

Center City Community Assessment Report in Slides



Barman Development Strategies, LLC



Barman Development Strategies, LLC

Central City Community Assessment Team



- Nikki Martin | Main Street WV & ON TRAC Coordinator
- Mary Helmer, CMSM | President/State Coordinator; Main Street Alabama
- Jake Dougherty | Executive Director; Wheeling (WV) National Heritage Area
- Mike Gioulis | Historic Preservation Consultant; Sutton, WV
- Todd Barman | Barman Development Strategies, LLC; Wisconsin



The Main Street® Approach for Revitalization



Organization (Civic)	Design (Physical)	Economic Vitality	Promotion (Social)
Bring all sectors of the community together to build consensus & common vision, assemble resources, and lead revitalization	Improve the district's physical elements while preserving & enhancing the community's authentic fabric & sense of place	Strengthen & diversify the local economy by supporting existing base and encouraging strategic use of space and entrepreneurship dev.	Position district as the center of activity, culture, commerce, and community life, market its assets, and promote its positive image
<ul style="list-style-type: none"> • Sense of Ownership 	<ul style="list-style-type: none"> • Sense of Place 	<ul style="list-style-type: none"> • Sense of Vitality 	<ul style="list-style-type: none"> • Sense of Activity

The Main Street Approach® - Refreshed



Community vision + Market understanding:
Establish a community vision for the Main Street district that acknowledges market realities and provides a foundation for future (re)development.

Key tools: local surveys, market data

Transformation Strategies
Select a strategy aligned with the community vision and local market to guide programming, planning and investment in the downtown district.

Key tools: focused strategy, implementable goals

Implementation and Measurement
Identify programming, partners and capital needed to implement transformation strategy; define measures of success to track impact over time.

Key tools: project work plans, data collection and tracking

Transformation strategies



- Vision-driven transformation
 - Based on what the community wants
- Market-driven transformation
 - Based on what the market will support



Vision-driven transformation

Vision-driven transformation

Answers to these questions would shed some light on vision

- What words come to mind when you think about Central City today
- What words do you hope will describe Central City 10 years from now?
- What are the toughest challenges and/or greatest opportunities for Central City today and in the foreseeable future?
- What makes Central City unique today? Positive qualities that no (or few) other commercial districts can claim
- What do you hope will set Central City apart in 10 years? Positive qualities that no (or few) other commercial districts will be able to claim





Vision as expressed in Central City ON TRAC Application

“West Huntington is a thriving, safe, walkable, family-friendly community where residents enjoy a high quality of life and which serves as a welcoming gateway into the City of Huntington.”



Vision as expressed in Huntington Innovation Project (HIP) Revitalization Plan



GOAL: for West End River-To-Rail Revitalization & the West Edge Factory

- Huntington will continue the “River-to-Rail Revitalization” in the West End to reduce blight, boost a healthy local foods campaign, and create quality jobs through Coalfield Development Corporation’s new “West Edge Factory” and its innovative job programs including the Mine-the-Sun Solar Training Institute.



Vision as expressed in Central City ON TRAC Application

LONG-TERM GOALS

1. Transform 14th Street West into a thriving, healthy, business and civic district, utilizing the concept of creative placemaking, building on the existing Old Central City Antiques District, regional tourism opportunities and recreation through parks and the Paul Ambrose Trail for Health.
2. Expand production of and community access to local food, building on the existing assets of The Wild Ramp and Central City Farmers Market.
3. Identify opportunities for development and jobs through modernization and adaptive re-use of existing industrial property by utilizing market research, site assessments, area wide planning and connecting to local and regional markets in a cohesive way.
4. Enhance the organizational capacity of each community group and partner organization to support the long-term implementation of goals, objectives and steps so that livability is improved and revitalization is sustained.



Vision as expressed in Central City ON TRAC Application

OUTCOMES

- Existing and new West Huntington businesses add more than 500 jobs in manufacturing, tourism, and retail sectors
- Old Central City becomes a nationally recognized destination for unique craft, cultural, and antique shopping experience as well as high quality local and regional foods
 - Examples of these businesses that promote creative placemaking are a craft brewer, craft food makers, artisans, a casual restaurant, glassmaker, wood worker, upholstery and furniture making, creative reuse and upcycling, and other complimentary businesses.
- The number of vacant and blighted residential properties is reduced by 60% in the target area
- A historic and/or arts district is formed and the historic character of the area is preserved and celebrated
- New commercial and tourism development, including hotels, a visitor center and tourist amenities, added to Exit 6 and Heritage Farm.
- Seniors and low-income families have convenient, seasonal access to fresh, local, produce, meats and value-added products close to their home.
- Community engagement and involvement in West Huntington becomes more robust, regular and transformative.

Market-driven transformation

Market-driven transformation



- Market Position
 - What the district is best at selling (target or primary product/service)
 - To whom the district is best at selling (target or primary customer)
 - Defined geographically, demographically, psychographically



Central City Market Position

- What the district is best at selling (target or primary product/service)
 - Antiques
 - 11 Antique shops
 - “Antiques Capital of West Virginia”
 - 5 Furniture stores
 - 3 Restaurants
 - Anchors
 - The Wild Ramp Grocery
 - Central City Farmers' Market
- To whom the district is best at selling (target or primary customer)
 - Tourists/visitors?



Central City Market Position

The Good

- The West Huntington neighborhood extends from West 3rd Street to the West 23rd Street from the river to the railroad, with an approximate population of 5,933 in 2010
- The West Huntington neighborhood is a major entrance into downtown Huntington from Interstate-64 and US-52
 - 11M cars that pass exit 6 on Interstate 64
- Huntington is situated in a Tri-State Area with a regional population of 359,588 (US Dept. Commerce 2017)
- Education and Health Care businesses are Huntington's major employers



Central City Market Position

The not so good

- Decline in manufacturing jobs in the City and region
- 6 out of the 17 Central City locally owned shops and businesses are closing for retirement
- The 2010 U.S. Census reports 19.6% of households earn less than \$10,000 in annual income and an unemployment rate of 9.8%
- The Huntington Police Department reports 1,147 total incidents of crimes in District 2 (West Huntington)
 - Compared to 689 in District 5 and 754 in District 6



Exit 8/I-64 Mixed Use Development and Traffic Mobility Study

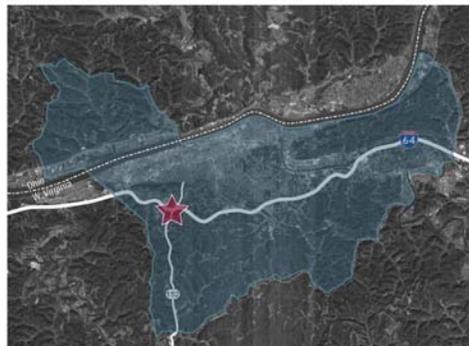


Exit 8/I-64 Mixed Use Development and Traffic Mobility Study

Interchange Market Research

- Market Analysis Framework
 - Existing conditions and trends for demographics, employment, and potential land uses for Exit 8
- Trade Area
 - The trade area is developed to consider the people and households that would utilize Exit 8
 - Borders consider natural and man-made barriers, as well as road corridors that may separate different communities

Exit 8 Trade Area



Exit 8/I-64 Mixed Use Development and Traffic Mobility Study



Exit 8/I-64 Mixed Use Development and Traffic Mobility Study

Initial Market Considerations

- Trade Area, including Huntington, is residential and economic **focal point** of the region.
- Exits 11, 15, 18, 20, to the east, offer concentrations of **traditional highway-oriented land uses**.
- Opportunity for Exit 8 to distinguish itself with **connection to natural resources and adventure tourism**.
- Modest growth in the Trade Area and region likely to require **public investment to spur interest** and reduce development risk.

Kimley»Horn THRASHER

Exit 8/I-64 Mixed Use Development and Traffic Mobility Study



Exit 8/I-64 Mixed Use Development and Traffic Mobility Study

Demographic Profile

- Population in the Trade Area increased by more than 1,000 people since 2000, representing a **1.5% growth rate**.
- The Trade Area has the largest concentrations of Millennials, which can likely be attributed to the presence of Marshall University.
- The MSA has the greatest shares of the age cohorts representing school age children and their parents.
- Nearly a quarter of households in the Trade Area earn **under \$15,000** per year.

Kimley»Horn THRASHER

Exit 8/I-64 Mixed Use Development and Traffic Mobility Study

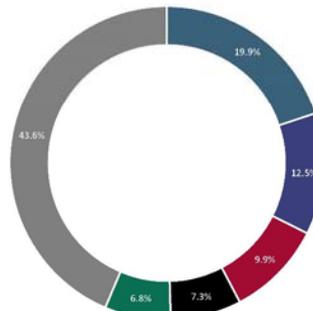


Exit 8/I-64 Mixed Use Development and Traffic Mobility Study

Demographic Profile: Tapestry Segmentation Analysis

- Tapestry Segmentation is a method of psychographics that groups households based on lifestyle attributes
 - This type of analysis is being increasingly used by developers and retailers for site selection
- The top 5 tapestries in the Trade Area make up 46.4% of the population
 - Small Town Simplicity (19.9%)**
 - Community-oriented, price-conscious consumers
 - Midlife Constants (12.5%)**
 - Approaching retirement, traditional values
 - In Style (9.9%)**
 - Well educated, connected to technology
 - Old and Newcomers (7.3%)**
 - Predominantly single households, price-conscious consumers
 - Set to Impress (6.8%)**
 - Majority renting, enjoy urban living

Tapestry Segments, Trade Area, 2017



- Small Town Simplicity
- Midlife Constants
- In Style
- Old and Newcomers
- Set to Impress
- All Other



Exit 8/I-64 Mixed Use Development and Traffic Mobility Study



Exit 8/I-64 Mixed Use Development and Traffic Mobility Study

Employment Profile: MSA Annualized Employment Growth Trends

Huntington-Ashland, WV-KY-OH MSA, 2011-2016

Industry	2005-2015 Δ			#	%
	2005	2010	2015		
Health Care and Social Assistance	21,181	27,426	28,167	6,986	33.0%
Construction	7,010	7,791	8,280	1,270	18.1%
Accommodation and Food Services	10,285	11,920	11,250	9,491	9.4%
Public Administration	3,249	4,580	4,110	861	20.5%
Administrative and Waste Services	6,507	6,083	7,282	775	11.9%
Arts, Entertainment, and Recreation	1,590	1,087	1,229	229	29.4%
Real Estate and Rental and Leasing	1,294	1,417	1,448	154	11.9%
Management of Companies and Enterprises	704	868	851	147	20.9%
Professional and Technical Services	4,415	4,217	4,540	125	2.8%
Educational Services	11,714	11,831	11,832	118	1.0%
Agriculture, Forestry, Fishing and Hunting	124	146	115	9	7.3%
Utilities	1,654	1,767	1,459	-195	-11.8%
Wholesale Trade	5,177	4,872	4,995	-272	-5.3%
Information	1,850	1,616	1,474	-376	-20.3%
Mining	1,396	1,770	979	-417	-29.9%
Finance and Insurance	3,344	3,274	2,860	-484	-14.5%
Manufacturing	11,867	11,025	11,254	-613	-5.2%
Transportation and Warehousing	5,061	4,201	4,431	-630	-12.4%
Other Services, Ex. Public Admin	3,881	3,383	3,307	-774	-19.9%
Retail Trade	17,084	16,162	16,238	-826	-4.8%
Total	118,731	124,447	125,821	7,090	6.0%

