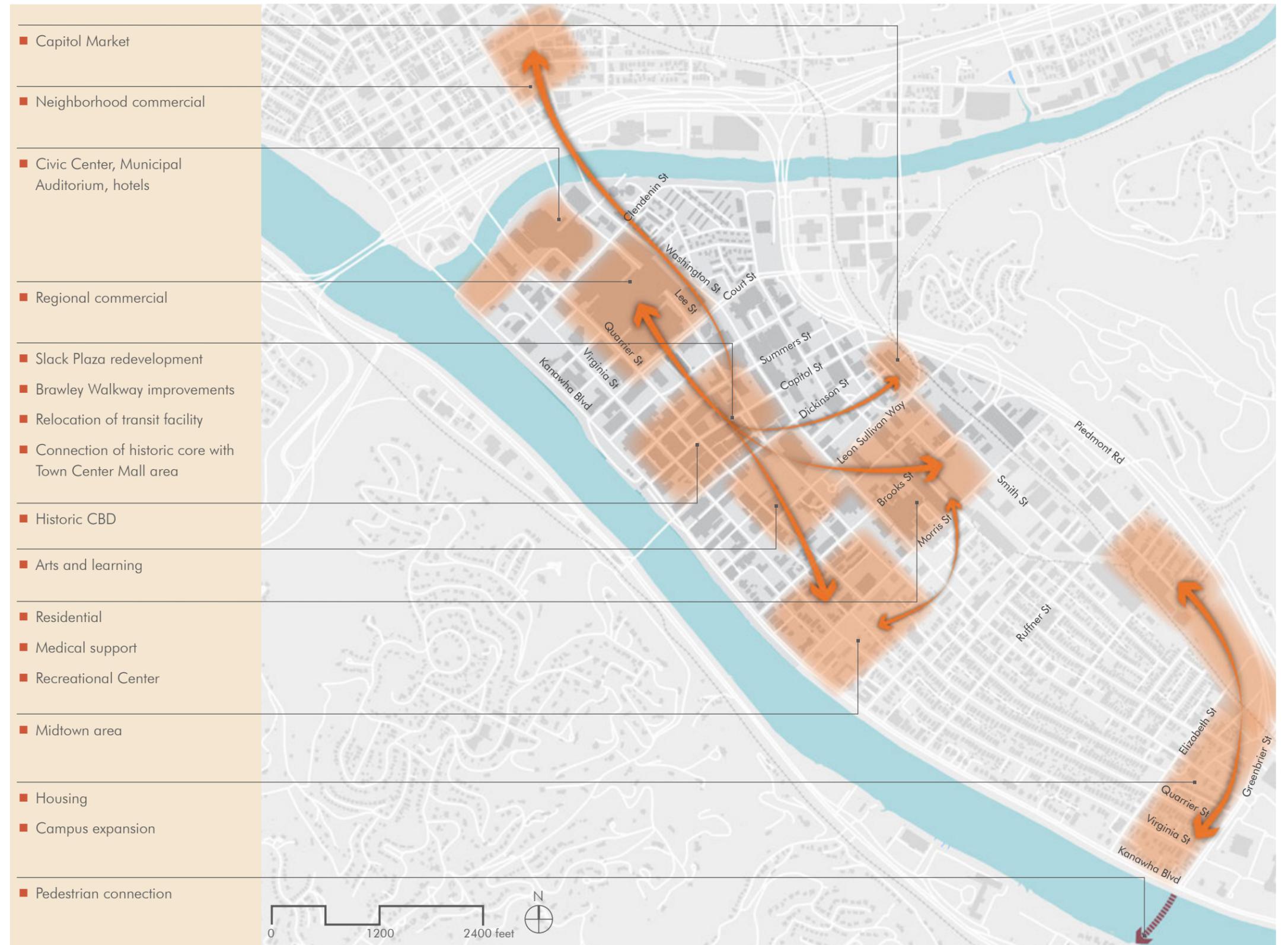
Based on the physical analysis of the Downtown area, the nodal activity areas (from west to east) are the Civic Center, Town Center Mall, Historic Core around Capitol Street, Clay Center, Capitol Market and Appalachian Power Park.

The nodes of activity and development centers help in creating a 'sense of place' and are the center of public interaction and commerce within Downtown. These activity areas also provide a natural definition of the potential 'districts' within the Downtown area (which will be discussed later in this plan).

Although these nodes are connected by streets in a navigable grid pattern, the intermediate areas lack specific identity due to inappropriate land uses, inability to refresh with changing times and lack of proper maintenance. This results in negative perceptions, which can lead to crime and contribute to disinvestment in the area. Public realm enhancements and land use adjustments can improve these transition areas by creating a more connected and pedestrian friendly environment. At the same time, there are opportunities for higher and better land uses within the activity areas, specifically surrounding the Civic Center, Slack Plaza, the area of potential library relocation and the area immediately west of Appalachian Power Park. It should be noted that improvements to the Civic Center area are ongoing.

Landmarks

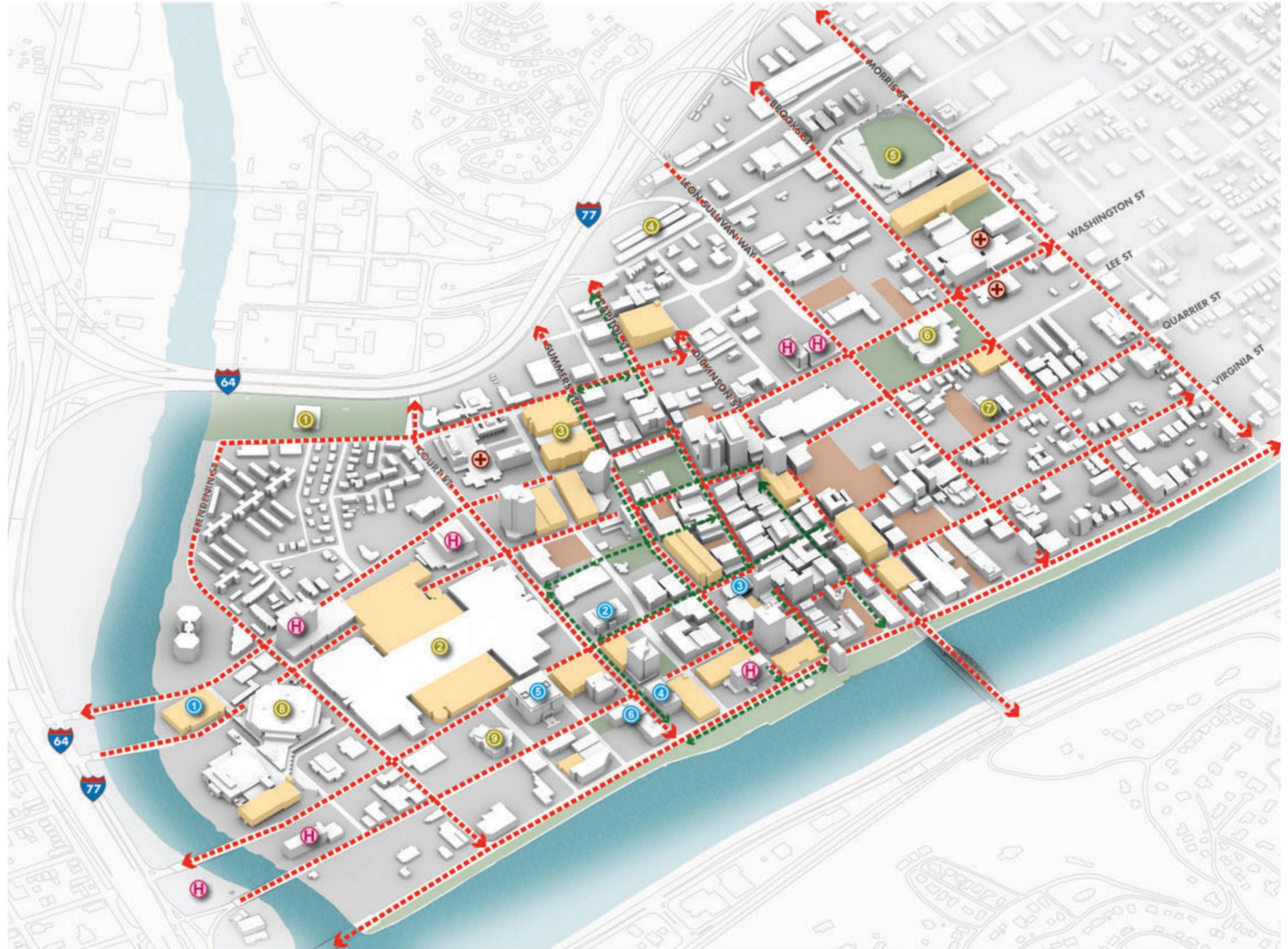
Within the Downtown area, landmarks such as the Civic Center, Charleston Town Center Mall, Kanawha County Public Library, The Clay Center, Haddad Riverfront Park, Davis Park and Appalachian Power Park help the visual integrity of Downtown while contributing to social sustainability. Landmarks also provide key visual data points to visitors and users for Downtown orientation.



Current Conditions

2.2 Landmarks

- Landmark | Cultural & Retail
 1. MLK Jr Community Center
 2. Town Center Mall
 3. Park Place Cinemas
 4. Capitol Market
 5. Appalachian Power Park
 6. Clay Center
 7. YWCA
 8. Civic Center
 9. Municipal Auditorium
- Landmark | Institutional
 1. Bus Depot
 2. Federal Center
 3. Library
 4. City Hall
 5. Federal Courthouse
 6. Kanawha County Courthouse
- Parking Deck
- Surface Parking
- Parks and Recreation
- ⊕ Hospital
- H Hotel
- ↔ Pedestrian Corridors
- ↔ Major Corridors



Current Conditions

2.3 Destinations and Visitorship

The Downtown area attracts over 6 million visitors annually – for festivals, events, shopping, recreational activities, conferences, etc.

The following is a list of the most visited activity areas within Downtown Charleston. The circles exhibited on the diagram to the right are a representation of how many people visited each venue in 2011.

Landmarks

1. Haddad Park and Schoenbaum Stage (Live on the Levee)

Live on the Levee is an outdoor concert series presented by the City of Charleston, WV featuring live music of various styles, including local and national acts. The concert series takes place every Friday afternoon from the end of May through the beginning of September. **VISITORS: 1,500-1,700** every Friday during summer months

2. Town Center Mall

One of the largest enclosed shopping malls to be located within a Downtown area, the Town Center Mall has more than 150 tenants on two floors as well as a food court on the partial third floor and three main anchors. **VISITORS: 5 million** people/year

3. Clay Center

Is a 240,000 sq. ft. facility dedicated to promoting performing and visual arts and sciences for all ages. **VISITORS: 153,000** people/year

4. Appalachian Power Park

Home to the West Virginia Power minor league baseball team, the ball park seats 4,500 with 14 luxury suites and 17 seating sections. **VISITORS: 250,000** people/year

5. Capitol Market

This former rail yard dock hosts a year-round outdoor market and specialty food shops indoors. **VISITORS: 500,000** people/year

6. Civic Center and Municipal Auditorium

The Civic Center is a multi-purpose facility designed to accommodate groups up to 6000 attendees. The Grand Convention Hall is over 52,000 sq ft, enough to accommodate up to 256 standard booths. **VISITORS: 800,000** people/year

A. Capitol Street Historic Core

Tree lined historic “Main Street” area of Downtown filled with with restaurants and shops.

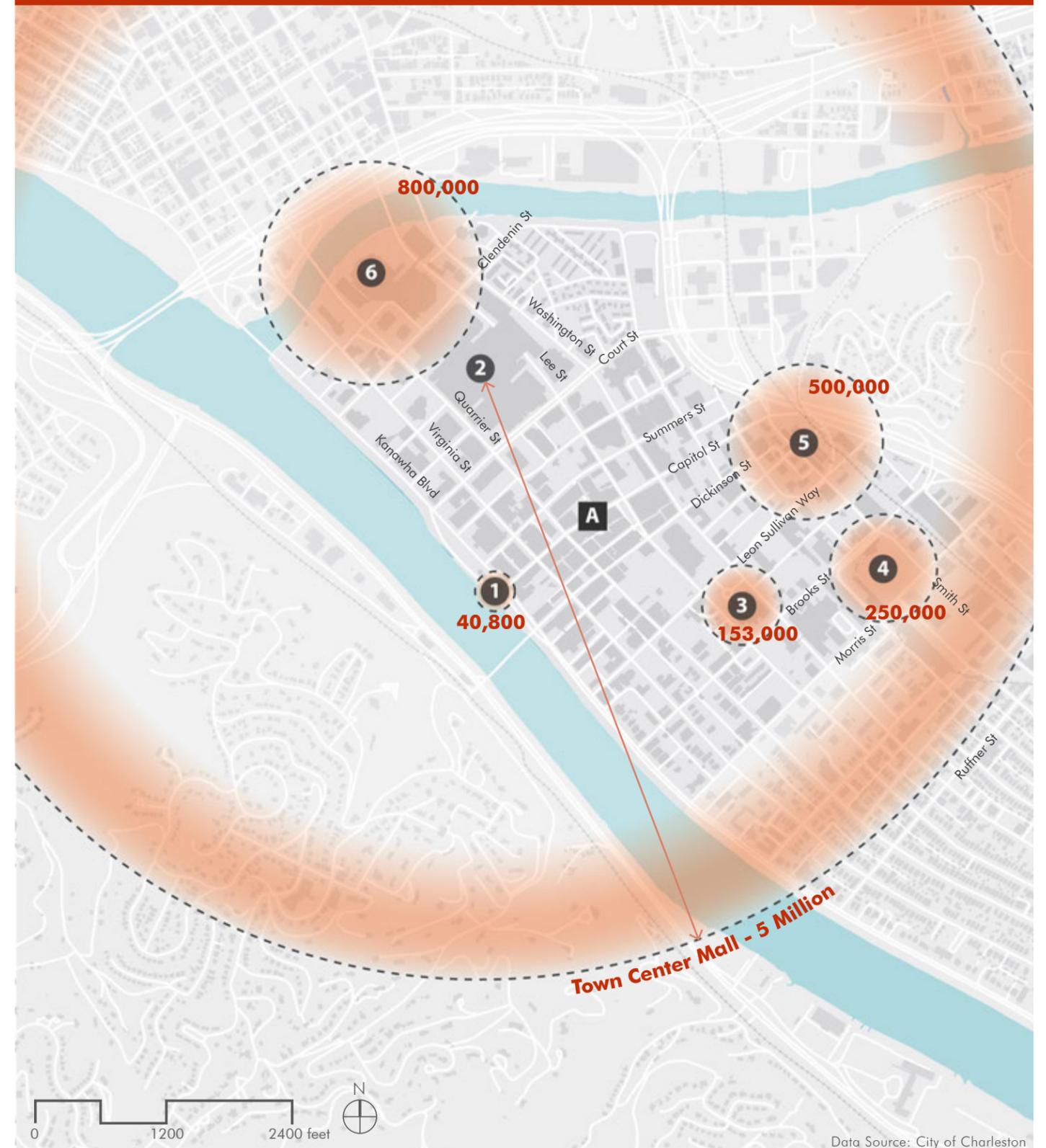
Festival, Concerts, Performances [2011]

- Live on the Levee – 18,000 (15 events)
- FestivALL – 48,403
- West Virginia Symphony Orchestra (Clay Center) – 32,198
- Clay Center [Museum, performances (public and Schools)] – 121,125

The FestivALL event during summer (June) attracts a lot of visitors to the different parts of the City including the Downtown area and creates the vibrancy and connection between different activity centers.

Other events and attractions are more concentrated in specific areas – while it generates a lot of activity in the specific venues but these locations are not in close proximity to each other that it can create a heightened activity within the Downtown area and its varied amenities including the food establishments. There is a potential to provide more for the visitors as the Downtown redevelops with more infill that will encourage walkability and help to connect the activity centers better.

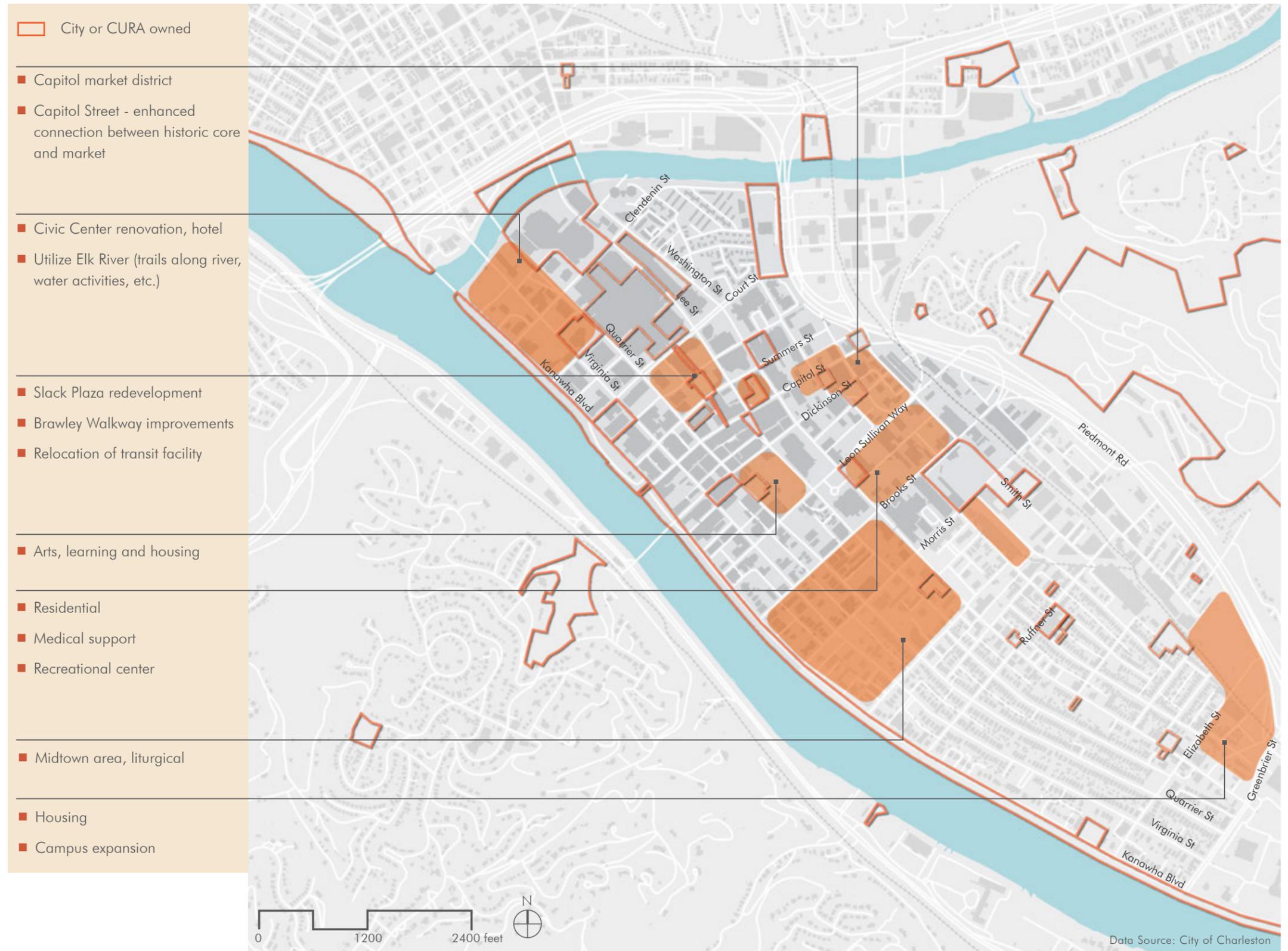
Number of Visitors per Year



Current Conditions

3. Opportunity Sites

Based on the analysis of land ownership and activity areas, the highlighted opportunity sites have the most potential and higher feasibility for infill development. The map is also overlaid with the property ownership by the City and Charleston Urban Renewal Authority (CURA). This is to exhibit how some of the critical opportunity sites are controlled by these agencies that will help in future development – as land aggregation is one of the hindrances for redevelopment. Public-private partnerships to redevelop these key areas and ensure better connectivity between activity areas.



Current Conditions

3.1 Land Ownership

As West Virginia’s capital city and the seat of Kanawha County’s government, a significant amount of property in Downtown Charleston is under some form of government ownership. While this results in a stable employment base, much of Downtown lacks the 24 hour-a-day, 7 day-a-week vibrancy of an exciting urban environment. Government and similar transient workers are often Downtown only during regular business hours

Large Land Ownership

As indicated in this graphic of government landowners, the City of Charleston and Charleston Urban Renewal Authority (CURA) own significant amounts of land in the Downtown area. Given the fact that land cost and acquisition is an obstacle for redevelopment of under-utilized properties, the large land ownership by the government and land banking by CURA at strategic locations is an immense opportunity for appropriate infill and catalytic redevelopment. Land uses that are center of attraction in the Downtown Charleston area are also owned by either the City or CURA – such as the Civic Center, Charleston Town Center Mall, Municipal Auditorium and Appalachian Power Park.

Office

Office uses are scattered throughout the Downtown area – whether in office towers near Summers Street, Court Street and Dickinson Street or in modest mid-rise buildings. Professional office spaces are also located along the historic core on and around Capitol Street.

Commercial

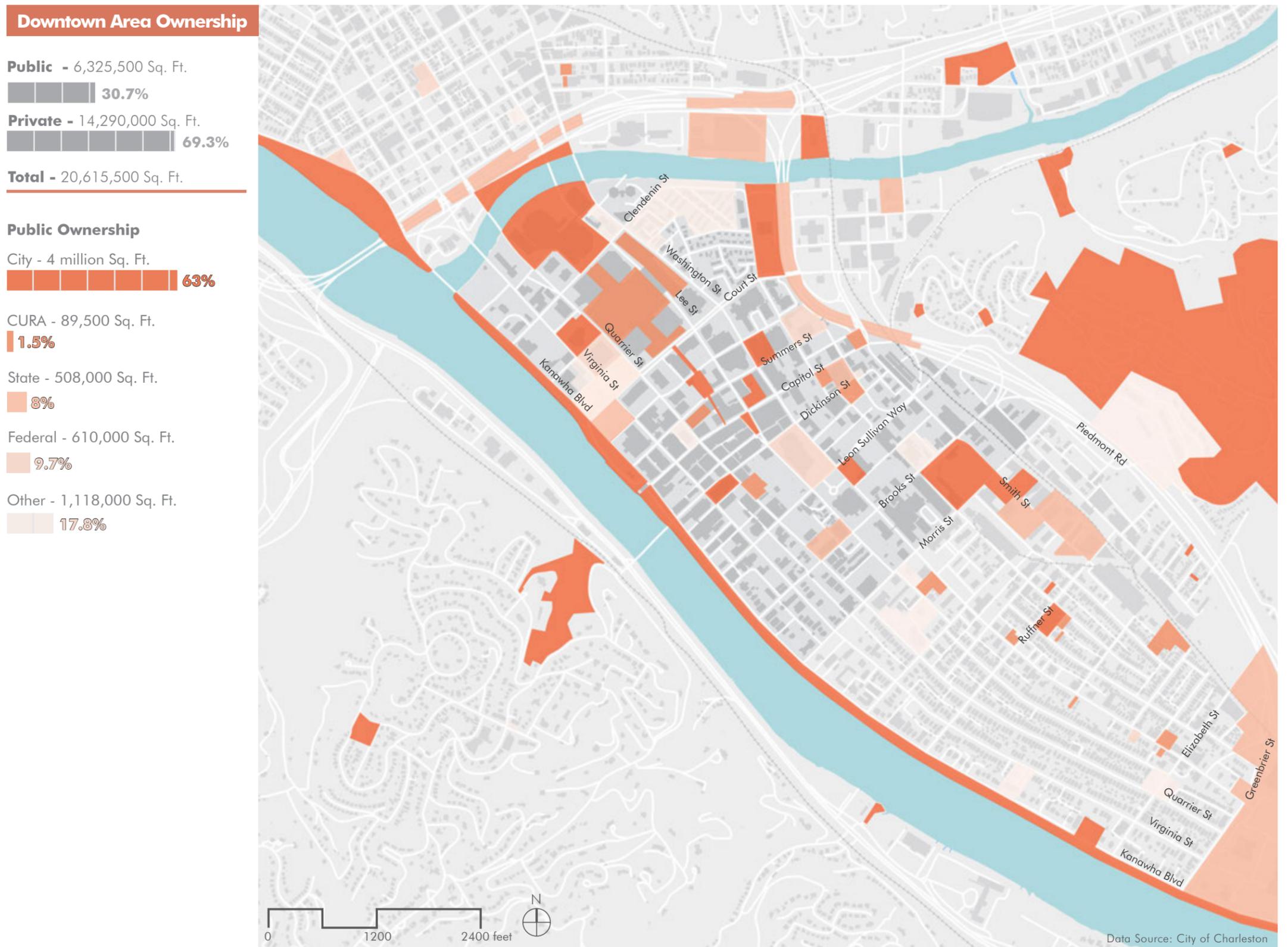
The Capitol Street historic core (between Quarrier and Lee Streets) has the most commercial concentration of restaurants, boutique shops and specialty retail. The Charleston Town Center Mall is a regional retail attraction. Capitol Market is another great asset for Downtown. Improved connections (pedestrian, land use) between these attractions is critical to the success of redevelopment efforts in the intermediate areas.

Residential

Most residential development is concentrated in the northeast corner of the Downtown area (north of Washington and west of Court Street). There are some scattered residential developments in the core area as well as along the riverfront. Retrofitting the existing upper story historic building stock into residential units will require creative financing and design methods, and contribute to a vibrant, ‘round-the-clock’ urban core.

Industrial

These uses are mainly along the interstate highways and the railroad to the north and northeast of the Downtown with a conglomeration of warehouse type use.



Current Conditions

3.2 Vacancy

The following graphic illustrates the vacancy characteristics of the Downtown area. While both land and building vacancies are present in the entire Downtown area, the percentage of vacant buildings is more concentrated in the historic core (area near Capitol Street between Washington and Virginia Streets).

