

**DOWNTOWN  
ASSESSMENT AND  
DEVELOPMENT  
STRATEGIES TEAM VISIT  
CITY OF BECKLEY,  
WEST VIRGINIA**

**November 13-15, 2018**



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## INTRODUCTION

Recognizing that Downtown Beckley has tremendous opportunities and strengths in which to build, the City of Beckley contracted with M. Miller Development Services and Arnett Muldrow & Associates to provide a downtown assessment and development strategies team visit to identify community economic development strategies and a vision for downtown. Beckley has a long history of successful special events, major investment in construction projects, philanthropic investments, property owner support and community involvement.

The Comprehensive Plan for the City of Beckley was completed in 2014, prior to WVU Institute of Technology purchasing the 170-acre Downtown Beckley campus. This addition of WVU Tech provides a tremendous opportunity to Downtown Beckley and to WVU Tech.

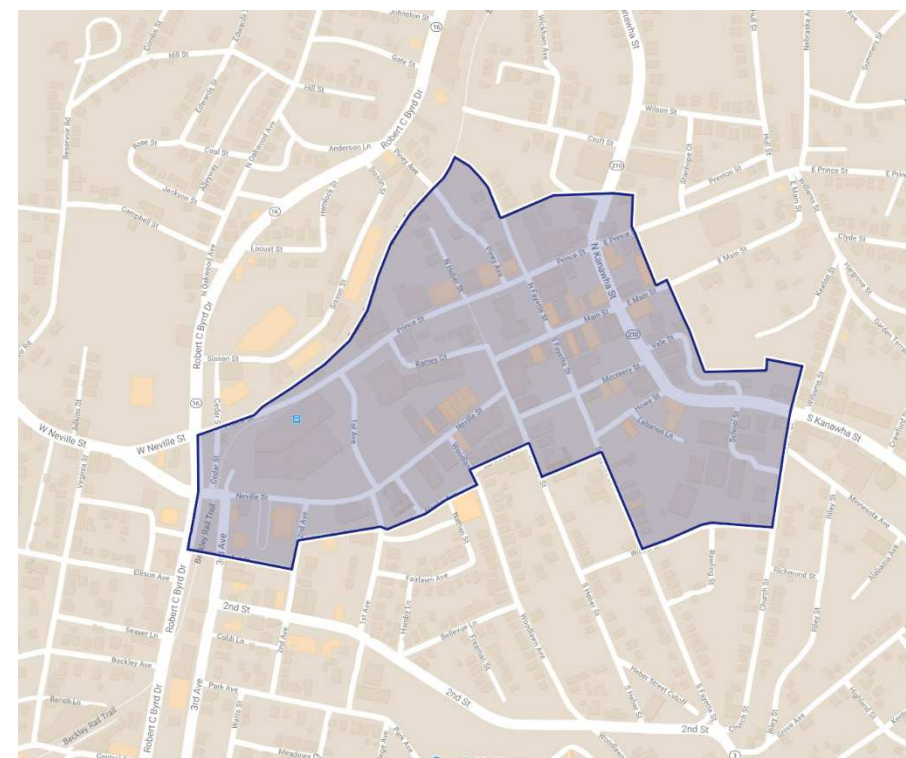
For this service the Team completed the following:

- Spent three days in the community November 13-15, 2018
- Toured the downtown and surrounding areas
- In advance of the on-site work the team reviewed existing plans, demographics and key data pertaining to downtown
- Conducted an online survey tool to gather input from the greater community to assist in developing a vision for downtown
  - 141 student responses
  - 889 general community responses
- Held Fourteen (14) focus group meetings with 80 plus key local stakeholders consisting of
  - Downtown Beckley Business Association
  - Downtown business owners
  - City Council members
  - Economic development stakeholders
  - Bankers, financing entities and funders
  - Tourism industry representatives and Beckley Events committee
  - Non-profits, historic preservation groups, and churches
  - Bike/Walk committee and education leaders
  - Property developers and realtors
  - WVU Tech students
  - Downtown property owners
  - City of Beckley department leaders
  - WVU Tech officials
  - Other government (county, state, federal) officials

The final deliverables included in this report consist of:

- Proposed vision for downtown Beckley
- Recommended focus geographic area for priority work area
- 2-3 priority development strategies for downtown with recommended action steps for each to work toward the strategies
- Types of businesses that typically work with those strategies
- Market Definition: Based on discussions with business and leadership stakeholders, we would determine a market area that is relevant to downtown Beckley.
- Demographic Profile: We will create a complete demographic profile for Downtown Beckley and the geographic trade area identified above including population and income metrics, current year estimates, trend analysis and projections for population and household growth.
- Market Segmentation: We would perform a market segmentation report determine characteristics of household group clusters in defined market area based on their demographic groupings including age, gender, income, education, occupation, and ethnic group. This will help better describe the income and lifestyle characteristics of the current market to match consumer needs.
- Market Assessment: We will perform a leakage study of the downtown and market areas to establish inflow/ demand for individual commercial and retail categories. We will compare these demand-side studies with supply-side retail shares and pull factor studies.
- Electronic version and 5 printed copies will be provided.

## GEOGRAPHIC AREA FOR PRIORITY WORK



The boundary above is of Downtown Beckley as established in the 2001 Comprehensive Plan. The same boundary was referenced as a Preferred Development Area in the 2014 Comprehensive Plan and served as the geographic area for this study.

## FOCUS GROUP FEEDBACK

The following strengths/opportunities and challenges emerged throughout the focus group discussions and review of existing materials.

### Strengths/Opportunities

WVU Tech's move to Beckley is an opportunity for Tech and the City. Both report positive relationships and are open to identifying service needs to the community.

- 800 of the 1,623 students are commuters
  - ◊ Representing 50 counties from West Virginia
  - ◊ Representing 30 states and 20 countries
  - ◊ Many are first generation college students
  - ◊ Strong nursing, engineering and science programs
  - ◊ Strong athletics programs
- Faculty and staff that are commuters could be recruited as residents.
- Beckley is a Home Rule City which gives flexibility in developing incentives for business development.
- The City of Beckley is eager to explore use of resources in developing incentives for downtown business and property development.
- Several major development projects have occurred—new fire station, police headquarters, Federal building.
- The City recently purchased the former Black Knight Country Club.
- Beckley has a vibrant arts community—theatre, music, murals and public art.
- New River Transit Authority makes transportation easy for students and residents to get into downtown.
- The HIVE serves a 12-county area to provide coaching services for businesses at all levels.
- Interstate access to I 77 and I 64 and Route 19.
- Beckley is the medical and retail hub of Southern West Virginia.
- Significant Civil War history is in the community.
- 2,600 hotel rooms are located within close-proximity to downtown.
- The School of Harmony is coming into downtown which will be a traffic generator as well as arts education.
- The McManus Rail Trail is a tremendous asset.
- Downtown Events such as Chili Night are creating great experiences in downtown for residents and students.
- Surrounded by outdoor recreation opportunities such as Winterplace, New River Gorge, Summit Bechtel Reserve and whitewater rafting industry.
- Banks are still located downtown.
- Nearby Glade Springs is a retirement attraction.
- City recreation areas and Exhibition Coal Mine attract visitors and add to the quality of life.
- Social service agencies have community service requirements.
- Stone walls throughout the City are at varying levels of maintenance but an appreciated feature in neighborhoods.
- Active Southern West Virginia provides programming for workforce wellness, events, bike rental, etc. There is a culture that values wellness.
- Property owners and real estate professionals feel that while downtown can grow retail based on demand, there is also demand for housing in downtown.
- The City has great partners (Chamber, NRGRDA, HIVE, WVU Tech and others). There seems to be a desire by each organization to meet and communicate more frequently, to collectively focus on Beckley's challenges and development opportunities.
- Property in downtown is relatively inexpensive.

## Challenges

- Panhandling in the downtown area.
- Residents are very married to chain businesses.
- There is 30% plus vacancy rate in downtown.
- Parking is seen as a deterrent.
- Downtown does not have an identity.
- Abundance of government buildings occupy a great deal of usable space, but also create an environment that is only active during week days.
- Low-income residential properties, social services and halfway house are intimidating for pedestrians.
- There is a perceived safety issue for WVU Tech students coming into downtown, but also around campus.
- Dilapidated buildings on Prince Street are in a prominent location.
- Available housing is considered lacking.
- Property owners are afraid to take the leap to invest in significant development.
- Some buildings are quite large making redevelopment more complex.
- One-way streets were mentioned as a negative
- Current students want Beckley to become a college town, but don't feel it will get there before they are done with their studies. Older students continue to compare Beckley to Montgomery and its town/gown environment.
- Some business and property owners felt that Beckley does not support its businesses. Some property owners voiced that the Historic Landmarks Commission hinders development.
- There is no mechanism (public or private) to connect potential development in downtown to prospective investors.
- There was discussion that proposed solutions and ideas are met with reasons to not try them rather than a discussion of "how do we make this work?" or be open to further discussion.
- Outside of events, there is a lack of a coordinated effort to communicate with citizenry and the private sector, whether it be to promote a development opportunity, expectations of the development community, or communicate success stories that may change peoples' perceptions of downtown. In that void speculation begins and inaccuracies are shared instead.