Source: LEHD On the Map, Kimley-Horn

Cabell County, 2005-2015

Industry	2005-2015 Δ			#	%
	2005	2010	2015		
Health Care and Social Assistance	10,882	12,051	13,038	2,356	22.1%
Public Administration	1,060	1,548	1,464	404	38.1%
Educational Services	4,007	4,087	4,337	330	8.2%
Arts, Entertainment, and Recreation	331	395	546	215	65.0%
Construction	2,000	2,150	2,212	212	10.6%
Management of Companies and Enterprises	173	334	375	202	116.8%
Accommodation and Food Services	4,921	4,911	6,161	1,160	23.6%
Utilities	253	285	375	122	48.2%
Administrative and Waste Services	3,586	3,161	3,589	23	0.6%
Real Estate and Rental and Leasing	643	529	632	-11	-1.7%
Agriculture, Forestry, Fishing and Hunting	24	11	12	-12	-50.0%
Professional and Technical Services	1,960	1,881	1,935	-25	-1.3%
Mining	71	119	39	-32	-45.1%
Retail Trade	6,834	6,571	6,791	-43	-0.6%
Information	825	667	714	-111	-13.5%
Transportation and Warehousing	757	526	634	-123	-16.2%
Other Services, Ex. Public Admin	1,566	1,314	1,372	-194	-12.4%
Finance and Insurance	1,614	1,227	1,161	-453	-28.1%
Manufacturing	5,119	4,661	4,654	-465	-9.1%
Wholesale Trade	2,222	2,051	1,887	-335	-24.1%
Total	48,878	48,532	50,718	2,040	4.2%

Trade Area, 2005-2015

Industry	2005-2015 Δ			#	%
	2005	2010	2015		
Health Care and Social Assistance	10,068	11,450	12,122	2,054	20.4%
Public Administration	847	1,298	1,308	461	54.4%
Educational Services	3,654	3,619	3,025	771	7.6%
Arts, Entertainment, and Recreation	254	370	452	226	35.3%
Management of Companies and Enterprises	125	270	325	201	160.8%
Utilities	176	206	281	105	59.7%
Real Estate and Rental and Leasing	541	430	550	9	1.7%
Agriculture, Forestry, Fishing and Hunting	8	6	6	-2	-25.0%
Mining	59	111	30	-29	-49.2%
Professional and Technical Services	1,860	1,716	1,830	-30	-1.6%
Accommodation and Food Services	3,669	3,315	3,685	30	0.8%
Information	756	650	700	-96	-12.3%
Administrative and Waste Services	3,426	2,894	3,286	-140	-4.1%
Construction	1,756	1,822	1,584	-162	-9.2%
Transportation and Warehousing	567	337	393	-174	-30.7%
Other Services, Ex. Public Admin	1,351	1,200	1,142	-209	-15.5%
Manufacturing	4,417	4,064	4,120	-297	-6.7%
Wholesale Trade	1,701	1,540	1,402	-299	-17.6%
Finance and Insurance	1,476	1,040	926	-456	-31.1%
Retail Trade	4,790	4,546	4,166	-624	-13.0%
Total	41,442	40,894	42,127	685	1.7%

Source: LEHD On the Map, Kimley-Horn



Exit 8/I-64 Mixed Use Development and Traffic Mobility Study



Exit 8/I-64 Mixed Use Development and Traffic Mobility Study

Retail Gap Analysis

- Most retail industry groups in the Trade Area are **oversupplied** (those in red), meaning it is a market where customers are drawn in from outside the trade area.
- There are a few industry groups where **demand is outpacing supply** (those in green), indicating an opportunity to grow its regional attractiveness as a retail center in these categories:
 - Nonstore Retailers
 - Electronics & Appliance Stores
 - Gasoline Stations
- These undersupplied industry groupings result in loss, or leakage, of consumer spending to retailers in other areas and online.

Retail Leakage/Surplus, Trade Area, 2017

Industry Group	Demand	Supply	Retail Gap	Leakage/ Surplus Factor
Motor Vehicles & Parts Dealers	\$158,391,302	\$246,305,625	\$87,914,323	-21.7
Furniture & Home Furnishings	\$22,129,215	\$34,454,574	\$12,325,359	-21.8
Electronics & Appliance Stores	\$17,846,520	\$8,173,800	\$9,672,720	37.2
Building Materials & Supply Stores	\$44,032,936	\$52,888,265	\$8,855,329	-9.1
Food and Beverage Stores	\$136,780,719	\$167,362,675	\$30,581,956	-10.1
Health & Personal Care Stores	\$45,765,889	\$124,824,569	\$79,058,680	-46.3
Gasoline Stations	\$92,158,441	\$70,371,014	\$21,787,427	13.4
Clothing & Clothing Accessory Stores	\$25,893,072	\$41,193,110	\$15,300,038	-22.6
Sporting Goods, Hobby, Books & Music Stores	\$17,514,308	\$47,234,673	\$29,720,365	-22.6
General Merchandise Stores	\$128,316,804	\$203,038,683	\$74,721,879	-22.6
Miscellaneous Store Retailers	\$24,610,736	\$69,400,250	\$44,789,514	-47.6
Nonstore Retailers	\$11,322,749	\$4,993,400	\$6,329,349	38.8
Food Services & Drinking Places	\$73,948,505	\$144,381,833	\$70,433,328	-32.3
Restaurants/Other Eating Places	\$70,756,817	\$133,431,664	\$62,674,847	-30.7

Source: ESRI Business Analyst Online

Kimley»Horn THRASHER

Exit 8/I-64 Mixed Use Development and Traffic Mobility Study



Exit 8/I-64 Mixed Use Development and Traffic Mobility Study

Summary of Market Research Findings

Robust Growth:

- 1.5% Growth Rate in Population in Trade Area
- Large concentration of employment base in Trade Area
- Growth in Arts, Entertainment, Recreation Industry

Preservation:

- Community-oriented, price-conscious consumers
- More demand for: Nonstore Retailers; Electronics / Appliance Stores; Gasoline Stations
- Lodging availability is greater than demand

Kimley»Horn THRASHER



Suggested transformation strategies



Possible transformation strategies

From National Main Street Center Catalyst Strategies



- Market-driven transformation possibilities
 - CONVENIENCE GOODS + SERVICES
 - TOURISTS + TOURISM
 - HOME FURNISHINGS
 - MANUFACTURING
- Vision-driven transformation possibilities
 - FOOD
 - ARTS
 - SPORTS + RECREATION
 - GREEN PRODUCTS + SERVICES



Suggested transformation strategies

From Community Assessment Team

- Strengthen Central City's food-based economy
 - Primarily targeting neighborhood residents, secondarily targeting visitors, also income opportunity for residents
- Strengthen Central City's art-based economy (including antiques as art)
 - Primarily targeting visitors, income opportunity for residents

Central City:
Where Food is Central
Where Art is Central
Where Antiques are Central
Where You are Central

Strengthen Central City's food-based economy



- Economic Vitality
 - Assist food entrepreneurs with access to space (to produce and to sell)
 - Revisit potential for a neighborhood commercial kitchen (smaller scale), could partner with neighborhood churches
 - Support food truck entrepreneurs (potential shared seating area)
 - Develop spec spaces for small restaurants (potential shared seating area)
 - Explore brew pub feasibility
 - Support resident efforts to grow, sell, and swap fruits, vegetables, and other food
- Design
 - Develop neighborhood garden plots on suitable vacant Landbank lots
 - Develop neighborhood High Tunnel(s) on Landbank lot(s)
 - Develop food truck locations
- Promotion
 - Develop event around West Huntington neighborhood cookbook (e.g. contributors cooking their recipes at Wild Ramp during Stink Fest)
 - Design and launch a food brand campaign (with professional help)
 - Where Food is Central, Where Art is Central, Where Antiques are Central, Where you are Central
 - Leverage Wild Ramp and Central City Farmers Market anchors and existing food entrepreneurs (e.g. meat market)
- Organization
 - Neighborhood leadership development program (e.g. around food)
 - Sponsor West Huntington neighborhood cookbook as an engagement strategy
 - Develop food partnerships
 - Boys & Girls Club (e.g. gardening project)
 - Landbank (e.g. neighborhood gardens)
 - USDA, ARC



Strengthen Central City's art-based economy including antiques as art



- Economic Vitality
 - Assist art entrepreneurs with access to space (to produce and to sell)
 - Explore feasibility of an Art market space (e.g. on train cars)
 - Art pop-ups, ghost/revolving galleries
 - Use of small homes in neighborhood for artist live/work space
 - Vacant property tax
 - Connect art entrepreneurs with Huntington Business Services Advocate (Sharon Pell)
- Design
 - Design Art Market space(s)
 - Complement Central City Farmers Market
 - Pods or freight cars
 - Design crosswalk art
 - Develop mural program (protect unpainted brick)
 - Design assistance for Historic Fire Station building
 - Artists in small bungalow/residential houses
 - Pop ups for artist spaces or for galleries (test the concept)
- Promotion
 - Host Night Market art event(s)
 - Create new outdoor venue—"Abbott Outdoor Theater"
 - Promote mural making process, host mural painting event (neighborhood engagement)
- Organization
 - Neighborhood leadership development program (e.g. around art)
 - Develop art partners (e.g. Mayors Council on the Arts, Heritage Farm Artisan Guild, Artisans in Coalfield Development's Rediscover Appalachia enterprise, Huntington Museum of Art)
 - Partner with Visual Arts Center on Central City Artist in Residence



Economic Vitality

Todd Barman | Barman Development Strategies, LLC; Wisconsin





Make Central City a market driven district

- Demand driven (customer driven)
 - Collectively and cooperatively targeting consumer segments with market potential
 - Positioning the district to serve its best customer
 - VISITORS
 - RESIDENTS
- Supply driven (product/service driven)
 - Collectively and cooperatively targeting products/services with market potential
 - Positioning the district to sell its best product/service
 - FOOD
 - ART



Make downtown Berkeley Springs a market driven district



- Competition driven
 - Collectively and cooperatively targeting consumer segments and products/services not covered by the competition (gaps)
 - Appalachian art
 - Folk art
 - Craft
 - Applied art
 - Positioning the district to be distinct from its competition (brand)
 - “Antiques Capital of West Virginia” (a lot invested in this brand already)
 - “Gateway into the City of Huntington” (unfortunately gateways can be pass throughs)
 - Food Central, Art Central, Antique Central, etc.