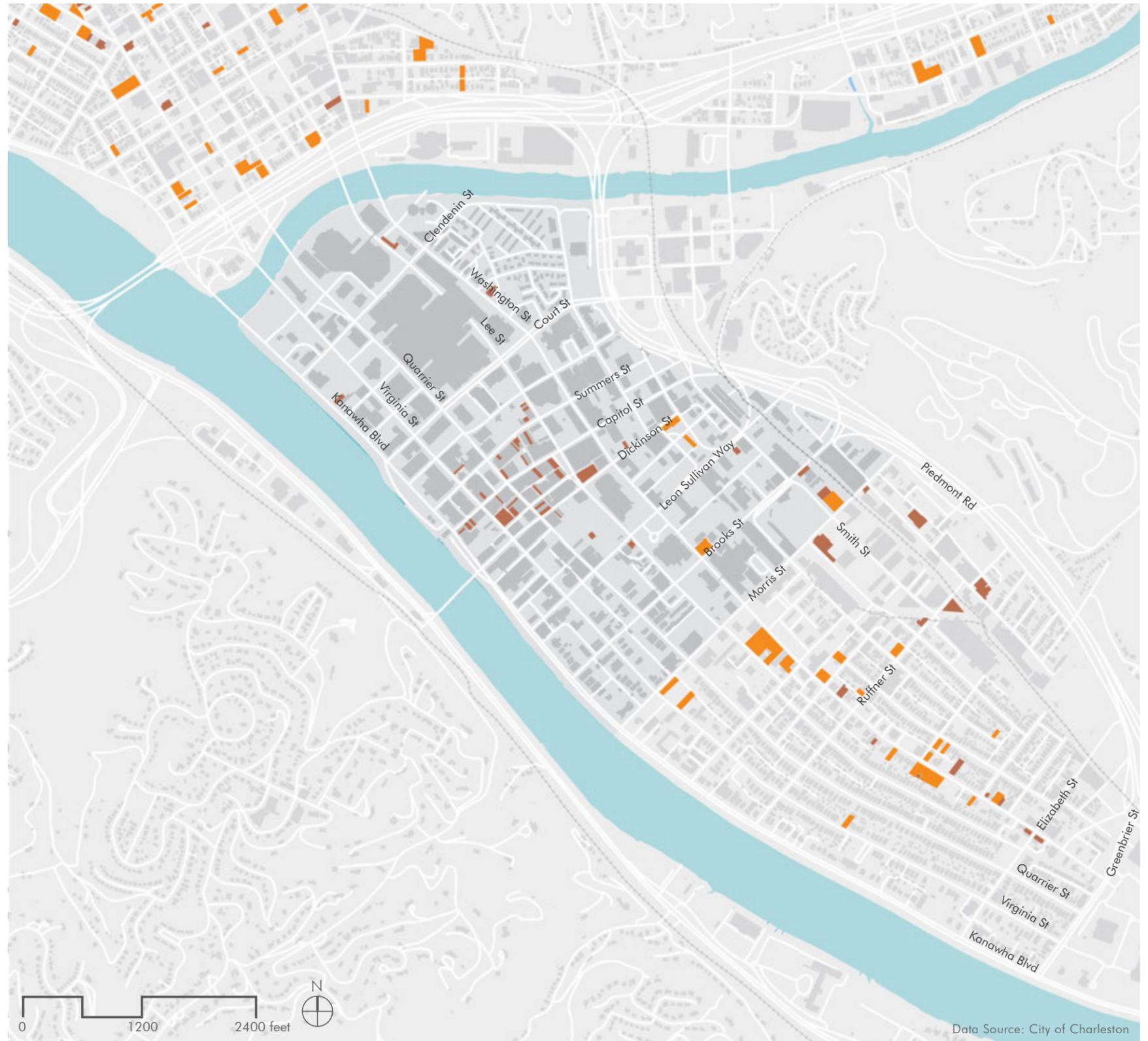
Vacant lots and buildings provide the opportunity for infill redevelopment and for attracting potential tenants - both commercial and residential.

Downtown Total Vacancy - 206,000 Sq. Ft.

Vacant Lots - 56,000 Sq. Ft.



Vacant Buildings - 150,000 Sq. Ft.



Current Conditions

4. Connectivity

4.1 Pedestrian Shed

Based on research papers on the ped-shed (or the maps showing actual area within 5-minute or 10-minute walking distance) approach by the Congress for New Urbanism and other generally accepted principles, a comfortable walking distance is 1/4 of a mile i.e. 1,320 feet. As this exhibit shows, the activity centers within Downtown Charleston are mostly within 5-minute walking distance from each other. Yet from the perspective of a pedestrian, they seem farther apart because of the vacant lots and surface parking areas that contribute to a fractured and unwelcoming environment.

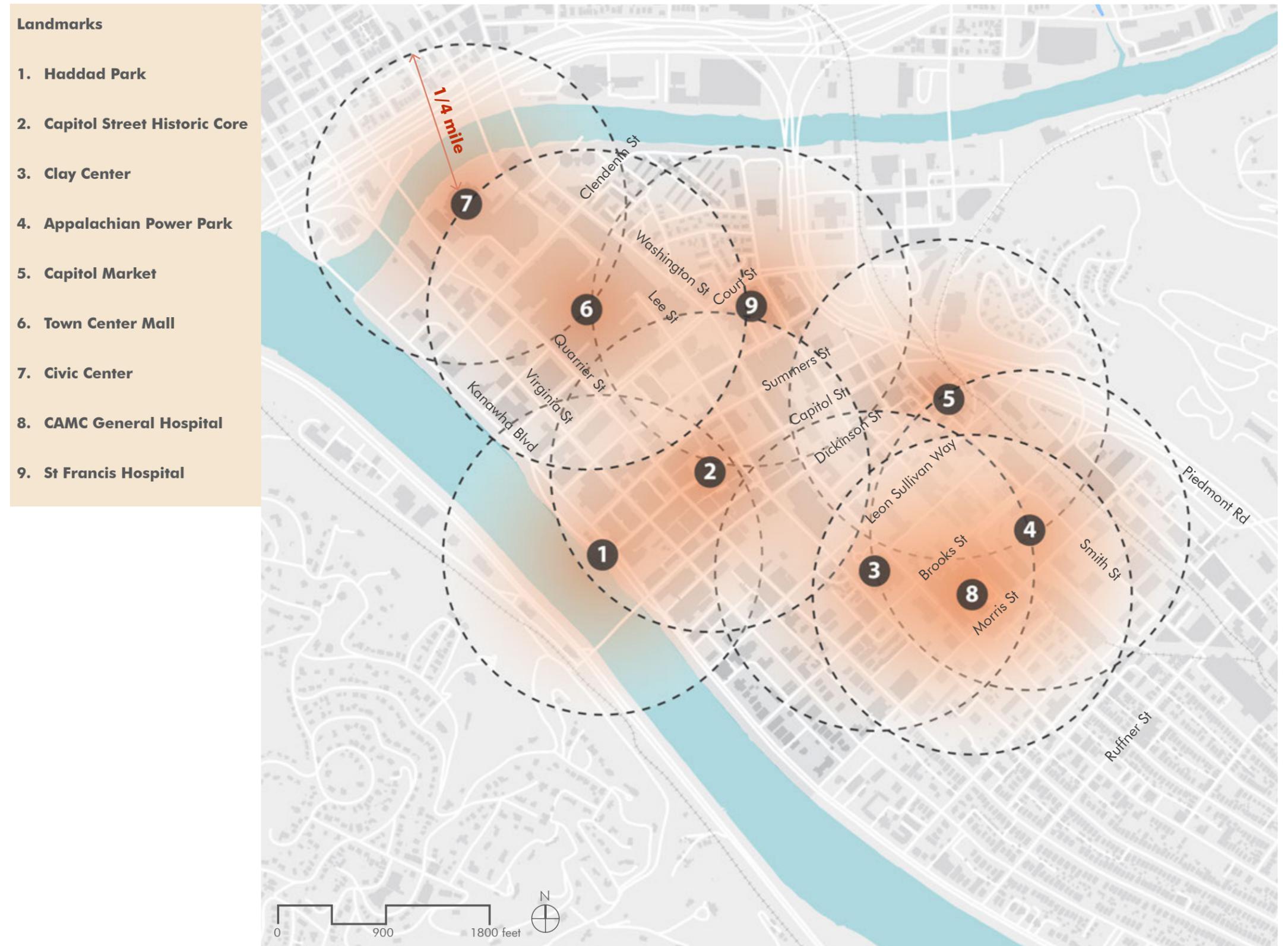
There are many opportunities to improve walkability:

- Infill development in some of these areas to add more uses along travel paths and encourage walkability
- Streetscape amenities to make it more inviting to walk
- More highly defined pedestrian crossings (wider sidewalks and pavement markings, count down pedestrian signals)
- Curb bump outs to reduce crossing distance where there is on-street parking
- Pedestrian oriented wayfinding

The Downtown street grid has been modified over the span of development within the Downtown area.

- Within the historic core - 300 – 400 Feet (approx) between Court Street and Dickinson Street
- West of Court – 500 - 700 Feet and above (mainly for Town Center Mall and Civic Center)
- East of Court – 600 - 700 Feet (approx) (mainly for USPS, Clay Center, etc.)

Because of larger developments, such as the Civic Center and Charleston Town Center Mall, intermediate streets and alleys were cut-off thus increasing the length of some blocks and contributing to an uncomfortable walking environment.



Current Conditions

4.2 Block

Block size influences connectivity and mobility as it makes it more or less comfortable for pedestrians to walk between destination points. Uses and building arrangement within each block can also play an important role in this experience.

In mixed use districts, a block dimension of 300' to 400' tends to be the most walkable. Walking time of this 'typical' block can be roughly one minute and a half, which is good for pedestrian activities. At the same time, it allows phased and more dense developments to occur.

Three distinctive block group dimensions can be identified in Downtown Charleston:

'Big-block' - Less walkable

- Roughly defined by Elk River and Court Street.
- Named 'Big-block' due to the large block dimensions to accommodate regional scale uses
- Approximate block size: 900-1,200 x 950-1,150 ft
- Approximate block area: 20-30 acres
- Uses do not interact with street as they are inwardly focused
- Do not encourage pedestrian circulation

'Typical-block' - Very walkable

- Roughly defined by Court and Dickinson Streets
- This is the most walkable area in Downtown
- Approximate block size: 320 x 320 ft
- Approximate block area: 2-5 acres
- North of Lee St, the walkability gets compromised by the building arrangement and uses

'Mid-block' - Somewhat walkable

- Roughly defined by Dickinson and Morris Streets
- Approximate block size: 320-600 x 850 ft
- Approximate block area: 6-12 acres
- This is a somewhat walkable area with medium to large block size
- Building arrangement and uses in general do not promote walkability with the exception of The Clay Center area

↔ Brawley Walkway



Current Conditions

4.3 Automotive

The Connectivity exhibit shows how Downtown is well accessed from the interstate highway system. Once in the Downtown area, circulation takes place mostly in one-way streets.

Kanawha Boulevard is the main and only connector to span Downtown with two lanes of traffic in both directions. It is located on the southern end of Downtown along the riverfront. As such, the 1-way pairs of Virginia & Quarrier and Lee & Washington Streets provide better access within Downtown areas. Although they create passage from one end to the other for motorists, it creates a situation where a motorist has to traverse more roadways to get to their destinations thereby adding time and inconvenience. Also, retail businesses suffer along these 1-way pairs because of the lack of 2-way traffic that adds to number of potential consumers. Most north-south connections such as Court, Dickinson, Morris are 2-way connections within the Downtown area.



Current Conditions

4.4 Parking

Parking is an important element for convenient accessibility to different areas of Downtown. There seems to be abundance of parking and a variety of parking options (on-street, off-street/surface lot, parking garages). However some parking is not conveniently located near the activity centers/areas.

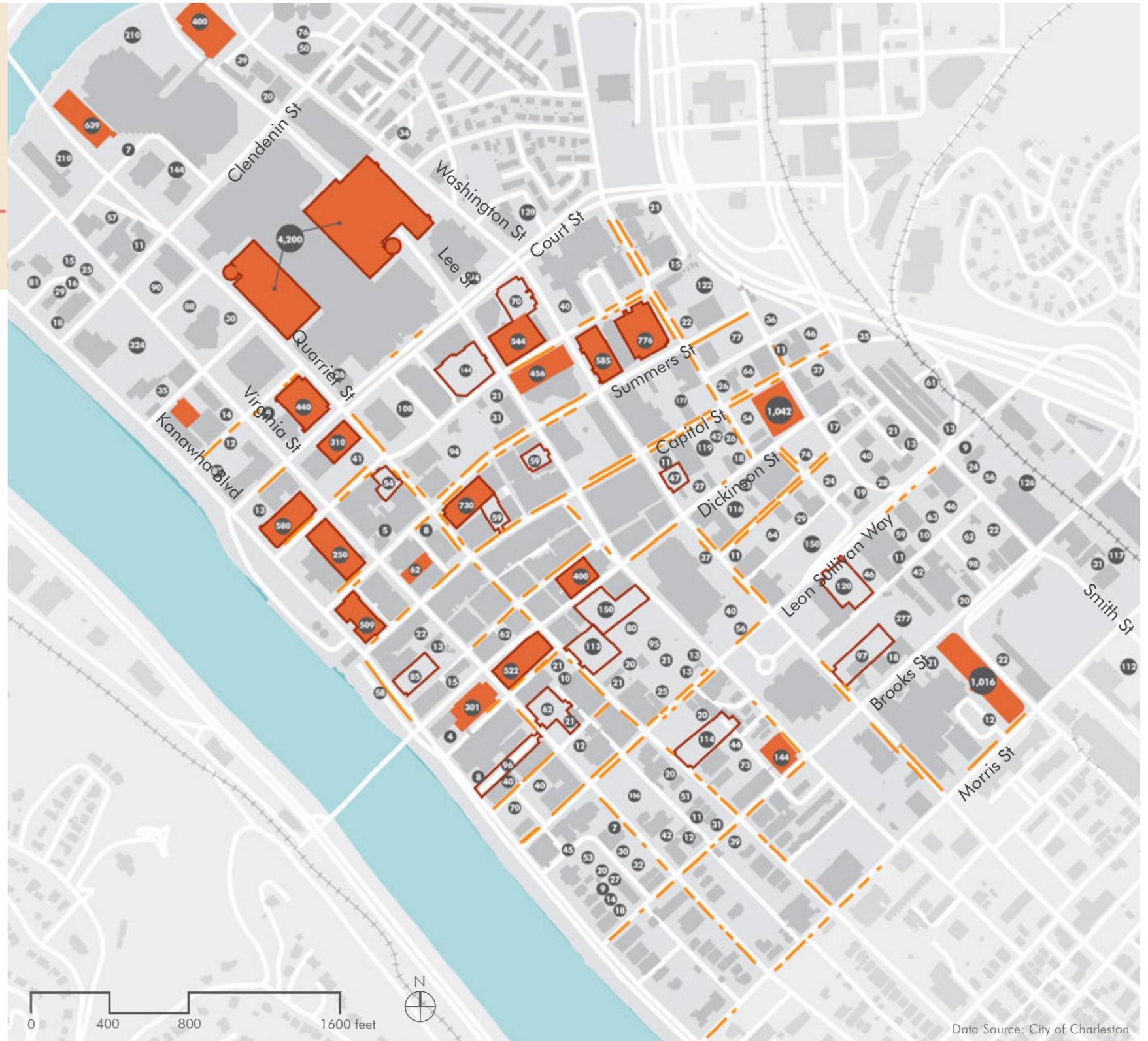
Parking garages are primarily located in the western half of the Downtown area with the most concentration of the activity areas – Civic Center, Town Center Mall, the Capitol Street Historic Core. Approximately 20 parking garages provide for more than two times the quantity of surface parking areas.

Consequently, many of the parking structures reserve the lower floors for employees. Visitors must maneuver all the way to the upper floors becoming a discouraging factor for visiting Downtown. Instead the lower levels should be restricted (eg. no parking till 10am).

Surface parking lots, while being utilitarian to adjacent uses, are not the highest and best use in the dense fabric of Downtown. Parking lots do not contribute to the walkable environment but instead creates dead zones. These parking lots provide a significant opportunity for infill as the Downtown redevelops.

Alternatively parking structures can be designed with retail or restaurants on the first floor bringing life to the street. Upper levels can also be designed to look more like a building than a parking structure. Bike parking is also lacking, consequently, some public realm areas should be converted to bike parking (can be temporary/ seasonal).

On-street Parking Spaces	769
Garage Parking Spaces	14,706
Off-street Parking Spaces	8,230
Total Parking Spaces	27,705
Hourly Parking	11,052

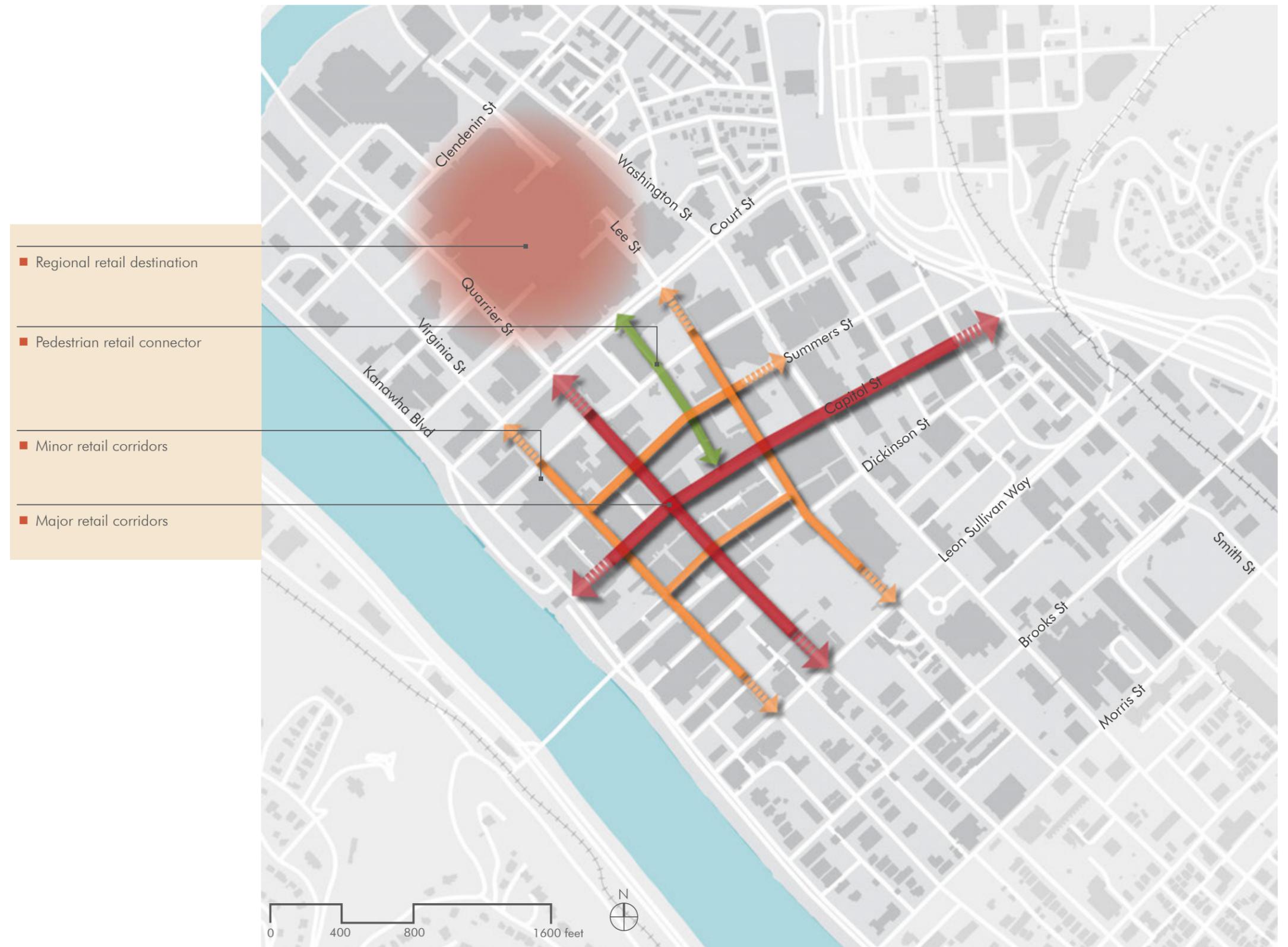


Data Source: City of Charleston

Current Conditions

4.5 Retail Corridors

The Retail Corridors exhibit identifies hierarchy, location and connections of the retail areas in Downtown. In this sense, the Charleston Town Center Mall is identified as a regional attraction and magnet for retail in the Downtown area. In general, people who shop at the mall don't usually extend their visit to other retail areas of Downtown, even with the Slack Plaza and Brawley Walkway connection to Capitol Street. This pedestrian retail connector links the mall to the major retail corridors - Capitol and Quarrier streets. The retail area expands into minor corridors - Lee, Hale, Virginia, Summers, and Hale Streets - limited to approximately a four block area.



Current Conditions

5. Open Space, Parks & Recreation

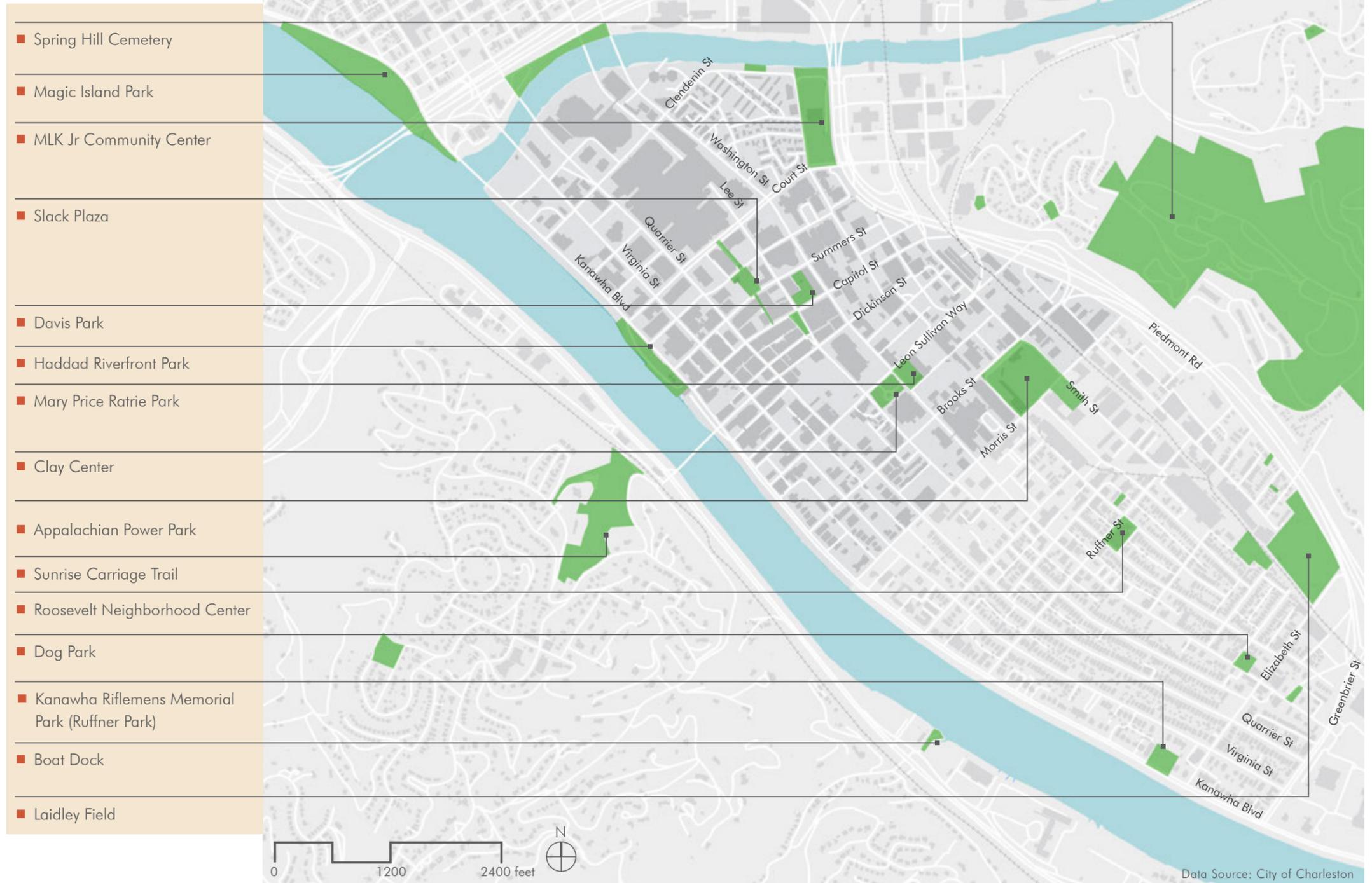
Although, there are a variety of open spaces and parks in the Downtown area, Downtown lacks significant greenspace - there is a continuous strip of open space along Kanawha River and Elk River that offer recreational opportunities with bikeways, pavilion and overlooks. Aside from the Haddad Riverfront Park along Kanawha River, the only significant green/ open spaces are the Slack Plaza, Davis Park, and the Appalachian Power Park. Other uses such as the Clay Center and MLK Jr Community Center feature green spaces within their grounds.

While the existing open spaces and parks provide the recreational opportunities, they are haphazardly scattered throughout Downtown and have no meaningful connections to each other or surrounding uses and neighborhoods. Also the Parks & Recreation exhibit further illustrates lack of green spaces.

It has been proven that the addition and/or renovation of green space will help fuwhile creating economic development spark while creating an identity and focal point for a district or neighborhood. Therefore, there is clearly an opportunity in many areas within Downtown to increase the amount and type of green space in an effort to provide gathering places for both daytime and nighttime use. There are opportunities to redevelop both Slack Plaza and Davis Park. Also, as infill development happens, attention should be given to add more public gathering opportunities and parks as they create waterfront property for additional real estate development and further reinvestment. Other opportunities should be explored - green parking with parking islands, buildings offset from busy streets to introduce landscaped lawns in the sidewalk areas, etc. - these will help in better connectivity of green spaces within Downtown area.