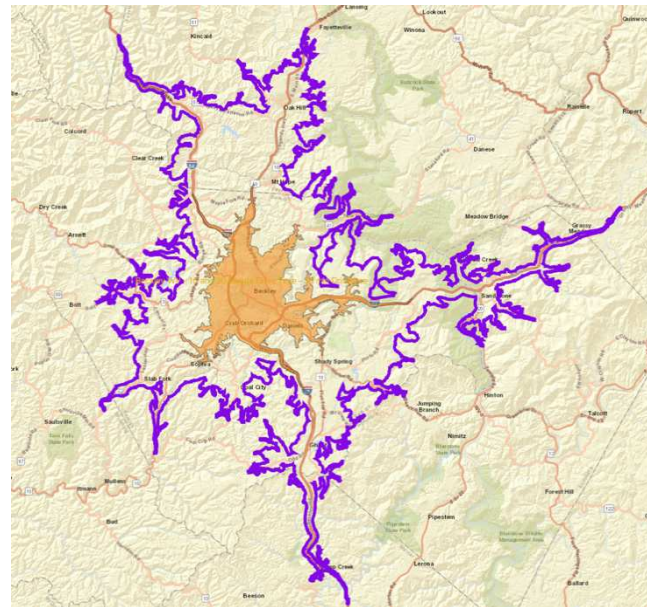
## MARKET INFORMATION

This section presents the findings of the market assessment for Downtown Beckley. The study offers a snapshot of the current market in Beckley and the region, outlining economic opportunity for new business in downtown. It includes:

- A market definition of Downtown Beckley’s potential market and local trade areas.
- A demographic profile of Beckley and its local trade areas.
- A market segmentation study that analyzes the makeup of Beckley’s local market in order to determine consumer needs and target markets.
- A retail market assessment that examines retail demand with Beckley’s local trade areas.
- An online survey that gathers input on downtown needs from the greater Beckley community, as well as WVU Tech students.

### Market Definition

Beckley lies in Southern West Virginia approximately one hour north of Bluefield and one hour south of Charleston. It is the seat of Raleigh County, and its prominent position at the juncture of I-77 and I-64 make it an important center of commerce. Due to its favorable location, it is the site of key destinations such as Tamarack, Beckley Exhibition Coal Mine, as well as WVU Tech.



For this assessment, Beckley’s primary trade area was defined as a 15-minute drive time (shown in orange) and the secondary trade area was defined as a 30-minute drive time (shown in purple). In addition to the trade areas, data was also collected for the City of Beckley, Raleigh County, as well as surrounding cities and counties within the region.

### Demographic Profile

The demographic profile looks at various indicators such as population growth, income, age, and employment. These demographics are further described in the market segmentation report that follows. Sources of data come from the US Census and Claritas. Claritas is a leading national market research firm that provides demographic and market projections.

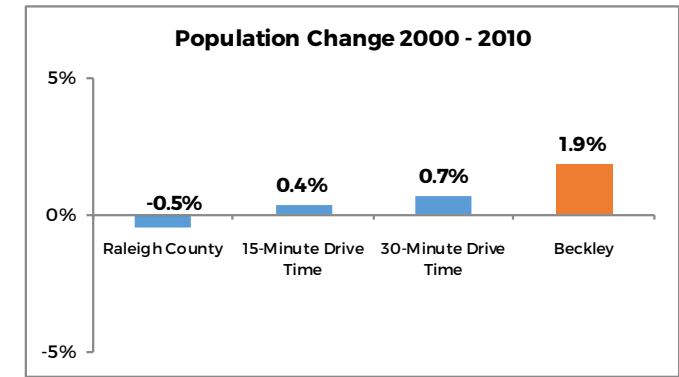


Figure 2: Population Change 2000-2010. Source: US Census.

	Population				Households			
	2000 Census	2010 Census	2018 Estimate	2023 Projected	2000 Census	2010 Census	2018 Estimate	2023 Projected
United States	281,421,942	308,745,538	326,533,070	337,947,861	105,480,131	116,716,292	123,942,960	128,512,580
West Virginia	1,808,348	1,852,994	1,820,883	1,806,888	736,473	763,831	756,671	753,038
Beckley	17,292	17,614	16,903	16,436	7,811	7,842	7,542	7,341
Raleigh County	79,221	78,859	75,618	73,924	31,792	31,831	30,604	29,935
15-Minute Drive Time	39,629	39,768	37,778	36,705	17,113	17,130	16,345	15,904
30-Minute Drive Time	85,160	85,755	82,687	80,984	34,507	35,080	33,965	33,307

Figure 3: Population and Household Change 2000-2023. Source: US Census, Claritas

### Population Change 2010 - 2018

The City of Beckley’s population was estimated to be 16,903 in 2018 according to Claritas. This represents a 4% decline in population over the previous census in 2010. Raleigh County saw a similar population decline, as did the 15-minute primary trade area (-5%) and the 30-minute secondary trade area (-3.6%). In fact, the entire six county region around Beckley lost population during this time. Wyoming County saw the largest decrease at -10.9%.

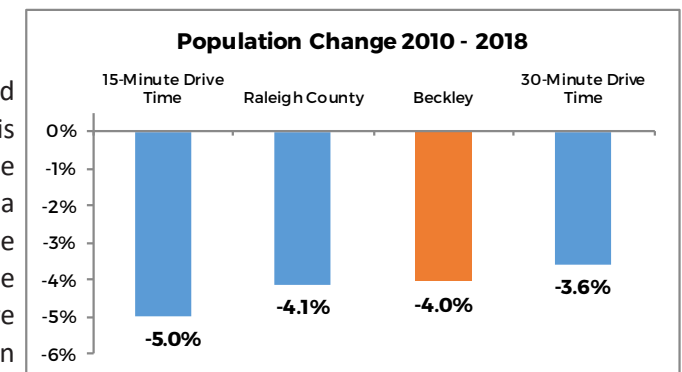


Figure 4: Population Change 2010-2018. Source: Claritas.

The area is projected to continue to decrease in population over the next five years, where Beckley will see another 2.8% decline.

The median household income in Beckley in 2018 is \$32,953 and is at the lower end of regional incomes. Only Rhodell (\$29,171) and Sophia (\$31,953) have lower median incomes. Shady Spring (\$50,178) and Lester (\$49,181) have the highest incomes in the region.

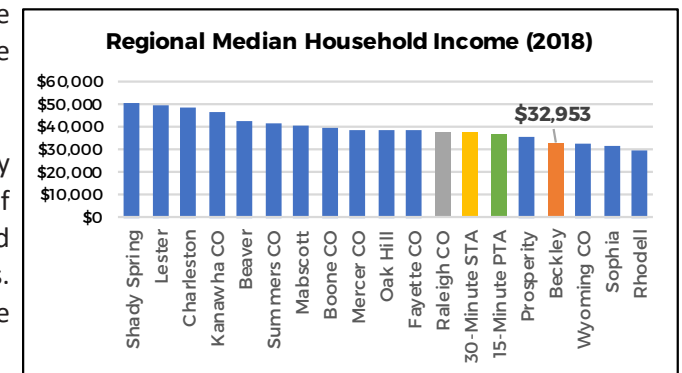


Figure 5: Median Household Income 2018. Source: Claritas.

The largest segment of household incomes in the City of Beckley in 2018 was those less than \$15,000 per year (22%). 52% of all households have annual incomes of less than \$35,000.

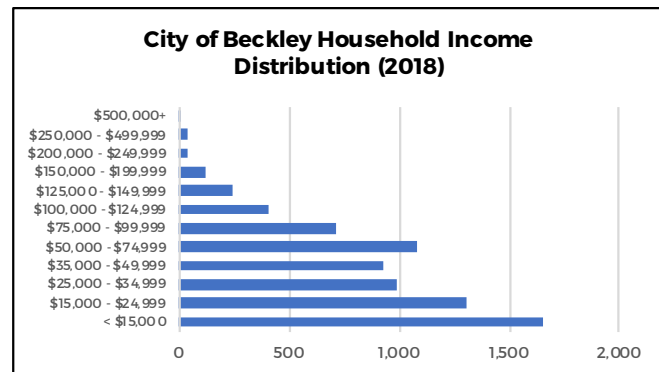


Figure 6: Household Income Distribution 2018. Source: Claritas.

Poverty rates are high throughout the region with Lester (21.7%) and Sophia (20.9%) being the highest. Beckley had 15.17% of its families below poverty in 2018.

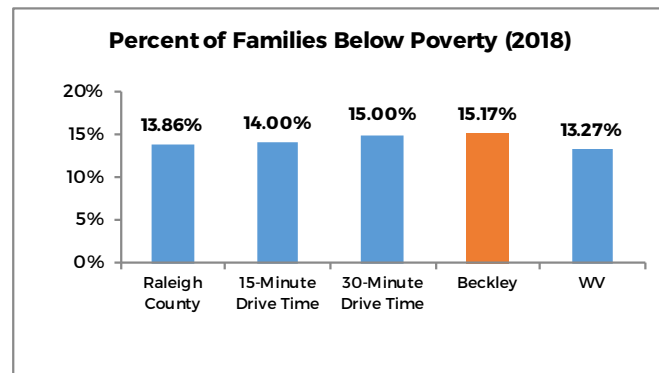


Figure 7: Poverty Levels 2018. Source: Claritas.

Median age in Beckley (41.53) is similar to that of the state (42.47) but less than the US (38.36).