How to make a market driven district

Steps

- Step 1: Inventory assets
- Step 2: Define a market to go after
- Step 3: Use numbers (e.g. demographics, psychographics, consumer expenditures) plus a little gut intuition to inform decision making [science and art]
 - To position development within regional and local markets; relative to the competition
 - To gauge quantity of customers (demand) versus leasable space (supply)
 - To drive projects
- Step 0: Don't do business specific market research

Step 1: Inventory assets

From National Main Street Center's Economic Development Philosophy

- Asset-based economic development
 - Heritage asset
 - Built history
 - Cultural history
 - Human asset
 - Entrepreneurs
 - Engaged public
- A Four Asset Approach



Inventory built history assets

Led by volunteers with a design affinity



The Duncan Box & Lumber Co building could be adaptively reused for market rate housing. Could anchor a larger housing development.

- Inventory buildings and built landscapes with economic value due to quality materials and craftsmanship (embodied talents), character and stronger ties to cultural history (places of special significance)
 - Inventory with an eye toward use/reuse (e.g. condition, future potential)
 - Inventory with an eye toward enriching brand communication at the point of sale and enriching experience
- Inventory buildings worthy of national, state and local recognition
 - Local recognition may be the most important
- The SHPO has completed a preliminary survey and determined that there is potential for a historic district in the area. Supplement this work.

Inventory cultural history assets

Led by volunteers with a promotion affinity

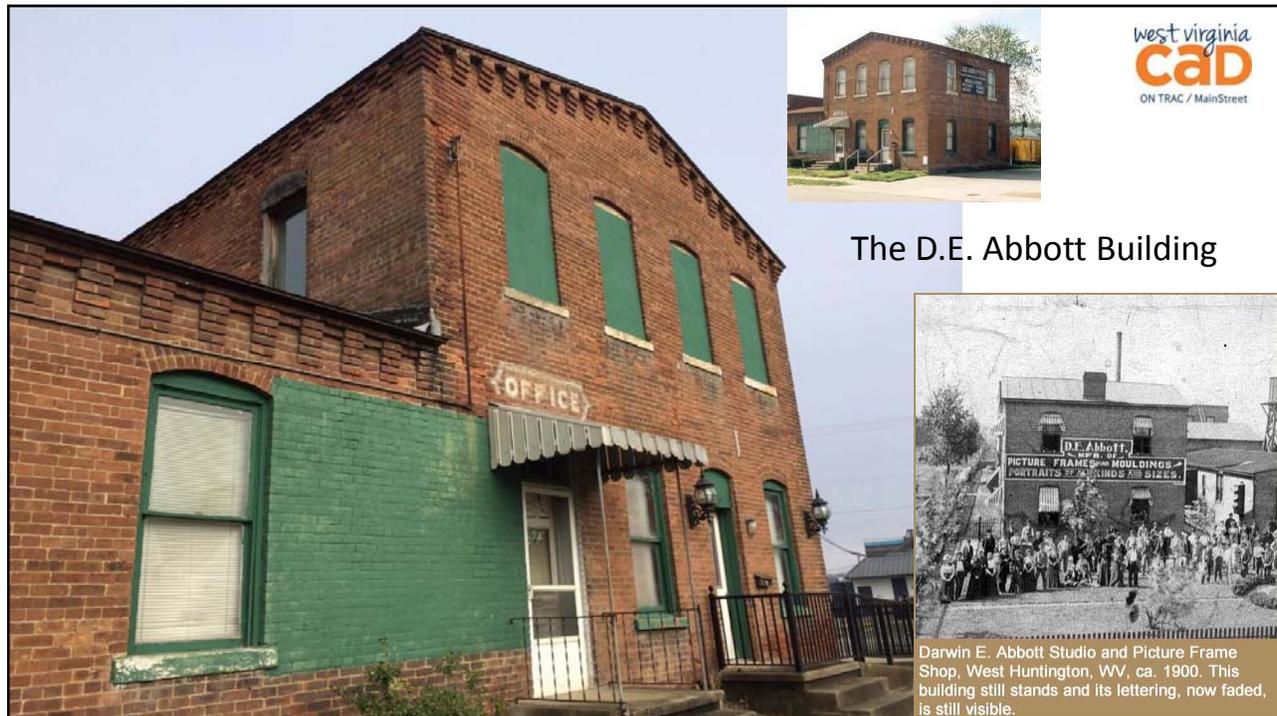
- Inventory noteworthy local legends (including legendary people), ethnicity, folklore, and ghost stories
 - Inventory with an eye toward an ability to attract visitors through events and branding tied to the story
- Inventory traditional talents or made products (i.e. art, food, furniture, or anything else that is made locally).
 - Inventory with an eye toward rarity, quality and marketability
- Inventory events or festivals that have become an important part of local culture/the local story





Central City's Cultural History

- Story of Industry
 - Anchor businesses included D.E. Abbott Company, Hartzell Handle Factory, Huntington Tumbler Plant, Fesenmeier Brewery, and the Central City Bung Company.
 - The D.E. Abbott Building is one Historic Landmark that still exists in the district today.
- Story of Labor
 - The town had an annual Labor Day Parade where each business would create a float and all its employees would march carrying a token of their trade
- Rich history and culture of craft making
 - Central City emerged to build off the growth of Huntington's railroad and proximity to natural resources.
 - Early settlers handcrafted everything from fine glassware and art frames, to bung stoppers and beer on 14th Street West.
 - Master plan for a creative arts and culture district
 - "The 14th Street creative corridor"/"Old Central City Creative Corridor"
 - "Old Central City Arts, Culture & Heritage District"



The D.E. Abbott Building

Darwin E. Abbott Studio and Picture Frame Shop, West Huntington, WV, ca. 1900. This building still stands and its lettering, now faded, is still visible.



Central City Cultural History

Events

- April 28- Stink Fest:
 - Celebrates Appalachian food and culture with food infused with foraged ramps, local music, and kids activities.
- May 19 - Sustainability Fair/Tour de PATH:
 - Promotes a healthy environment and healthy people featuring booths about sustainable living and a bike ride on the PATH trail system.
- June 15-17 - Old Central City Days:
 - Celebrates the history of Old Central City with a festival of antiques, crafts, and food.
- June 23 – Opening day at Central City Farmers' Market (behind the Wild Ramp)
- September - The Wild Ramp Farm to Table Dinner:
 - Annual fund raiser for the Wild Ramp which features food and music served on 14th Street West.
- October 20- Old Central City Quilt Fair:
 - Highlights the quilt installations on 14th Street West and offers exhibition space for local quilters and quilting supplies vendors.
- November 11- Veterans Day Parade
- November 24- Shop Small Saturday
- December- Special Holiday Shopping Days: Shops extend hours



Other Central City Assets

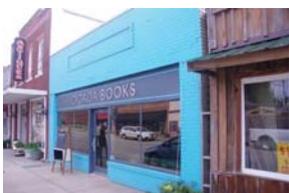
- Regional attractions
 - Marshall University
 - Heritage Farm Museum and Village
 - A Smithsonian affiliate celebrating the strength and ingenuity of the Appalachian people
 - West Edge Factory
 - Center for social enterprise and artistic creation
 - Railroad Museum
 - Radio Museum
 - Safety Town
 - Huntington Museum of Art
- Paul Ambrose Trail for Health (PATH)
 - Cycling and pedestrian trail networks





Inventory entrepreneur assets

Led by volunteers with an Economic Vitality affinity



- Inventory creative individuals, organizations, or businesses. Include noteworthy artists, crafts persons, musicians, dancers, actors, singers, writers, poets, carvers, quilt makers, furniture makers, instrument makers etc.
 - Inventory with an eye toward those you feel would make good entrepreneur mentors
- Working definition of an entrepreneur
 - Business owners who are never satisfied and forever working on their business (tinkerers)
 - NOT business owners who are satisfied simply working in their business Monday-Friday from 9-5 or less



Inventory engaged public assets

Led by volunteers with an organization affinity

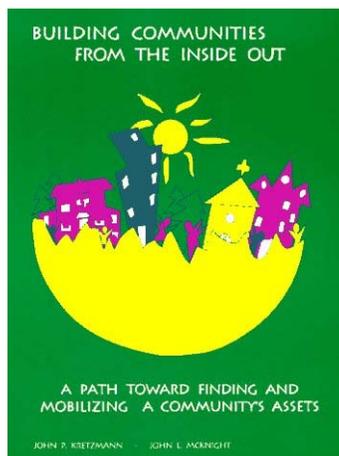
- Inventory civically active people, organizations and businesses
 - Inventory with an eye toward a track record for getting things done in and for the community
 - Include ON TRAC/Main Street volunteers
 - Include key examples of public engagement
- Central City's Engaged Public
 - Unlimited Future (fiscal sponsor),
 - Neighborhood Institutes (corporate umbrella),
 - West Huntington Neighborhood Organization,
 - Old Central City Association,
 - Mayors Council on the Arts,
 - Heritage Farm Artisan Guild,
 - Artisans in Coalfield Development's Rediscover Appalachia enterprise,
 - Huntington Museum of Art,
 - Cabell-Huntington Visitors Bureau,
 - *to name a few*

"Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets"

by John P. Kretzmann and John L. McKnight



- Capacity-Focused Development
 - Asset-Based, Internally Focused, Relationship Driven
- The Assets of a Community: Individuals, Associations, Institutions
 - Inventory of the gifts, skills and capacities of the community's residents



Help the On Trac Main Street organization be market driven



- Adopting transformation strategies and short and long range scope of work based on an understanding of the market & a working market position
 - Market driven design improvement
 - Market driven events and advertising
 - Market driven entrepreneurial support
 - Market driven fundraising and volunteer development



Market driven entrepreneurial support

Led by volunteers with an Economic Vitality affinity

- Develop businesses by strengthening and leveraging entrepreneurs
 - Strengthen through entrepreneurial support
 - Leverage:
 - Through networking and mentoring
 - As anchors and key contributors to niches and clusters such as
 - Food niche/cluster
 - Art niche/cluster (including antiques)
- Economic Vitality roles
 - Planting the seed for entrepreneurship and growing entrepreneurial spirit/culture
 - Growing entrepreneurial ventures (Phase 1)
 - Attracting entrepreneurs to the Main Street district and fielding entrepreneur inquiries
 - Continuing to grow entrepreneurial ventures (Phase 2)
 - Proactively recruiting entrepreneurs