Downtown Parks & Recreation Areas (Total area: 23 acre)

MLK Jr Community Center	308,660 sf approx.	29%
Slack Plaza	72,410 sf approx.	6.8%
Davis Park	50,682 sf approx.	4.7%
Haddad Riverfront Park	142,725 sf approx.	3%
Clay center	32,872 sf approx.	3%
Mary Price Rattie Park	52,950 sf approx.	5%
Appalachian Power Park	403,780 sf approx.	38%



Current Conditions

6. Historic Districts

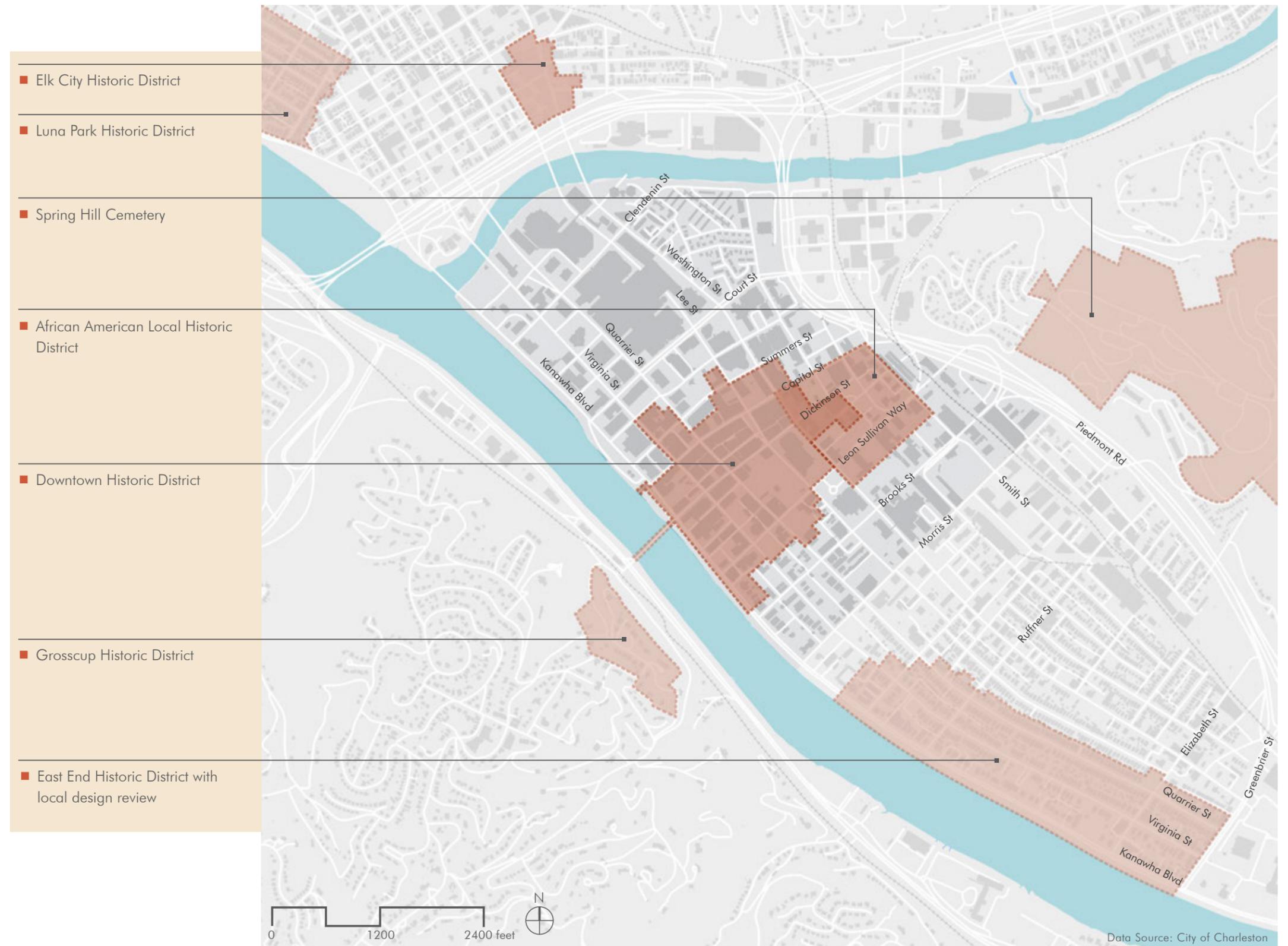
Charleston's Downtown area has a collection of contributing historic buildings mostly clustered in the two designated National Historic Districts:

- Downtown Historic District - roughly bounded by Washington Street East, Leon Sullivan Way, Kanawha Boulevard, and Summers Street (listed 2006)
- East End Historic District - roughly bounded by the Kanawha River, Bradford, Quarrier and Greenbrier Streets; and Kanawha Boulevard from California Street to East Avenue (listed 1978).

Also "The Block," a locally designated African American Historic District is less restrictive but equally important to Charleston's history and heritage. The area is roughly between Sentsz Street west to Capitol Street and Washington Street north to Smith Street.

Located in close proximity to Downtown are Grosscup Historic District, Luna Park Historic District, Elk City Historic District, and the Spring Hill Cemetery.

Property owners could invest in the rehabilitation of historic buildings by using the Secretary of the Interior's Standards for Rehabilitation to take advantage of substantial federal and state historic tax credits (for more information refer to the Master Plan section page 50).



Current Conditions

Preserve, Enhance, Transform

This exhibit is the result of a public participation exercise performed during the planning process. The intent was to highlight which areas to preserve, enhance or completely transform.

These findings, along with numerous other forms of comment, analysis and recommendation, were taken into consideration during the development of the Downtown redevelopment plan.



DOWNTOWN | MASTER PLAN



Master Plan

Understanding

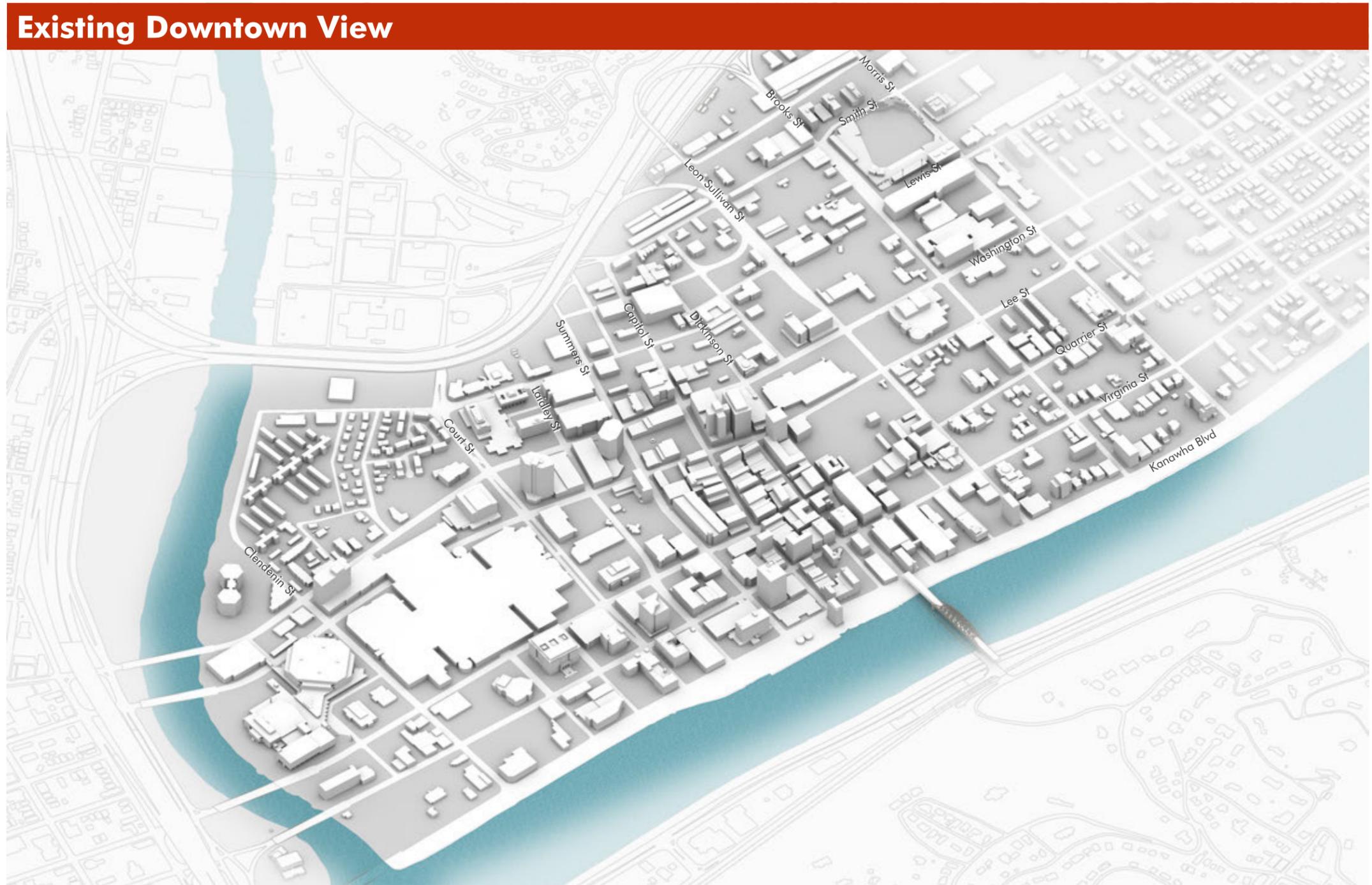
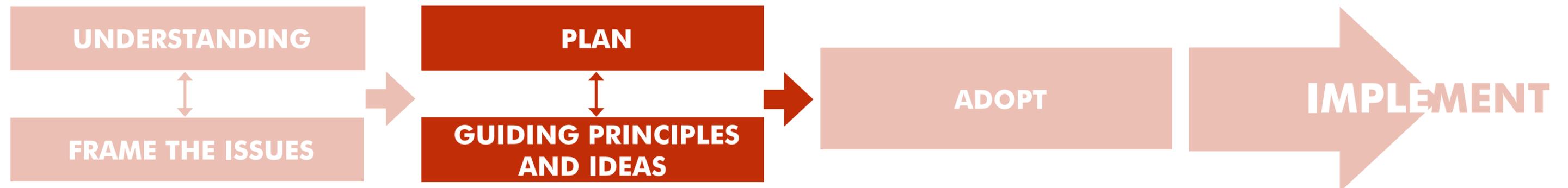
The master plan is a graphical and textual documentation of the physical framework of the Downtown and recommendations for its redevelopment. This document, along with relevant public policy and committed stakeholders, will help guide growth and development in the City of Charleston. It is long range in vision, yet leverages current and upcoming opportunities that will help to achieve the vision. The master plan section includes a series of maps and graphics for the Downtown Area as well as the focus areas that have been targeted for future development.

To best illustrate the growth and development potential within the area of influence, this section is organized in the following topics that will help to reflect the community values and create a framework for reinvestment and revitalization:

- Sustainable Guiding Principles
- Big Ideas - Overview [showing relationship to goals and sustainable guiding principles]
- Big Ideas - Individual Ideas with Action Items
- Action Plan Matrix - Exhibits Action Items and corresponding potential responsible agencies, funding and timeline for implementation of the respective items

Plan Process Diagram

The following graphic shows a flowchart of the process of the downtown plan and its context to the different sections of the plan. The second column is highlighted to show its relevancy to creation of the plan and how it is being guided by ideas in this section.



Sustainable Guiding Principles

A More Sustainable and Economically Feasible Future

Urban planning and design practices are some of the most affective tools by which to achieve sustainability. Other factors include public policy, maintenance, use, development and partnership, and are also necessary to achieve this goal.



Organized Initiative

- Organized effort for redevelopment between City and stakeholders
- Collaboration to perform simultaneous efforts
- Clear and continuous communication between interested stakeholders for efficient use of resources and to focus on priorities



Water Quality

- Promote water quality enhancement features: rain gardens, bio-swales, porous pavements
- Encourage blueways and greenways program



Air Quality

- Improve air quality by promoting green space and landscaping
- Promote the reduction of vehicle emission to EPA standards
- Promote renewable energy usage
- Promote the use of clean fuel
- Reduce building emissions



Open Space

- Create interconnected network of parks and green spaces
- Connect with trail systems
- Promote development of parks within walking distance (1/4 mile radius) of a parcel
- Create conservation land to protect environmentally sensitive areas
- Encourage community gardening



Culture & Diversity

- Elevate Charleston as the center of culture, recreation and business in the Appalachian Mountain region
- Expand the brand to appeal to a wider audience
- Enhance the aesthetic outlook
- Provide amenities for different market segments



Alternative Transportation

- Promote walking and biking
- Provide sidewalk accessibility
- Promote street connectivity
- Encourage road-diet and accommodate all forms of transportation



Sustainable Site

- Promote higher density development and mix of land use within core
- Promote low impact development
- Provide appropriate buffer and minimize curb-cuts
- Promote shared parking behind commercial buildings
- Promote brownfield and greyfield remediation and reuse



Housing Mix

- Opportunities for housing diversity - different income ranges and market niches
- Higher density within core/Downtown with lower density in bordering areas
- Life cycle housing to meet needs for all ages
- Universal design to provide accessibility options and support aging in place



Building Character

- Adaptive re-use of existing buildings
- Promote infill buildings that fits into the character of the block/area
- Maintain building lines and setbacks except to add landscape courts in front of buildings
- Encourage creative use of massing for passive solar heating and natural cooling
- Promote the use of reflective roofs and roof gardens
- Promote the use of natural light



Energy Efficiency

- Promote efficient usage of existing infrastructure
- Utilization of available capacity of utility infrastructure
- Encourage waste recycling practices
- Explore renewable and alternative energy generation systems: solar, wind, geothermal, biomass
- Promote the use of LEED standards and energy star appliances

Master Plan

Big Ideas - To guide and Shape Downtown Charleston

The big ideas presented here does not exhibit any hierarchy of implementation. Downtown goals (DB or DL) from Introduction section (page 12) and sustainable guiding principles' icons are represented for cross-referencing purposes.

1 COMMIT LOCAL RESOURCES FOR A SUCCESSFUL DOWNTOWN REDEVELOPMENT PROGRAM

- Identify public-private partnering opportunities, collaborate with quasi-public organizations and explore creative implementation vehicles
- Engage local financial institutions, community foundations, liturgical institutions and institutions of higher learning as partners
- Establish an effective relationship with the State of West Virginia for mutual real state

DB1 DL2



4 DEVELOP A DISTRICT IDENTITY SYSTEM FOR THE DOWNTOWN AND CONTIGUOUS RETAIL & ENTERTAINMENT DESTINATIONS

- Develop a district identity program that begins to link major destinations such as the Town Center, Slack Plaza, Capitol Street, Capitol Market, Hale/Quarrier/Dickinson Streets, The Clay Center and the Warehouse District. The system should will delineate key pedestrian / alternative transportation corridors and support potential mixed use development opportunities.

DB2 DB4



2 RESHAPE THE BUILT ENVIRONMENT OF DOWNTOWN CHARLESTON

- Create niche districts (Civic, Regional Commercial, Historic Core, Cultural) within Downtown
- Create context-sensitive urban design standards to shape future development
- Elevate the architectural character of new buildings through high quality design standards that embrace urban design qualities and principles
- Adopt the "complete streets" approach to enhancing the street network and support pedestrian zones and activity areas

DB1 DB3 DB4 DB5 DL2



5 TREAT THE URBAN CORE AS AN EQUALLY IMPORTANT CHARLESTON NEIGHBORHOOD

- Establish and implement a public relations campaign that promotes Downtown's livability, improves the public's perception of Downtown, and represents Downtown as a safe environment [refer to BID below].
- Explore opportunities and alternatives for developers, tenants and lending institutions to promote Downtown housing and encourage mixed use development.

DB2 DB4 DL1 DL3



3 UTILIZE CHARLESTON'S IMPRESSIVE HISTORY AND RIVER CITY LOCATION TO LEVERAGE ECONOMIC DEVELOPMENT

- Embrace historic preservation as an important economic development tool and the value of history as an important asset to enhance the urban environment and marketability of the urban core.
- Re-engage the Kanawha and Elk Rivers for public access, pedestrian activity areas and high quality mixed use development.
- Promote sustainable development practices that will help environmental stewardship, social interactions and financial benefits

DB2 DB3 DL4



6 ESTABLISH A PROFESSIONAL URBAN CORE MANAGEMENT AUTHORITY

- Establish a Downtown Management Authority (DMA)
- Develop a Business Improvement District [BID] to garner commitment and financial support from property owners to provide professional targeted management efforts in the urban core

DB2 DB4 DL1 DL3



Master Plan

Framework Development

The following images illustrate key redevelopment opportunities and show how they can leverage the existing activity areas and connections through:

- Strategic occupancy
- Creative building design (existing and new)
- Public realm improvements (streetscapes, sidewalks, public plazas, parks, etc)

While many improvement projects have been completed and/or are underway, additional catalytic projects, as shown here, will assist in creating a revitalized Downtown. Priorities for the catalytic projects will need further discussion during the implementation phase. The catalytic projects will help to strengthen the core over time through the commitment of public-private partnerships.

Additional projects will follow, filling in the gaps in the fractured urban framework and resulting in a more cohesive Downtown.

SEQUENCE OF FRAMEWORK DEVELOPMENT

- A. Activity Areas**
- B. Opportunity Sites**
- C. Catalytic Projects**
- D. Connectivity and Final Framework**

Activity Areas

1. Haddad Park/ Schoenbaum Stage
2. Capitol Street Historic Core
3. Clay Center
4. Appalachian Power Park
5. Capitol Market
6. Town Center Mall
7. Civic Center & Municipal Auditorium
8. CAMC General Hospital
9. St Francis Hospital

Opportunity Sites (refer to lower left diagram)

Catalytic Projects (refer to lower right diagram)

Activity Areas | areas with most visitorship



Opportunity Sites | sites for further development potential near activity areas



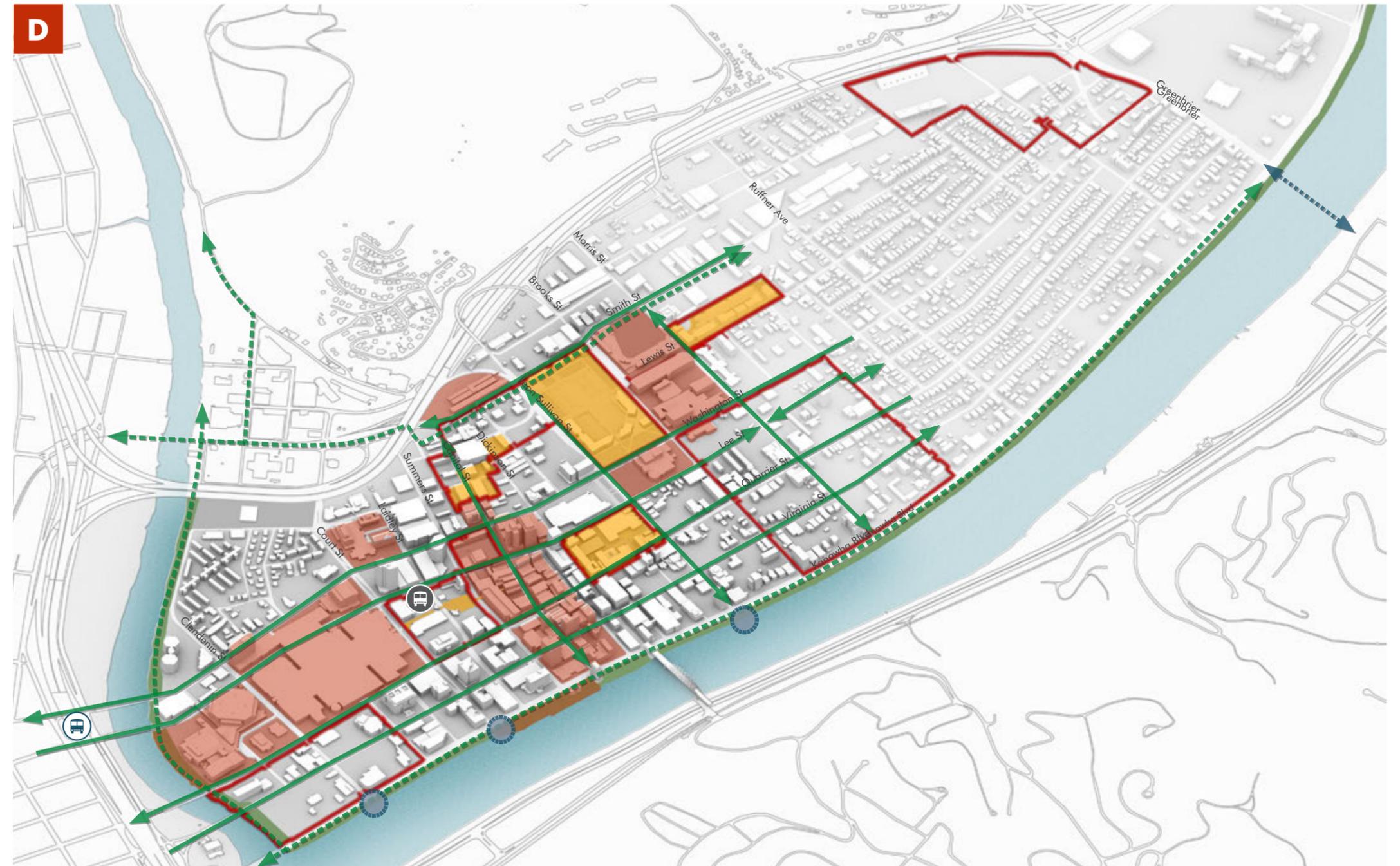
Catalytic Projects | stimulate economic growth & extend vibrancy of activity areas



Master Plan Framework Development

- Activity Areas
- Opportunity Sites
- Catalytic Projects
- Complete Streets
- Trails (Existing and Potential)
- Potential Pedestrian Bridge
- H Potential Transit Hub
- H Alternative Transit Hub
- O Riverside Overlook (Existing and Potential)

Connectivity and Final Framework | to connect activity areas and catalytic projects



1 COMMIT LOCAL RESOURCES FOR A SUCCESSFUL DOWNTOWN REDEVELOPMENT PROGRAM

- Establish an effective relationship with the State of West Virginia for mutual real estate

Charleston’s physical character is dependent upon a unified vision between the City and the State. Charleston’s “personality” represents a visitor’s first impression of the state’s urbanized communities.

Capitol cities have a unique opportunity to combine local & state vision and resources to create a high quality built environment that represents the ingenuity, creativity and pride inherent throughout the states that they serve. This unique relationship can be a strong marketing icon for the entire state while contributing to the livability and economic vitality of Downtown.

- Identify public / private partnering opportunities and explore creative implementation vehicles

This Comprehensive and Downtown Redevelopment Plan initiative has resulted in the identification of many of the potential community partners with interest in the Downtown. Their engagement is a critical first step toward a healthier and economically successful Downtown. These banks, foundations, institutions, corporations, alliances and developers should be brought into discussions to determine what conditions need to be met for them to invest in the redevelopment of Downtown. Economic partnerships such as a For-Profit LLC can bring individuals and/or corporations together to combine resources and share the risks (and rewards) of focused real estate redevelopment investing.

Not-for-profit community development vehicles can also provide public improvements and select types of mixed-use development when immediate return on investment is not as critical.

Historic renovation is a tool that should not be ignored in these initiatives. With Charleston’s arsenal of historic properties, historic tax credit building renovation should become a major redevelopment tool.

- Engage local financial institutions, community foundations, institutions as Downtown redevelopment partners

Every community’s financial institutions have Community Reinvestment Act (CRA) requirements. Investing in Downtown or urban districts that have developed strategic plans is something every lender wants to be involved with rather than blindly throwing money into troubled areas.

In addition, Charleston has a unique situation in that several well-endowed private & quasi-public community foundations call Charleston their home. For example, the Great Kanawha Valley Foundation has a demonstrated history of encouraging economic growth and enhanced quality of life for Greater Charleston and the Kanawha County region.

The University of Charleston and Sacred Heart Catholic Parish are strategic partners by default. Both institutions have invested heavily into the urban core of Charleston through numerous real estate investments on their own campuses. A vibrant urban core will strengthen both of these campuses while broadening the demand for business start-ups, selective urban housing and public spaces that encourage livability for everyone.

ACTION STEPS

- Create a collaborative environment with banks, foundations, institutions, corporations, alliances in order to determine how to overcome barriers for reinvestments into the urban core
- Public-private partnerships need to be forged to create a healthy investment opportunity
- Work collaboratively with State and County agencies to better position Downtown Charleston as an environment to attract investment that will be guided by the comprehensive plan and the Downtown redevelopment, benefiting all parties

Master Plan

Big Idea 2

2 RESHAPE THE BUILT ENVIRONMENT OF DOWNTOWN CHARLESTON

- Create niche districts within Downtown to drive the redevelopment of the built environment

The idea surrounding the five district concept is to develop distinctive personalities and characteristics for each of the districts, which will cater to appropriate retail / entertainment / neighborhood services specific in each district yet creating the niche for the entire Downtown business district as a whole. Each district would have a unique personality created by carefully crafted design guidelines for storefronts, facades, lighting, and signage. Streetscape improvements would be designed to reinforce the district identity while acting as a common thread woven through all five districts.

Some uses, such as eating and drinking establishments, professional offices, and upper story housing, should be common to all five districts. Also the idea of green connections should be implemented to physically connect the adjacent neighborhoods with the Downtown area. Follow the Overview Design Standards (page 52) to create detailed development guidelines.

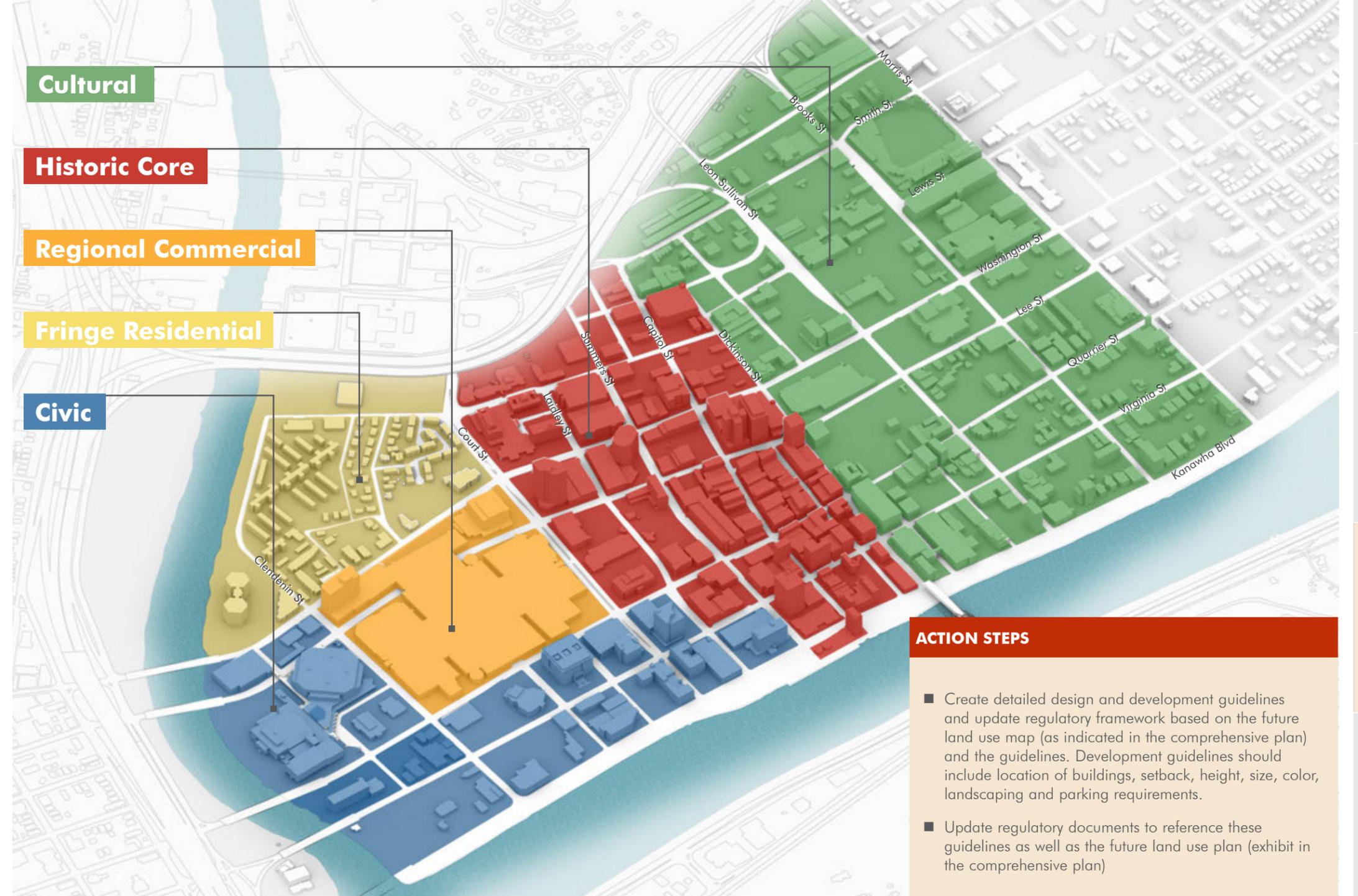
- Create context-sensitive urban design standards to shape future development

Context sensitive design standards will allow for development to be respectful of existing architecture and public realm spaces. For example, careful consideration should be given to allow for the massing and height of new buildings to be in similar character as those existing predominantly in that specific district yet providing flexibility in design and aesthetic outlook.