About 50% of Beckley's residents age 25+ have some level of college education. 19.8% have a bachelor's degree or higher. This is compared to 16.8% of Raleigh County residents and 12.5% of all of West Virginia.

**Demographic Observations**

- While the region saw a slight increase in population between the 2000 and 2010 Census, the area has seen a decline since 2010. Each community and county saw population loss over the past eight years, with the City of Beckley seeing an estimated decrease in population of 4%.
- The market is projected to continue to contract over the next five years, with the City of Beckley projected to lose another 2.8% of its population. Population trends can be reversed, particularly in Downtown Beckley as it creates a more active environment, improved connectivity to WVU Tech, and increased opportunities for downtown residential. Still, demographic trends in Southern West Virginia will continue to impact the City and its businesses.
- In general, the regional median age is similar with most communities being in the mid-40s. At 41.5 years of age, Beckley is slightly younger than most. This is likely due to it being the urban center of a large rural area as well as it being the location of WVU Tech.
- The City has higher education levels compared to the region and state, again likely due in part to the presence of WVU Tech.
- Finally, Beckley's income levels are within the lower-range when compared to the communities in the region.

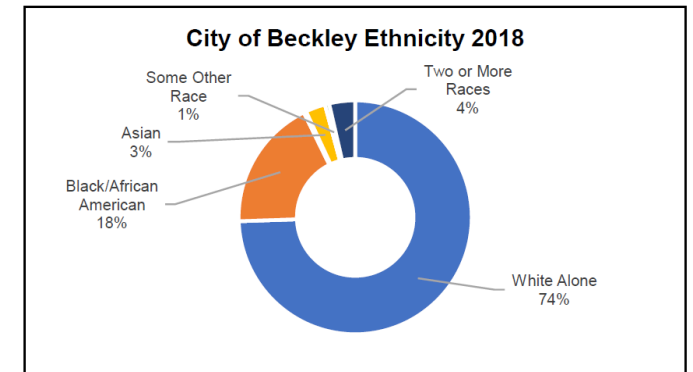


Figure 8: City of Beckley Ethnicity 2018. Source: Claritas.

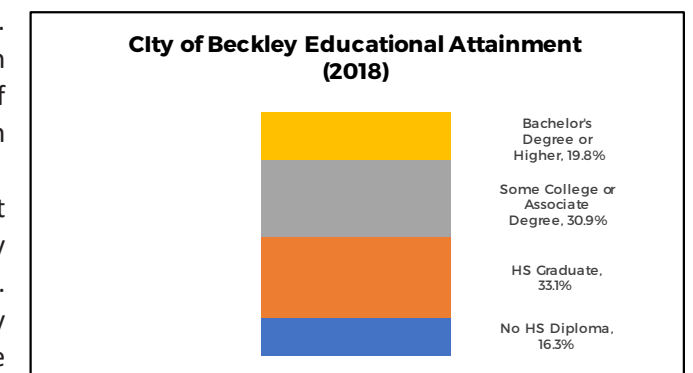


Figure 9: Beckley Educational Attainment 2018. Source: Claritas.

## Market Segmentation

A market segmentation study provides an opportunity to better understand the makeup of Beckley's existing local market as well as potential target markets. The analysis describes the behavioral traits and consumer patterns of various "segments" based on socioeconomic indicators such as age, income, education and family structure. The households in each segment have shared needs, interests, lifestyles, and consumer characteristics.

Segmentation comes from PRIZM Premier cluster groups as calculated by Claritas Inc., a leading national market research firm that provides data and analytics to help businesses, corporations and planners better understand market needs. Segmentation groups are based on Life Stage (age and presence of children) and Social Groups (urbanization and socioeconomic).

The data is presented here is for the 15-minute drive time Primary Trade Area from Downtown Beckley.

**Urbanicity:** About two-thirds of the households in Beckley's trade area are considered "Town and Rural", with about 27% being "Second Cities". Downtown Beckley serves the urban area in the City and surrounding suburbs, as well as a larger area of rural residents.

**Life Stage:** About 60% of the trade area households are in their "Mature Years" echoing the demographic findings above that indicates that the region is an older market. In Beckley however, about one-quarter of the households are families.

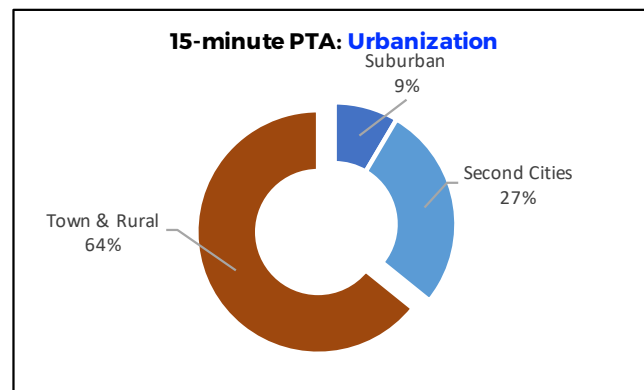


Figure 10: 15-minute Trade Area Urbanization. Source: Claritas.

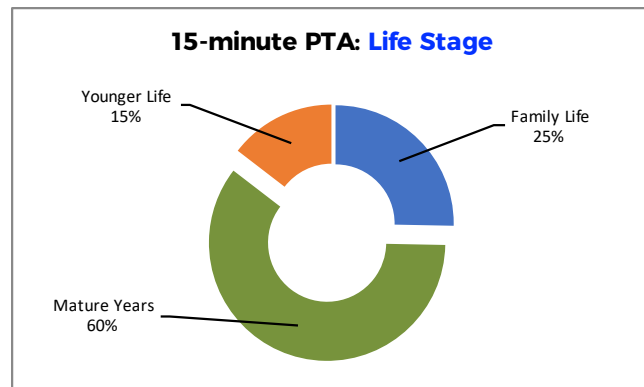


Figure 11: 15-minute Trade Area Life Stage. Source: Claritas.

Of the 68 PRIZM market segments identified by Claritas, 44 are represented by the residents that live in Beckley's trade area.

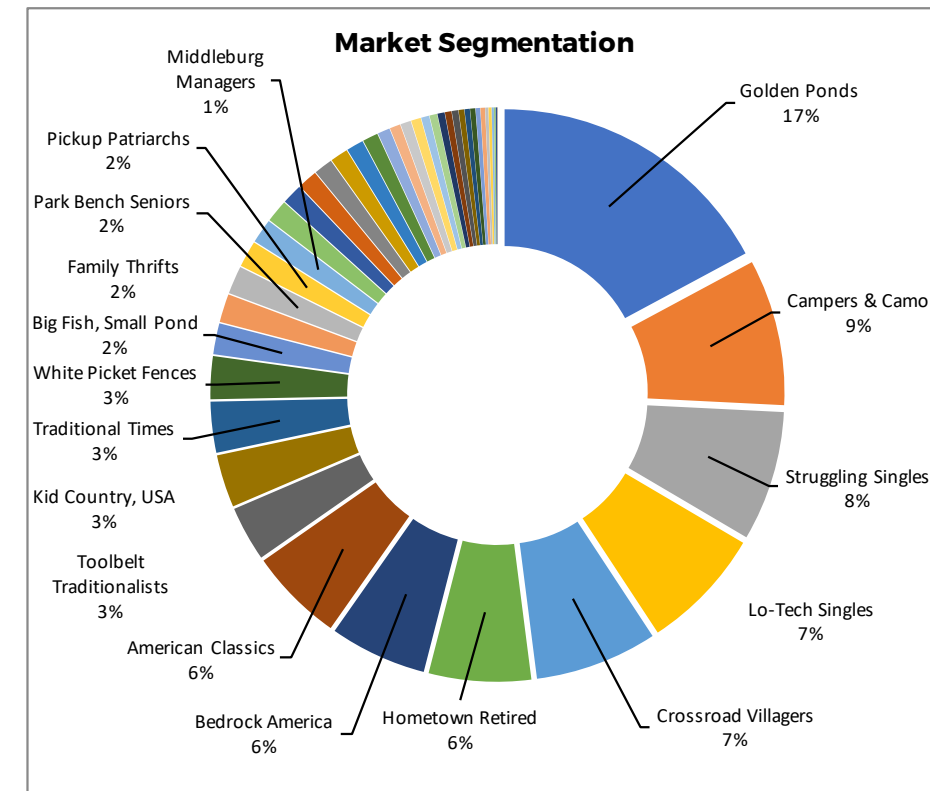


Figure 12: 15-minute Trade Area Market Segmentations. Source: Claritas.

The segments with the most representation include:

- Golden Ponds (17%)
- Campers & Camo (9%)
- Striving Singles (8%)

Other key segments that could be additional target markets for downtown include:

- Hometown Retired
- New Homesteaders
- Metro Grads

A detailed description of these segments is shown on the following pages. Full-descriptions and additional information can be found at [www.mybestsegments.com](http://www.mybestsegments.com).

**YOUNG & RUSTIC**



**Low Income Middle Age Family Mix**

Young & Rustic is composed of restless singles and young families in the nation's rural areas. They enjoy the outdoors on their ATVs but are also big video gamers and follow NASCAR and monster trucks.

