

CITY CENTER

BUSINESS IMPROVEMENT DISTRICT

STRATEGIC
MASTER PLAN | 2023



CHARLESTON
CityCenter



Charleston
**Area
Alliance**







CITY CENTER
STRATEGIC MASTER PLAN

Participants

The City Center Business Improvement District (BID) would like to thank all the stakeholders involved with the development of their Strategic Master Plan. A special thank you to the continued partnership with Charleston Area Alliance, Charleston Urban Renewal Authority, City of Charleston, and all who participated in our public engagement.

This document was stewarded by the City Center BID, focusing on creating a clear path for future development within the business improvement district of Downtown Charleston.

This project was completed with funding from the U.S. Department of Commerce Economic Development Administration and the City Center Business Improvement District.

This plan was developed by the City Center Business Improvement District and the Charleston Area Alliance in collaboration with a local consulting team. The consulting team was led by Community Solutions Group of GAI Consultants with support from ZMM Architects and Engineers, TRC and Associates, and Blackwell + Company. All maps and graphics were created by the consultant team, unless otherwise noted. Photo credit goes to Blackwell and Company, unless otherwise noted.



gai consultants



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PREPARED FOR



CHARLESTON
CityCenter



U.S. ECONOMIC DEVELOPMENT ADMINISTRATION

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Image Source: Paramont Builders



INTRODUCTION

INTRODUCTION | BID ADOPTION

The City Center Business Improvement District (BID) was formed by Charleston City Council in September 2021. The property owners in the BID agreed to assess themselves a fee, based on a combination of their lot size and building square footage. The Mayor, with the approval of the City Council, appointed a Board of Directors to oversee the BID. The City Center BID is supported by part-time staff provided by the Charleston Area Alliance.

Since adoption, the BID has successfully:

- hired full-time staff in the form of a BID Ambassador;
- developed an initial master plan studying future public realm improvements;
- received an EDA Grant to further study the district
- received federal funding for project specific implementation; and
- created a distinct brand for district promotion and identity.

With the help of a dedicated board and staffing support from the Charleston Area Alliance, the City Center BID has been able to accomplish several achievements for the district and city. As part of their FY2021 BID Work Plan and Budget, the following information lays the foundation for the creation of their 2023 Strategic Plan.

BID CREATION

Charleston City Council can create a bill designating a Business Improvement District (BID) in downtown Charleston, West Virginia, as authorized by the West Virginia State Code, Chapter 8 Article 13A (Section 8-13A-9).

Section 8-13A-0 of the West Virginia Code provides for the creation of a BID by a municipality, following a public hearing. The BID shall be created by ordinance as provided for in West Virginia Code, Section 8-11-1. Property owners from within the proposed BID area submitted a petition to Charleston City Council on November 13, 2020 to initiate procedures for the establishment of a BID. On December 7, 2020, Mayor Goodwin appointed, with consent of City Council, a seven-member planning committee to study and develop preliminary plans for the establishment of a proposed district.

The planning committee members include: Lewis Payne, Matt Bond, Kent George, Bobby Blakley, Will

Carter, Rebecca Ceperley and Brent Burton. Additional assistance is provided by Susie Salisbury, Charleston Area Alliance, Terri Cutright, TRC & Associates, John Butterworth, Charleston Planning Office, Dan Vriendt, Charleston Planning Office and Mayor Amy Goodwin. The planning committee conducted extensive outreach; this consisted of one-on-one meetings with property owners, monthly planning committee meetings, property owner surveys, two well-attended property owner group meetings, and presentations to Charleston Area Alliance’s Community Development Committee and Charleston Urban Renewal Authority. On August 2, 2021, a report summarizing the committee’s recommendation was presented by the planning committee for the City Council’s.

BID DESCRIPTION

The City Center BID includes 37 commercial properties that are owned by taxable entities. Figure 1.1 depicts a map and outlines the boundaries for the City Center BID.

BID VISION STATEMENT

Downtown Charleston, West Virginia is the region’s most vibrant center of culture, business and entertainment for all residents and visitors.

BID MISSION STATEMENT

The mission of the City Center BID is to collaborate with all stakeholders to provide an outstanding downtown that is active, thriving and inclusive. This downtown district will be a destination for shopping, entertainment, recreation and services. The City Center BID will achieve this through its leadership, as well as investments in sound, sustainable infrastructure and civic amenities—with the goal of enhancing economic vitality while supporting and encouraging historic preservation.

BID SUNSET (SEPTEMBER 2031)

Plan implementation may extend beyond the life of the buisness improvement district lifespan.