Developing an urban framework strategy and plan that allows both entities to contribute to the overall success of the Downtown is paramount. The framework plan can provide the foundation for the creation of important design principles that can guide and shape projects to drive successful district development. Context-sensitive design that balances individual project goals and objectives with strategic development opportunities for a successful Downtown should become a standard practice for all public development projects.

The guidelines should be crafted in a way to preserve historic features while allowing commercial building owners to creatively market their properties.

CREATE FIVE DISTINCTIVE CHARACTERS OF DOWNTOWN BUSINESS DISTRICT: CIVIC, REGIONAL COMMERCIAL, FRINGE RESIDENTIAL, HISTORIC CORE, CULTURAL



- #### ACTION STEPS
- Create detailed design and development guidelines and update regulatory framework based on the future land use map (as indicated in the comprehensive plan) and the guidelines. Development guidelines should include location of buildings, setback, height, size, color, landscaping and parking requirements.
 - Update regulatory documents to reference these guidelines as well as the future land use plan (exhibit in the comprehensive plan)

Big Idea 2 | Overview Design Standards

DISTRICTS	LAND USES	DENSITY & MASSING	CONNECTIVITY & STREETScape	OPEN SPACE	PARKING
CIVIC	<ul style="list-style-type: none"> Civic center and related uses, hospitality City and Federal offices Restaurants Professional office spaces 	<ul style="list-style-type: none"> Medium density with strong urban character Height: 3-7 stories Ground Coverage: 40% Promote massing and massing modulation to utilize optimum energy requirements and remove the monotony of unvarying surface facades. 	<ul style="list-style-type: none"> Promote streetscape improvements that will encourage walkability - sidewalk setback from automobile travel lanes, tree lines, etc. Context sensitive lighting, banner program, road signage and wayfinding elements showing destinations and parking - signage to have some consistent branding elements that will tie the signages from different districts together 	<ul style="list-style-type: none"> Provide some relief to the frontage of buildings with lawn pads and tree lines to introduce open space 15% for commercial areas; or as guided by zoning 	<ul style="list-style-type: none"> Off-street shared parking behind and side of buildings in commercial areas; if parking is located to the side of buildings, it is recommended to provide appropriate landscaped screening Encourage installation of bike racks
REGIONAL COMMERCIAL	<ul style="list-style-type: none"> Town Center Mall and related facilities 	<ul style="list-style-type: none"> Height: 3-7 stories Some mall uses such as restaurants to have some street presence to encourage walkability; also add public artwork, trees etc. to soften the harshness of the superblock Minimum of 50% of first floor facade to have clear glass/doorway for any commercial uses; 30% - for upper floors 	<ul style="list-style-type: none"> Context sensitive lighting, banner program, road signage and wayfinding elements showing destinations - signage to have some consistent branding elements that will tie the signages from different districts together 	<ul style="list-style-type: none"> Provide trees and lawn pads in front of the mall areas when any redevelopment occurs to have a street presence 	<ul style="list-style-type: none"> Parking garages Encourage installation of bike racks Potential for electric or natural gas car charging stations in future at locations with extended parking permitted (i.e. not 2-hr restrictions)
EDGE RESIDENTIAL	<ul style="list-style-type: none"> Multi-family Senior living Limited small scale hospitality Limited neighborhood commercial 	<ul style="list-style-type: none"> Height: 3-5 stories Promote massing and building modulation to utilize optimum energy requirements and remove the monotony of unvarying surface facades. 	<ul style="list-style-type: none"> Promote streetscape improvements that will encourage walkability - sidewalk setback from automobile travel lanes, tree lines, etc. Context sensitive lighting, banner program, road signage and wayfinding elements showing destinations 	<ul style="list-style-type: none"> Provide some relief to the frontage of buildings with lawn pads and tree lines to introduce open space Potential for neighborhood pocket parks 	<ul style="list-style-type: none"> Off-street shared parking behind and side of buildings in commercial areas; if parking is located to the side of buildings, it is recommended to provide appropriate landscaped screening Encourage installation of bike racks
HISTORIC CORE	<ul style="list-style-type: none"> Regional/local-serving commercial (higher quality and maintained look) Restaurants Professional office spaces Mixed Use (commercial, professional office spaces with residential above) Adaptive reuse of historic buildings Medical facilities to the northeast 	<ul style="list-style-type: none"> Height: 3+ stories Pedestrian-scale features (such as entrance canopies, storefront awnings, landscaping, lighting and signs) should be incorporated on the first floor of buildings and at entrances to help relate buildings to the streetscape. Minimum of 50% of first floor facade to have clear glass/doorway for any commercial uses; 30% - for upper floors 	<ul style="list-style-type: none"> Promote streetscape improvements that will encourage walkability - sidewalk setback from automobile travel lanes, tree lines, curb bump-outs at intersections, etc. Context sensitive lighting, banner program, road signage and wayfinding elements showing destinations 	<ul style="list-style-type: none"> Redevelop Slack Plaza and Brawley Walkway to have better connectivity of the core with the mall and adjacent uses Redevelop Davis Park to provide appropriate amenity Connect green spaces, riverfront park Provide some relief to the frontage of buildings with lawn pads and tree lines to introduce open space, whenever redevelopment occurs 	<ul style="list-style-type: none"> Off-street shared parking behind and side of buildings in commercial areas; if parking is located to the side of buildings, it is recommended to provide appropriate landscaped screening On-street parking with electronic meters Encourage installation of bike racks Short term parking
CULTURAL	<ul style="list-style-type: none"> Performing centers, library, recreational uses Institutional Uses Office commercial, studios Liturgical uses 	<ul style="list-style-type: none"> Height: 1-7 stories Promote massing and massing modulation to utilize optimum energy requirements and remove the monotony of unvarying surface facades. Minimum of 50% of first floor facade to have clear glass/doorway for any commercial uses; 30% - for upper floors 	<ul style="list-style-type: none"> Promote streetscape improvements that will encourage walkability - sidewalk setback from automobile travel lanes, tree lines, etc. Context sensitive lighting, banner program, road signage and wayfinding elements showing destinations 	<ul style="list-style-type: none"> Connect green spaces - Mary Ratrie Park, green space in front of Clay Center, potential Library relocation area, Ball park, riverfront etc. Provide some relief to the frontage of buildings with lawn pads and tree lines to introduce open space 	<ul style="list-style-type: none"> Off-street shared parking behind and side of buildings in commercial areas; if parking is located to the side of buildings, it is recommended to provide appropriate landscaped screening On-street parking with electronic meters Encourage installation of bike racks Short term parking

Master Plan

Big Idea 2 | Target Areas

Existing



Six Target Areas For Redevelopment Opportunities



Master Plan

Big Idea 2 | Target Area - Capitol Street

- Elevate the architectural character of new buildings through high quality design standards that embrace urban design qualities and principles

Infill development and redevelopment is recommended to create the distinct character, which will complement the existing structures

in the Downtown area. Redevelopment of the Downtown area should create an environment that is inviting and walkable. There should be mixed-uses within buildings to create strong synergy of multiple uses with 24-hour activity.

Also, infill and/or redevelopment can be phased to allow for efficient use of resources, including funding. The visualizations on the right highlight how under-utilized parcels can support phased development to create a sense of place, encourage walkability, promote sustainability and creation of overall healthier environment.

ACTION STEPS

- The development of design standards for new buildings as well as rehabilitation/renovation standards need to be integrated with design and development guidelines.
- Incorporate the Secretary of Interior Standards for historic preservation into design and development guidelines.

PHASED APPROACH FOR DEVELOPMENT CONCEPTS | CAPITOL STREET NORTH OF WASHINGTON STREET - CONNECTION TO CAPITOL MARKET



Existing | Capitol Street



PHASE 1

- Sidewalk paving
- Parking lot screening
- Electronic parking meter to consolidate several on-street parking meters
- Light poles with energy efficient light fixtures
- Banner program for branding of Capitol Market District
- Murals (market related) on facades of existing buildings
- Parking garage architectural screens
- Signage on parking garage - Capitol Street

Potential Concepts & Phasing

Master Plan

Big Idea 2 | Target Area - Capitol Street

PHASE 2

- Phase 1 improvements (completed)
- Potential infill building in existing off-street parking area
- Commercial use in first floor with office/residential in upper floors
- Outdoor dining / pedestrian amenity

PHASE 3

- Phase 2 improvements (completed)
- Potential full build-out with infill buildings along Capitol Street in off-street parking areas
- Parking behind buildings
- Commercial use in first floor with office/residential in upper floors
- Outdoor dining / pedestrian amenity
- Potentially replace existing on-street parking on one side of Capitol Street with extended curb (tree lawn area, sustainable stormwater features) and bike lane
- Bike lane [Exhibit showing single bike lane on north bound lane is an example of complete streets strategy (pg 48) not necessarily a solution for Capitol Street]

PHASED APPROACH FOR DEVELOPMENT CONCEPTS | CAPITOL STREET NORTH OF WASHINGTON STREET - CONNECTION TO CAPITOL MARKET



Big Idea 2 | Target Area - Capitol Street

DESIGN GUIDELINES | STREET SECTION



-  **PEDESTRIAN CORRIDOR**
Walkways connecting destinations
-  **BIKE LANE**
Alternative mode of transportation which encourages healthy living
-  **CAR LANE**
Travel lanes connecting destinations
-  **BUS**
Mass transit connecting destinations
-  **ON-STREET PARKING**
Amenity for uses alongside roads; uses should be limited by parking meters
-  **TREE LAWN/UTILITY CORRIDOR**
To create buffer between pedestrian and automobile lanes; potential utilities underground
-  **BUILT-FORM**
Buildings along corridors with different land uses



NOTE: The alternative scenario exhibits 1-way bike lane to align with complete streets strategy and not necessarily for Capitol Street. In this scenario, the return lanes should be coordinated with adjacent parallel streets. Ultimately, bike traveling (dedicated bike lanes or sharrow) is recommended for all downtown local streets.

STREET CROSS-SECTION VIEW

The design guidelines, as depicted by the street cross-sectional views illustrate public realm and building character. These design thoughts can be applied to other areas of Downtown.

- INTENT OF GUIDELINES
- Increased awareness and appreciation of design considerations with respect to enhanced urban placemaking.
 - Coordination on the overall development vision and implementation.
 - Communicate the development patterns and provide consistency with public and private sector design matters.
 - Provides a clear understanding of Charleston's expectations for its urban development framework.

INTRODUCTION
NEIGHBORHOODS
TRANSPORTATION
QUALITY OF LIFE
DOWNTOWN
ACTION PLAN

Master Plan

Big Idea 2 | Target Area - Capitol Street

DESIGN GUIDELINES | SIDEWALK AMENITIES & BUILDING CHARACTER



SIDEWALK AMENITIES

- 
TREES
 To create a buffer between pedestrian and automobile lanes; also provides shade and creates cooler micro-climate for healthy living; improves air quality
- 
LIGHTING
 Contemporary light poles with energy efficient light fixtures
- 
BRANDING
 To create a 'sense of place' and identity of the district/area - depicted here by banners for Market as a gateway to the Capitol Market area
- 
PARKING METERS
 Electronic parking meters to consolidate multiple standalone meters
- 
SUSTAINABLE STORMWATER SYSTEM
 Best management practices for better water quality standards - depicted here by rain gardens; also helps to lessen hardscape with landscaping for aesthetic considerations
- 
PEDESTRIAN CORRIDOR
 Safe and secure walkways connecting destinations



BUILDING CHARACTER

- CHARACTER**
 Architectural character of buildings are transitional - between the existing historic character and contemporary/modern outlook
- UPPER FLOORS**
 Massing/proportion of buildings should be context-sensitive of existing buildings
- GROUND/FIRST FLOOR**
 Should be designed to cater to pedestrian traffic/walkability - transparency, storefront glass, canopies, outdoor dining etc.

- Adopt the “complete streets” approach to enhancing the street network and supports pedestrian zones and activity areas

What is the Complete Streets design approach?

The National Complete Streets Coalition characterizes “Complete Streets” as streets that are designed and operated to provide safe, attractive and comfortable access for users (vehicles, bicycles, pedestrians and transit users) and of all ages and abilities. Streets built utilizing “Complete Street” principles encourage social interaction, provide a unique sense of place and have a positive influence on adjacent land values.

Streets that were widened or changed to 1-way travel to carry more cars and higher volumes of traffic in the late 1950s through the 1970s did an excellent job of moving cars in and out of Downtown. Unfortunately the net effect of that strategy contributed significantly to the exodus of the Downtown shopper and night-life. Improvements to make driving through the city faster caused a gradual and progressive decline in the quality of Downtown streetscapes and the public realm, specifically for the pedestrians that are so vital for a vibrant Downtown. Stores, restaurants and entertainment venues lost patrons to suburban shopping centers and districts that offered the ambience, safety and convenience that Downtown had lost.

Fortunately, Charleston’s historic core area (specifically between Capitol and Dickinson Streets, Virginia and Lee Streets) has preserved the place and quality of the road corridors and public realm that encourages walkability and provides a sense of place. Outside of this core, walkable street grids were combined for creation of superblocks that house large footprint buildings, which are accessed predominantly by automobiles. Efforts should be made to reintroduce streets and alleys along with strategic redevelopment of under-utilized lots to promote walkable grids. Multi-use streetscape enhancements should also be implemented at strategic locations along with redevelopment of adjacent blocks. Such enhancements should potentially include renovated sidewalks, tree lawns, bikepaths (dedicated or shared use), opportunity for bus shelters and pull areas for mass transit, sustainable stormwater management practices, lighting, street furniture, etc., based on appropriate needs and available resources.

ACTION STEPS

Streetscape/Road Network

- Create a hierarchy of street connections (mostly pedestrian oriented streets to high automobile traffic corridors) that will facilitate multiple modes of transportation.
- Explore opportunities to re-engage alleys and other streets that will help to minimize the effects of superblocks both within and outside of historic core. Enhanced connections mean shorter travel time, optimal infrastructure layout costs and emergency response time shortening.
- Explore road diet (technique where the width of roads are reconfigured/minimized for transportation efficiency) and slower “design speeds” which will help in promoting walkable environment to accommodate the needs of all ages.
- Based on street hierarchy, typology and character, lane dedications will enhance the optimal use of the roadway.
- Explore the feasibility of 2-way conversion of select 1-way pairs within Downtown for better and faster connections as well as incentives for first floor commercial spaces or to make those streets more pedestrian and bicycle friendly.
- Implement traffic calming measures within higher density areas - with curb-extensions at intersections and possible mid-blocks, potential raised mid-block crossings, introduction of pavers in pedestrian crosswalks, electronic lighting systems that activate when pedestrians are at crosswalks, etc.
- Minimize and consolidate curb cuts into off-street parking areas.
- Promote a comprehensive signage and wayfinding system
- Create a streetscape master plan for Downtown that will take into account principles of Complete Streets and other amenities as described above.
- Implement a cohesive streetscape design along with redevelopment of under-utilized lots and/or buildings.

Sidewalks and Walkability

- Utilize the overview design standards and visual design guidelines (within this section) as guide to redevelop sidewalk areas for catalytic improvements.
- Explore opportunities to incorporate sidewalk dining areas while maintaining a clear zone for pedestrian traffic.
- Promote curb-extensions at intersections and mid-block to encourage safer sidewalk connections.
- Promote sidewalk redevelopment with ADA accessibility requirements.

- Tree plantings are encouraged to enhance visual and environmental quality of the public realm areas - they will help to create greenways within urban core as well as provide relief from heat-island effect.

Biking

- Incorporate bikepaths within Downtown roads whenever the right-of-way and pavement width allows the opportunity; otherwise promote shared access lanes.

Parking

- Conduct a parking study as density of development grows within the Downtown area - it will help to justify requirements of different forms of parking (on-street, off-street lots, parking garages).
- Parking should be identified with the comprehensive signage and wayfinding system including directions to parking structures as well as technology to give motorists more information on available parking.
- Add bike parking to select on-street spaces or sidewalks and on the 1st floor of parking garages

On-street:

- Identify streets which have sufficient width to add on-street parking. Follow recommended strategy of lane subdivisions [page 56 (with sharrow), 76 (with bike lane)] to create additional parking spaces. It will generate new revenue for parking systems while making the area more user-friendly for visitors and customers. Also consider increasing parking rates for generating parking revenues to assist in downtown improvements.
- Enforcement of time limits will help customers and store owners with higher turnarounds. Discontinue enforcement on weekends to entice visitors.
- Relocate loading areas from on-street parking areas if alternative location is available. Utilize appropriate signage, such as ‘15-Minute Pick-Up/Delivery Only’ at limited locations to free up valuable parking spaces for visitors/customers.
- Modern techniques of parking fee payment is recommended to be installed that adds to the character of core areas (individual parking meter, consolidated and electronic payment systems, etc.).
- Either on the meters, with signs, or both, clearly and with limited words, state the rules of parking, preferably highlighted with a bright color.
- Adjust parking meters to allow for additional time in busiest areas; encourage employees to park in garages that will help to free up space for customers.

Off-Street:

- Majority of off-street parking spaces that are not in a garage should be located behind the buildings when infill development occurs.
- Parking lots should be well illuminated, signed and nicely landscaped with green parking aisles with opportunities for stormwater management.

Parking Garages

- Conduct design study to explore parking garage design aesthetics .The city’s recent investment into LED lighting has provided much needed security enhancements.
- Construct parking garages that will support large developments and/or cluster of smaller developments.
- Explore innovative financing solutions, TIF and public-private partnerships to build garages.
- Parking garages should be designed with high bay grand floor (with commercial uses) along main business streets to allow for the garages to be integrated within the urban framework.
- Promote design solutions that creatively mask the facades of the parking garages - screens, architectural features, etc.
- Provide easily accessible short term parking spaces in parking garages, specifically on lower floors. Reserved parking is recommended to be provided on upper floors. Add bike parking on 1st floor as well as short-term visitor parking.
- Provide appropriate signage leading towards parking garages.

Transit

- Work with Kanawha Valley Regional Transportation Authority (KRT) to improve the bus service as density of development increases within Downtown area - for connections within Downtown destinations as well as linking to greater Charleston neighborhoods.
- Explore the opportunity for relocation of transit hub from the current location of Slack Plaza to an appropriate location that will allow towards better servicing of needs (location, ample space, proximity to employment centers etc.).
- Implement car-sharing and bike-sharing programs as needs arise.
- Work with taxi-cab services and other forms of transit alternatives to allow for visitors and residents to park once and visit multiple destinations within Downtown.

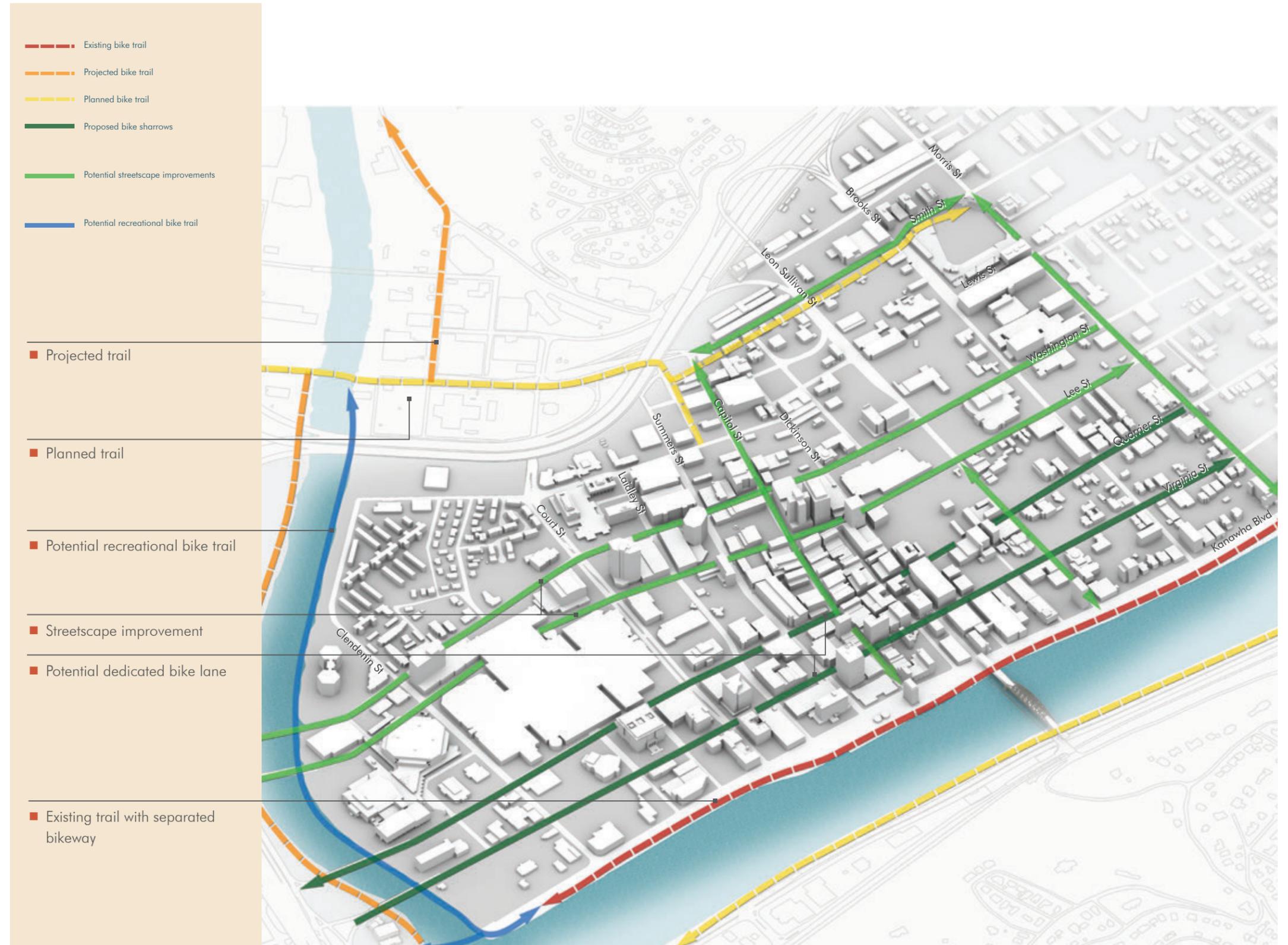
Master Plan

Big Idea 2 | Potential Connectivity

In order to provide better connectivity and mobility throughout the Downtown area, this exhibit combines the existing street network with planned and proposed improvements. This is referenced from the City of Charleston website (<http://cityofcharleston.org/neighborhoods/>).

A bikeway has been implemented along Kanawha River - from Kanawha City Bridge to Patrick Street; expansion of that bikeway along the Elk River to create a recreational bike trail is recommended.

Bike sharrows are proposed along Quarrier and Virginia Streets. Important connectivity corridors should receive streetscape improvements to stimulate pedestrian circulation, such as Washington, Lee, Capitol, Leon Sullivan and Morris streets. A pedestrian bridge is proposed by the Capitol Campus at Greenbrier street connecting with the University of Charleston on the other side of the river.



3 UTILIZE CHARLESTON'S IMPRESSIVE HISTORY AND RIVER CITY LOCATION TO LEVERAGE ECONOMIC DEVELOPMENT

Embrace historic preservation as an important economic development tool. Promote Charleston's history as an important asset to enhance the urban environment and marketability of the urban core.

Downtown's rich history, National Register Historic District status, and significant historic building stock (specifically the historic core area) indicate the importance of integrating historic property redevelopment into future economic development strategies for the Downtown area. Iconic buildings are recommended for redevelopment and repurposing to bring new life into the Downtown while providing a lucrative investment vehicle for economic development for the city. The federal and state of West Virginia historic tax credit programs provide significant investment benefits to those individuals and/or institutional investors developing historic buildings. With a 20% federal tax credit combined with a 10% state tax credit, the developer is provided an approximate 30% investment tax credit on the real estate project when following the Secretary of the Interior's Standards for the Rehabilitation of Historic Structures. Numerous successful projects within Downtown have utilized the historic tax credits.

Enlightened property owners understand that investment in their properties can be a benefit to them and the community as a whole – resulting in increased value of real estate, supporting the city's tax base, acting as a catalyst for additional investment, and spurring economic development and job creation.

Downtown has a large number of vacant upper floors of buildings. These spaces could be adapted to housing, which is an income-producing use and could qualify for use of historic tax credits. The intended market for any new housing should be students, young professionals and empty-nesters. An increase in the Downtown resident population could lead to more vibrant pedestrian activity and the demand for new businesses.

Lack of appropriate local and/or regional preservation policies often result in decay of the existing built form that is worth restoring and preserving. Historic preservation techniques were required by overlay design guidelines in a redevelopment plan under the guidance of the Charleston Urban Renewal Authority. These guidelines recently expired, bringing about a need to create specific policies/guidelines that will keep preservation of place and buildings as the central focus. The new development guide should follow the essence of the Secretary of Interior's Standards for the Rehabilitation of Historic Structures.