Owns a Ford • Eats at Hardee's • Spends 5+ hours a day on social network sites • Follows monster trucks • Stays at Days Inn • Watches Boomerang • Listens to NASCAR

Age <55                      Mix                      Low IPA                      Below Average Tech

**CAMPERS & CAMO**



**Downscale Middle Age Family Mix**

Primarily found in more rural areas, Campers & Camo families enjoy the outdoors. A top segment for ownership of an RV, they also enjoy hunting and fishing. Despite their age, they are below average in their use of technology but are big fans of country music and prefer a value when shopping, traveling, and eating out.

Owns a Dodge • Eats at Little Caesars • Shops at Wal-Mart • Follows Grand Prix • Stays at Quality Inn • Watches Nick • Listens to New Country

Age 35-54                      Homeowners                      Below Average IPA                      Below Average Tech

**STRUGGLING SINGLES**



**Low Income Middle Age Mostly without Kids**

Ethnically diverse households found mostly in second cities, Struggling Singles are middle aged and mid-career. They enjoy a wide variety of sports and entertainment activities that fill their social calendars.

Owns a Chevrolet • Eats at Papa John's • Buys basketball shoes • Follows NASCAR • Stays at Quality Inn • Watches MTV2 • Listens to Urban Contemporary

Age <55                      Mix                      Below Average IPA                      Average Tech

Figure 13: Key Market Segment Characteristics. *Source of text and graphics: Claritas*

**HOMETOWN RETIRED**



**Midscale Older Mostly without Kids**

Hometown Retired consists of older, midscale couples with no kids at home. Somewhat set in their ways, they are slow to adopt and below average in their use of technology. They watch the news on television and enjoy reading and eat out occasionally at places that they deem to offer a good value.

Owns a Chrysler • Eats at Cracker Barrel • Visits finance/investment sites on PC • Follows NASCAR • Stays at Quality Inn • Watches CNN Headline News • Listens to Classic Country

Age 55+                      Mostly Owners                      Low IPA                      Below Average Tech

**NEW HOMESTEADERS**



**Upscale Younger Mostly with Kids**

Young, upper-middle-class families seeking to escape suburban sprawl find refuge in New Homesteaders, a collection of small rustic townships. With a mix of jobs in white and blue-collar industries, these dual-income couples have fashioned comfortable, child-centered lifestyles; their driveways are filled with campers and powerboats, their house with the latest technological gadgets and hunting gear.

Owns a Subaru • Eats at Cold Stone Creamery • Shops at Justice • Goes hunting • Flies Frontier • Visits NHL.com • Listens to New Country

Age 25-44                      Mostly Owners                      High IPA                      Above Average Tech

**METRO GRADS**



**Lower Mid Middle Age Mostly without Kids**

Metro Grads are middle age singles and couples still establishing themselves in their careers and their lives. They are settled in suburban areas and second cities but are often out and about, attending everything from soccer and hockey games to operas.

Owns a GMC • Eats at Jack in the Box • Visits Craigslist on PC • Plays soccer • Stays at La Quinta • Watches Univision • Listens to Adult Contemporary

Age <55                      Homeowners                      Moderate IPA                      Average Tech

Figure 14: Key Market Segment Characteristics. *Source of text and graphics: Claritas*



Trade Area Market Segmentation													
Code	Name	Households	Pct. Index	Income	Inc. Producing Assets	Age	Pred HH Comp.	Pred. Tenure/Type	Pred. Education	Pred. Employment	HH Technology	Urbanicity	
58	Golden Ponds	2,804	17%	909	Downscale	Below Avg	55+	Mostly w/o Kids	Mix	High School	Mostly Retired	Below Avg	Town
51	Campers & Camo	1,412	9%	474	Downscale	Below Avg	35-54	Family Mix	Homeowners	High School	Service Mix	Below Avg	Town
54	Struggling Singles	1,255	8%	583	Low Inc	Low	<55	Mostly w/o Kids	Mix	High School	Mix	Average	Second City
53	Lo-Tech Singles	1,189	7%	516	Downscale	Low	65+	HH w/o Kids	Homeowners	High School	Mostly Retired	Below Avg	Metro Mix
62	Crossroad Villagers	1,182	7%	692	Downscale	Below Avg	65+	HH w/o Kids	Mostly Owners	High School	Mostly Retired	Lowest	Town
38	Hometown Retired	986	6%	438	Midscale	Low	55+	Mostly w/o Kids	Mostly Owners	Some College	Mix	Below Avg	Town
68	Bedrock America	938	6%	593	Low Inc	Low	<55	Mostly w/o Kids	Mostly Renters	High School	Mix	Below Avg	Town
49	American Classics	910	6%	333	Lower Mid	Moderate	55+	HH w/o Kids	Mix	Some College	Mostly Retired	Below Avg	Metro Mix
36	Toolbelt Traditionalists	531	3%	133	Upper Mid	Low	55+	Mostly w/o Kids	Mostly Owners	Some College	Mix	Average	Metro Mix
39	Kid Country, USA	509	3%	277	Midscale	Low	25-44	Mostly w/Kids	Mix	College Graduate	Service Mix	Average	Town
32	Traditional Times	491	3%	216	Upper Mid	Elite	65+	HH w/o Kids	Homeowners	College Grad +	Mostly Retired	Below Avg	Town
29	White Picket Fences	413	3%	163	Midscale	Low	25-44	Family Mix	Mostly Renters	College Graduate	Mix	Above Avg	Town
9	Big Fish, Small Pond	299	2%	112	Upscale	Elite	65+	Mostly w/o Kids	Homeowners	College Grad +	Mostly Retired, mix	Average	Town
64	Family Thrifts	274	2%	183	Low Inc	Low	<55	Mostly w/o Kids	Mostly Renters	High School	Mix	Average	Second City
67	Park Bench Seniors	270	2%	181	Low Inc	Low	55+	Mostly w/o Kids	Renters	High School	Mostly Retired	Below Avg	Second City
24	Pickup Patriarchs	255	2%	154	Upscale	High	45-64	Mostly w/o Kids	Mostly Owners	College Graduate	Mgmt/ Professional	Average	Town
22	Middleburg Managers	235	1%	58	Upscale	Elite	<55	Family Mix	Mostly Owners	College Graduate	Mgmt/ Professional	Average	Metro Mix
15	New Homesteaders	219	1%	130	Upscale	High	25-44	Mostly w/Kids	Mostly Owners	College Graduate	Mgmt/ Professional	Above Avg	Town
55	Red, White & Blue	195	1%	85	Low Inc	Low	<55	Family Mix	Mix	High School	Mix	Below Avg	Rural
20	Empty Nests	191	1%	73	Upper Mid	Elite	65+	HH w/o Kids	Mostly Owners	College Graduate	Mostly Retired	Below Avg	Suburban
23	Township Travelers	181	1%	101	Upper Mid	Low	<55	Family Mix	Homeowners	College Graduate	Mgmt/ Professional	Average	Town
50	Metro Grads	171	1%	73	Lower Mid	Moderate	<55	Mostly w/o Kids	Homeowners	Some College	Mix	Average	Metro Mix
41	Domestic Duos	166	1%	104	Lower Mid	Moderate	65+	HH w/o Kids	Mostly Owners	Some College	Mostly Retired	Lowest	Metro Mix
37	Bright Lights, L1 City	149	1%	66	Upper Mid	Low	25-44	Family Mix	Mix	College Graduate	Mgmt/ Professional	Average	Metro Mix
65	Young & Rustic	119	1%	36	Low inc	Low	<55	Family Mix	Mix	High School	Mix	Below Avg	Rural
26	Home Sweet Home	103	1%	49	Upper Mid	Low	<55	HH w/o Kids	Mostly Owners	College Graduate	Mix	Above Avg	Metro Mix
66	New Beginnings	101	1%	63	Low inc	Low	<55	Mostly w/o Kids	Renters	High School	Service Mix	Average	Metro Mix
57	Back Country Folks	95	1%	23	Downscale	Low	55+	Mostly w/o Kids	Mostly Owners	High School	Mostly Retired	Lowest	Rural
60	Small-Town Collegiates	78	0%	49	Downscale	Low	<55	Family Mix	Renters	High School	Service Mix	Average	Town
28	Country Casuals	74	0%	25	Upper Mid	High	55+	Mostly w/o Kids	Mostly Owners	Some College	Mix	Below Avg	Rural
27	Big Sky Families	69	0%	17	Upper Mid	Above Avg	35-54	Mostly w/Kids	Mostly Owners	College Graduate	Mgmt/ Professional	Average	Rural
25	Up-and-Comers	63	0%	26	Upper Mid	Low	25-44	Family Mix	Mostly Renters	College Graduate	Mgmt/ Professional	Above Avg	Metro Mix
44	Country Strong	63	0%	12	Lower Mid	Below Avg	<55	Family Mix	Mostly Owners	High School	Blue Collar Mix	Below Avg	Rural
12	Cruisin' to Retirement	54	0%	14	Upscale	Elite	55+	Mostly w/o Kids	Mostly Owners	College Grad +	Mgmt/ Professional	Average	Suburban
46	Heartlanders	51	0%	25	Lower Mid	Above Avg	45-64	Mostly w/o Kids	Mostly Owners	Some College	Mix	Lowest	Rural
48	Generation Web	50	0%	18	Low Inc	Low	<55	Family Mix	Renters	High School	Service Mix	Above Avg	Metro Mix
13	Upward Bound	44	0%	25	Upscale	High	25-44	Family Mix	Mix	College Graduate	Mgmt/ Professional	Above Avg	Metro Mix
30	Pools & Patios	44	0%	18	Upper Mid	Low	25-44	Mostly w/Kids	Mostly Owners	College Graduate	Mgmt/ Professional	Above Avg	Metro Mix
52	Simple Pleasures	30	0%	14	Lower Mid	Above Avg	65+	HH w/o Kids	Mostly Owners	High School	Mostly Retired	Lowest	Rural
47	Striving Selfies	29	0%	12	Low Inc	Low	<55	Mostly w/o Kids	Renters	Some College	Service Mix	Highest	Metro Mix
10	Executive Suites	21	0%	10	Upscale	High	35-54	Mostly w/Kids	Homeowners	College Graduate	Mgmt/ Professional	Above Avg	Metro Mix
11	Fast-Track Families	16	0%	5	Upscale	High	35-54	Mostly w/Kids	Mostly Owners	College Graduate	Mgmt/ Professional	Average	Rural
18	Mayberry-ville	15	0%	6	Upscale	Elite	55+	Mostly w/o Kids	Mostly Owners	College Grad +	Mix	Below Avg	Rural
34	Young & Influential	2	0%	1	Midscale	Low	25-44	Mostly w/o Kids	Renters	College Graduate	Mgmt/ Professional	Highest	Metro Mix