Strengthen and leverage niches and clusters

- Competitive businesses sell the same type of products and services
 - Antique niche
 - Leverage by marketing the ability to comparison shop
- Complementary businesses sell related products and services
 - Home furnishings and accessories niche (antiques as home furnishings/accessories)
 - Leverage by marketing the ability to power shop
- Compatible businesses share customers
 - Visitor serving niche
 - Huntington residents
 - Interstate-64 and US-52 travelers
 - Leverage by marketing to a shared customer
- Strengthen by attracting more businesses to the niche and by locating niche businesses closer together (clustering)
 - To generate the most foot traffic
 - To positively impact sales





Develop businesses to further your transformation(s) - Short term

- Network home-based, cottage entrepreneurs especially those providing food and art
- Support resident efforts to grow, sell, and swap fruits, vegetables, and other food
- Connect art entrepreneurs with Huntington Business Services Advocate (Sharon Pell)
- Partner with the Hershel "Woody" Williams VA Medical Center to help Huntington area veterans pursue agricultural vocations
 - The U.S. Department of Veterans Affairs awarded WV \$400,000 to provide agricultural training for military veterans
 - State Department of Agriculture staff will provide production, business and market planning for the program



Develop businesses to further your transformation(s) - Short term



- Assist food and art entrepreneurs with access to space (to produce and to sell)
 - Develop neighborhood garden(s)
 - Develop smaller scale neighborhood kitchen(s) beginning with exploring partnerships with neighborhood churches
 - Support food truck entrepreneurs (potential shared seating area)
 - Art pop-ups, ghost/revolving galleries
 - Use of small homes in neighborhood for artist live/work space



Develop businesses to further your transformation(s) - Short term

- Community kitchen
 - Locate in Wild Ramp, or
 - Locate in other adaptive reuse building, or
 - Combine with café or restaurant, or
 - Combine with existing kitchen such as at a church
 - *Example: Outpost Natural Foods/The Juice bar/Commercial Kitchen in Innovation and Wellness Commons; Milwaukee, WI*



Develop businesses to further your transformation(s) - Long term

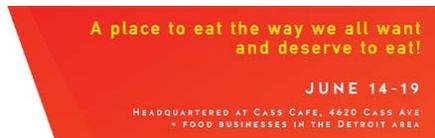
- Continue to assist food and art entrepreneurs with access to space (to produce and to sell)
 - Develop spec spaces for small restaurants (potential shared seating area)
 - Explore feasibility of an Art market space (e.g. on train cars)
 - Use of small homes in neighborhood for artist live/work space
 - Vacant property tax
- Expand neighborhood overnight accommodation choices (e.g. Air B&B)
- Residential infill
 - Again, the Duncan Box & Lumber Co building could be adaptively reused for market rate housing, and could anchor a larger housing development.





Develop businesses to further your transformation(s) - Long term

- Brew pub
 - In adaptively reused building such as warehouse
- Restaurant that specializes in local produce, preferably from local gardens and community garden.
 - Use local chefs/guest chef from community/family cooking
 - Use local cookbook contributors as chefs and recipes
 - Pop up dinners See Farming Hope San Francisco - <https://www.fastcompany.com/40563529/at-these-pop-up-dinners-the-chefs-and-the-guests-are-homeless>



Develop businesses to further your transformation(s)

- Example – Lexington KY
 - Brew Pub
 - Smithtown Seafood



Develop businesses to further your transformation(s)



• Example – Lexington KY



- Raise Tilapia fish in tanks
- Use nutrients in water for hydroponic garden
- Demonstrate sustainable food systems
- Teaching and processing kitchen



Develop businesses to further your transformation(s)



• Example: Grow Ohio Valley; Wheeling, WV

- Grow Ohio Valley is working to fashion a new economic landscape, one offering increased prosperity, improved health and a better environment





Help businesses provide the best products/services for their target market

- First, help them know their target market
 - Recommend primarily targeting ____
 - Secondarily targeting ____
- Strategies:
 - Help them change their space to better connect their target with their product/service [Design]
 - Artful spaces
 - Agriculture or food theme
 - Help them change their product/service to match their target [Merchandising]
 - Food and art products/services
 - Help them change their retail floor strategy to better connect their target with their product/service [Operations]
 - ____
 - Or help them change their target to match their design, merchandising, and operations
 - Must have market potential



First, help businesses know their target market

Targeted market research

- Primary data
 - Zip code tally (or phone number)
 - Customer database (the more annotated the better)
 - Focus groups (e.g. as a part of an after hours customer loyalty event)
 - Written surveys (e.g. SurveyMonkey)
 - Intercept surveys (e.g. an On Trac cooperative effort to survey visitors)
 - Observation (including measurements on the next slide)
 - Secret Shopper input
 - Shopping the competition (e.g. shopping competing food and art districts)
- Secondary data
 - Demographics, psychographics, consumer expenditures
 - Radius Around Point (<https://www.freemaptools.com/radius-around-point.htm>)
 - ZIP Lookup from esri (www.esri.com/data/esri_data/ziptapestry)
 - Esri reports a la carte (www.esri.com/products/BuyReports/configure)
 - Industry trends
 - Data available from their trade association



Help businesses measure/track their business

Measuring is market research!

- Total tickets (total dollar value, total transactions, average sale amount)
- Sales compared to sales on the same day the year before
- Market share, customer profile
- Brand awareness
- Profitability (by item, category, space, employee)
- Stock turn
- Interception rate (% of shoppers with employee contact)
- Conversion rate (% of shoppers who become buyers)
- Time spent shopping per store visit
- Footfall, dwell time, wait time
- Loyalty, frequency

How does helping them measure help you?

Transform Central City into West Huntington's dream marketplace



- Central City will not thrive thinking about one space at a time, one business at a time, or one event at a time





Craft a District Development Plan

- A concrete and compelling vision of Central City transformed
- Implemented through your transformation strategies and through increased investor confidence
 - Investors who see themselves making money as part of your fully functioning future marketplace



Design

Mike Gioulis | Historic Preservation Consultant, Sutton, WV

FOOD BASED

- Community Garden(s)
- High Tunnels
- Food trucks
- Food/community kitchen
- Brew pub
- Restaurant(s) that use local produce

Combine Food Based with Art Based



Detroit community garden and art installation

Community Garden

- Use vacant land bank property. They can be interspersed throughout the community.
- Coordinate with USDA high tunnel program for high tunnel grants.
- Have residents grow produce to service the wild ramp/kitchen.
- Assist residents to have their own plot on their property and provide an outlet for their goods.

Elder-Accessible Gardening

A Community Building Option for Brownfields Redevelopment



U.S. EPA Office of Brownfields and Land Revitalization



Communities volunteers tend to the Nationalities Senior Center Community Garden - Philadelphia, PA



Ronceverte converted swimming pool to Community Garden.

Community Garden



- Use vacant land bank property. They can be interspersed throughout the community.
- Coordinate with USDA high tunnel program for high tunnel grants.
- Have residents grow produce to service the wild ramp/kitchen.
- Assist residents to have their own plot on their property and provide an outlet for their goods.



Raised planter tables for ease of accessibility

Community Garden



- Use vacant land bank property. They can be interspersed throughout the community.
- Coordinate with USDA high tunnel program for high tunnel grants.
- Have residents grow produce to service the wild ramp/kitchen.
- Assist residents to have their own plot on their property and provide an outlet for their goods.
 - See Hartford CT incubator farmer program

Grow Food so a Neighbor Can Eat

That's the goal of a community farm that feeds people of all ages in need.

In a community, where food is not just a luxury but a necessity, it's important to have a way to grow it. That's the goal of the Bridge Street Farm, a community farm in the heart of the city. The farm is a place where people of all ages can come to grow their own food. It's a place where people can learn about gardening and how to grow their own food. The farm is a place where people can come to enjoy the fruits of their labor. It's a place where people can come to feel a sense of community and pride in their neighborhood.



Garden Above Ground

When you think of a garden, you probably think of a plot of land in the ground. But what if you could grow your food in a container that you can move around? That's the idea behind a raised garden bed. A raised garden bed is a garden that is built on a raised platform. This allows you to grow your food in a container that you can move around. This is a great idea for people who live in apartments or who don't have a lot of space. It's also a great idea for people who want to grow their food in a container that they can move around. This is a great idea for people who want to grow their food in a container that they can move around.



Community Gardens

Since 1972, KNOX has transformed acres of vacant lots into edible, productive gardens to combat food insecurity in Hartford. KNOX currently oversees 20 community gardens that serve over 350 local families.



Community Garden



- Use vacant land bank property. They can be interspersed throughout the community.
- Coordinate with USDA high tunnel program for high tunnel grants.
- Have residents grow produce to service the wild ramp/kitchen.
- Assist residents to have their own plot on their property and provide an outlet for their goods.
 - See Hartford CT incubator farmer program

Incubator Farm

KNOX believes empowerment and compassion are the answers to so many issues. We stand behind the strength of the Hartford community and eating local/supporting local.

The incubator program supports individuals who are passionate about farming and want to make a career out of it. Currently six farmers are: growing food familiar to their cultural background, developing necessary partnerships with local farmer's markets, and actively improving and upscaling their production. KNOX provides these farmers with access to land, infrastructure, equipment, and one-on-one support during the first few years of farm business start-up.



FOOD BASED



- High Tunnels extend the growing season.
- Assistance from USDA
 - <https://www.nrcs.usda.gov/wps/portal/nrcs/detail/wv/programs/financial/equip/?cid=stelprdb1236860>



FOOD BASED

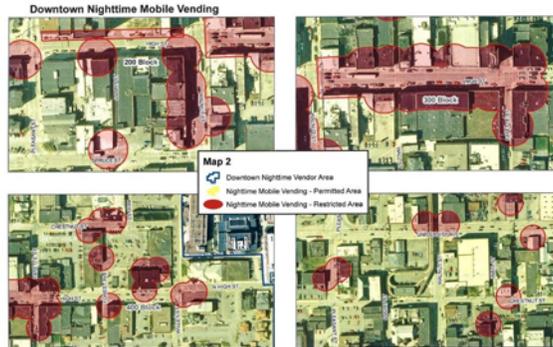


- Food trucks
 - See City of Huntington **Mobile Food Vendor Information**
- Food truck park. Do not compete with existing brick and mortar locations – work with city to develop ordinances that require licenses, registration, hours of operation, etc.



Food Truck Festival

September 1, 2018 at 12:00 pm
Celebrate Labor Day Weekend at DID
with our first annual Food Truck Festival.