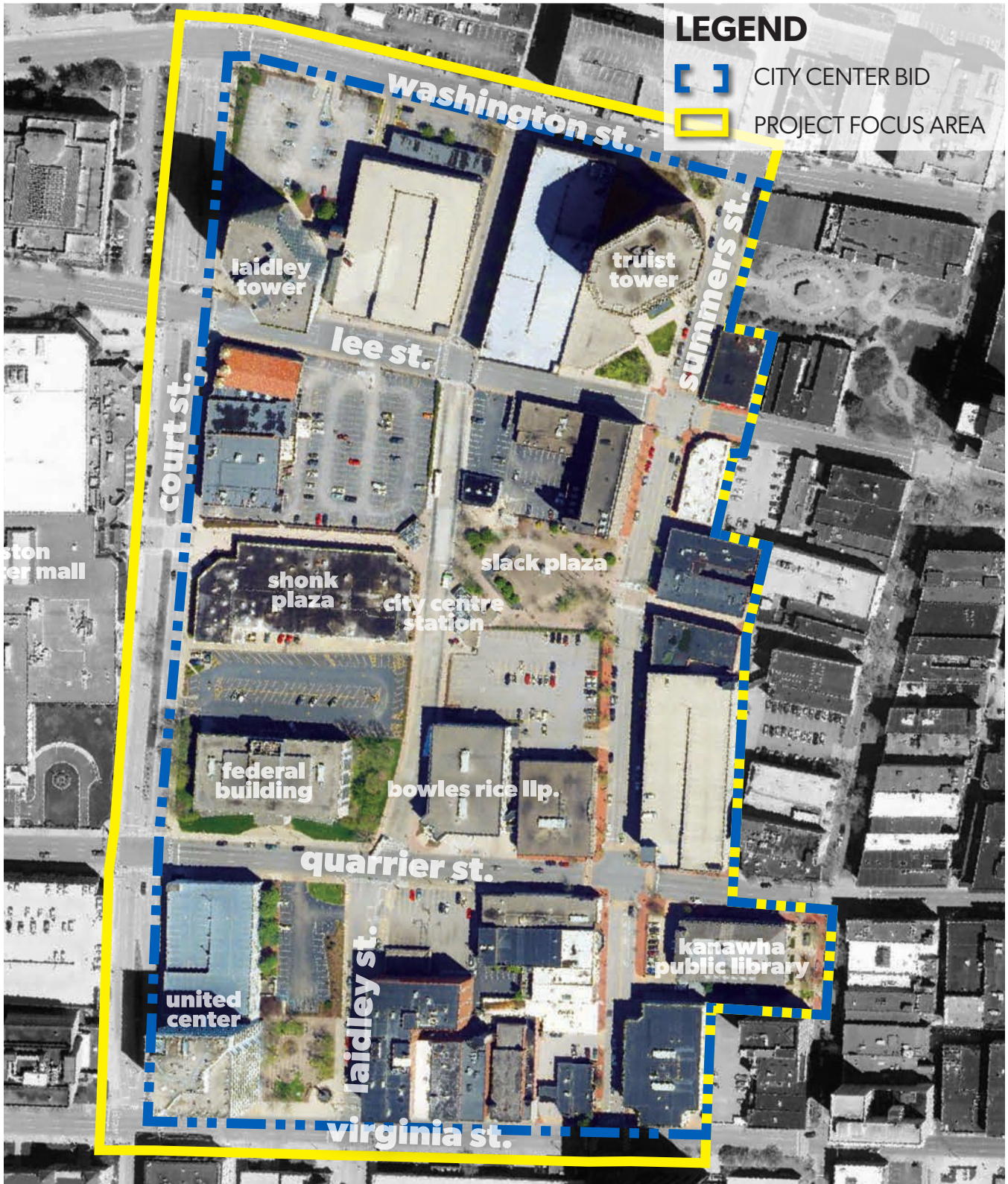


Figure 1.1: City Center Business Improvement District and project focus area.

INTRODUCTION | PLAN ORGANIZATION

This plan provides a framework for the future of the BID through economic study, opportunity zone review, predevelopment feasibility studies of private property catalytic sites, public realm enhancements, and outlining the future of the BID Ambassador program. The strategic plan is a format and solution that helps position the organization for success by clarifying the most important objectives, the overall scope of activities that should take place, and the advantage that should be leveraged to differentiate the district in the marketplace. The plan will assist the BID’s overall effort to revitalize the downtown core, improve the local economy, and attract new businesses and visitors while improving the quality of life within the district and greater Charleston area.