Figure 15: 15-Minute Trade Area - All Market Segments. Source: Claritas  
For full descriptions of each market segment and their characteristics, go to [www.mybestsegments.com](http://www.mybestsegments.com)

### Retail Leakage

“Retail Leakage” is a supply and demand study that refers to the difference between the retail expenditures of residents living in a particular geography and the sales produced by stores located in the same area. If residents are purchasing more than stores are selling, dollars are leaking outside the trade areas to other locations. Leakage translates directly to demand.

The data presented in this section comes from Environics Analytics, a national retail marketing service used by town planners, retail & restaurant site planners, and national chains for their market research. Environics Analytics gets its data from a number of sources including: Census of Retail Trade; Annual Survey of Retail Trade; Census of Employment and Wages, Sales Tax Reports, and various trade associations.

Overall, Beckley and its trade areas are a retail magnet. In the previous year, the City of Beckley gained \$351 million in sales in all retail categories. This means that stores in the City sold \$351 million more than what residents who live in Beckley spent, and the City is attracting retail sales from consumers who live outside the City. Similarly, Beckley’s combined trade areas gained \$522 million last year!

	15-minute Primary Trade Area	30-minute Secondary Trade Area	Combined Trade Area	City of Beckley	Raleigh County
Stores Sell	\$1.28 billion	\$441 million	\$1.72 billion	\$599 million	\$1.64 billion
Consumers Buy	\$564 million	\$630 million	\$1.2 billion	\$248 million	\$1.01 billion
Market Gains	\$711 million	\$189 million	\$522 million	\$351 million	\$557 million

Figure 16: Retail Leakage in Beckley and Trade Areas. Source: Arnett Muldrow, Claritas.

This is not surprising considering that Beckley is the urban center of a large rural area, but also that the intersecting interstates and distance from other metro areas make it a location for a number of national retail chains.

At first glance, this significant amount of gain seems to suggest that stores in Beckley are currently meeting the needs of local residents. However, there are a number of categories where dollars are leaking, and residents have to go outside of the area to get certain goods and services. This leakage translates directly to demand for new business.

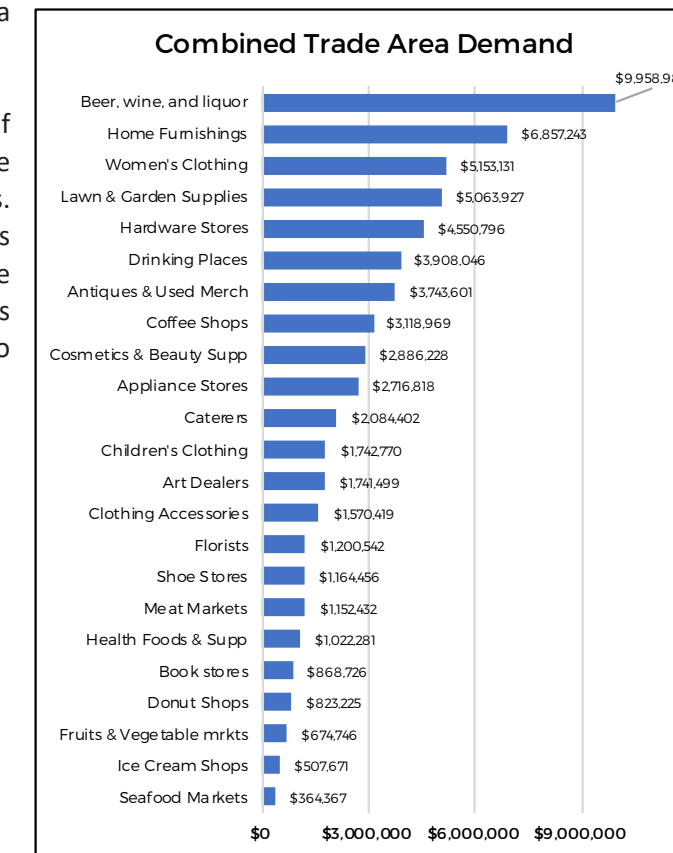


Figure 17: Key Demand in Combined Trade Areas. Source: Arnett Muldrow, Claritas.

## Key Opportunities

Not all categories showing demand would have opportunities in downtown, nor is the demand in certain categories enough to justify a new business. However, based on the retail leakage, the following businesses show the best opportunity for growth in Downtown Beckley.

- Beer, wine & liquor – \$9.9 million in leakage (demand) in the combined (30-minute) trade area. This would include conventional liquor stores as well as specialty stores. This is a significant amount of leakage that may suggest that some liquor and beer/wine sales are being accounted for in Beckley in the grocery category (Kroger) or drug stores (Walgreens, etc). However, this amount of leakage does suggest demand for this category, which in Downtown Beckley could include a specialty wine shop, or even a local brewery or brewpub. Brewpubs have been becoming more popular in downtowns, and would be a good fit for a college town like Beckley.
- Clothing – \$9.9 million in leakage in the combined trade area. As a retail center described above, Beckley has a number of chain-type clothiers such as TJ Maxx, Cato, Maurice’s, etc. Still, there is demand in this category particularly with Women’s Clothing (\$5.2 million), Children’s Clothing (\$1.7 million) and Clothing Accessories (\$1.6 million). Each of these categories can fit well within a downtown, particularly an independent boutique-style shop.
- WVU Tech Apparel – With WVU Tech located adjacent to downtown, this is a significant market opportunity for customers. Students taking the online survey mentioned a need for WVU Tech apparel stores, and the demand for clothing stores supports this.
- Hardware Stores – \$4.5 million in demand in the combined trade area. There are national chains such as Tractor Supply and Lowe’s as well as local franchises such as Priddy’s Ace. While there is a good bit of demand, it is important to note that any business in Downtown Beckley would likely be a small independent, selling small hardware, and would have to compete with the larger chains throughout the City.
- Drinking Places – \$3.9 million in demand in combined trade area. This category includes drinking establishments such as bars, but also businesses that may serve food and beverages like a brewpub. Again, a growing market category that would work well in a college town.
- Coffee Shops – \$3.1 million in demand in combined trade area. With Top Knot, Downtown Beckley already has an excellent coffee shop establishment. Leakage suggests opportunity for an additional business in downtown. As a county seat and a college town, a community like Beckley could support more than one or two downtown coffee shops. Survey respondents saw a need for new coffee shops.
- Book Stores – There is limited demand for this category, \$868,000 in the combined trade area, but as WVU Tech continues to grow, there may be opportunity to target a book store that caters to locals as well as students. More currently, an existing business would look to expand in this category.
- Specialty Shops – A number of specialty categories show varying levels of opportunity in the combined trade areas
  - ◊ Antiques & Consignment - \$3.7 million
  - ◊ Art Dealers/Gallery - \$1.7 million
  - ◊ Shoes - \$1.2 million

- Specialty Foods – Similarly, a few specialty food categories that have found success in other downtown environments show demand. By themselves, each of these categories likely don’t show enough demand for a standalone business. However, as a group, they could find success in something similar to Capitol Market in Downtown Charleston.

- ◊ Meat Markets - \$1.2 million
- ◊ Health Foods - \$1 million
- ◊ Donut Shops - \$823,000
- ◊ Fruit & Vegetable Market - \$674,000
- ◊ Ice Cream - \$508,000
- ◊ Seafood Market - \$364,000

The demand displayed above is based on needs within the current 30-minute trade areas. Each category also shows demand in the 15-minute trade area, but not as much opportunity. This is important to note because any of these businesses would need to meet the needs of the market demographics, income and consumer patterns in the combined market area and not just City residents. Most importantly, just because there is demand does not mean that any new business will automatically be successful. Any new business must have a strong business plan in order to be successful.