ACTION STEPS

- It is recommended to continue to collaborate with stakeholders, private sector, independent organizations and citizens to promote awareness regarding preservation and its benefits.
- Appropriate preservation policies should be developed in cooperation with other local initiatives such as the East End guidelines/policies. The policies should relate to overall growth management strategies promoting compact Downtown and economic development.
- The City and related historic preservation entities should discuss adoption of such policies with the State and regional departments for appropriate implementation.
- In the interim, all potential development should be reviewed with historic and cultural preservation values in mind. Adopt a policy to temporarily delay the alteration and/or demolition of cultural resources until preservation policies are in place.
- Research and secure funding for historic preservation initiatives. Apply different preservation tools/techniques that broaden the scope from individual buildings through façade enhancement and tax incentives to conservation design and land banking to preserve under-utilized lots for future redevelopment. These efforts should be managed by DMA and CURA as primary land banking organization.
- Implement a "Rehabilitation Program" sponsored by the DMA and Charleston Area Alliance. This would be an excellent way to achieve dramatic improvements in the Downtown's appearance with assistance from federal dollars. Preservation/rehabilitation grants are available from State Historic Preservation Office (SHPO) to a select number of properties and these grants will cover fifty percent of the cost of the enhancement up to a fixed dollar amount of a few thousand dollars per facade. The main intentions of the grants are structural stability, safety and security, roofs, window treatments and design, etc.
- Alternative building codes should be followed for adaptive reuse within existing structures.
- Create and adopt an adaptive reuse ordinance in concert with other neighborhood revitalization projects.

Historic Districts within Downtown



A African American Local Historic District

B Downtown Historic District

Master Plan

Big Idea 3

- Re-engage the **Kanawha and Elk Rivers** for public access, pedestrian activity areas as well as high quality mixed use development.

The Kanawha and Elk rivers, the trails and greenways along Kanawha River’s banks and the bridges connecting the Downtown area with the residential neighborhoods from the south and west creates a powerful gateway into Downtown area. Enhancements to these gateways are recommended to improve the appearance of these unique entrance points into Downtown for an enhanced visitor experience. The by-product of this effort is to create value in the surrounding real estate bordering the river and to encourage investment into these dormant sites along the riverfront.

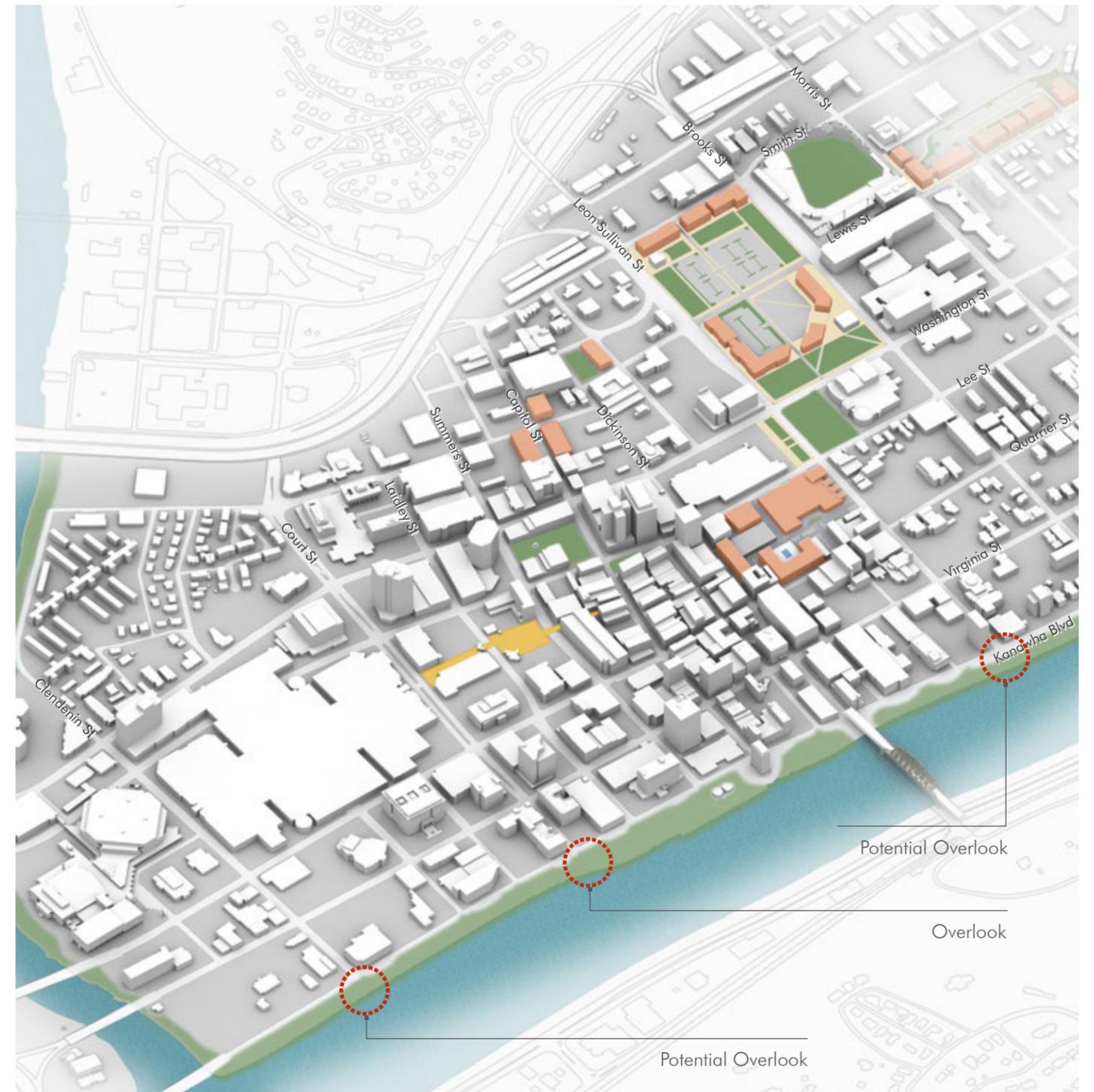
One of the impediments to connection of the Downtown area with the riverfront is the presence of the high speed corridor of Kanawha Boulevard. Although it provides good access and a scenic drive along the riverfront, creative reconfiguration of lanes and possible introduction of a bikepath will help to better connect the riverfront to the rest of Downtown (refer to the transportation section of the Comprehensive Plan for additional details).

The development of Haddad Riverfront Park has provided opportunities for connecting portions of the riverfront with the Downtown, as well as an opportunity for public gathering space. Although there are two different trails (upper and lower) with other intermittent opportunities (such as the steps that connect the different levels of trails), the condition of the infrastructure needs to be refreshed for aesthetics and structural stability of the banks.

Opportunities exist to creatively carve out public realm spaces and provide pedestrian access to the river. Creating appropriate resting areas for viewing pleasure of the river would create a special signature amenity for Downtown. The greenway and trail should be extended along Elk River northward to connect with residential areas and parks northeast of Downtown. Interplay of mixed use built form with green open spaces along the Kanawha Boulevard will create an urban fabric that will help to balance the differing needs of the community whether it is for retail-commercial demands or for upper story residential units or simply for recreational uses. Bridges are recommended to be aesthetically treated with lighting (Virginia Street bridge as example) and street furniture such as memorabilia/plaques depicting the river’s history.

ACTION STEPS

- Explore opportunities to beautify bridges above the Kanawha and Elk rivers with lighting, artwork, cultural plaques, and other potential aesthetic treatments to create gateway to and from Downtown area
- Redevelop Kanawha Boulevard according to the recommendations of the transportation section of the Comprehensive Plan
- Follow the Riverfront Master Plan (adopted in 2006) to implement additional public gathering areas, opportunity for pedestrian access to river, public viewing and resting areas along trails, landscape treatments. Coordinate with connectivity and streetscape improvements.
- Downtown Management Authority to work with local and federal agencies for design and stabilization measures of the banks
- Research available federal grants and subsequently apply for applicable grants
- Allocate other available local grants and capital improvement funding towards riverfront redevelopment
- Streetscape and green connection along major north south corridors from Downtown will terminate in public viewing areas and vistas on the banks that will help create a pleasant visual and physical connection from Downtown to riverfront. The canopies adjacent to Haddad Park are great examples and some form of the same overlook treatments should be replicated in other viewing areas to create a unifying theme along the riverfront



Master Plan

Big Idea 3

- Promote sustainable development practices that will help environmental stewardship, social interactions and financial benefits

“Sustainability” has become a catch-phrase for practices that meet ecological, economic and social needs without compromising the ability of future generations to meet their own needs. The ethics of sustainability call for an integrated approach to planning and design that requires consideration of impacts (from capital improvement projects) on the natural environment and quality of life. This plan has been developed with a commitment to considering the sustainability of the design of every element of the Downtown area. Good design and best practices alone will encompass many factors of sustainability but it is important to highlight some actions that will assist towards a more sustainable future.

Site Development

- Low Impact Development (LID) is achieved through better site design, minimal site disturbance, conservation design practices and installing “green” infrastructure (bio-retention, pervious pavement, green roofs, rain barrels etc.)
- LID helps in protection of native landscape, habitat, water quality and quantity (less flooding), reduction of impervious surfaces, replenishment of groundwater.
- Green streets incorporates multi-modal transportation (pedestrian, bike, cars, buses, etc.) that helps to provide amenity for different needs; reduces CO2 emissions, reduces the number of car trips and vehicle miles traveled.
- Green streets also include stormwater management features (rain gardens, porous pavements, etc.) that allows for gradual recharge of groundwater, while reducing stormwater runoff from urban areas thereby helping to improve water quality.

Buildings

- A mix of housing options encourages social interaction between people of different income ranges and market niches and thereby contributes to a vibrant Downtown.
- Life cycle housing provides a range of housing options that meets people’s needs at all stages of life.
- Universal design advocates for housing to provide accessibility options to accommodate all people regardless of age or ability (eg. wider interior doorways and hallways, door levers in lieu of handles, etc.)
- Infill development and adaptive reuse take advantage of under-utilized and available lands and buildings for development as highest and best uses that are connected to existing infrastructure.

- Building designs include orientation, height and massing to utilize optimum energy, access to natural light, etc.
- Green roofs helps in energy efficiency by absorbing solar heating, adds to aesthetic quality, reduces stormwater runoff.
- LEED (Leadership in Energy and Environmental Design) is an internationally accepted benchmark for design, construction and operation of high performance sites and buildings. It is third-party verification that improves performance metrics for a wide variety of factors - site design, energy consumption, water efficiency, improved indoor environmental quality, recycling and reuse.

ACTION STEPS

- Develop comprehensive ‘green strategy’ that will encourage green site development, infrastructure and building practices for both public and private sectors
- Work collaboratively with City departments and stakeholders to create the green strategy
- Promote educational awareness regarding the environmental, financial and social benefits of implementing green practices; utilize local green initiative successes such as the WVDEP building and the New Edgewood Elementary School
- The design and development guidelines (discussed before) should incorporate green design guidelines
- Prepare a list of programs and implementation measures for green initiatives and explore funding/incentive packages for such measures
- Finance green enterprises and technology set-ups. Create “green” financial products and seek out appropriate investors.

Parks & Recreation

As evident from the ‘Current Conditions’ section, there are approximately 23 acres of parks and public gathering spaces, the majority of which is covered by the Appalachian Power Park and the MLK Jr Community Center. Providing green spaces and public gathering opportunities drives economic development - new buildings and stores want to locate next to the open space and the pedestrian traffic it affords. Residential uses want the piece of green space as a ‘room to breathe.’ These aesthetic considerations in the dense urban core make green spaces an attractive asset to the Downtown.

ACTION STEPS

- Continue current initiatives to redevelop Slack Plaza and Brawley Walkway to better connect the Capitol Street historic core and the Town Center Mall - 2 major destinations in the Downtown area
- Create mini parks and public viewing opportunities along Kanawha and Elk riverfronts that will help coalesce the riverfront greenway
- Redevelop Davis Park to open views and provide additional amenities
- Work collaboratively with city departments, CURA, CAA and other parks and recreation related organizations to prioritize new parks and green spaces throughout Downtown area to provide amenity for existing and new residential and commercial uses
- Require provision of green space as part of any major development - whether it is provided within the building setback area along the streets, interior courtyards, green parking spaces, etc
- Ensure appropriate programming and maintenance of all public gathering areas

ACTION STEPS

Utilities

- Continue to implement stormwater management practices as per City of Charleston Stormwater Manual
- Assess the feasibility of incorporation of stormwater management practices along streetscapes
- Promote the utilization of available sewer and stormwater credits to developments in locations with existing infrastructure
- Explore renewable energy generation systems (geothermal systems within parks or other large development initiatives, solar power for lighting, small scale streetscape heating etc.) to reduce the need for fossil fuel and thus reducing carbon footprint
- Assess the opportunity to bury overhead utility underground in strategic locations that ties with current initiatives or potential future development areas - Quarrier Street (Library relocation), redevelopment west of Power Park, etc.

Arts and Culture

- Continue to support, expand/promote and fund current events and festivals such as Live on Levee, FestivALL, Clay Center events etc.
- Expand the role of public art along riverfront areas integrated with potential expanded greenway system
- Murals, paintings, plaques, signage, wayfinding, etc. should be integrated with streetscape design to help link the major destination areas within Downtown

4 EMBRACE A DISTRICT IDENTITY SYSTEM FOR THE DOWNTOWN AND CONTIGUOUS RETAIL & ENTERTAINMENT DESTINATIONS

■ Develop a district identity program that begins to link major destinations such as the Charleston Town Center, Slack Plaza, Capitol Street, Capitol Market, Hale/Quarrier/Dickinson Streets, The Clay Center and the Warehouse District. The system should delineate key pedestrian / alternative transportation corridors and support potential mixed use development opportunities.

Retail and Downtown Principles

There are several key principles with respect to creating a quality retail environment in Downtown Charleston. These are divided between good retail principles and Downtown development.

1. Short Blocks
2. Mix Convenience and Destination
3. Hierarchy of Retail Streets and Shopping
4. Preserving Key Locations for Retail
5. Design Elements
6. Culture and Experience Clustering
7. Multi-level Retail
8. Dog-Leg Retail
9. Parking
10. Double Loaded Retail is Strongest
11. Concentration Breeds Power—Amount and Appeal
12. Retail Follows Residential
13. Build Off Strengths
14. Create Linkages
15. Management

1 SHORT BLOCKS

Outdoor retail works best when the blocks are short. This keeps consumer interest piqued as there is new stimulus at shorter intervals. It also increases the number of corner locations. This is the model for similar capital cities with a regional destination focus. In such places, retail is primarily located along the short blocks of the avenues. The streets feeding into them are typically longer, and are residential. The result is that more potential consumers are fed into these retail areas. In the typical short block grid pattern, the avenues are just over 200 feet long and the streets are approximately 400 feet. This creates a situation whereby the residential along the streets is funneled into the retail areas on the avenues. The short blocks are approximately 200 feet on each side with retail fronting on all sides.

2 MIX CONVENIENCE AND DESTINATION

A great neighborhood provides a combination of convenience retailing and destination retailing. To have longevity, good convenience retail that responds to the needs of the local residents will ensure that a large portion of the retail activity remains productive through changing economic conditions and trends/fads. The complementary destination retail creates atmosphere and experience. A neighborhood solely built on destination suffers when tastes change or during economic slowdowns.

3 HIERARCHY OF RETAIL STREETS AND SHOPPING

For retailing to succeed there needs to be focus, intensity, and concentration of goods and services into specific streets. This creates critical mass and draws consumers to particular areas. There needs to be an overall hierarchy of retail streets that have these elements. While retail may locate on other streets, the overall aim will be to steer retail to these higher visibility and traffic areas.

4 PRESERVING KEY LOCATIONS FOR RETAIL

Services such as banks often prefer corner locations and will pay higher rental rates for them, but some of the corner locations need to be preserved for retail including eating and drinking. Some municipalities have enacted legislation to preserve corner locations for traditional retail or eating and drinking (not professional services or banking). In addition, consideration may be given to entire blocks being preserved for retail.

5 DESIGN ELEMENTS

Design elements will build a unique, noticeable character for a neighborhood. Important elements such as paving, benches, planters, trees, lighting, public transit shelters, and utility covers all need to be thought of in terms of reinforcing the overall character and personality of the place. A coordinated plan for public art and overall design that matches the commercial (retail and office) and residential themes of the area is important.

In addition, design should be flexible enough to accommodate different uses throughout the construction period. The ideal tenants may not be found during the initial period and alternative/temporary tenants may be sought out to fulfill the function of enlivening the street until full residential build-out.

6 CULTURE AND EXPERIENCE CLUSTERING

Arts, entertainment, culture, and experience based retailing is becoming 'the' driving force in urban district development. Programs, policies, incentives, and regulations have been used to encourage the development of more of these anchor type uses in revitalized areas, in addition to creating the linkages for businesses such as restaurants, cafés and leisure retail to capture increased sales. However, arts is not a panacea for all neighborhoods.

7 MULTI-LEVEL RETAIL

Retailers that occupy more than the ground level will always be challenged to make either the upper levels or basement (lower levels) highly productive in terms of sales volume. While there are successful multi-level retailers (there are ample examples of high producing multi-level retailers in major cities), the retailer must have a good retail concept on the ground floor first and a strong connection to the next level. Very few retail businesses thrive with a second-level-only location (especially outside of the Downtown area); businesses that are successful in this context include those that make appointments (e.g., beauty salons, higher-end restaurants, medical offices), have well established clientele (fitness clubs and recreation), or those that provide added value.

8 DOG-LEG RETAIL

Larger format retailers can be accommodated on retail streets in behind smaller scale retail. This is referred to as a dog-leg retail space due to layout that resembles a small leg connecting the main retail area at the back of the development with the major retail street.

9 PARKING

The availability of parking is vital. While public transportation is important, a retailer's location decision can be consumed with parking characteristics such as the amount of parking, its pricing, and its location.

10 DOUBLE LOADED RETAIL IS STRONGEST

Retail streets and Downtown streets that have retail on both sides of the street are stronger due to the concentration of retail and the ability for visitors to see a greater range of retailers. Capitol and Quarrier Streets are able to provide double-loaded retail environments that should be strengthened. This should be encouraged on the other secondary retail streets such as Lee, Virginia, Hale, and Summer Streets to help draw customers and create critical mass. The average business will find it difficult to survive as lone operators in this environment.

11 CONCENTRATION BREEDS POWER—AMOUNT AND APPEAL

There is an impressive amount of retail in Downtown Charleston located at Charleston Town Center Mall, and on Capitol and Quarrier Streets. By developing a significant amount of retail with a consistent appeal (e.g., fashion for the malls, restaurants for Capitol, convenience retail for office employees, leisure and eclectic on Quarrier) creates appeal for regional residents to visit Downtown and increases capture rates. Smaller niche clusters (e.g., high end restaurants, casual restaurants and pubs, home furnishings, and art galleries) can create regional appeal due to the creation of critical mass of the combined effect. In this situation, the combined retail businesses create synergy and a branded image in addition to making the retailers more successful and the individual sub-districts stronger. For the potential visitor it no longer becomes a decision about visiting a specific retail business in Downtown but about visiting a Downtown retail district. As an example, there is critical mass developing along Lee Street for quality, more high end businesses, but it has not yet reached its potential. Similarly, Brawley Walkway could be enhanced.

12 RETAIL FOLLOWS RESIDENTIAL

Retail rarely leads. More often retail development occurs as a result of residential growth. In terms of Downtown revitalization work, the one common element that has spurred retail growth has been residential development.

Just as retailers benefit from intensity and focus of their stores, there is a benefit to grouping residential developments in close proximity to one another so that the local residents will have more of an impact on retail businesses (i.e., a concentration of residential buildings will be able to support an urban grocer).

The situation of diffused residential development throughout the entire Downtown would diminish the overall effect on retail sales potential.

13 BUILD OFF STRENGTHS

There are many retail strengths in Downtown Charleston from which to build. Downtown Charleston is fortunate to have a well-functioning mall system in the core. The continued reinvestment has strengthened the mall and added new and improved retail anchors to the core and kept the mall relevant and fresh in consumer's minds. Given that Charleston does draw visitors from a very wide trade area throughout West Virginia, there are opportunities for unique, flagship-type retailers that are able to draw visitors to Downtown. In addition, the Capitol Market is a significant draw to Downtown. However, there is a challenge of linking it for pedestrian movement. Enhancing the retail in identified major and minor retail corridors will build critical mass and branded appeal for the Downtown overall. By building on the strengths of the retail districts and intensifying the impact, the image of the whole area will improve and become more cohesive.

14 CREATE LINKAGES

The power of Downtowns in general is rooted in their diversity (of activities and people). Unless pedestrian traffic flows between the various sub-districts, Downtown's diversity is compartmentalized and stifled (e.g., a visit to Town Center Mall rarely includes a visit to elsewhere in Downtown). For example, the situation may be one whereby a visitor will have a restaurant or a store in mind before he begins his Downtown Charleston visit. Alternatively, the goal is have people decide to visit a District or node of Downtown (e.g., Brawley Walkway) before they actually arrive and to determine which businesses are well suited to their needs once they get there.

For this reason, it is crucial to ensure that linkages be established not only from a physical design perspective but also with respect to retail economic development and marketing. These linkages need to be enhanced and maintained on a continual basis. Actions that promote a more cohesive feel should be encouraged:

■ Physical design:

- Development regulations related to creating cohesive Districts with design guidelines related to look, height, setback, materials, etc.
- Gateway projects at key intersections
- Linkages with office towers to ensure that when workers leave the buildings they are funneled into high retail corridors
- Connections between retail commercial areas and sporting, arts, and entertainment venues to the west (Civic Arena) and the east (theatre)
- Other visual clues that allow the Downtown visitor to continue their Downtown experience (unique streetscaping that include light standards, poles, banners, public art, benches, bus shelters, community boards, trash receptacles, and a physical design that incorporates elements of safe design principles and that are unique to Downtown Charleston's image).

■ Retail economic development:

- Retail continuity
- Infill development
- Retail clustering that is mutually supportive (e.g., steakhouses and high end restaurants grouped together for the common benefit thereby creating critical mass of retail in one category, home furnishings and complementary businesses, and tourism related businesses)
- Extended hours of operation (e.g., bookstores open late in the evening to take advantage of performing arts target markets)
- Enhancing and developing a package of incentives and regulations to help property owners and businesses to succeed especially where gap financing is required
- Provide temporary infill such as lining a street edge of a parking lot or vacant lot with food trucks.

■ Marketing:

- Signage and banners
- Website that offers solutions for what to do in Downtown (see example from Brussels on providing ideas based on who you are or what you are looking for)
- Systematic symbols for parking
- Wayfinding programs
- Cross-promotion of businesses, arts, culture, and special events with a consistent branded focus.

15 MANAGEMENT

Management is an issue—not everything can be accomplished by regulation: the strength of any planning development program is based upon effective communication. Regulation alone will not be enough to ensure that the desired retail development outcome will be consistent with the City of Charleston's Downtown Master Plan.

Active communication with stakeholders is required to ensure there is two-way dialogue between the City and the stakeholders (i.e., retailers, property owners, developers, etc.). Communication is facilitated by having a strong Downtown organization that has a clear mandate and vision. The organization creates a broad-based partnership among both the public and private sector interests to provide leadership to maintain and propel the goals and objectives.

The City of Charleston needs to coordinate with a private business organization to ensure there is buy-in from the development community. In turn, the Downtown Business Association (BID) will need to have clear goals and objectives reflective of their stakeholder interests and partner with the other organizations and agencies to achieve results. These goals and objectives need to be communicated back to the City.

Master Plan

Big Idea 4

ACTION STEPS

Overall, to manage Downtown Charleston’s growth, there needs to be focus and intensity in its planning. Investment should start by growing blocks of retail commercial strength. The process should lead to building them up to impressive levels and minimizing development diffusion. This will be more productive than trying to do a little bit everywhere, only working on the fringes or by trying to fix the big problems first. The primary pedestrian oriented retail corridors include Capitol and Quarrier Streets along with Charleston Town Center Mall. The minor retail corridors include Lee, Virginia, Summer, and Hale Streets along with Brawley Walkway.

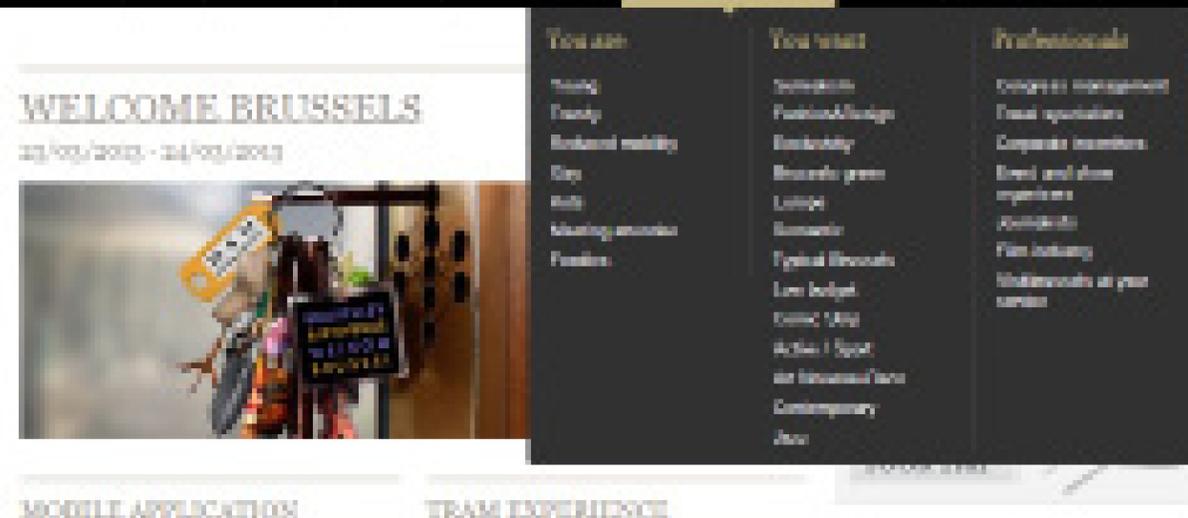
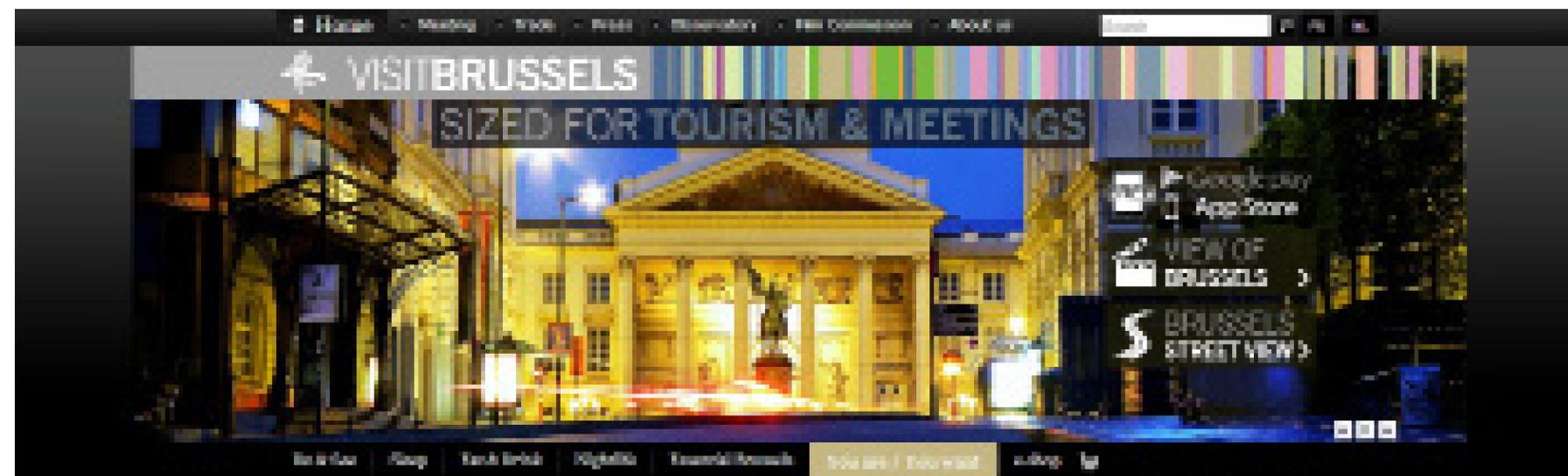
The focus on creating a stronger retail commercial sector in the core area does not mean that retail development will not occur in other areas; it does mean that resources will be directed to actively search out methods to improve upon the vision of creating viable retail commercial businesses on these retail streets.