We believe that a solution for the City Center BID needs to incorporate the following five aspects:

- Economic Development
- Marketing
- Capital Improvements
- District Safety
- Ambassador Driven

ECONOMIC ANALYSIS + MARKET REPORT

A thorough analysis of the existing market for the greater Charleston area has been developed through a data-driven assessment of the historic and current employment and market trends occurring within the Charleston Metropolitan Statistical Area (“MSA”), the City of Charleston (“City”), and the Charleston City Center Business Improvement District (“BID”). The market trend section relies upon real estate data to evaluate various performance indicators and historical trends across four market segments (office, retail, multi-family rental apartments, and hotel) for each of the three defined areas. In general, this analysis is necessary to fully understand the overall market that supports demand within the three defined jurisdictions—ultimately depicting the BID’s current conditions and providing an understanding of the needs for the district to perform in the future.

PREDEVELOPMENT FEASIBILITY STUDY

Based on responses from stakeholder/public engagement and results from the economic analysis, the design team reviewed two properties for predevelopment feasibility studies. Each of these studies focused on the following:

- Developing an existing site plan with zone description, development controls and overlays;
- Analyzing existing buildings to determine potential adaptive reuse or redevelopment strategies;
- Creating a development analysis plan that highlights any potential site/or building issues or constraints; and
- Developing accompanying maps and graphics to coincide with the project-specific analysis.



Shonk Plaza building

PUBLIC REALM ENHANCEMENTS

Continuing the efforts of the initial conceptual master plan, the design team focused on streetscape improvements within the City Center BID, with an emphasis on the public right-of-way to create a unique yet unified downtown core. Elements of the design were pulled from existing materials to enhance and build upon the current character established and move through the district as a transition zone. This zone limits range from Charleston’s historic district at Capitol Street to the more modern event attractions of the Town Center Mall and Charleston Coliseum and Convention Center. The team was inspired by the

recent enhancements made to the Kanawha County Public Library, Slack Plaza and Kanawha Valley Regional Transit Authority's City Center Station; as well as the streetscape enhancements made by the Shonk-Del LLC along Court Street.

BID AMBASSADOR PROGRAM

As one of the initial focuses of BID Management Board, a BID Ambassador was selected and hired as a full-time employee. The BID Ambassador program is seen as a valuable tool for promoting economic development and enhancing the overall experience of a commercial district. This individual represents the future of BID programming for City Center, and will help facilitate daily needs of the board and district. As outlined within this report, the BID Ambassador is a program that can be expanded upon to meet the needs of the board and district.

IMPLEMENTATION + FUNDING

The final element of this plan focuses on implementation, which outlines the steps the district and/or other agencies need to take to achieve the stated goals. While each of the previous plan elements identifies some general concepts and ideas, the implementation process narrows those concepts to actionable items, including information on the responsible agency or groups potential funding sources (if necessary), and the timing of the actions based on priorities and imminent needs of the community. Business improvement districts typically rely on various funding sources to support their operations and initiatives beyond the BID assessment. The City Center BID needs to look for diversity in their funding. This plan highlights potential funding sources to help achieve the action items within each part of the strategic plan.



INTRODUCTION | PREVIOUS PLANNING

CONCEPTUAL MASTER PLANNING (2022)

In an effort to build off of existing public and private development, the City Center BID contracted with a local consulting and design and planning firm, GAI Consultants, Inc., to outline priority projects within the district and establish rough opinions of probable costs to support additional grant funding opportunities for strategic planning and project implementation. Through stakeholder engagement along with local leadership and participating businesses, the consulting team was able to develop initial conceptual designs, providing direction for the BID to further enhance the public realm.



Stakeholder walking tour. April 22, 2022

The design team coordinated with the BID Management Board to establish priority zones for the initial concept master plan, based on roadway ownership, business impact and areas in need of renewal. Priority zones ranked from low to high were outlined within a final presentation to the stakeholders on July 11, 2022.

LOW PRIORITY

- Washington Street
- Laidley Street

MODERATE PRIORITY

- Lee Street
- Quarrier Street
- Court Street

HIGH PRIORITY

- Summers Street
- Virginia Street

DESIGN CONSIDERATIONS

The design team focused on streetscape and public realm improvements, based on dialogue from stakeholders and BID Management Board. An emphasis on continuity, public art, and safety were the drivers of the initial study. With this in mind, the design team used the outlined priority zones to develop initial concepts for discussion and visioning. These concepts would be further explored as part of a more in-depth strategic plan, and were used as examples to obtain local buy-in and advance the BID’s agenda to improve the district and create a sense of place.