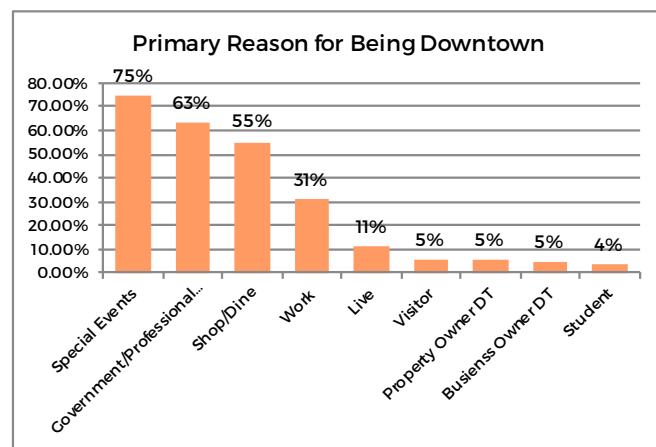
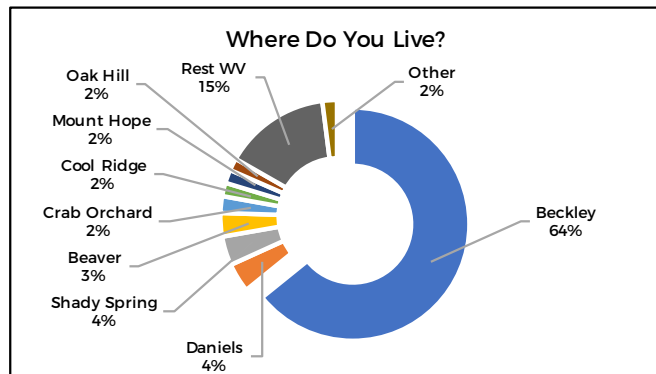
## ONLINE SURVEY OVERVIEW

In addition to the market research above, an online survey was conducted to better understand the needs of residents and downtown users. The survey opened October 22, 2018 and a total of 889 people participated in the survey. This amount of response is tremendous compared to other communities where this survey has been conducted, and suggest that Beckley residents have a love for their downtown and want to see it improved.

In addition, a second survey was conducted targeting WVU Tech Students, with 141 responses. All told, 1030 people responded to the two surveys with a summary of the results shown below.

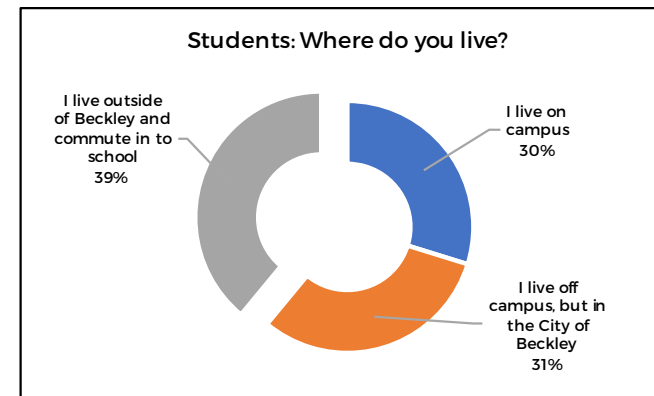
### Reason for Being in Downtown

- 64% of survey respondents live in the City of Beckley.
- A total of 88% live in Raleigh County.
- Fayette County zip codes were next, at 6%.
- A great deal of the respondents mentioned they come to downtown for special events or government services.
- Just over half of the respondents come downtown to shop/dine.



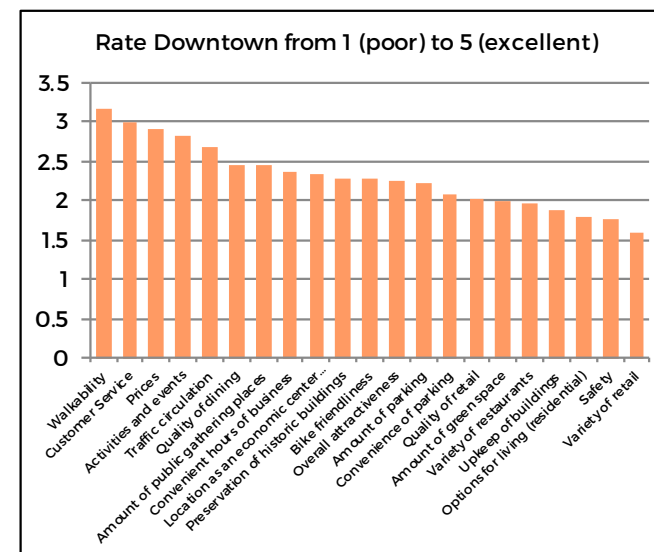
## STUDENT SURVEY

- 27% of students surveyed live in the City of Beckley.
- 63% live in the rest of West Virginia.
- The remaining 10% live in VA, FL, TN, GA, OH, WA, ME, CT, NJ, and PA.
- 1 respondent is from Sweden.
- Most students, 39% commute from outside of Beckley.
- 31% commute from within the City and the remaining 30% live on Campus.



### Downtown Environment

- Residents felt that downtown is currently very walkable, and also rated Customer Service, Pricing and Events as high.
- At the lower end, they felt that downtown lacks a variety of retail and can be seen as unsafe.



### Great Places & Activities

Residents were asked what specific places they would recommend to a visitor while students were asked what was their favorite place in downtown. Residents recommend local business such as Melody's, Fosters, Sir Walters, Top Knot, Raleigh Playhouse and Theatre, and Tickety Boo Mercantile.

Students' favorite places were the YMCA and Fosters.

Students also mentioned that Chili Night and other events are the primary, non-business activities that bring them into downtown.

### Needed Businesses & Activities

85% of residents felt like downtown needs more retail businesses.

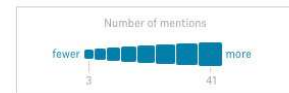
Specific businesses mentioned were restaurants, boutique retail, and clothing

Just 29% felt there was a need a better connection to WVU Tech.

Students felt more restaurants and college-age bars were needed in downtown, in addition to coffee shops and improved nightlife.

Specific businesses mentioned by students included Starbucks, WVU Tech Merch Store, Barnes & Noble, Chipotle, Chick-Fil-A, Jimmy John's, Pies & Pints, Krispy Kreme, Dairy Queen, Forever 21, and others.

What specific places (destinations, businesses, etc.) within Downtown Beckley would you recommend to people visiting the community for the first time?



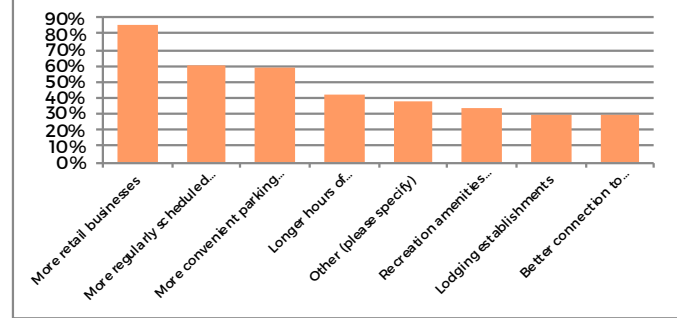
### Perceptions of Downtown

Both residents and students were asked to share their perception of downtown. Answers varied tremendously, but a common theme included the perception that downtown may be unsafe. This perception seemed to stem from the proliferation of vacant and underutilized spaces, as well as the general condition of some of the downtown buildings. Crime, homelessness and drugs were mentioned as well.

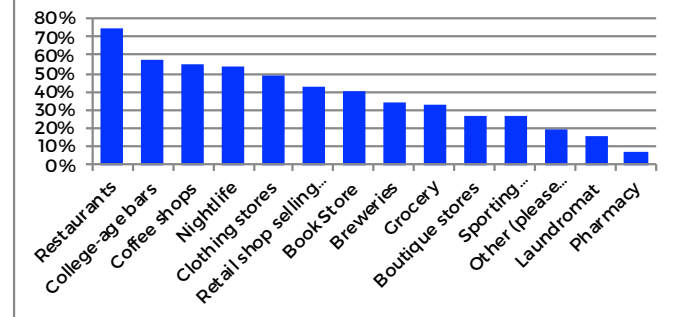
However, most residents seemed to realize that these challenges bring great potential for downtown with them. They appreciate the historic character of downtown architecture, and even described downtown as being picturesque and eclectic. They felt that Downtown Beckley is currently in a state of transition and that it is improving.

Both residents and students agreed that event activity such as Chili Night create a great environment in downtown, when those events are being held.

What is needed to improve Downtown Business



Students: What types of businesses are needed in Downtown Beckley?



## Future of Downtown

Finally, residents and students were asked about the future of downtown. Key themes and responses are included below:

Residents: What is One Change you'd like to see in downtown?

- More retail
- Improved sense of safety and stronger police presence
- Preservation of historic buildings
- Improved Parking: various responses related to availability, convenience, free parking
- Improved connection/activities for WVU Tech and its students.
- Expanded activity and events.

Students: Name your top wants or needs for downtown.

- Active businesses: arcade, books store, restaurants and bars
- Expanded events and activities, particularly ones designated for WVU Tech students
- Apartments for students
- Bike lanes in downtown and between downtown and campus
- Park or open space for students to enjoy, dog friendly, shaded, etc.
- Have more of a "College Town" feel!

The two surveys and their raw data have also been provided to the City of Beckley.

# RECOMMENDATIONS

## VISION STATEMENT

According to Business Dictionary a vision statement is "an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action."