These maps were used to determine valid parking spaces for vending permitting

FOOD BASED



- Food truck park. Do not compete with existing brick and mortar locations – work with city to develop ordinances such as: require licenses, registration, hours of operation, etc.
 - Test concept in vacant or underutilized areas.
 - Use as pop-up for new businesses.
 - Possible locations behind gazebo or corner of Madison and W. 14th.



Possible location corner of Madison and W. 14th.

FOOD BASED

- Food truck park, examples



Indoor FOOD TRUCK
Park & BAR, St. Paul, MN



Central Filling Station is Knoxville's first full-service food truck park. We are a family-friendly, dog-friendly neighborhood hangout featuring a daily rotation of Knoxville's best food trucks and craft beverages!

FOOD BASED

- Food/community kitchen
 - Locate in Wild Ramp, or
 - Locate in other adaptive reuse building, or
 - Combine with café or restaurant, or
 - Combine with existing kitchen such as at a church
 - *Example: Outpost Natural Foods/The Juice bar/Commercial Kitchen in Innovation and Wellness Commons; Milwaukee, WI*



FOOD BASED

- Brew pub
 - In adaptively reused building such as warehouse
- Restaurant that specializes in local produce, preferably from local gardens and community garden.
 - Use local chefs/guest chef from community/family cooking
 - Use local cookbook contributors as chefs and recipes
 - Pop up dinners See Farming Hope San Francisco - <https://www.fastcompany.com/40563529/at-these-pop-up-dinners-the-chefs-and-the-guests-are-homeless>



ART BASED

- Art in all designs
- Public art
- Use pods or rail freight cars for crafts market
- Artists in small bungalow/residential buildings
- Combine Art and Food
- Use pop ups to test the concept for galleries/work space, etc.



ART BASED



Art in all designs

- Crosswalks
- Banners
 - Do as artistic/art as banner
 - Add movement to street
 - Add identifier for OnTrac
- Long term banners. See Charleston East End Main Street's concept of artist auction, etc.
- Streetscape
- Benches
- Murals - shift to art theme in addition to nostalgic theme
 - Select artist based on events and through community buy in. See Wheeling's Show of Hands
 - Combine Art and Food themes



ART BASED



Art in all designs

- Crosswalks
- Banners



anner
eet
rac
harleston East End
artist auction, etc.



nostalgic theme

- Select artist based on events and through community buy in. See Wheeling's Show of Hands
- Combine Art and Food themes



ART BASED

Art in all designs

- Crosswalks
- Banners
 - Do as artistic/art as banner
 - Add movement to street
 - Add identifier for OnTrac
- Long term banners. See Charleston East End Main Street's concept of artist auction, etc.



theme in ad

d on events and through
n. See Wheeling's Show of

Food themes

Charleston Main Streets
StreetWorks



ART BASED

Art in all designs

- Crosswalks
- Banners
 - Do as artistic/art as banner
 - Add movement to street
 - Add identifier for OnTrac
- Long term banners. See Charleston East End Main Street's concept of artist auction, etc.
- Streetscape
- Benches
- Murals - shift to art theme in addition to nostalgic theme
 - Select artist based on events and through community buy in. See Wheeling's Show of Hands
 - Combine Art and Food themes



Martinsburg Main Street



ART BASED

Art in all designs

- Crosswalks
- Banners
 - Do as artistic/art
 - Add movement
 - Add identifier for
- Long term banners. Street's concept of a
- Streetscape
- Benches
- Murals - shift to art theme in addition to nostalgic theme
 - Select artist based on events and through community buy in. See Wheeling's Show of Hands
 - Combine Art and Food themes



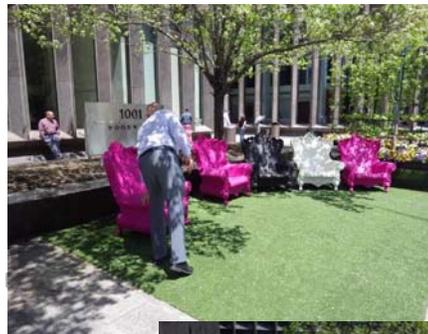
Beer bottle bike rack in front of brew pub. Milwaukee



ART BASED

Art in all designs

- Crosswalks
- Banners
 - Do as artistic/art as banner
 - Add movement to street
 - Add identifier for OnTrac
- Long term banners. See Charleston East concept of artist auction, etc.
- Streetscape
- Benches
- Murals - shift to art theme in addition to nostalgic theme
 - Select artist based on events and through community buy in. See Wheeling's Show of Hands
 - Combine Art and Food themes



Pop up living room and Chess game. Downtown Detroit



ART BASED



Art in all designs

- Crosswalk
- Banners
 - Do as a
 - Add m
 - Add id
- Long term
- Street's con
- Streetscap
- Benches
- Murals - shift to art theme in addition to nostalgic theme
 - Select artist based on events and through community buy in. See Wheeling's Show of Hands
 - Combine Art and Food themes



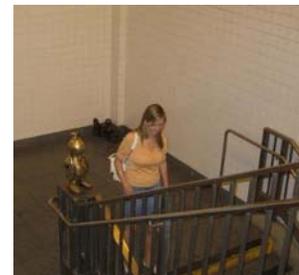
Murals at Detroit Farmers Market

ART BASED



Art in all designs

- Cro
- Ban
-
-
-
- Long
- con
- Stre
- Ben
- Murals - shift to art theme in addition to nostalgic theme
 - Select artist based on events and through community buy in. See Wheeling's Show of Hands
 - Combine Art and Food themes



Gnome art sculpture. NYC subway entrance



Socrates Park – originally vacant industrial site. NYC
Combining Art and recreation. <http://socratessculpturepark.org/>

ART BASED



Use pods or rail freight cars for crafts market

- Where to locate?
 - Behind farmers market?
 - Behind gazebo?
 - Keep street clear for firehouse.



Containers used as pop up art galleries. Pittsburgh Three Rivers Art Festival



Containers used as pop up restaurants. South Street Seaport Festival, NYC

ART BASED



Artists in small bungalow/residential buildings

- Scattered throughout district
 - Make colorful so that they stand out as accents on the block
- Groupings as “colony”
 - Possibly the row behind Wild Ramp
- Use Artsy/kitschy designs
 - Bright colors
 - Funky details
 - Tile and other colorful materials
- See examples:
 - Tricky Fish Restaurant, Charleston East End
 - Baltimore Hon District
 - Heidelberg Project, Detroit
 - Other island coastal concepts

ART BASED

Artists in small bungalow/residential buildings



The Hon District,
Baltimore

out district
that they stand out as accents on the
ny”
behind Wild Ramp



Tricky Fish, Charleston Main
Street

ART BASED

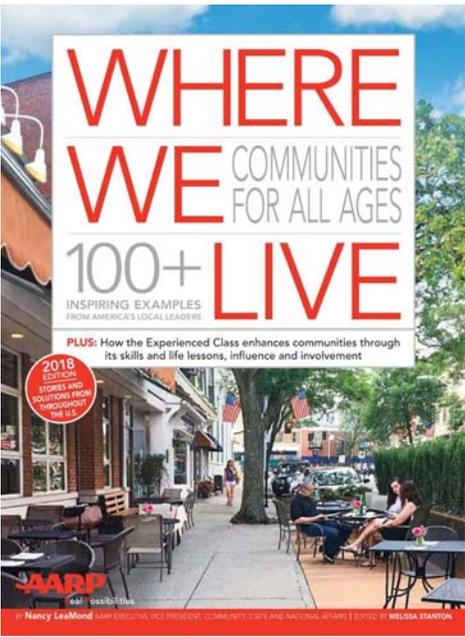
Artists in small bungalow/residential buildings



- Baltimore Hon District
- Heidelberg Project, Detroit
- Other island coastal concepts

The Heidelberg Project is an outdoor art project in the McDougall-Hunt neighborhood on Detroit's east side, just north of the city's historically African-American Black Bottom area. It was created in 1986 by the artist Tyree Guyton, who was assisted by his wife, Karen, and grandfather Sam Mackey. [Wikipedia](#)





WHERE WE LIVE COMMUNITIES FOR ALL AGES
100+ LIVE
INSPIRING EXAMPLES FROM AMERICA'S LOCAL LEADERS

PLUS: How the Experienced Class enhances communities through its skills and life lessons, influence and involvement

2018 EDITION
STORES AND SOLUTIONS FROM THROUGHOUT THE U.S.

AARP and **GOSSARDTILLY**

© Nancy LeaMond AARP EXECUTIVE VICE PRESIDENT, COMMUNITY LIFE AND NATIONAL AFFAIRS | EDITED BY MELISSA STANTON



Build a Better Block

Here's a before-and-after street plaza recipe for doing just that

THE Better Block is a place-making focused "public interest" form of urban planning and development where local neighborhood, neighborhood organizers, neighborhood and neighborhood leaders work together to create a better block. AARP partnered with the Urban Land Institute on AARP's second year-up demonstration projects in three communities that are featured in the edition of Where We Live. (The project shown here was held in Fort Wayne, Indiana in November 2017. See pages 46, 48 and 188 for others.) Before the Better Block crew needed to be a community to work with the community. The crew often did the following activities and "things" before a successful project was successfully over (see story on last page project).

STEP 1: Get the community involved
The people who live or work in the community will determine whether a Better Block effort will be successful. Organizers need to have an outreach plan for reaching target residents, businesses, organizations, officials, sponsors, organizations, companies, politicians, government officials and potential volunteers.

STEP 2: Use place-making principles
STEP 2 consists of two main activities: determine which design interventions (parking, bike lanes, etc.) can demonstrate the vision for the neighborhood.

STEP 3: Program the street
Programming is key to creating a place program. The benefits of programming is to create an outdoor and temporary activities. Having something to do gives people a great reason to show up – and better, having something that's comfortable, clear and focused on the right space to create.

STEP 4: Collect data
Carbon data that will cover the long-term plan. Research collection might include measuring vehicle speed or recording sensors.

STEP 5: Make an agreement
The timing of a project depends on the situation. Having a clear plan for the project and the day plan for the day is important.

THE AARP WARRS **WELLS**



A Bit About Build Workshops
Pre-up events require people to work together to make and place things. Try to use materials and resources that are found in the community. Volunteers are typically organized into three work teams:
• Art and Beauty
• Street and Public Space
• Traffic Programming
Prepare to volunteer but be ready to improvise. Things happen on-site, people with different skills and ideas are key to implementation plans.