The development opportunities in the Cultural District centered on Leon Sullivan are equally important.

The focus should be on the following:

- Increase visits of current visitors—the goal will be to develop and/or enhance the retail offerings in Downtown Charleston to satisfy their unmet needs. This includes competitive convenience oriented goods and services such as grocery, drug store, alcohol, beauty, and other personal services.
- Intensify residential development—attracting more residents to Downtown Charleston will not only provide a stronger base for Downtown goods and service retailers but also it continues to send a very strong message that Downtown Charleston is a sought-after place to live and visit.
- Encourage office development – the core strength of Downtown is the office workers. Providing better working spaces and environments as well as an economic development strategy that focused on bringing in more employers into Downtown Charleston will spur retail sales but also will spur residential development.

- Develop commercial concepts that draw people—the range of retail options can be programmed so that Downtown Charleston is busy throughout most of the year. Mediocre businesses will no longer be acceptable. Downtown retailers must rise to the challenge of providing a superior product and service offering to draw people for the experience.
- (Re)Development of sites that create an attractive, urban aesthetic with retail at grade and at lot lines for a consistent retail experience (other factors high ceiling heights, large windows, quality features, signage regulations, entrances at corners where linkages are required, etc.).



(<http://visitbrussels.be/bitc/front/home/display/lg/en/section/visiteur.do>)

Civic

Target Markets

- Government employees
- Government building visitors
- Civic arena events (Civic Center, Municipal Auditorium, Schoenbaum Stage at Haddad Riverfront Park, Little Theatre)
- Hotel visitors (Embassy Suites, Marriott, Holiday Inn, Hampton Inn, Ramada Inn (proposed hotel))

Retail Characteristics

- Includes Charleston Town Center Mall, restaurants such as Chop House and Panera Bread
- Major institutional buildings that cannot be altered
- Creates a sense of civic grandeur including park spaces
- Charleston Town Center Mall serves as the main destination for quick food service needs or for taking clients to lunch/dinner
- Serves as gateway to Downtown
- Major parking garages attached to Charleston Town Center Mall and other buildings

Anchors

- Charleston Town Center Mall department stores, fashion retail, restaurants, food court

Retail Mix

- Quick service eateries for employees, government office visitors, and small events
- Restaurants for important lunch meetings, major events, after work dinner/drinks
- Personal services (hair, dry cleaning, travel, shoe repair) for employees
- Small merchandise for employees (book store, lingerie, office apparel)
- Traffic moves very fast and buildings lack ground level experience
- Creates a barrier to access Elk River (no recreational opportunities at Elk River's edge and Elk River does not connect to Kanawha River)
- Beautiful ground level with sidewalks, planters, tree planting - civic grandeur
- Connect the dots but having pedestrian traffic from buildings flow towards Charleston Town Center Mall



Master Plan

Big Idea 4

Regional Commercial District Retail Recommendations

Regional Commercial

Target Markets

- Downtown employees
- Regional residents
- Charleston visitors

Retail Characteristics

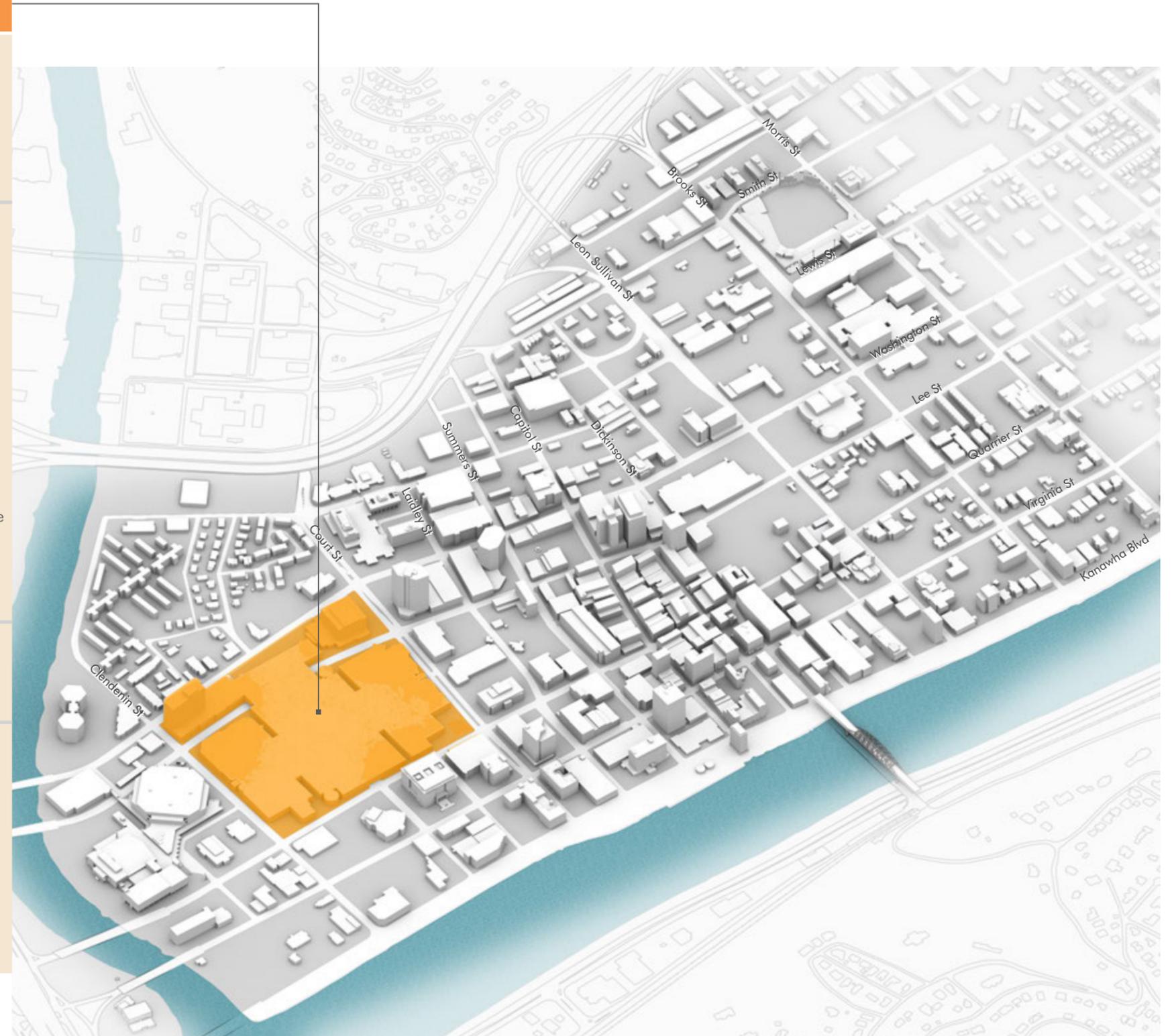
- Three major anchors (Macy's, Sears, J.C. Penney) 48% of GLA
- Fashion mall with traditional and contemporary retailers
- Major special occasion mall drawing regionally (holidays, prom, back to school)
- Traditional on ground level and contemporary on second level
- Connects as major corridor west/east
- Connects to the street with outdoor restaurants on west and east sides
- Mall continues to invest
- Charleston Town Center Mall is positioned as a lower price point mall (Macy's does not carry full line of typical merchandise, fewer than Huntington, and many stores are very value based)
- Unique retailers that do not exist elsewhere in the region or state (Holister, Sephora, Coach, etc.) draw customers from great distances

Anchors

- Macy's, Sears, J.C. Penney and fashion retailers as well as restaurants

Retail Mix

- Missing fashion retailers from Charleston Town Center Mall: Forever 21, H&M, J. Crew, Lacoste, Lululemon, New Balance, Skechers, Tommy Bahama, Wet Seal, Walking Co, True Religion, Clarks, Old Navy, Tommy Hilfiger, Guess
- Continue to maintain strong emphasis on basic and traditional retail
- Add contemporary and new retailers that are unique to West Virginia
- Stay ahead of competition with Corridor G, Huntington, Grand Central, Meadowbrook Mall



Big Idea 4

Historic Core District Retail Recommendations



Historic Core

Target Markets

- Financial core workers including private sector and government
- Downtown visitors for arts, culture, and sporting events

Retail Characteristics

- Major retail streets are Capitol, Quarrier, and Brawley Walkway
- Using grid pattern, funnel pedestrian traffic to these major retail corridors
- Good quality restaurants that primarily cater to office market, secondary focus on regional visitors
- Gaps created by office buildings, professional services, vacancies, parking garages disrupt retail continuity
- Some destination businesses in fashion, leisure and apparel (e.g., Taylors Books, Purple Moon, etc.)
- Those residents with higher incomes and time will venture to Ohio or Virginia for shopping
- Summer and Hale Streets along with Virginia and Lee Streets are secondary retail streets

Retail Mix

- Redevelop Brawley Walkway, tear down one story building and redevelop plaza. Create a restaurant row experience connecting Charleston Town Center Mall to Capitol Street
- Relocate transit mall
- Relocate cinemas from parking garage to redeveloped Brawley Walkway area
- Develop policies that restrict professional services from Capitol and Quarrier Streets in the historic core
- Focus on policies that encourage more office development in Downtown including rehabbing older buildings (note the lack of Class A space in Downtown)
- Office workers require: quick service eateries, lunch and after work restaurants for company meetings, light weight retail merchandise (and small)
- Retail merchandise stores in Downtown need to be able to cater to very short lunches - most office workers have a set idea of what they want to buy before shopping as they have researched it extensively prior to buying. Need ample change rooms to handle high volumes of visitors for a very short period.
- Offer additional programs such as bag drop off / holding, loyalty cards, etc.
- Add an urban grocer to Downtown for choice at lunch hour and for after hour purchases
- Capitol Market can cater to office employees

Master Plan

Big Idea 4

Cultural District Retail Recommendations

Cultural

Target Markets

- Visitors to The Clay Center, Capitol Market, houses of worship, education/learning, Appalachian Power Park, gay bars, art galleries, future library, hotels, etc.

Retail Characteristics

- Limited retail opportunities at present but can grow in future
- Primarily food service related for evening dining and drinking
- Difficult to create a significant stretch of retail or restaurants due to the large uses that interrupt the streets (churches, schools, performing arts, hotels, library, park spaces, hospital, etc.)
- Capitol Market is a draw and there are opportunities near Appalachian Power Park
- Leon Sullivan has some existing retail focused on food and late evening activity

Anchors

- Arts, culture, sporting, education venues

Retail Mix

- Food service dining and late evening activities
- Mix of large format and small format restaurants (flexible space such as BOB in Grand Rapids MI) so that they can handle large crowds during events but during days when there are no events it doesn't look deserted (use patios, multiple levels, and the large set backs to accomplish this)



Big Idea 4 | Target Area - Slack Plaza and Brawley Walkway

Existing



Potential



-  Slack Plaza & Brawley Walk
-  Green Spaces
-  Proposed Buildings

Master Plan

Big Idea 4 | Target Area - Slack Plaza and Brawley Walkway

CONCEPTUAL DEVELOPMENT | SLACK PLAZA AND BRAWLEY WALKWAY CONNECTION BETWEEN CAPITOL STREET AND TOWN CENTER MALL



Existing Area



Program

1. Walkway/ Outdoor Dining/ Plaza
2. Retail/ Restaurant
3. Parking Garage, Potential Cinema Relocation
4. Slack Plaza
5. Brawley Walkway
6. Existing Buildings

- A** Updated storefront. Pavement to extend pattern of pedestrian connector. Linear row of upright trees between pedestrian corridor and parking area. Place in landscape beds. Introduce new planters for artistic expression and seasonal flower color.
- B** Linear pedestrian connector. Trees on north and south edges. Light columns. Informal seating / benches. Stormwater management along the green spaces
- C** New pavement - connect with pedestrian connector. Lighting - consider catenary lighting. Graphics and signage. Plant material where appropriate

Conceptual Understanding

- Functional and visual connection from Capitol Street core to Charleston Town Center Mall through Brawley Walkway and Slack Plaza
- Reduction of compartmentalized spaces as it exists today so that it is flexible to host any event while providing visual and functional link
- Creating multi-purpose/functional space with flexible programming opportunities to cater to diverse populace
- Relocation of Transit Exchange shelters/stops from Slack Plaza to other suitable areas (one block north) - this will help to minimize the social issues, perception of crime etc.
- Screening of adjacent parking spaces and creating a definition of the space by repositioning of storefronts and existing built-form - creating a place!
- Reduce the depth of the existing strip commercial center to the west of the plaza to open view corridors
- Possible entertainment district option; also, vision of relocating the cinema and integrate it with a parking garage
- Patio for restaurant
- Management program for marketing



Potential Development Concept

5 TREAT THE URBAN CORE AS AN IMPORTANT CHARLESTON NEIGHBORHOOD ALSO

- Establish and implement a public relations campaign that promotes Downtown’s livability, improves public’s perception of Downtown, and represents Downtown as a safe environment [refer to BID below].

Promote Downtown area as an exciting, convenient, place to live among target population groups including, young professionals and aging local residents. Downtown, with its historic architecture, and proximity to amenities, offers a tremendous opportunity to create a unique and appealing living and working environment.

Development of promotional activities for Downtown and marketing the initiatives to the local and regional market is paramount. This effort has to be coordinated with city-wide efforts. Local marketing will provide an understanding of Downtown’s transformation as a neighborhood and encourage potential residents and additional visitors to frequent Downtown.

Safety and security measures are recommended as part of the guidelines mentioned within the ‘Quality of Life’ chapter of the comprehensive plan.

- Explore opportunities and alternatives for developers, tenants and lending institutions to promote Downtown housing and encourage mixed use development.

Based on the analysis of the Downtown area, there is a huge opportunity for infill housing and adaptive reuse of existing historic buildings to create for sale and rental housing products. While there are already some housing units within the Downtown area, additional opportunities can be created if all possible grants and tax credits are accessed. This will help lending institutions and investors to reduce their risk with upfront capital and create an opportunity for greater return on investment as supply and demand rises. To increase the saleability of the housing choices, Downtown provides a mixed-use environment that will provide an amenity to would-be buyers/renters. As much as possible, new housing should be integrated with commercial, retail, restaurants and green space that provides different amenities.

ACTION STEPS

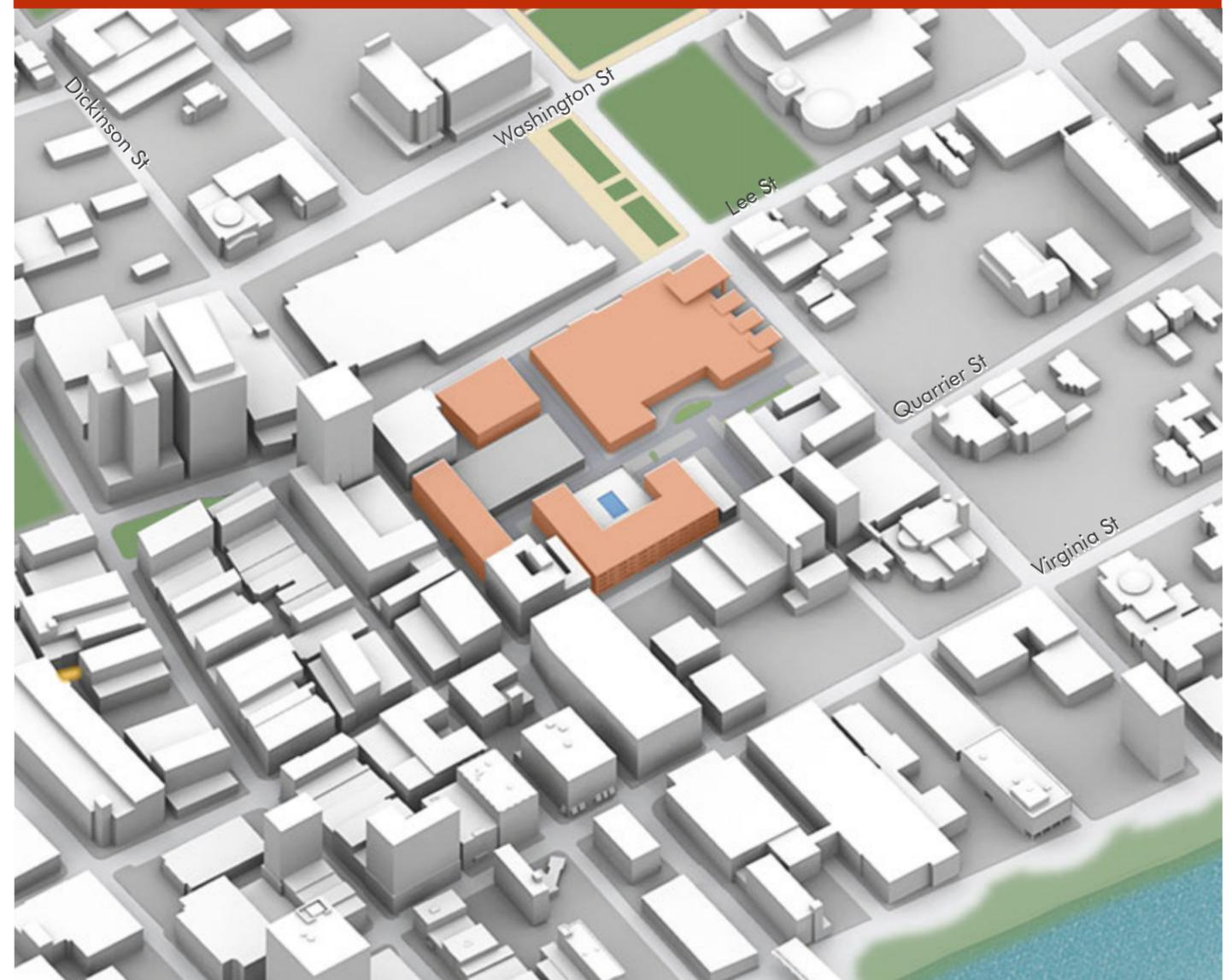
- Leverage existing events and promotional items along with expanding on-going public relations campaign (Imagine Charleston) to spread the perception of Downtown Charleston’s livability amenities.
- Promote safety and security measures - lighting, ground floor occupancy, police patrol, opportunities for pick-up and drop-off services (public-private), etc. (Refer to safe and secure design guidelines as mentioned within the comprehensive plan).
- Vacant upper floors should be inspected by authorized personnel for compliance with applicable codes, including Alternative Building Code, to ensure they are appropriately maintained by the property owner.
- Example pro-formas should be developed (CURA in collaboration with city) to evaluate the benefits of applying several incentives, such as historic tax credits and other incentives, for rehabilitation of a building to make way for housing mix with retail on first floor space. The cost of improvements should be tallied with expected rent rates to evaluate the investment potential of upper floor housing.
- The Downtown management authority along with City and CURA should enter into discussions with property owners to pass along benefits (financial and otherwise) for renovation of the upper stories.
- Explore funding and financing options as well as opportunities for tax increment financing for public improvements, parking garages etc.
- Contact different lending institutions to create a collaborative environment where all potential resources are evaluated and applied to retrofitting upper stories into housing as appropriate. Promote public-private partnership in propagating housing opportunities.
- Explore possibilities of additional neighborhood-oriented retail within Downtown, such as grocery, within established niche market areas.
- Provide different housing choices that will help in attracting a wide variety of residents with varying for-sale and rent rates.

Existing



- Green Spaces
- Proposed Buildings

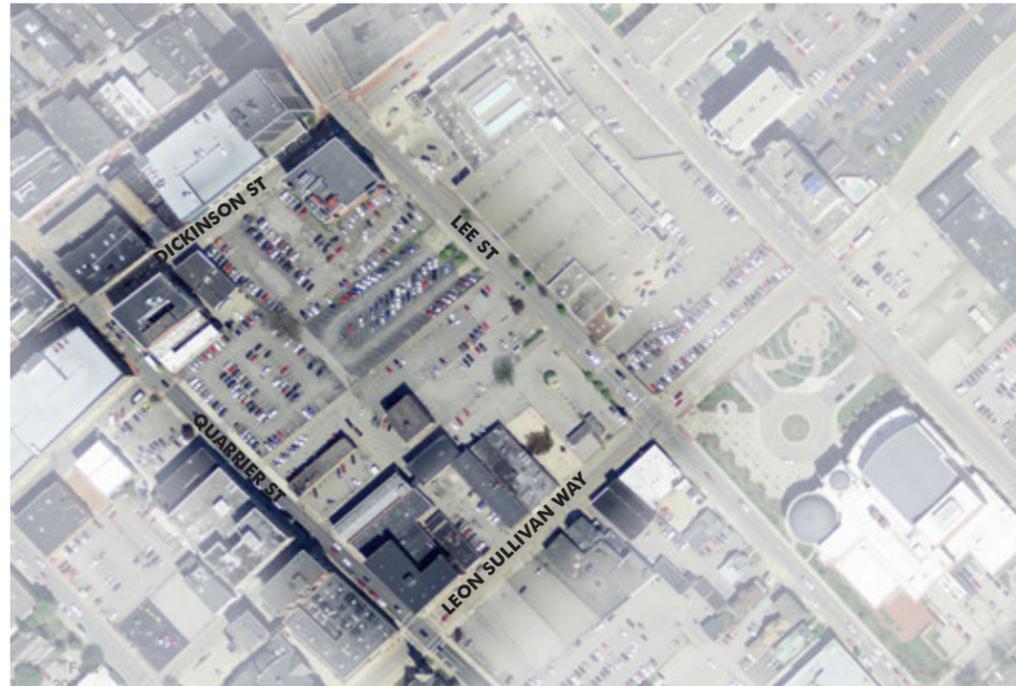
Potential



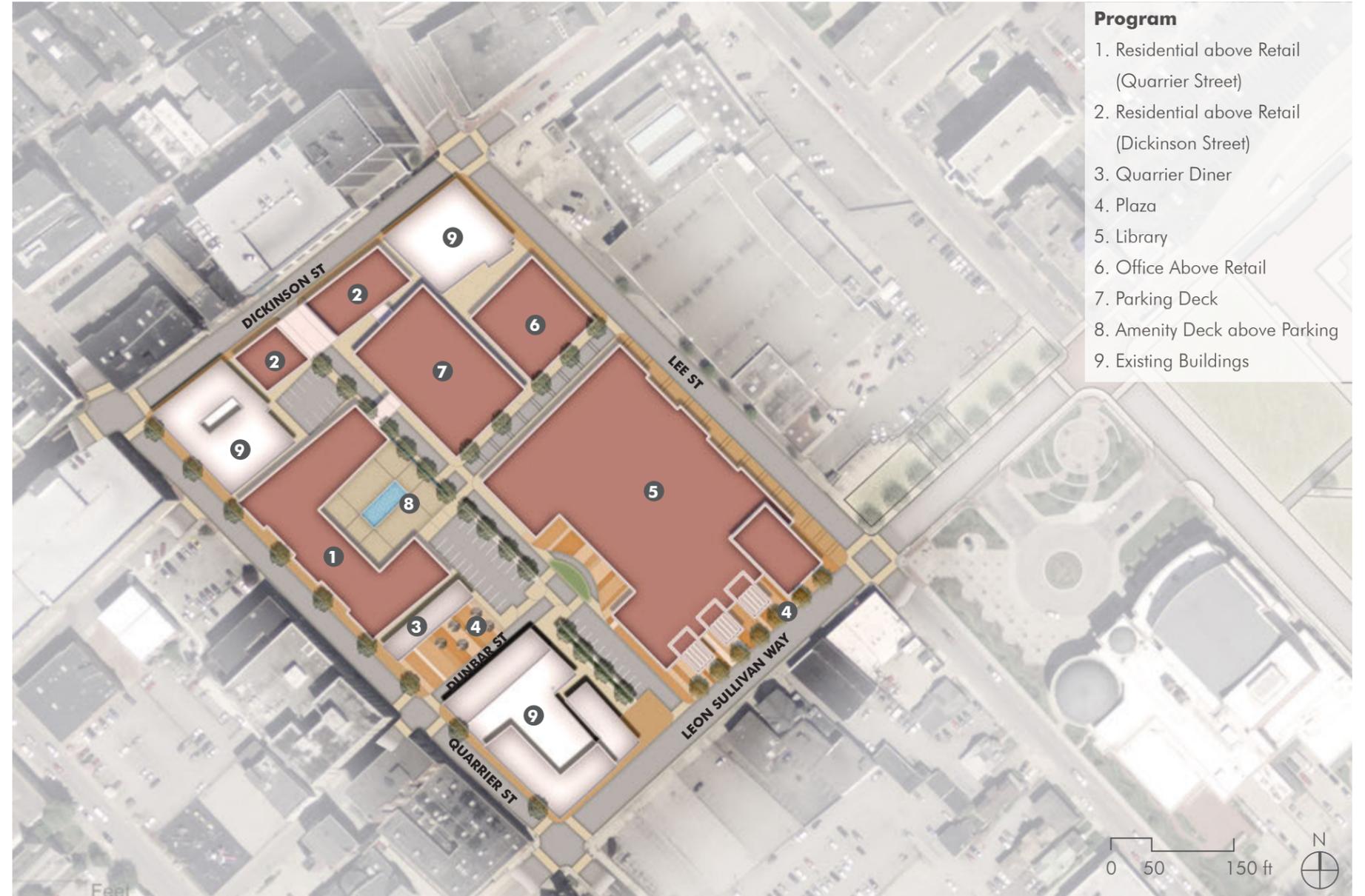
Master Plan

Big Idea 5 | Target Area - Kanawha County Library and Quarrier Housing

CONCEPTUAL DEVELOPMENT | QUARRIER STREET HOUSING AND POTENTIAL LIBRARY RELOCATION



Existing Area



- Program**
1. Residential above Retail (Quarrier Street)
 2. Residential above Retail (Dickinson Street)
 3. Quarrier Diner
 4. Plaza
 5. Library
 6. Office Above Retail
 7. Parking Deck
 8. Amenity Deck above Parking
 9. Existing Buildings