Based on feedback and review of market data the assessment team recommends the following as a vision statement for Downtown Beckley.

***A vibrant, safe college town where active residents, students, and visitors gather to enjoy arts, entertainment and unique businesses.***

## RECOMMENDED DEVELOPMENT STRATEGIES

Two development strategies emerge strongly for Downtown Beckley. Both provide opportunities for similar businesses, property uses, and a more dynamic downtown. Downtown Beckley would become a place where you can be active, be entertained, and enjoy positive experiences. Downtown is the bridge where students, tourists, and local residents come together. All sectors converge in an active, entertaining downtown and all of these sectors are looking for the same opportunities and services.

### College Town

The addition of WVU Tech to downtown makes the College Town strategy strong. Supporting business and property development that serves this market can maximize the impact of the school. The town becoming more attractive to students and faculty is a plus in student and faculty recruitment, therefore a win for all. Students like cool spaces to gather, off-campus food opportunities, and entertainment opportunities.

### Tourist Town

WVU Tech also offers opportunities to attract the tourism market associated with the school however, the location of the many outdoor recreation and tourism activities in the area makes downtown Beckley especially attractive as an entertainment venue for those tourists. Unique offerings downtown will attract tourists from the 2600 hotel rooms and other area attractions.

## Typical Business Opportunities for These Sectors

- Bakeries
- Barbershops and hair salons
- Bicycle and mountain biking store
- Bookstores—used, new, café
- Cafés, diners, fine dining and local foods
- Coffee shops
- Gastropubs and taverns
- Gym
- Ice cream
- Take-out food
- Laundromat
- Unique lodging, especially a boutique hotel
- Music venues
- Outdoor recreation stores
- Packing and shipping services
- Pop-up retail kiosks—especially during special downtown and college events and holidays
- Vintage and used clothing stores
- Unique retail

### Action Steps to Implement Strategies:

**Complete a Downtown Development Plan with Ideal Uses for Various Buildings**—A market-based master plan focusing on urban design, pedestrian and vehicular enhancements, and connectivity to WVU Tech and adjacent neighborhoods will provide a roadmap for Beckley to develop downtown over the next ten plus years. The plan would be tailored to Beckley’s specific needs for downtown but could include streetscape design and architecture, mobility enhancements, parking and infrastructure, growing the Arts and cultural uses, creating active public spaces, among others. The plan should be geared towards using Downtown Beckley’s unique assets to leverage economic development and investment. Ultimately, the plan should result in an implementation framework where the City and its partners collaborate to create a vibrant and active downtown. Beckley should determine its goals for such a plan and craft a request for proposals to solicit interest from multi-disciplined teams of planners and designers.

**Identify Your Brand That Promotes Vision and Strategies**—develop a communications plan that promotes Downtown Beckley to the various audiences—potential entrepreneurs, developers, customers, and residents.

**Create a Communication Strategy to Actively Engage and Inform the Citizenry**—including marketing and promotion, print, digital, and social media. It should continue to promote downtown events and activity, but also communicate City services and other useful information.

**Hire a Redevelopment Specialist**-- to focus exclusively on downtown property and business development. While several entities provide services to downtown, they also have other areas and responsibilities. Redevelopment requires a specific expertise and knowledge. This expert would be able to work with all partners and oversee the development of the downtown plan. Their work can also be measured by implementation of the plan. They can work with existing property owners to encourage development, outside developers and businesses and should work on retention strategies for existing businesses as well as new business start-ups.

**Create Incentives Packages for Development**—Downtown Beckley has several options for incentives. It is located in an Opportunity Zone which provides benefits. Many communities are developing ‘pitch books’ that identify projects for potential investors. Historic Preservation Tax Credits, New Markets Tax Credits and local incentives make deals attractive for redevelopers. The recent increase in the West Virginia Historic Preservation Tax Credit from 10%-20% has generated a great deal of interest in WV by tax credit syndicators outside of WV. Your Redevelopment Specialist could package and sell these opportunities matching them with ideal properties.

**Complete a Current Property Inventory**--that includes owner information, square footage, sale price, building condition assessment, and potential uses. A sample form that further explains the information is included in the Appendix of this report. Check with the State Historic Preservation Office to see if any downtown buildings have had condition assessments. If so, they would share that information with you. Any potential developer or investor would require this information.

**Develop Housing**--for students and faculty. Upper floor housing in downtown provides many benefits. It reuses existing buildings, provides 24-hour activity on the streets and makes it convenient for the residents to support local business options. It helps with perceived safety issues and easy customers for businesses. Work with WVU Tech officials to identify most beneficial properties. Survey faculty who have not moved to Beckley to determine their wishes and housing needs. Try to capture them in the downtown or near campus areas rather than the neighborhoods outside the downtown. Walkability is a desired feature.

**Implement Succession Planning for Existing Businesses**--many long-term family businesses do not have an exit strategy as they look to retirement and unfortunately most sadly just close their doors, often suddenly with no notice to the community. Marlo Long with BB&T provides a training program for succession planning. Contact Marlo for more information. [Marlo.long@bbandt.com](mailto:Marlo.long@bbandt.com). Students could possibly be interested in being mentored in businesses for transitions and provide a way to retain young entrepreneurs in the community.

**Have a Delegation of Leadership, City Staff, and the Development Community Visit Peer Communities** that have had success in improving their downtowns, in order to learn about challenges, best practices, innovative ideas, etc. WV communities that provide great learning laboratories in creative downtown development include Wheeling, and Charleston West Side Elk City district. Each are using creative strategies, incentives, entertainment venues, housing and seeing redevelopment results in new investments, building rehabilitation, businesses and residents moving to the areas. In addition to the Mayors of each City, suggested contacts are below.

Wheeling National Heritage Area      Jake Dougherty, Executive Director  
[jdougherty@wheelingheritage.org](mailto:jdougherty@wheelingheritage.org)  
phone 304-280-3087

Charleston West Side Elk City      Tighe Bullock, Developer  
[Tighe.bullock@gmail.com](mailto:Tighe.bullock@gmail.com)  
Phone 304-553-6343

Charleston Main Streets      Ric Cavender, Executive Director  
[Ric.Cavender@gmail.com](mailto:Ric.Cavender@gmail.com)  
304-767-9800

**Boutique Hotel Development**—look at the market opportunities for a boutique hotel near downtown and campus.

**Implement Mountie Bountie Student Purchasing Card Program**—WVU has a program for the Morgantown community where students can use cards throughout the community for purchases. Work with WVU Tech officials. The web-site for the Morgantown program follows <https://wvu.teamdynamix.com/TDClient/KB/ArticleDet?ID=35554>

**Measure Progress**—track investment statistics, new businesses, dollars invested in redevelopment, new construction dollars invested, tax dollar increases, and survey customers to see if attitudes toward downtown improve or shift.

**Miscellaneous Recommendations**—community members also expressed a wish for the following:

- Complete a traffic study to determine if converting one-way streets two-way streets is a viable change. Many communities are seeing great results with making this change, however narrow streets in Beckley require further study to look at options.
- Community gardens for downtown residents.
- Add bike racks throughout the downtown.
- Develop a parking validation program where businesses can provide free parking to customers.
- Place recycling bins in locations in town to make it easier for businesses to recycle.
- Have more of a police presence in the downtown to assist with safety concerns for WVU Tech students and residents.
- Create a dog park.

## APPENDIX

## Focus Group Participants Who Signed In

Jim Chambers	Leslie Gray Baker
Nancy Chambers	Joe Guffy
Charles Houck	William Scott Hill
Matthew Bickey	Shane Pierce
Jim Wills	Dena Cushman
Jason Lockhart	Addie Gilkerson
Jamie Smith	Christina Cowley
Jeff Miller	Ken Harer
Kevin Price	Lee Cook
Robin Buck	Jason Lockart
William Dixon	Ron Cantley II
John Mize	Marcia and Ken Dunlap
Sasha Cantley	Gary Morefield
The Honorable Tom Sopher, Council	Amy Evans
The Honorable Ann Worley, Council	Erin Reid
The Honorable Janine Bullock, Council	Rob Moyer
The Honorable Tim Berry, Council	Amy Showalter
The Honorable Rob Rappold, Mayor	Christine Kinder
Billie Trump, Secretary/Treasurer	Scott Bowman
Ken Lilly	Myra Harper
Judy Moore	Jill Moorefield
Joe Brouse	Jenni Canterbury
Ellen Taylor	Bo Johnson
Cindy Turner	William Seay
Dena Cushman	William Dixon
Nancy Kissinger	John Mize
Melanie Leach	Ernest Parsons
Sabrina Triplett	Jeremiah Johnson
Michael Farris	Jerry Stump
Hazel Burroughs	Kevin Lawhon
Pete Torrico	Jen Wood Cunningham
Mike Akers	Richard Carpinelli
Danielle Stewart	Rob Moyer
Scott Worley	Joan Neff
Lisa Strader	Kenny Howell
Molly Williams	Gerald Lang
Gil DeLaRosa	Linda Sumner
Heather Ouimette	Jeff Miller
Gavin Ward	Sherrie Hunter

## THE WEST VIRGINIA HISTORIC PROPERTY INVENTORY FORM

General Fill in each box as instructed in the directions. If information is unknown, then leave the box blank. Try to give a concise description and history of the property. Document your source of historic information in the Bibliography section. Each part of the inventory sheet is to be completed as follows:

**STATE MAP:** In the extreme left hand corner of the first page is a map of West Virginia with county divisions shown. Please fill in with the RED pen or pencil the county in which the site is located.