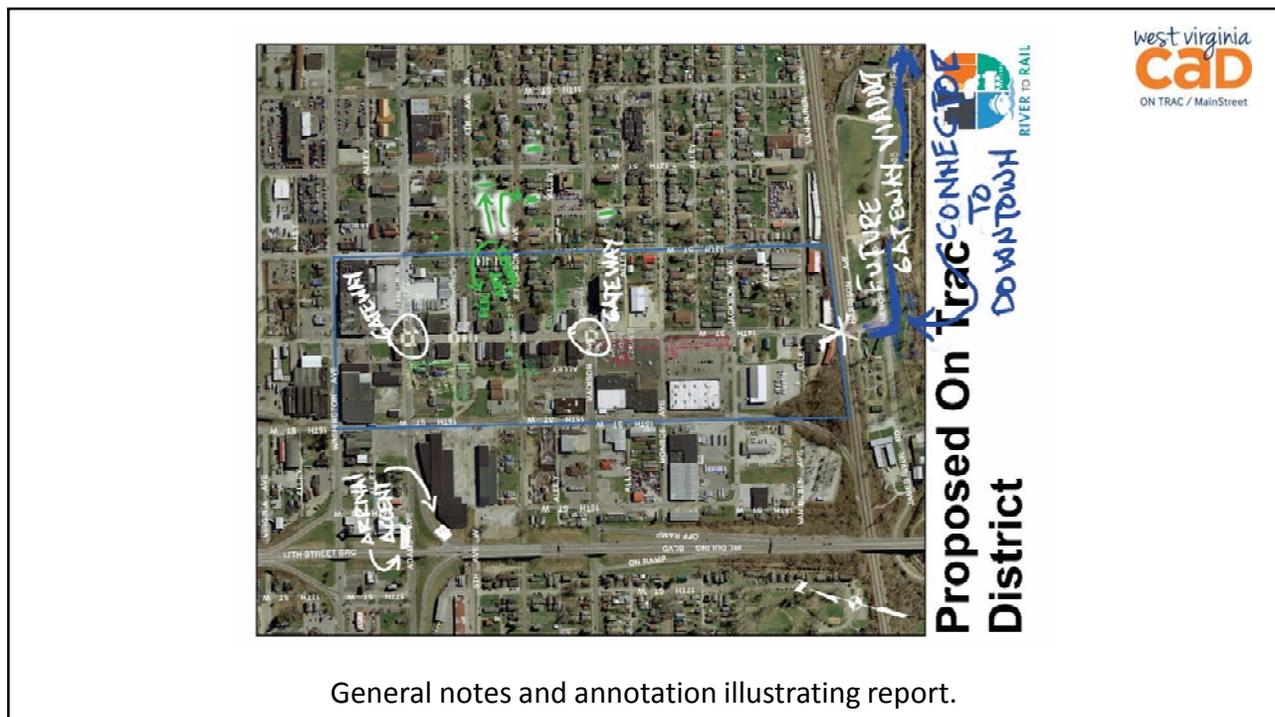
Painting the Street Purple, White and Blue
Supplies: Paintbrushes, measuring tape, chalk, a chalk line tool, industrial grade duct tape, identification, paint rollers and gloves, paint trays and paint can(s) of paint, rollers #1 and #2. One gallon of light green (SW 612) square feet.
Instructions:
1. Choose an alignment.
2. Use the chalk line to mark the edges.
3. Remove it and fill the design by applying the duct tape to the desired surface.
4. Measure and then mark with chalk the spots that will be covered by "markers".
5. Use duct tape to cover the negative (unpainted) spaces.
6. Apply the paint to the surface.
7. Pour the paint into the trays and apply with the roller.
8. Measure the tape to determine the amount of paint to use.
9. To the extent of all 45-degree angle to each painting of the paint.

© 2018 WEST VIRGINIA CAD. PHOTO: JEFFREY W. HARRIS





General notes and annotation illustrating report



west virginia
CaD
ON TRAC / MainStreet

Pedestrian friendly community

- Connect surrounding residential to Central City
- Connect to downtown
- Connect to Path in future. Wait until the issues are resolved with right of way, etc.
- Pedestrian level lighting
- Security/safety
- Consider if there is a need for traffic calming on the east west corridors.
 - Alternative is to route pedestrians away from these.
- Connect to Ritter Park as a "pleasant" corridor to the downtown via the viaduct

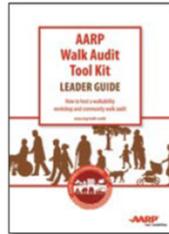
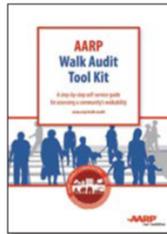
west virginia
CaD
ON TRAC / MainStreet

Pedestrian friendly concepts

- Traffic calming
- Areas of refuge
- Islands
- Crosswalks
- Interesting sights along paths
- Safe and secure
- Well lit
- Public amenities, seating, trash, etc.
- Directions/signage

Get Working on Safe Walking

When seeking a solution to a road safety hazard, the problem needs to be defined and documented. The AARP Walk Audit Tool Kit and companion Leader Guide can help community members and local leaders do just that. The workbooks can be ordered or downloaded for free at AARP.org/WalkAudit.



PROVIDE MORE WAYS TO GET AROUND 39

Walkability Checklist



How walkable is your community?

Take a walk with a child and decide for yourselves.

Everyone benefits from walking. These benefits include improved fitness, cleaner air, reduced risks of certain health problems, and a greater sense of community. But walking needs to be safe and easy. Take a walk with your child and use this checklist to decide if your neighborhood is a friendly place to walk. Take heart if you find problems, there are ways you can make things better.



Getting started:

First, you'll need to pick a place to walk. Like the route to school, a friend's house or just somewhere fun to go. The second step involves the checklist. Read over the checklist before you go, and as you walk, note the locations of things you would like to change. At the end of your walk, give each question a rating. Then add up the numbers to see how you rated your walk overall. After you've rated your walk and identified any problem areas, the next step is to figure out what you can do to improve your community's score. You'll find both immediate answers and long-term solutions under "Improving Your Community's Score..." on the third page.



Note: all elements should fit the design concepts enumerated previously

Pedestrian friendly concepts

- Traffic calming
- Areas of refuge
- Islands
- Crosswalks
- Interesting sights along paths
- Safe and secure
- Well lit
- Public amenities, seating, trash, etc.
- Directions/signage



Pedestrian friendly concepts

- Traffic calming
- Areas of refuge
- Islands
- Crosswalks
- Interesting sights along paths
- Safe and secure
- Well lit
- Public amenities, seating, trash, etc.
- Directions/signage

west virginia
CaD
ON TRAC / MainStreet



Pedestrian friendly concepts

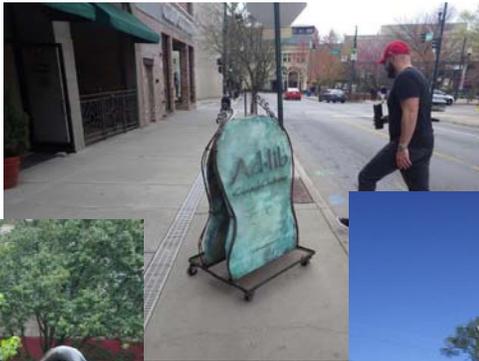
- Traffic calming
- Areas of refuge
- Islands
- **Crosswalks – use designs consistent with the Art/Food concept.**
- Interesting sights along paths
- Safe and secure
- Well lit
- Public amenities, seating, trash, etc.
- Directions/signage

west virginia
CaD
ON TRAC / MainStreet



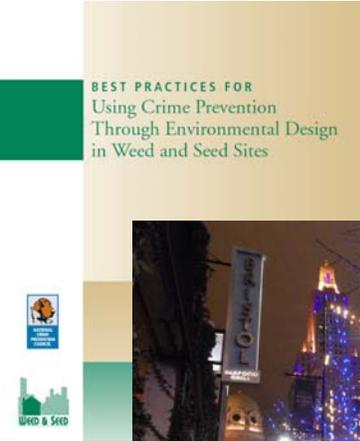
Pedestrian friendly concepts

- Traffic calming
- Areas of refuge
- Islands
- Crosswalks
- Interesting sights along paths
- Safe and secure
- Well lit
- Public amenities, seating, trash, etc.
- Directions/signage



Pedestrian friendly concepts

- Traffic calming
- Areas of refuge
- Islands
- Crosswalks
- Interesting sights along paths
- Safe and secure
- Well lit
- Public amenities, seating, trash, etc.
- Directions/signage



Pedestrian friendly concepts

- Traffic calming
- Areas of refuge
- Islands
- Crosswalks
- Interesting sights along paths
- Safe and secure
- Well lit
- Public amenities, seating, trash, etc.
- Directions/signage



Pedestrian friendly concepts

- Traffic calming
- Areas of refuge
- Islands
- Crosswalks
- Interesting sights along paths
- Safe and secure
- Well lit
- Public amenities, seating, trash, etc.
- Directions/signage
 - Include at gazebo parking
 - Include at Wild Ramp parking
 - Include at gateways



Wayfinding

- Gateways
- Directional
- Arrival
- Parking
- Replace all dissimilar signs
- Make a clear distinction between public (Central City) and private (neighborhood/West Huntington residential)
- Crosswalks (art friendly, see also “pedestrian friendly concepts”)

west virginia
CaD
ON TRAC / MainStreet



Wayfinding

- Directory signs
- Etc.

west virginia
CaD
ON TRAC / MainStreet





Wayfinding: Gateways



Wayfinding: Kiosks

Locate in parking lots or key locations to guide visitors



Wayfinding: Directional signage



Wayfinding: Directional signage

- Low cost and user friendly
- Giving times to destinations
- See Walk Your City



Wayfinding: Secondary kiosks

Signs directing to side streets or other locations with directories



Wayfinding: Arrival and informational signs



Zoning

- Test form based concept here
 - Must ID the forms
 - Collect data on what exists and what should be kept.
 - Materials
 - Massing
 - Height
 - Porches
 - Roof shapes and materials
 - Setbacks
 - Details
- On 14th Street only?
 - This will be different, more commercial
- In entire West Huntington?
 - Residential areas different concepts
- This allows various uses but maintains the basic design, community development, and planning concepts of the neighborhood.



Commercial

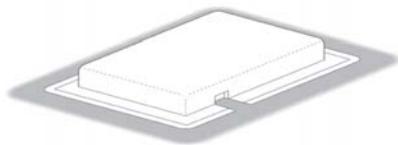


Residential

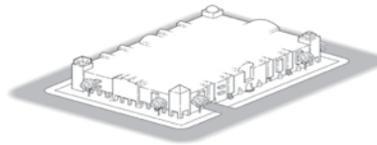
Form Based Zoning



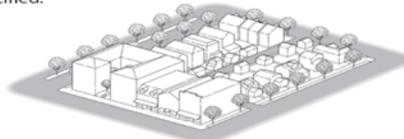
How zoning defines a one-block parcel
Density, use, FAR (floor-area-ratio), setbacks, parking requirements and maximum building height(s) specified.