Conceptual Understanding

- Comprehensive vision of the potential library relocation, CURA owned property and existing uses - how it all connects with adjacent context, post-office complex, streetscape, signage and wayfinding, character of development, scale/massing/proportions and enhanced architectural quality

Programming

- Uses:**
- Residential: 84 units
 - Retail: 24,500 sq ft

- Parking Demand:**
- Residential: 127 spaces
 - Retail: 74 spaces
- Total: 201**

- Potential Parking Supply:**
- Parking Below Residential: 80 spaces
 - Parking Garage: 107 spaces
 - Surface Parking: 34 spaces
- Total: 221 spaces**

Example of pro-forma for building 1 - Residential above retail along Quarrier Street

Quarrier St Mixed-use Project						
Floor	Description	Gross sq ft	Quantity	Cost per sq ft	Cost per unit	Total Cost
1st	Retail	14,000		\$100		\$1,400,000
	Covered Garage	24,000	80 spaces		\$12,000	\$960,000
2nd	Residential	26,400		\$110		\$2,904,000
	Amenity Deck	12,400		\$50		\$620,000
	Pool		1 unit		\$25,000	\$25,000
3rd	Residential	26,400		\$110		\$2,904,000
4th	Residential	26,400		\$110		\$2,904,000
TOTAL						\$11,717,000

Potential Development Concept

Big Idea 5 | Target Area - Kanawha County Library and Quarrier Housing

CONCEPTUAL DEVELOPMENT | QUARRIER STREET HOUSING AND POTENTIAL LIBRARY RELOCATION



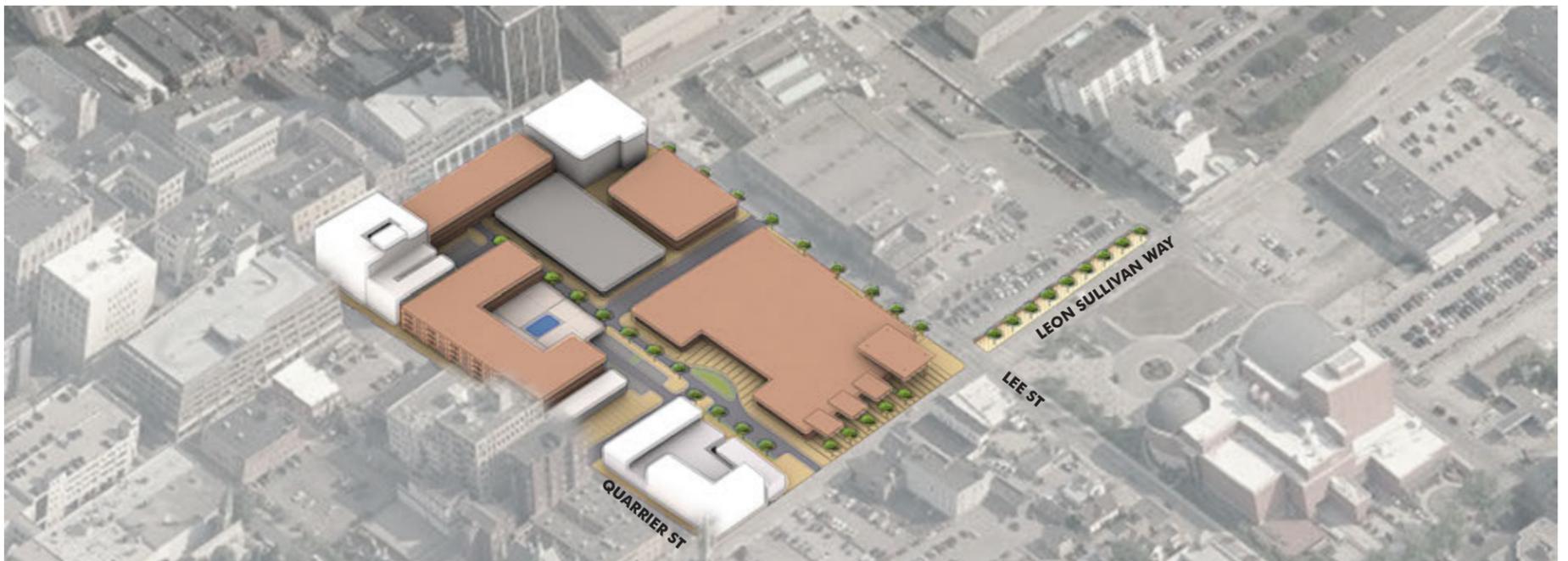
Proposed | Quarrier Street North View



Proposed | Quarrier Street North View



Proposed | Quarrier Street View



Proposed | Quarrier Street South View

Master Plan

Big Idea 5 | Target Area - Kanawha County Library and Quarrier Housing

QUARRIER STREET HOUSING AND POTENTIAL LIBRARY RELOCATION



Existing | Quarrier Street



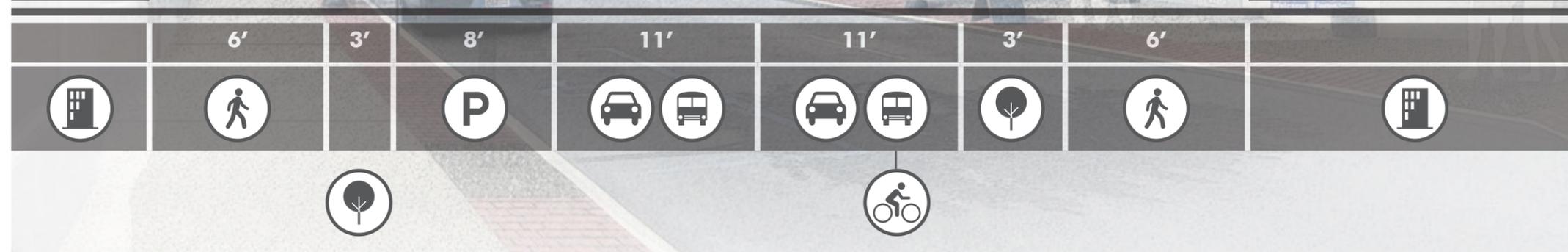
Potential | Housing, Streetscape Enhancements

Big Idea 5 | Target Area - Kanawha County Library and Quarrier Housing

DESIGN GUIDELINES | CONCEPTUAL STREET SECTION



-  **PEDESTRIAN CORRIDOR**
Walkways connecting destinations
-  **SHARED BIKE LANE**
Alternative mode of transportation which encourages healthy living
-  **CAR LANE**
Travel lanes connecting destinations
-  **BUS**
Alternative transportation that assists in mass transit and connecting destinations
-  **ON-STREET PARKING**
Amenity for uses alongside roads; uses should be limited by parking meters
-  **TREE LAWN/UTILITY CORRIDOR**
To create buffer between pedestrian and automobile lanes; potential utilities underground
-  **BUILT-FORM**
Buildings along corridors with different land uses



STREET CROSS-SECTION VIEW

The design guidelines, as depicted by the street cross-sectional views illustrate public realm and building character. These design thoughts can be applied to other areas of Downtown.

INTENT OF GUIDELINES

- Increases the City's awareness and appreciation of design considerations with respect to enhanced urban placemaking
- Coordinate the overall development vision towards effective implementation
- Help to communicate the development patterns and assist in consistency of design for both the public and private sector
- Provides property and business owners, public officials and design professionals a clear understanding of Charleston's expectations for urban development framework

Master Plan

Big Idea 5 | Target Area - Kanawha County Library and Quarrier Housing

Design Guidelines | Sidewalk Amenities & Building Character



SIDEWALK AMENITIES

- 
TREES
 To create buffer between pedestrian and automobile lanes; also provides shade and creates cooler micro-climate for healthy living; improves air quality
- 
LIGHTING
 Contemporary light poles with energy efficient light fixtures
- 
BRANDING
 To create a 'sense of place' and identity of the district/area - depicted here by banners for Cultural district
- 
PARKING METERS
 Electronic parking meters to consolidate multiple standalone meters
- 
SUSTAINABLE STORMWATER SYSTEM
 Best management practices for better water quality standards - depicted here by raingardens; also helps to lessen hardscape with landscaping for aesthetic considerations
- 
PEDESTRIAN CORRIDOR
 Safe and secure walkways connecting destinations



BUILDING CHARACTER

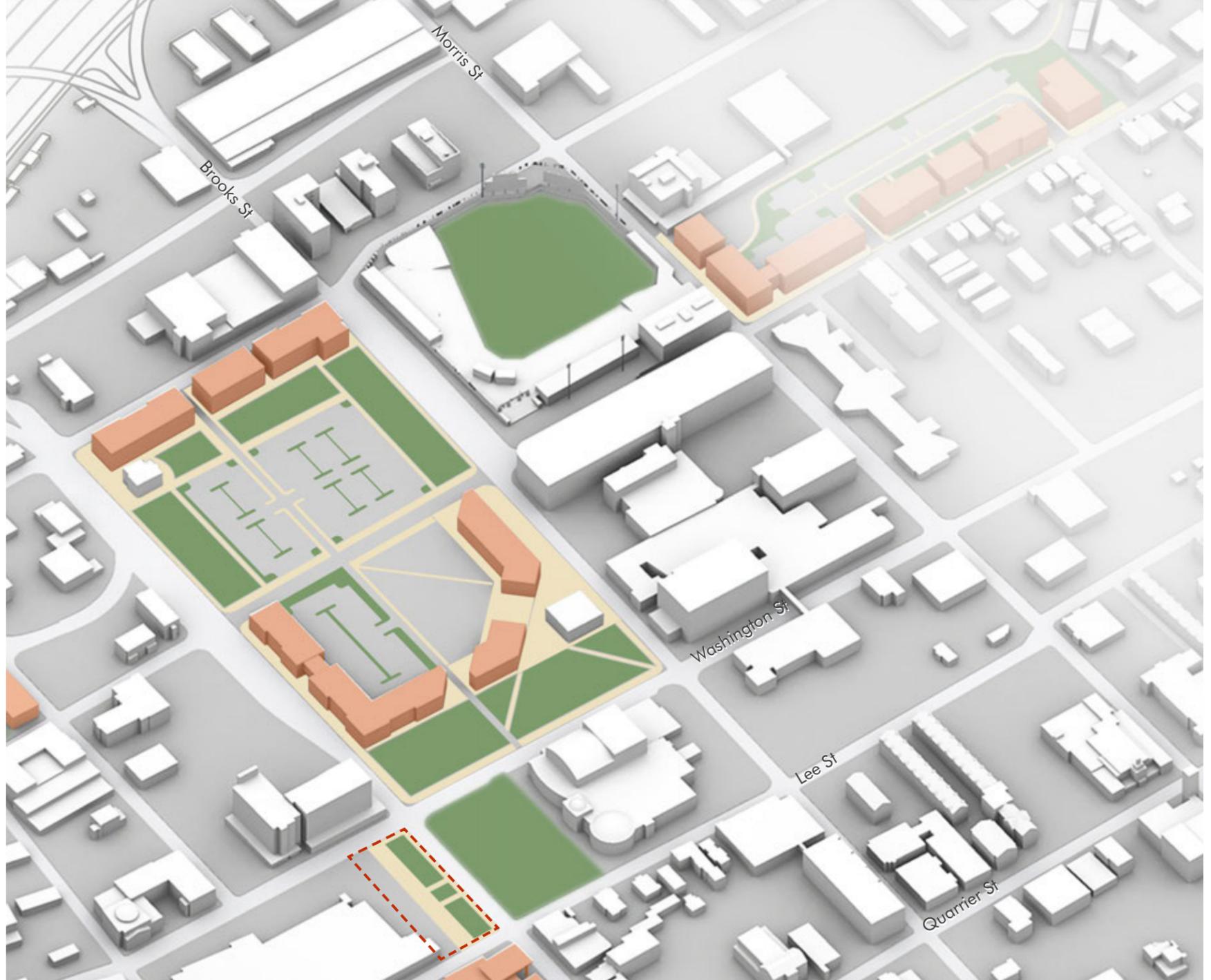
- CHARACTER**
 Architectural character of buildings is suggested to be transitional - finding balance between the existing historic character and contemporary/modern architecture
- UPPER FLOORS**
 Massing/proportion of buildings should be context-sensitive of existing buildings
- GROUND/FIRST FLOOR**
 Should be designed to cater to pedestrian traffic/walkability - transparency, storefront glass, canopies, outdoor dining etc.

Big Idea 5 | Target Area - Appalachian Power Park Area

Existing



Potential



- Green Spaces
- Proposed Buildings
- Potential Parking Garage for Clay Center with Mixed-Use (Residential/Office)

Master Plan

Big Idea 5 | Target Area - Appalachian Power Park Area

Conceptual Development



Existing Area



Program

1. Townhome/ Brownstone
2. Existing Power Park
3. Existing Buildings
4. Proposed Built Form
5. Surface Parking
6. Existing Park
7. Green space/ Open space

Potential Development Concept

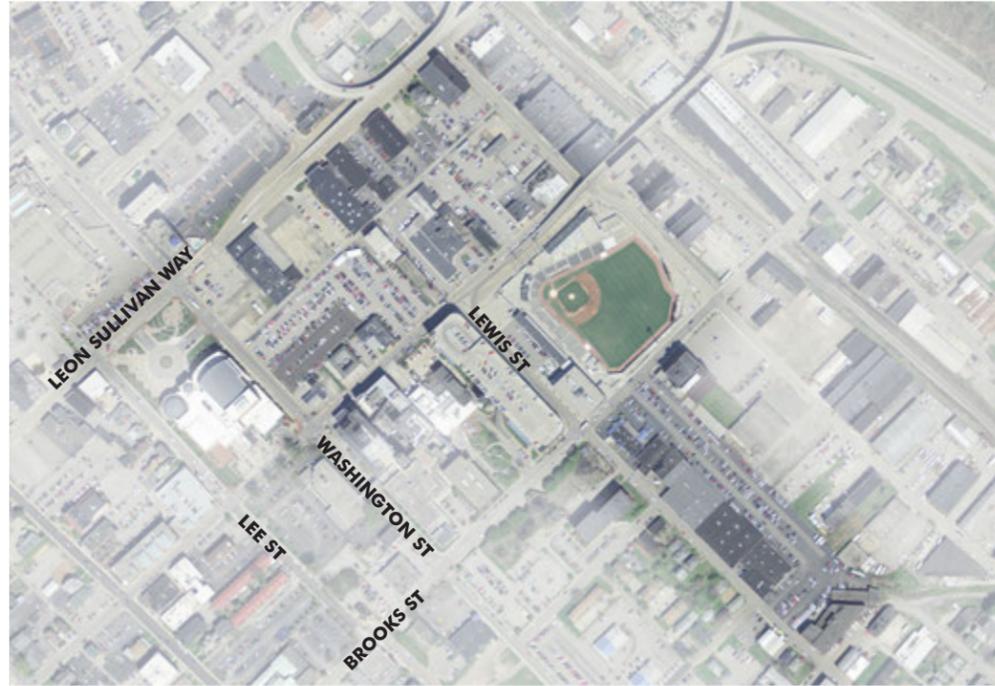
Alternative 1

Conceptual Understanding

- Bolster the warehouse district for the transition around Appalachian Power Park, through streetscape, signage, wayfinding, architectural character and quality
- Leverage existing Clay Center, new library location, CURA-owned property, African-American Heritage District, Charleston Area Medical Center, and Appalachian Power Park into a new, well-defined district
- Provide a transition from more intense uses and building heights in Downtown to lower intensity towards East End
- Provide more “urban living” housing options close to Downtown
- Promote connections to nearby Warehouse District, which can be an eclectic mix of reuse buildings, lofts, and live/work units
- Celebrate the historic home (Elizabeth Harden Gilmore House) near the intersection of Leon Sullivan Way and Smith Street
- Extension of existing Mary Price Ratrie park at the southeast quadrant of the intersection of Leon Sullivan Way and Washington Street - creating a green edge along Washington Street
- Visual/functional connection between The Clay Center and Appalachian Power Park to integrate the ballpark with the rest of Downtown
- Improve post office site streetscape to provide green edge echoing the Clay Center Plaza
- Retrofit Plaza East - strip commercial center - for higher and better use - with commercial buildings facing Morris Street and integrating residential development south on Lewis Street

Big Idea 5 | Target Area - Appalachian Power Park Area

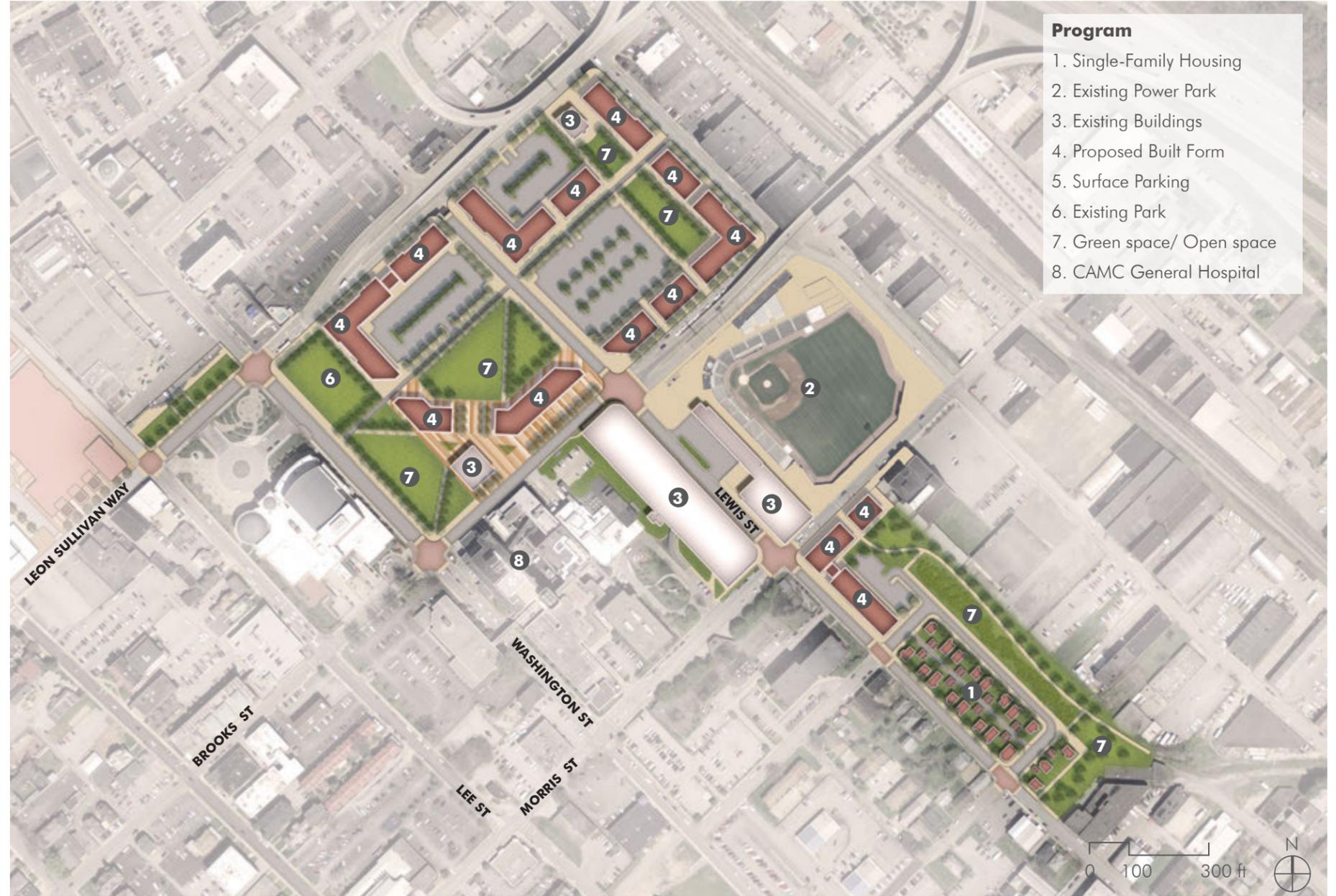
Conceptual Development



Existing Area

Conceptual Understanding

- Denser development pattern west of Appalachian Power Park
- New urbanist style single-family to replicate adjacent residential character; potential employee housing related to hospital



Program

1. Single-Family Housing
2. Existing Power Park
3. Existing Buildings
4. Proposed Built Form
5. Surface Parking
6. Existing Park
7. Green space/ Open space
8. CAMC General Hospital

Potential Development Concept

Alternative 2

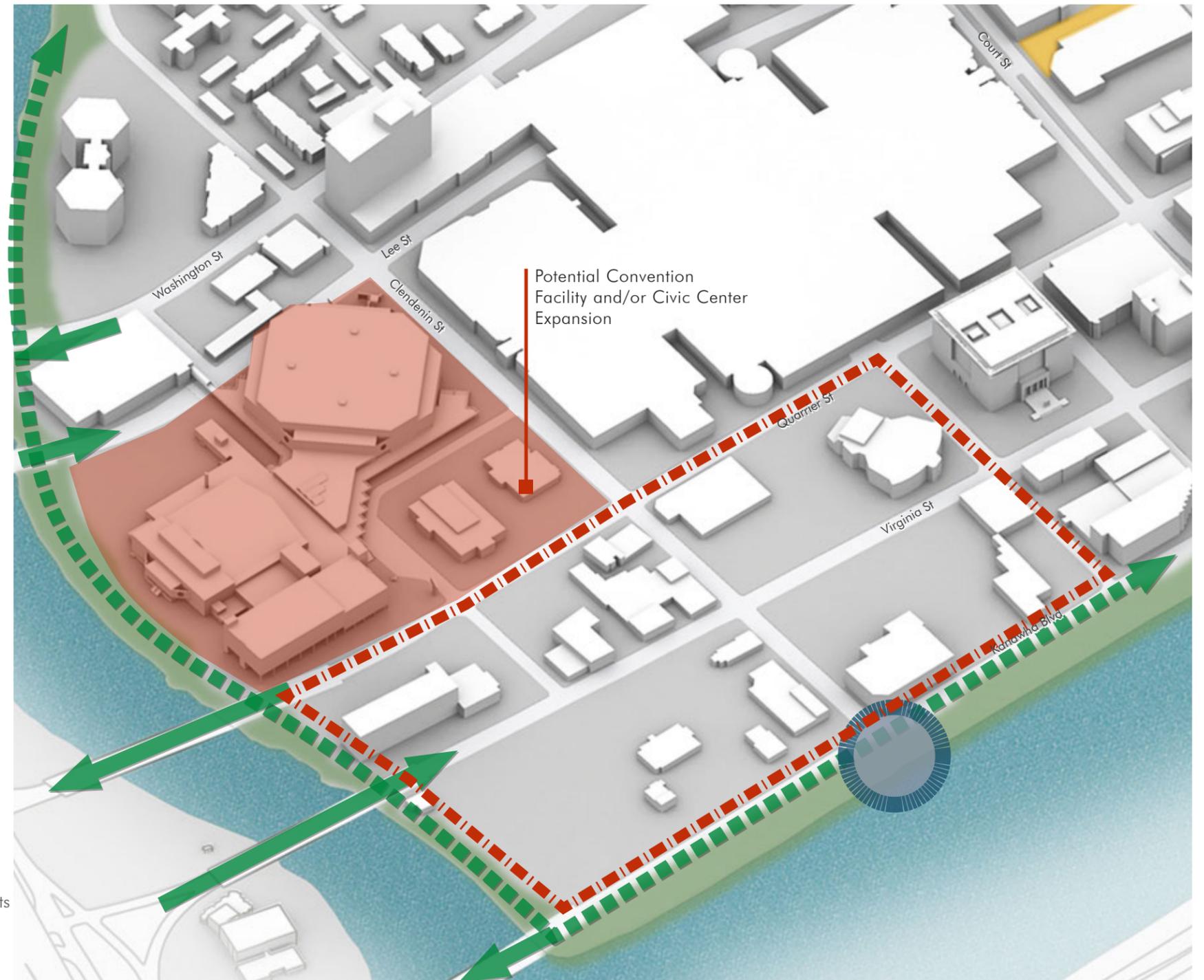
Master Plan

Big Idea 5 | Target Area - Civic District

During the development of the Comprehensive Plan and the Downtown Redevelopment Plan, efforts to renovate the Civic Center were already underway to better accommodate and attract conventions. Potential hospitality related uses are also being proposed to further enhance the viability of the area as the gateway to Downtown with appropriate uses along the interstate highways.

Ultimately, the improved outlook generated through the renovations and planned future developments should be leveraged towards further revitalization of the potential Civic District area and further creation of a gateway feel to Downtown. Infill development opportunities should be explored along with streetscape and public realm improvements that will help set that stage for further revitalization to occur, specifically in the area south of Quarrier Street and near the Kanawha and Elk rivers. Attention should also be given to better connectivity of this area — not only with rest of Downtown, but also with the West Side. This can be achieved through pedestrian, bike and trail connections along roads connecting these areas, specifically Quarrier and Virginia Streets. Potential outlook areas are recommended along the potential river trail/bikeway system.