**STREET ADDRESS:** Give the street address, (i.e., 101 Main Street) or the county or state Route number. If possible include the rural address (i.e., Route 1, Box 25). If not directly on a roadway then use – i.e., “Off State Route 10.”

**COMMON/HISTORIC NAME/BOTH:** Place an “x” over the circle, or color the circle in to indicate if the name is a common name or historic name, or both. A property’s “historic name” is a formal designation and should reflect the event(s), or family, from which it derives its historic significance. The “common name” would be the designation by which the property is most generally known in the locale. In some cases the names may be the same.

**FIELD SURVEY #:** Consultants should place the number of the site assigned when in the field. This may correspond to the map number.

**SITE # (SHPO ONLY):** This is for office use only.

**TOWN OR COMMUNITY:** Give the name of the closest town, or community. You may say “Vicinity of.”

**COUNTY:** Give the name of the county where the site is located.

**NEGATIVE NUMBER:** If available enter corresponding black and white negative number. This is mandatory when site is part of a large survey.

**NR LISTED DATE:** If applicable enter the date the property was listed on the National Register.

**ARCHITECT/BUILDER:** Enter the name of the person responsible for the design of the building, if known. Please indicate “architect” or “builder.”

**DATE OF CONSTRUCTION:** Enter date property was constructed. If this is a guess or an approximation, put “circa” or “c” preceding date Circa indicates the approximation is ten years before or after date.

**STYLE:** Office Use Only.



**EXTERIOR SIDING/MATERIALS:** Enter the outside covering on the building – stone, log, brick, clapboard, aluminum or vinyl, etc. If not a building, then enter main material of construction, i.e., steel bridge trusses.

**ROOFING MATERIAL:** Enter roof material – wood shingles, asphalt shingles, rolled asphalt, rubber membrane, slate, clay tile, corrugated metal, standing seam metal roof. For bridges enter deck material – wood deck, concrete, metal.

**FOUNDATION:** Enter foundation material – stone, stone piers, concrete block, glazed tile block, poured concrete, lumber posts. For bridges enter pier material – stone, concrete.

**PROPERTY USE OR FUNCTION:** This indicates how the property is currently being used. Place an “x” or color in the circle residence or commercial property. Use a key work for “other” type of property: school, church, bridge, industrial or park. You may also use vacant. Indicate any previous uses.

**UTM NUMBER:** If possible calculate a UTM number for the location of the property or plan to include a map. UTM’s are required for EACH SSITE for all projects by consultants.

**QUADRANGLE NAME:** Enter the name of the United States Geological Survey Topographical Quadrangle Map where the property is located, if known.

**SURVEY ORGANIZATION & DATE:** Name the organization with who individual filling out the form is associated (i.e., company name, historic landmark commission, historical society).

**PART OF WHAT SURVEY/FR#:** Name of the project the survey is associated with – i.e., Downtown Bluefield Survey; US 522; Roane County Survey. Consultants should place the FR# in this location.

**PHOTOGRAPH:** Staple a 2” x 3” archival black and white photograph in the appropriate box on the inventory form. If using 3” x 5” photo you may staple at the bottom of the page. Using a soft lead pencil, write some identifying information on the back of the photo – name of the structure or site, the negative number, etc. This is to assure the photo is not lost if it becomes loose. Staple additional photos on continuation sheets.

**SITE PLAN:** Using the large white space at the bottom of the front page, include a site plan of the property, showing its relationship to its immediate environment. Include streets, alleys, rivers, streams, principal building, outbuilding, etc. The arrow indicates that north is at the top of the page.

**SITE NUMBER:** This is for office use only.

**PRESENT OWNERS AND ADDRESS:** This is self-explanatory.

**DESCRIBE SETTING:** Give a rough description of the property’s setting – city lot; rural farm, hillside, river front. Describe trees, rock faces or any landscape features that are present. Estimate the number of acres. Indicate if known archaeological artifacts are present and describe current features.

**DESCRIPTION OF BUILDING OR SITES (Original and Presents):** Describe the current and historic physical appearance of the building(s), structure or site. The description should be concise and as specific as possible. Begin with the number of stories and bays (or openings) on the first floor of the front of the front façade. Indicate the shape of the plan, such as square, rectangle, L or T-shape. Describe the porches and materials of construction. For bridges or structures, indicate the style of construction and estimate length and width, give the decking and foundation (pier) materials.

**ALTERATIONS:** Check appropriate box. If answer is yes, please describe the type of addition time period, any materials of construction.

**ADDITIONS:** Check appropriate box. If answer is yes, please describe the type of addition, time period and material constructions.

**DESCRIBE ALL OUTBUILDINGS:** Give a total number and a brief description, including function of all outbuildings included with the property. Describe all outbuildings with date, siding, roof and foundation. Examples of outbuildings include: garages, barns and sheds.

**STATEMENT OF SIGNIFICANCE:** How is the property important to the historic or cultural development of the community or state? For what area of history is it important? (i.e., early settlement, agriculture, military, industrial, educational, political or architecture.) What time period was it active and vital? Who was responsible for its design and construction; who lived in the building or used it; and what impact did it have on historic developments; did any events of historic significance take place at the site? Even unverified dates and details gathered from occupants and neighbors should be recorded.

The building should be placed in some context. Describe any way the building is distinguished from those around it; largest or smallest block, more ornate in the neighborhood, one of the few brick houses in the community, etc. If the building is typical or others nearby, then that should be noted.

**BIBLIOGRAPHICAL REFERENCES:** Indicate any and all resource materials used in obtaining the information contained on the form; books, official records, manuscripts, wills, family Bibles, and any and all personal interviews along with the date. Be sure to indicate where the source of material is presently located.

**FORM PREPARED BY:** Give the name of the person who typed or filled out the form, their address and phone number. Give the date the form was typed.

**CONTINUATION SHEETS:** Please use continuation sheets for any additional information you are not able to fit into the space on the form. Continuation sheets are used for extra photographs. Consultants: Statements for Criteria and National Register eligibility should be placed on continuation sheets and not on the inventory form.

Return form to: Survey Coordinator, WV SHPO, The Cultural Center, 1900 Kanawha Boulevard, East, Charleston, WV 25305-0300  
West Virginia Division of Culture and History State Historic Preservation Office

This program receives federal funds from the National Park Service. Regulations of the U. S. Department of the Interior prohibit unlawful discrimination in department Federally Assisted Programs on the basis of race, color, national origin, age or handicap. Any person who believes he or she has been discriminated against in any program, activity, or facility operated by a recipient of Federal Assistance should write to: Director, Equal Opportunity Program, U.S. Department of the Interior



Monica Miller, EDFP  
 M. Miller Development Services, LLC  
 Phone 304-380-3529  
[Monica@MMillerDev.com](mailto:Monica@MMillerDev.com)

#### Organizational Profile:

Monica Miller opened M. Miller Development Services, LLC in 2017, a woman-owned business after a career managing multiple community economic development programs for the West Virginia Development Office, primarily in downtown revitalization. The firm offers community economic development consulting services to local, state and national non-profit organizations, institutions of higher learning, and governments at all levels. Clients include West Virginia University Bureau of Business and Economic Research, National Main Street Center, Philanthropy West Virginia, the WV Community Development HUB and various communities. Services consist of local and regional planning, facilitation, development technical assistance, project management, community and program assessments and training.

#### Experience:

Monica managed multiple community economic development programs for the WV Development Office for 24 years. Programs included Main Street WV, the Neighborhood Investment Program and Appalachian Regional Commission programs. She also advocated for funding and created the ON TRAC program, a state of WV downtown revitalization program. In addition, as an independent contractor she provided consulting services to communities in 10 states. She also served as the founding chair of the Executive Committee of Main Street Coordinating programs and Chair of the Board of Advisors of the National Trust for Historic Preservation.

Monica is certified by the National Development Council as an Economic Development Finance Professional, a graduate of the Economic Development Institute of the University of Oklahoma and has a Bachelor of Science degree from West Virginia University. She is a frequent speaker at state and national conferences.



Aaron Arnett, AICP  
 Arnett Muldrow & Associates  
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#### Organizational Profile:

Arnett Muldrow & Associates, LTD is an urban planning firm based out of Greenville, South Carolina. We specialize in market-based master planning, economic development, wayfinding, and building community identity systems. We have worked in over 500 communities in 38 states, including 19 communities in the State of West Virginia. Arnett Muldrow was created in 2002 to help communities that want to rebuild their aging downtowns, reinvigorate their neighborhoods, and create economic opportunities in the urban core.

#### Experience:

Aaron has led master planning and economic development projects across the Country, from downtown plans in places like Sheridan, Wyoming, to rural economic strategies in small communities like Damascus, Virginia. This includes a number of projects in West Virginia, such as Beckley, Charleston, Wheeling, and Morgantown, just to name a few. Much of Aaron's work includes market research and development strategies for rural communities in the Southern Appalachians, places whose economies have been transitioning from coal mining, furniture and textiles, to asset-based economic development such as outdoor recreation and tourism.

Aaron has a bachelor's degree in Architecture and a master's of City and Regional Planning, both from Clemson University.