How design guidelines define a one-block parcel
Density, use, FAR (floor-area-ratio), setbacks, parking requirements, maximum building height(s), frequency of openings and surface articulation specified.



How form-based codes define a one-block parcel
Streets and building types (or mix of types), build-to lines, number of floors and percentage of built site frontage specified.



© 2006 Peter Katz and Steve Price | Urban Advantage

Form Based Zoning

Cincinnati Example



Potential development under existing zoning code



Potential development under proposed Form-Based code

How will this be achieved:

- No garages along main facade.
- 2-2.5 story maximum height.
- In order to preserve privacy in backyards, full floors above the ground floor are only allowed within 65'-70' from front right of way.
- Encourage porches, stoops and other architectural elements.
- Define appropriate building types for medium density housing.



Figure 1.4. Cincinnati Form-Based Code. Courtesy: Sustainable Project & Consulting, Inc.

Promotion

Jake Dougherty | Executive Director; Wheeling (WV) Heritage



Promotions

- Sell the image and promise of the district to all prospects.
- By marketing the district's unique characteristics to shoppers, investors, new businesses, and visitors, an effective promotion strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers.
- It serves to improve consumer and investor confidence in the district.



Goals of Promotions

in Central City

- Develop an unified brand for the district – one name for the district
- Change the perceptions of 14th St. W. and immediately adjacent neighborhood
- Engage neighborhood residents in the life of the district
- Attract people from Huntington, the tristate, and the region
- Build the foundations for identified business and investor interest
- Ring the cash registers of current businesses



Transform Central City's Identity

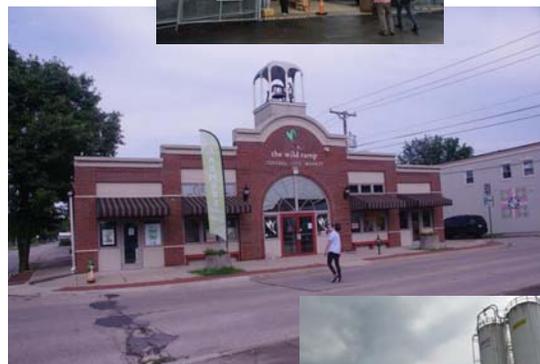
- Seek to galvanize a single identity for the businesses corridor on 4th Street W.
- Build a compelling brand that provides an authentic vision of the place at this moment while setting a clear direction for where you want the community to go
 - Leverage Wild Ramp and Central City Farmers Market anchors and existing food entrepreneurs (e.g. meat market)
- **Recommendation: Receive community branding consultation.**
- **Recommendation: Produce an "E-Zine" that showcases progress and happenings in the district. Collaborate with artists to produce a fresh, vibrant newsletter that demonstrates the positive direction.**

Central City:
Where Food is Central
Where Art is Central
Where Antiques are Central
Where You are Central



Where Food is Central Promotions

- Engage the Community to develop a cookbook with neighborhood recipes
- Have community members as "guest chefs" at the Wild Ramp once a month.
- Have a pot-luck supper event (as part of StinkFest)
- Increase promotions with local assets (ie. Farmers Market)
- Work with Heiner's to create bakery tours open to the public



Where Art is Central Promotions

- Boxcar Bazaar – develop small, contextually relevant retail spaces for artists and artisans.
- Night Market – create exciting, after-dark space for art (Appalachian/folk art, craft), antiques, and music.
- Abbott Outdoor Theater – use the vacant lots where the Abbott Theater stood as a new outdoor venue.
- Mural Process – engage the community in the design and mural-making process.



Where Antiques are Central Promotions

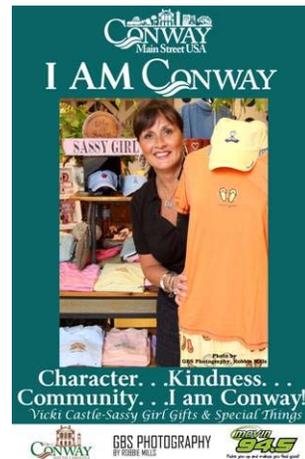
- Highway signs – Keep current highway signs
- Continue current Antiques promotion and ads, while building off this strong foundation and identity to add more vibrancy to the district and reach new audiences



Where you are Central Promotions



- “I am Central” Promotion – create a campaign that highlights residents, business owners, and workers in the Central City district as a way to personalize the district and break through current perceptions
- Restart the Labor Day Parade as a “Creative Laborers Day” to focuses on makers and producers.
- Engage local residents in the activities as much as possible – this will get the necessary buy-in to keep this district growing.



Develop District Brand

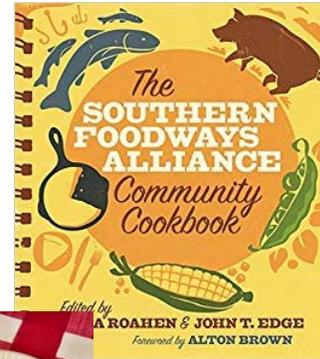


- Example: Charleston East End
 - Charleston East End successfully pulls their brand identity through collateral and programs creating a clear sense of place, mission, and ownership.



Develop Community Cookbook

- Example: Southern Foodways Alliance
 - Southern Foodways Alliance published a collection of community recipes to capture authentic tastes of the south.



Develop Boxcar Bazaar

- Example: Pascagoula, MS
 - Pascagoula developed Anchor Square, a 15 cottage micro-retail incubator, to develop new retailers in small spaces (in this case, Katrina Cottages).



Develop Night Market



- Example: Garfield Night Market (Pittsburgh, PA)

- Garfield Night Market was developed to activate Garfield, a distressed neighborhood of Pittsburgh with an unsafe perception, in a new, fun way that set it as an arts district.



Develop Abbott Outdoor Theater



- Example: Bethesda Urban Partnership

- Bethesda Urban Partnership produces outdoor movie nights that attracts locals and regional visitors throughout the summer months.





Organization

Mary Helmer, CMSM | President/State Coordinator; Main Street Alabama

The Main Street® Approach for Revitalization



Organization
(Civic)

Bring all sectors of the community together to build consensus & common vision, assemble resources, and lead revitalization



• Sense of Ownership

Design
(Physical)

Improve the district's physical elements while preserving & enhancing the community's authentic fabric & sense of place



• Sense of Place

Economic Vitality

Strengthen & diversify the local economy by supporting existing base and encouraging strategic use of space and entrepreneurship dev.



• Sense of Vitality

Promotion
(Social)

Position district as the center of activity, culture, commerce, and community life, market its assets, and promote its positive image



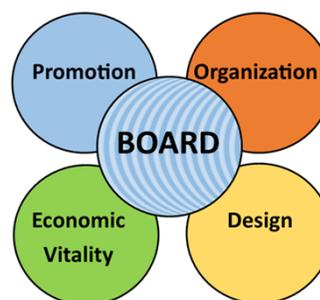
• Sense of Activity



Foundational Activities

Developing an organization that is well structured, securely funded, and committed to a plan for the future is the best way to make revitalization last.

The Organization component of the four point approach is dedicated to these activities.



Civic Engagement



Organization (Civic Engagement) Bring all sectors of the community together to build consensus and common vision, assemble resources and lead revitalization.

This is the foundation for all activities in the district. Public/Private Partnerships are a must in every successful revitalization effort. Continue to engage partners and have clear, concise communication.

It is recommended you form a local action committee of 9 to 11 people – this local action committee should be a diverse group that is reflective of the partner organizations and those living in the West Huntington District.

When building the local action committee take into consideration the transformation strategy of Arts & Food. Building upon the existing antiques district asset, add partners who have additional skill sets in local food and art.



Once the local action committee is formed it is important to do some research.

What is your organizational structure going to be?

A strong organizational foundation is key for a sustainable revitalization effort. This can take many forms from a stand-alone nonprofit organization, to a special assessment district, to a program housed in a municipality or existing community development entity. Regardless of the organizational type, the focus is on ensuring that all organizational resources (partners, funding, volunteers) are mobilized to effectively implement transformative strategies.

It is recommended that the West Huntington local action committee review the structure of all the partner entities; Old Central City Association, West Huntington Organization, River to Rail Association, etc. to determine if they currently have an IRS nonprofit status, what that status is and if it is up to date.

You could then choose to form a "Friends of" arm and apply for 501(c)(3) status, with representation from all partners. Having a 501(c)(3) "Friends of" component allows more flexibility in project based fundraising and donations are then tax deductible.



Possible Partnerships to consider: **Food**

- Food Partnerships with schools – check on culinary classes, commercial kitchen access
- Boys & Girls Club – Gardening project – fresh vegetables to sell and use in culinary classes
- Landbank – setting aside land for a community garden/neighborhood garden
- Work with USDA & ARC on funding for projects related to food initiatives

In the Promotion section of this report is a reference to the creation of a Central City Cookbook. What a great way to bring the district together! It could also be used as a fundraiser for the Main Street Organization.





Possible Partnerships to consider: Art

Antique stores are a great source of art! Craftsmanship in furniture, glass, wood, upholstery, photography, paintings, etc. This is a perfect fit for the Art component of the Food & Arts Transformation Strategy and a powerful niche to build upon!

Other partners to consider:

Mayors Council on the Arts, Heritage Farm Artisan Guild, Huntington Museum of Art, Visual Arts Center could check into a Central City Artist in Residence program. Also, check into the Artisans in Coalfield Development's Rediscover Appalachia enterprise – nice tie in with the quilt murals you already have in place.



Community Engagement: Food is always central in bringing people together. Consider a "Central City Dinner on Common Ground":

- During the our time in West Huntington, the Central City district was mentioned as "common ground" for the community. By implementing some placemaking and simple public art installations, the common ground will be elevated in people's minds as an important place for community interaction as well. A "dinner on common ground" is a great event that could serve as a reminder to "come to our table" to discuss ways to make the district better and to work together to meet those goals.



Role of the Organization Point



The Organization Committee plays a key role in keeping the board, committees, staff and program-of-work in good shape by attracting people and money to the organization.

To succeed the committee must take responsibility for:

- Raising money
- Volunteer management
- Promoting the program
- Managing finances – *Board's Role*

While in the ONTRAC program, you can build the basics of your organization so when you are ready to become a designated Main Street program, you will be ready to move ahead quickly.



Raising Money

- **Public Sector** - Funds from your local government, city and county. Keep public officials informed, report statistics, and invite them to your district events, press conferences, annual awards, and recognize their support.
- **Private Contributions** - Contributions from stakeholders within the district including memberships from downtown businesses and property owners.
- **Private** - Corporate sponsorships, memberships outside the district, and donations from community organizations. Having a healthy, vibrant district benefits the entire community.
- **Events/Fundraisers** – Events and fundraisers that raise money for projects or the organization.