-  Riverfront area
-  Potential Civic Center Improvements Area
-  Potential Enhancement Area - Infill, Public realm improvements
-  Potential recreational trail
-  North-South Access



6 ESTABLISH A PROFESSIONAL URBAN CORE MANAGEMENT AUTHORITY

- Establish a Downtown Management Authority (DMA)

Different Charleston agencies have provided focus on development of Downtown in different areas such as:

- The city departments – Administration, policy making, regulations, enforcement measures, public works, etc.
- Charleston Urban Renewal Authority (CURA) – Land development, land banking, Town Center Mall development, etc
- Charleston Area Alliance (CAA) – Economic, community and business development
- Other public and private organizations

These agencies/organizations have provided strong leadership and advocacy for Downtown through their policies and plans. While the efforts of these individual organizations has created a platform for further redevelopment, it is important to harness the resources of a professional urban management authority to best leverage appropriate action. As such it is recommended:

- Create a Downtown Management Authority (DMA).
- Policy, labor, financing resources will have to be pooled together so that there is a coordinated initiative towards the redevelopment.
- This will in no way replace any current organizational efforts. Rather, it will create an environment for a focused approach.
- Different resources will be available at different times; it would be the prerogative of this management authority to prioritize accordingly and make strategic decisions on the allocation of these resources for the best case scenario.
- Political will, in most cases, drives growth and development. This agency will work closely with the city administration to implement the recommendations of this plan as well as any subsequent policy and development efforts.
- There are many recommendations in this plan that will require careful consideration of financing and catalytic effect on further growth and redevelopment.
- This agency will evaluate needs, resources and priorities and drive the strategic implementation process.

This agency can be created with support from CURA and CAA to have access to available funding to implement necessary actions. Alternatively they should have the borrowing power to acquire funds and/or place options on properties for future development along with CURA.

- Develop a Business Improvement District [BID] to garner commitment and financial support from property owners to provide professional targeted management efforts in the urban core

As the Downtown is gradually revitalized, consideration should be given to the creation of a Business Improvement District (BID) to sustain the improvements. BIDs should be explored in other areas of Charleston such as Kanawha City and West Side neighborhood business districts as primary targeted areas. Charleston leaders should identify the most appropriate business district to initiate the BID program.

A Business Improvement District (BID) is a quasi-public organization formed by property owners who have agreed to an assessment on their property in order to generate revenue for services and capital improvements provided within a defined district. BID's provide a long-term financial base for marketing, capital improvements and management programs. They spell out the services and improvements to be delivered in a contract between the property owners and the organization charged with managing the BID. This contractual arrangement increases accountability and keeps the focus of the organization on achieving the stated goals of property owners.

It has been proven throughout the country that Business Improvement District [BID] forms of management raise the quality of Downtowns or districts. BID management contributes to the health and success of the districts they serve. Reasons include:

- Full-time attention by trained urban district management staff (In case of Charleston, it will be the DMA)
- Financial resources directed toward management, leasing & promotions efforts
- Strategic business recruitment & retention
- Pro-active real estate development focus
- Strong district advocacy programs to solidify authority, alliances and trust

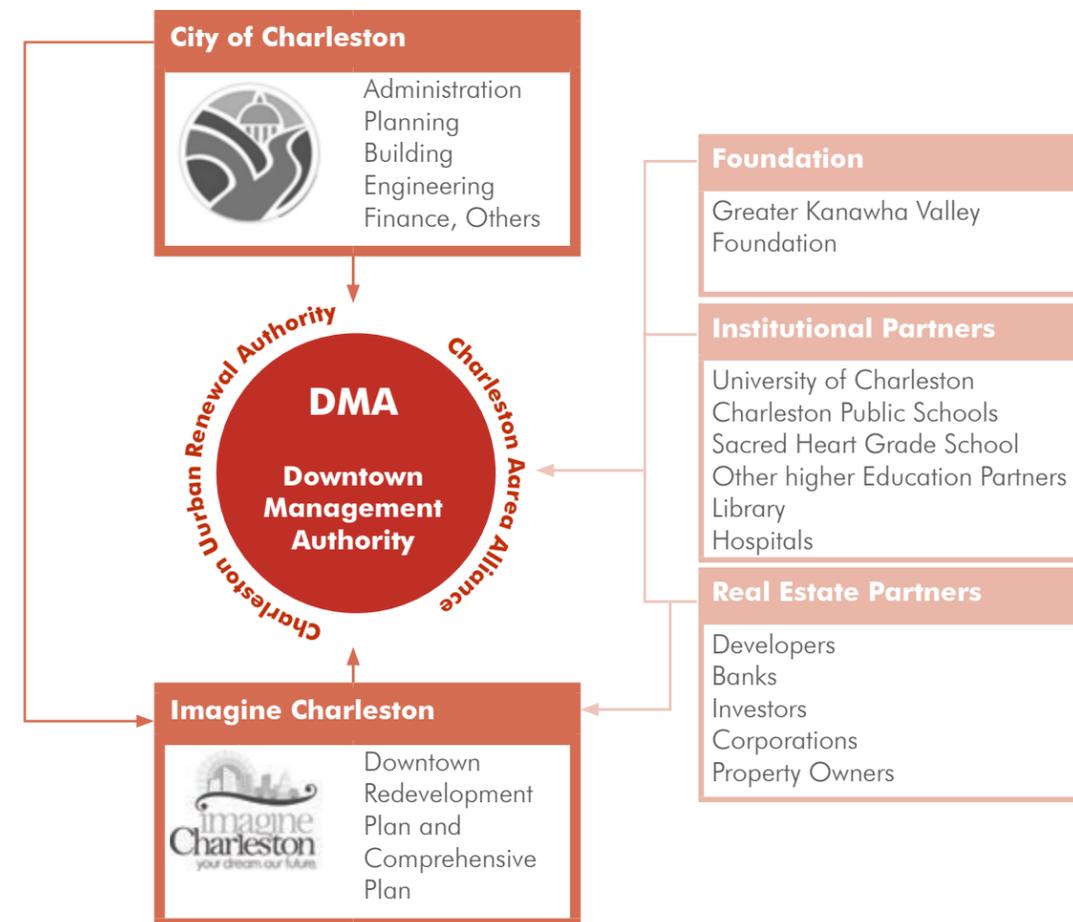
Sixty percent of property owners, or those representing roughly seventy-five percent of the linear footage, must agree to the assessment (amount to be determined by local area). The process of recruiting the property owners to agree to an assessment and how it will be spent is a time consuming effort requiring a high level of commitment from leadership at all levels in the Downtown.

Other responsibilities such as streetscape maintenance, litter control, sidewalk snow removal and parking enforcement and lot management, could also be placed under the Business Improvement District.

ACTION STEPS

- The City, CURA, CAA and other responsible agencies should work collaboratively with investors, major property owners and business owners to create the Downtown Management Authority (DMA)
- Research and apply for appropriate funding mechanisms and work with different agencies to pool resources and financing – to operate the management authority
- A results oriented BID program will help to secure funding from participants, local financial institutions & foundations and solidify public/private partnerships

FRAMEWORK FOR NEW DOWNTOWN MANAGEMENT AUTHORITY



Master Plan

Big Idea 6

BID Best Practices

BID Public Realm Improvements

BID structure example (Covington, KY BID)

MECHANICS

- 51% of property ownership must sign the petition. Not signing means "no."
- 51% of the total property value in the district must be represented
- City drafts and considers/approves a local ordinance authorizing the assessment collection
- Nominating committee selects board of 7 to 11 representing owner of different property sizes, business owners and a current Covington Business Council board member.

FINANCING

- An assessment methodology is proposed that includes the street frontage, value and square footage of Downtown properties. There is a differential in the assessment for commercial and non-profit (including government) properties.
- The BID would have its annual budget geared toward public realm maintenance and for economic development and beautification.

STREETSCAPE



BRANDING & SIGNAGE



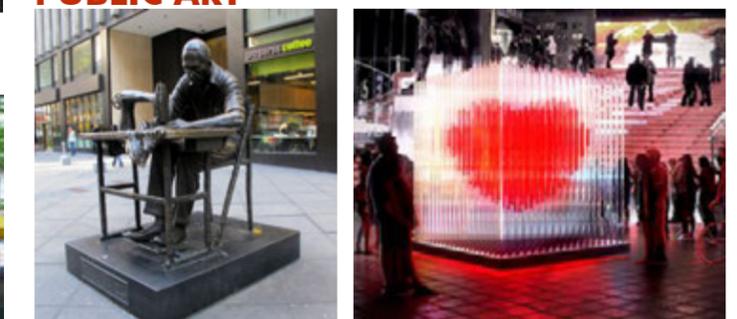
GATHERING SPACES



EVENTS



PUBLIC ART



MAINTENANCE & SAFETY



Master Plan

Best Practice

INTRODUCTION
NEIGHBORHOODS
TRANSPORTATION
QUALITY OF LIFE
DOWNTOWN
ACTION PLAN

URBAN PARKS

- Connect with sidewalks, trails
- Variety of amenities
- Welcoming and maintained look
- Safe & secure - lighting, appropriate screening & visibility
- Appropriate signage and wayfinding
- Adequate maintenance - trash/garbage collection, weed/overgrown vegetation trimming, paint any structures, etc.



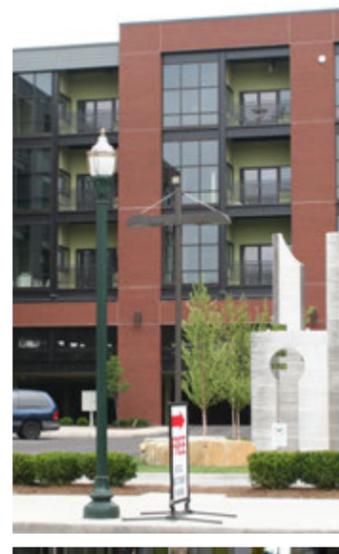
RETAIL

- Concentrated retail areas - daytime and nighttime activities
- Higher quality building design and materials (facade, pavements)
- Landscaping, screening
- First floor storefronts - transparent glazing, arranged items, graphic boards in place of vacant storefronts, etc. - to encourage pedestrian activity
- Safe & secure - lighting, attract people
- Signage and wayfinding
- Convenient parking
- Sidewalk connectivity



HOUSING

- Higher density housing mix - apartments, condos, row houses, lofts, housing above retail, residential communities, etc.
- Different price points and amenities
- Connectivity - sidewalks, trails, retail areas, recreation/parks, waterfront
- Higher quality design and materials



PARKING

- Appropriate screening from roads and adjacent buildings
- Landscaped islands
- Signage & wayfinding to lead to parking areas
- First floor of parking garages to introduce retail uses, if possible; otherwise add architectural treatments for pedestrian activity
- Upper floors of garages to have architectural treatments
- Adequate maintenance



Master Plan

Best Practice

STREETS

- Vibrant mixed-use environment
- Pedestrian activities
- Streets that accommodate pedestrian, bicyclists, bus transit and other form of automobiles
- Landscaping and lighting
- Amenities - benches, trash cans, etc
- Signage and wayfinding to direct all forms of traffic



RIVERFRONT

- Activities - daytime and nighttime
- Variety of amenities, vibrant
- Connection with Downtown - retail, housing
- Trails, bikepaths
- Landscaping and seating



GREEN INFRASTRUCTURE

- Sustainable stormwater management systems - raingardens/bioswales
- Alternative energy generation - solar, geothermal, wind, natural gas, etc.



SIGNAGE | WAYFINDING

- Higher quality placemaking and branding
- Unifying theme of branding, wayfinding, signage
- Consolidation of business and directional signage
- Create hierarchy of signage elements - eg. primary/secondary/tertiary, road names, business names





6 BIG IDEAS		STRATEGIES	REFERENCE PAGE	RESPONSIBLE LEADERSHIP	FUNDING & FINANCING	TIMEFRAME
1	COMMIT LOCAL RESOURCES FOR A SUCCESSFUL DOWNTOWN REDEVELOPMENT PROGRAM	Identify public-private partnering opportunities, collaboration with quasi-public organizations and explore creative implementation vehicles	50	City / CAA	Appropriate Funding Mechanisms	●
		Engage local financial institutions, community foundations and institutions of higher learning and liturgical institutions as partners	50	CURA / CAA / Foundation	Appropriate Funding Mechanisms	●
		Establish an effective relationship with the State of West Virginia for mutual real estate	50	State / City / CURA / CAA / CVB	Appropriate Funding Mechanisms	◐
2	SUPPORT PRIVATE INVESTMENT BY RESHAPING THE BUILT ENVIRONMENT OF DOWNTOWN CHARLESTON THROUGH PUBLIC POLICY	Create niche districts (Civic, Regional Commercial, Historic Core, Cultural) within Downtown to drive the redevelopment of the built environment	51	City / CVB / CAA	City Funds	◐
		Create context-sensitive urban design standards to shape future development	51	City (Planning) / CURA	City Funds	◐
		Elevate the architectural character of new buildings through high quality design standards that embrace urban design qualities and principles	54	City (Planning) / HLC	City Funds	◐
		Adopt the “complete streets” approach to enhancing the street network and supports pedestrian zones and activity areas	58	City (Engineer, Planning, Traffic Engineer) / County Engineer / Land Trust	City Funds, Federal & State Funds	◐
3	UTILIZE CHARLESTON'S IMPRESSIVE HISTORY AND RIVER CITY LOCATION TO LEVERAGE ECONOMIC DEVELOPMENT	Embrace historic preservation as an important economic development tool and the value of history as an important asset to enhance the urban environment and marketability of the urban core.	60	City / HLC / CVB / Kanawha Valley Historical & Preservation Society	Historic Tax Credits, City Funds, Historic Grants, Facade Grants, Development Grants	●
		Re-engage the Kanawha and Elk rivers for public access, pedestrian activity areas as well as high quality mixed use development.	61	City (Planning, Engineer) / Land Trust / Private Land Owners	City Funds, Federal & State Funds, Grants	◐
		Promote sustainable development practices that will help environmental stewardship, social interactions and financial benefits	62	City (Planning, Engineer, Parks & Recreation, Traffic Engineer) CURA / CAA	City Funds, Federal & State Funds	◐

- CAA - Charleston Area Alliance
- Foundation - Greater Kanawha Valley Foundation
- CVB - Convention and Visitor’s Bureau
- HLC - Historic Landmarks Commission
- CURA - Charleston Urban Redevelopment Authority
- DMA - Downtown Management Authority

6 BIG IDEAS		STRATEGIES	REFERENCE PAGE	RESPONSIBLE LEADERSHIP	FUNDING & FINANCING	TIMEFRAME
4	DEVELOP A DISTRICT IDENTITY SYSTEM FOR THE DOWNTOWN AND CONTIGUOUS RETAIL & ENTERTAINMENT DESTINATIONS	<ul style="list-style-type: none"> Develop a district identity program that begins to link major destinations such as the Town Center, Slack Plaza, Capitol Street, Capitol Market, Hale/Quarrier/Dickinson Streets, The Clay Center and the Warehouse District. The system should will delineate key pedestrian / alternative transportation corridors and support potential mixed use development opportunities. 	63	<ul style="list-style-type: none"> City / CURA / CAA / Main Street Wayfinding Commission, CVB, Major Property Owners 	<ul style="list-style-type: none"> City Funds, Federal & State Funds 	
		<ul style="list-style-type: none"> Establish and implement a public relations campaign that promotes Downtown's livability, improves public's perception of Downtown, and represents Downtown as a safe environment [refer to BID below]. 	72	<ul style="list-style-type: none"> CURA / CAA / CVB / DMA 	<ul style="list-style-type: none"> City Funds 	
5	TREAT THE URBAN CORE AS AN EQUALLY IMPORTANT CHARLESTON NEIGHBORHOOD	<ul style="list-style-type: none"> Explore opportunities and alternatives for developers, tenants and lending institutions to promote Downtown housing and encourage mixed use development. 	72	<ul style="list-style-type: none"> City (Building, Planning) / CURA / CAA 	<ul style="list-style-type: none"> City Funds, public-private partnerships, other financial programs 	
		<ul style="list-style-type: none"> Establish a Downtown Management Authority (DMA) 	82	<ul style="list-style-type: none"> City / CURA / CAA 	<ul style="list-style-type: none"> Appropriate Funding Mechanisms 	
6	ESTABLISH A PROFESSIONAL URBAN CORE MANAGEMENT AUTHORITY	<ul style="list-style-type: none"> Develop a Business Improvement District [BID] to garner commitment and financial support from property owners to provide professional targeted management efforts in the urban core 	82	<ul style="list-style-type: none"> DMA / CURA / CAA, City 	<ul style="list-style-type: none"> Appropriate Funding Mechanisms 	

PARTNERSHIP AND FUNDING/ FINANCING RESOURCES

- Federal Resources
 - Transportation Alternatives – WV Division of Highways Grants Administration
 - National Endowment for the Arts
 - Appalachian Regional Commission
 - Federal Environmental Protection Agency – Sustainable Communities, Energy Efficiency
 - Federal Economic Development Agency
 - Housing and Urban Development Community Development Block Grants
 - Federal Home Loan Bank of Pittsburgh
- State Resources
 - West Virginia Division of Environmental Protection

- Sustainable Communities, Brownfields, Energy Efficiency
 - West Virginia State Historic Preservation Office – development grants, planning grants, tax credits
 - West Virginia Division of Culture and History – arts and preservation grants
 - West Virginia Sustainable Communities Grants – West Virginia Community Development HUB
 - Land and Water Conservation Funds – West Virginia Development Office
 - West Virginia Brownfield's Assistance Center
 - West Virginia Community Participation Funds – legislatively directed
- National and Regional Foundations
 - Claude Worthington Benedum Foundation
 - Kellogg Foundation
 - Ford Foundation
- Local Foundations
 - Greater Kanawha Valley Foundation
 - BB&T Foundation
 - Chase Foundation
 - Kanawha Valley Council on Philanthropy
 - Private Foundations – Daywood, Jacobson, Herscher, Schoenbaum, etc.
- Other Financial Programs
 - Tax Increment Financing
 - Business Improvement Districts
 - New Market Tax Credits
 - Historic Preservation Tax Credits

DOWNTOWN | APPENDIX



APPENDIX

Additional Demographics

Population and Household Growth

	Charleston	Downtown	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes	Kanawha County	West Virginia	USA
2000 Total Population	54,002	1,689	13,934	60,914	98,495	200,073	1,808,344	281,421,906
2010 Total Population	51,400	1,479	12,665	57,487	93,874	193,063	1,852,994	308,745,538
2012 Total Population	51,347	1,466	12,731	57,248	93,826	192,967	1,875,033	313,129,017
2017 Total Population	51,017	1,452	12,740	56,714	93,223	191,778	1,907,313	323,986,227
2012-2017 Annual Rate	-0.13%	-0.19%	0.02%	-0.19%	-0.13%	-0.12%	0.34%	0.68%
2000 Households	24,687	1,015	7,289	28,702	44,812	86,226	736,481	105,480,101
2010 Households	23,453	864	6,659	27,101	42,687	84,201	763,831	116,716,292
2012 Households	23,387	853	6,679	26,926	42,571	84,030	770,387	118,208,713
2017 Households	23,319	842	6,701	26,759	42,451	83,874	787,828	122,665,498
2012-2017 Annual Rate	-0.28%	-0.64%	-0.19%	-0.35%	-0.25%	-0.22%	0.27%	0.72%

Households by Type - 2010

	Charleston	Downtown	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes	Kanawha County	West Virginia	USA
Total	23,453	864	6,660	27,102	42,687	84,201	763,831	116,716,292
Households with 1 Person	39.4%	71.3%	51.9%	39.9%	37.4%	32.5%	28.4%	26.7%
Households with 2+ People	60.6%	28.7%	48.1%	60.1%	62.6%	67.5%	71.6%	73.3%
Family Households	53.7%	22.9%	39.3%	53.2%	56.4%	62.0%	65.8%	66.4%
Nonfamily Households	6.9%	5.8%	8.8%	6.9%	6.2%	5.6%	5.8%	6.8%
All Households with Children	24.6%	9.5%	18.1%	23.8%	25.1%	27.1%	28.6%	33.4%

Population by Age - 2010

	Charleston	Downtown	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes	Kanawha County	West Virginia	USA
Median Age	41.6	46.9	42.9	42.4	42.4	42.4	41.3	37.1
Total	51,400	1,477	12,663	57,486	93,874	193,063	1,852,994	308,745,538
0 - 4	5.8%	4.1%	5.2%	5.7%	5.6%	5.6%	5.6%	6.5%
5 - 9	5.7%	2.2%	4.4%	5.5%	5.6%	5.7%	5.7%	6.6%
10 - 14	5.2%	2.5%	4.3%	5.1%	5.4%	5.7%	5.9%	6.7%
15 - 24	12.4%	10.4%	11.7%	11.7%	11.9%	11.4%	12.8%	14.1%
25 - 34	12.9%	16.2%	14.5%	13.2%	12.8%	12.4%	11.9%	13.3%
35 - 44	12.0%	11.6%	12.6%	12.0%	11.9%	12.3%	12.8%	13.3%
45 - 54	15.2%	18.5%	17.2%	15.4%	15.1%	15.4%	14.9%	14.6%
55 - 64	14.6%	14.2%	14.9%	14.7%	14.7%	14.7%	14.3%	11.8%
65 - 74	8.0%	10.1%	7.6%	8.2%	8.4%	8.7%	8.8%	7.0%
75 - 84	5.4%	6.6%	5.1%	5.8%	6.0%	5.8%	5.3%	4.2%
85 +	2.7%	3.7%	2.6%	2.8%	2.7%	2.2%	1.9%	1.8%
18 +	79.9%	90.1%	83.2%	80.5%	80.0%	79.4%	79.1%	76.0%

* Data Source: U.S. Census 2000, 2010, ESRI

APPENDIX

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Race and Ethnicity - 2010

	Charleston	Downtown	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes	Kanawha County	West Virginia	USA
Total	51,400	1,479	12,666	57,486	93,874	193,063	1,852,994	308,745,538
White Alone	78.4%	60.6%	71.6%	81.2%	82.2%	89.1%	93.9%	72.4%
Black Alone	15.5%	31.9%	22.3%	13.4%	12.8%	7.3%	3.4%	12.6%
American Indian Alone	0.2%	0.4%	0.3%	0.2%	0.2%	0.2%	0.2%	0.9%
Asian Alone	2.3%	2.8%	1.4%	1.8%	1.6%	1.0%	0.7%	4.8%
Pacific Islander Alone	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%
Some Other Race Alone	0.3%	0.3%	0.4%	0.3%	0.3%	0.3%	0.3%	6.2%
Two or More Races	3.2%	3.8%	3.9%	3.0%	2.8%	2.0%	1.5%	2.9%
Hispanic Origin	1.4%	1.8%	1.6%	1.3%	1.1%	0.9%	1.2%	16.3%
Diversity Index	37.8%	54.6%	45.5%	34.0%	32.3%	21.5%	13.8%	60.6%

Median Household Income - 2010

	Charleston	Downtown	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes	Kanawha County	West Virginia	USA
Household Income Base	23,386	853	6,679	26,926	42,571	84,030	770,376	118,207,469
<\$15,000	16.9%	59.8%	26.8%	16.7%	16.9%	17.2%	19.0%	13.5%
\$15,000 - \$24,999	13.1%	9.8%	16.3%	13.6%	13.7%	14.1%	15.5%	11.2%
\$25,000 - \$34,999	12.6%	9.1%	13.6%	13.0%	12.8%	13.4%	12.6%	10.7%
\$35,000 - \$49,999	14.8%	6.4%	14.8%	15.6%	16.7%	17.1%	15.8%	14.5%
\$50,000 - \$74,999	13.4%	8.6%	11.4%	14.7%	15.2%	17.1%	17.3%	18.6%
\$75,000 - \$99,999	9.1%	1.5%	6.2%	9.2%	9.1%	8.9%	8.8%	11.3%
\$100,000 - \$149,999	11.3%	2.9%	6.6%	10.3%	9.3%	7.6%	7.3%	12.0%
\$150,000 - \$199,999	4.1%	0.2%	1.7%	3.3%	3.2%	2.4%	1.8%	4.2%
\$200,000+	4.5%	1.4%	2.7%	3.6%	3.3%	2.3%	1.7%	4.0%
Average Household Income	\$63,785	\$26,653	\$46,621	\$59,983	\$58,191	\$53,774	\$50,347	\$68,162
Median Household Income								
2012	\$41,233	\$12,529	\$29,375	\$40,254	\$39,772	\$38,671	\$37,003	\$50,157
2017 Projection	\$48,246	\$13,653	\$35,144	\$47,073	\$46,127	\$45,083	\$42,680	\$56,895
Growth 2012-2017	17%	9%	20%	17%	16%	17%	15%	13%

U.S. Census Housing Statistics

	Charleston	Downtown	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes	Kanawha County	West Virginia	USA
2010 Housing Units	26,205	956	7,664	0	47,309	92,618	881,917	131,704,730
Owner Occupied Housing Units	51.4%	9.9%	32.3%	0.0%	55.6%	62.4%	63.6%	57.7%
Renter Occupied Housing Units	38.1%	80.4%	54.6%	0.0%	34.6%	28.5%	23.0%	30.9%
Vacant Housing Units	10.5%	9.6%	13.1%	0.0%	9.8%	9.1%	13.4%	11.4%
Median Home Value								
2012	\$128,754	\$137,759	\$109,316	\$122,245	\$115,232	\$108,812	\$106,026	\$167,749
2017	\$142,235	\$148,496	\$125,289	\$135,609	\$129,016	\$123,422	\$119,507	\$184,546
Growth 2010-2017	10%	8%	15%	11%	12%	13%	13%	10%
Occupied Housing Units by Value - 2000								
Total	13,691	96	2,532	15,854	26,556	58,197	568,211	75,409,945
<\$50,000	6.9%	2.1%	6.6%	6.2%	7.0%	8.0%	9.4%	4.9%
\$50,000 - \$99,999	31.1%	26.0%	39.1%	32.9%	35.2%	37.2%	37.5%	18.6%
\$100,000 - \$149,999	21.0%	29.2%	23.1%	24.4%	25.8%	26.9%	25.6%	20.6%
\$150,000 - \$199,999	13.5%	9.4%	11.7%	14.4%	13.2%	12.9%	12.6%	16.3%
\$200,000 - \$249,999	8.8%	13.5%	6.2%	8.1%	6.9%	6.1%	6.2%	11.0%
\$250,000 - \$299,999	5.4%	3.1%	3.5%	4.6%	3.9%	3.2%	3.4%	7.6%
\$300,000 - \$399,999	6.1%	3.1%	4.3%	4.4%	3.8%	2.9%	3.1%	9.1%
\$400,000 - \$499,999	3.1%	0.0%	2.0%	2.1%	1.8%	1.3%	1.0%	4.6%
\$500,000 - \$749,999	2.7%	9.4%	2.3%	1.8%	1.6%	1.0%	0.9%	4.7%
\$750,000 - \$999,999	0.9%	4.2%	1.1%	0.6%	0.5%	0.3%	0.2%	1.4%
\$1,000,000 +	0.6%	0.0%	0.2%	0.4%	0.4%	0.2%	0.0%	1.2%
Average Home Value	\$177,655	\$215,557	\$153,715	\$159,280	\$150,010	\$135,766	\$131,123	\$223,675

* Data Source: U.S. Census 2000, 2010, ESRI

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