Volunteer Management

- Recruiting committee members and special events volunteers.
- Supervising them and rewarding good work.
- Consider volunteers who have interest or experience in Food, Arts and Antiques to reinforce the Transformation Strategy for Central City.



west virginia
CaD
ON TRAC / MainStreet



Promoting the Program

- Develop public relations strategies that include media events, press packets, progress reports and electronic updates
- Present to area civic groups and community leaders

west virginia
CaD
ON TRAC / MainStreet

Stakeholders



Main Street organizations are broad-based. Everyone who has a stake in the commercial district needs to be at the table guiding the decisions concerning the future of the West Huntington district.

Take time to determine who the stakeholders are and invite them to participate.



Fundraising 101



What product are you selling?

- Don't be vague, sell specific projects and accomplishments.

Who has a stake in the district?

- Everyone that uses the district is a stakeholder – businesses, organizations, and individuals. Those that directly benefit by its improvement and would lose if it fails should be the primary funding targets.

How do you make the "pitch"?

- Package your revitalization efforts by promoting goals, track record and specific plans. Consider the best person to make the ask. Be prepared to answer "what will this do for me?" and "how much do you want?"

Preparing for the ask

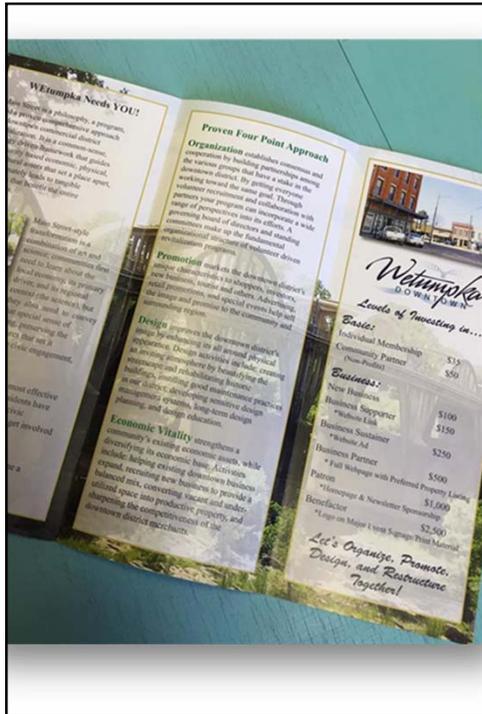
- Customize materials and approach for each prospect.
- Packet should accompany you on the scheduled visit.
- Meet with appropriate representative of the business or individual.
- Peer to Peer is the best.
- Point out common interests and explain how their investment will benefit them.
- Ask for commitment.
- Follow up.



Components of a Fundraising Plan

- General Appeals
- Sponsorships
- Annual Membership Campaigns
- Special assessment districts
- Endowments/Private Foundations
- Public Sector
- Events
- Earned Income





Memberships

- Most common way to solicit contributions.
- Members are typically small businesses, property owners, investors, area industry, and local residents.
- Dues structure can vary from flat annual fees to a sliding scale.
- Nonprofit tax structure – 501(c)(3) vs. 501(c)(6) will determine if you will extend direct or indirect benefits.
- Many programs create exclusive benefits – participating in events and advertising.

Sponsorships

- Solicit sponsors for:
- Special events and festival programs
- Collateral materials that the public will see like brochures, newsletters, and business recruitment packages.
- Public improvements



Special Assessment Tax Districts



- Special assessment tax districts are increasingly used to provide permanent funding for both physical improvements and district management.
- A locally designated district, authorized by city government and supported by a majority of district owners, can disburse funds to support the Main Street program's efforts such as a Downtown Redevelopment Authority.



Elements of a Comprehensive Fundraising Plan



- Create a prospect file with profiles of all businesses, building owners, investors, and major companies that are stakeholders. Note their products, services, key contacts, and any philanthropic history. Determine which solicitation type will be most effective.
- Develop a plan that details every dollar you anticipate receiving and how you will do it. Include financial support from all sources: local government, event revenues, membership dues, and sponsorships. Note who is responsible, time frames, how much you expect to raise.



Elements of a Comprehensive Fundraising Plan

- Detailed annual membership campaign. Include plans for training volunteers, developing collateral materials like sample letters, solicitation lists, and information packets. Create a schedule for solicitation and outline plans for follow up.
- Identify possible project sponsorships, including types of items, projects, or events available for sponsorships. Also determine list of potential sponsors and information on the ways they will be recognized.



People: The “Other” Resource

Successful Main Street programs involve hundreds of volunteers performing tasks ranging from blowing up balloons for district events to analyzing customer surveys. Volunteer involvement in committees and task forces is critical, as these are the places where work gets done – and future leaders are trained!

Volunteers

Without a good core of volunteers, there is no Main Street program.

Organization committee functions like a personnel department to recruit, manage, and reward volunteers.



Volunteer Recruitment

- Ensure a “good fit” between tasks and the volunteers by assessing the interests and skills of volunteers before assigning them roles.
- Signupgenius.com and signup.com are both free online services that will allow you to set up schedules and give volunteers the ability to sign up for shifts online. It will also post a sign up link on Facebook, send out text messages, email reminders and print the shift schedule prior to the event.



Volunteer Management

Some volunteers work better on a project basis and can work on tasks without attending meetings. Example: A graphic artist wanting to build up their portfolio might be interested in creating event logos, posters, social media headers, website, etc. Post volunteer descriptions on website and follow up with an interview.

- Provide volunteers with ample training
- Give volunteers clear responsibilities and timelines
- Value their time
- Evaluate
- Thank them



west virginia
CaD
ON TRAC / MainStreet

Communication

- Organization committee “sells” the revitalization philosophy.
- Describes the vision and the implemented work.
- Establishes an identity.
- Tools used:
 - Develop media relations
 - Presentations
 - Website
 - Printed Materials



west virginia
CaD
ON TRAC / MainStreet

west virginia
CaD
ON TRAC / MainStreet

Printed and Electronic Materials

```
graph TD; A[Social Media: FaceBook, Instagram, Twitter, etc.] --> B[Newsletters – great communication tool for highlighting new businesses, interesting retail trends, assistance programs, volunteer opportunities, successes, and upcoming events.]; C[Presentations – Prepare personalized Main Street presentations to use when speaking to civic groups, local officials, and media.] --> D[Displays – Place creatives displays documenting your big dreams and past successes in physical improvements, events, and business development in the public library, bank lobbies, and vacant store windows.]; A --> C; B --> D;
```

Social Media: FaceBook, Instagram, Twitter, etc.

Newsletters – great communication tool for highlighting new businesses, interesting retail trends, assistance programs, volunteer opportunities, successes, and upcoming events.

Presentations – Prepare personalized Main Street presentations to use when speaking to civic groups, local officials, and media.

Displays – Place creatives displays documenting your big dreams and past successes in physical improvements, events, and business development in the public library, bank lobbies, and vacant store windows.

west virginia
CaD
ON TRAC / MainStreet

Public Presentations

- Speaking to groups
- Speaker’s bureau
- “Streetwalking”
- After hour get-togethers
- Booth at events

Accounting: The Necessary Evil

Determine who will manage:

- Bookkeeping
- Auditing
- Budgeting
- Financial Transactions
 - Maintaining the checkbook
 - Writing checks
 - Petty cash
- Annual "legal" reports



Accounting

Local Action Committee

- Should share responsibility for managing finances with executive committee and a qualified accountant, creating a beneficial system of checks and balances.

Professional Accountant

- Consult with professional accountant to determine best practices and policies based on the size of your program.



In summary: By aggressively pursuing a top-notch strategy for resource development of both people and money, and by communicating the program's accomplishments, you will be providing the fuel needed for the successful revitalization of your commercial district.

Questions? Contact Mary Helmer at 205.910.8819 or email
mary@mainstreetalabama.org



In summary

Revisiting Four Point Approach to suggested transformation strategies

Strengthen Central City's food-based economy



- Economic Vitality
 - Assist food entrepreneurs with access to space (to produce and to sell)
 - Revisit potential for a neighborhood commercial kitchen (smaller scale), could partner with neighborhood churches
 - Support food truck entrepreneurs (potential shared seating area)
 - Develop spec spaces for small restaurants (potential shared seating area)
 - Explore brew pub feasibility
 - Support resident efforts to grow, sell, and swap fruits, vegetables, and other food
- Design
 - Develop neighborhood garden plots on suitable vacant Landbank lots
 - Develop neighborhood High Tunnel(s) on Landbank lot(s)
 - Develop food truck locations
- Promotion
 - Develop event around West Huntington neighborhood cookbook (e.g. contributors cooking their recipes at Wild Ramp during Stink Fest)
 - Design and launch a food brand campaign (with professional help)
 - Where Food is Central, Where Art is Central, Where Antiques are Central, Where you are Central
 - Leverage Wild Ramp and Central City Farmers Market anchors and existing food entrepreneurs (e.g. meat market)
- Organization
 - Neighborhood leadership development program (e.g. around food)
 - Sponsor West Huntington neighborhood cookbook as an engagement strategy
 - Develop food partnerships
 - Boys & Girls Club (e.g. gardening project)
 - Landbank (e.g. neighborhood gardens)
 - USDA, ARC



Strengthen Central City's art-based economy including antiques as art



- Economic Vitality
 - Assist art entrepreneurs with access to space (to produce and to sell)
 - Explore feasibility of an Art market space (e.g. on train cars)
 - Art pop-ups, ghost/revolving galleries
 - Use of small homes in neighborhood for artist live/work space
 - Vacant property tax
 - Connect art entrepreneurs with Huntington Business Services Advocate (Sharon Pell)
- Design
 - Design Art Market space(s)
 - Complement Central City Farmers Market
 - Pods or freight cars
 - Design crosswalk art
 - Develop mural program (protect unpainted brick)
 - Design assistance for Historic Fire Station building
 - Artists in small bungalow/residential houses
 - Pop ups for artist spaces or for galleries (test the concept)
- Promotion
 - Host Night Market art event(s)
 - Create new outdoor venue—"Abbott Outdoor Theater"
 - Promote mural making process, host mural painting event (neighborhood engagement)
- Organization
 - Neighborhood leadership development program (e.g. around art)
 - Develop art partners (e.g. Mayors Council on the Arts, Heritage Farm Artisan Guild, Artisans in Coalfield Development's Rediscover Appalachia enterprise, Huntington Museum of Art)
 - Partner with Visual Arts Center on Central City Artist in Residence