In order to create a continuous district design within the public realm, the board focused on the following goals to improve the district:

- **Ease of accessibility** – A great design must allow for ease of navigation and movement to provide access to the desired location.
- **Separation between vehicles and pedestrians** – Trees, low vegetation, planters, bollards or other elements serve as effective dividers for all users.
- **Safety** – As mentioned above, vehicular and pedestrian separation is crucial to offer shelter. Moreover, crosswalks and parking spaces with visible signs, proper accessible spaces and curbs are big contributors to safety as well.
- **Space for lounging** – There must be seats where people can relax and interact along the street.
- **Preserve the scenery** – People should be able to view buildings, businesses or points of interest from the streets. This is critical for business success, especially in retail areas.
- **Landscaping** – A good streetscape design for pedestrians uses low landscaping at a maximum of 18” to 24” tall, with trees maintained at 6’ or above and a clear middle area. This maintains views and ensures safety.
- **Distinct design** – A unique space can be created with materials, brick paving, signage, lighting, landscaping, markings, art pieces or even with trees to provide a sense of originality.

The initial conceptual master planning phase helped develop the framework that shapes the overall strategic plan prepared in the following sections.



Utilizing existing design elements to create a uniform district design.
 Source: kcpls.org

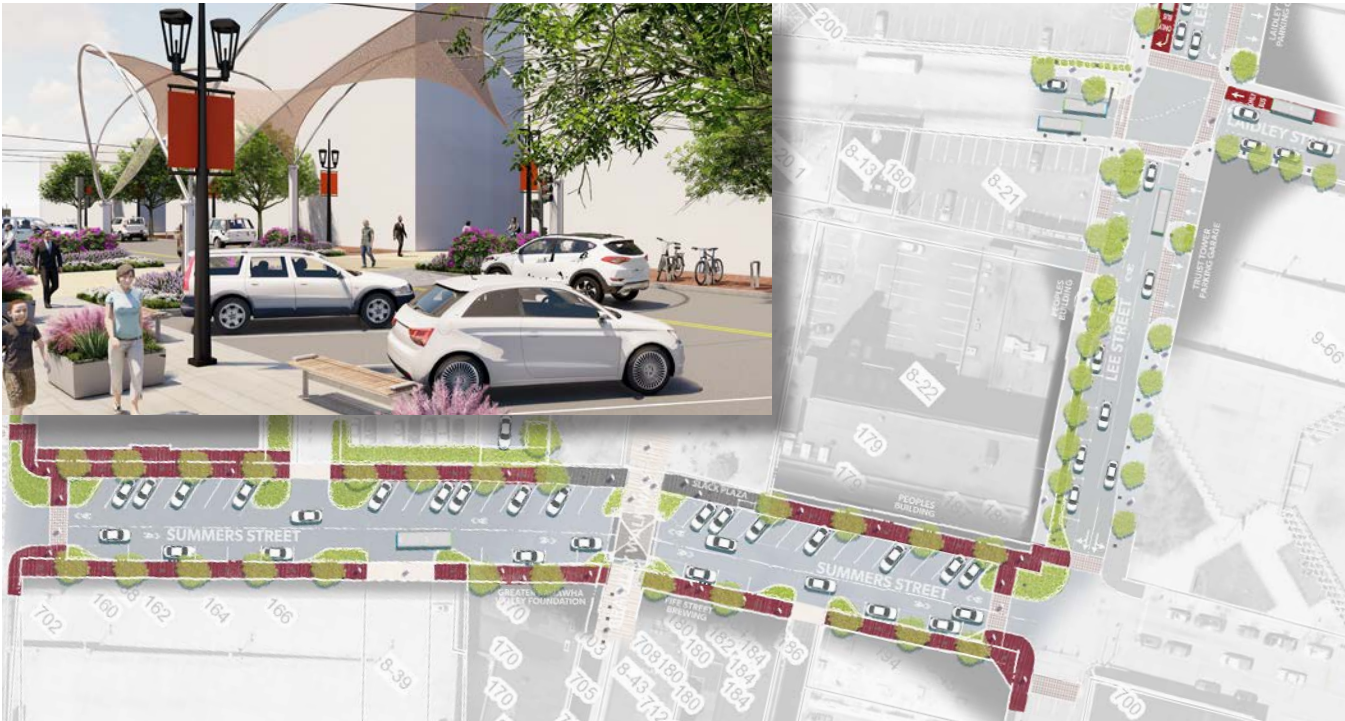


Figure 1.2: Initial design concept for Summers Street and Lee Street depicting lane reductions and new landscaping.



Image Source: Bridge33



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ECONOMIC ANALYSIS

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CITY CENTER BUSINESS IMPROVEMENT DISTRICT | STRATEGIC MASTER PLAN 2023

ECONOMIC ANALYSIS | MARKET REPORT

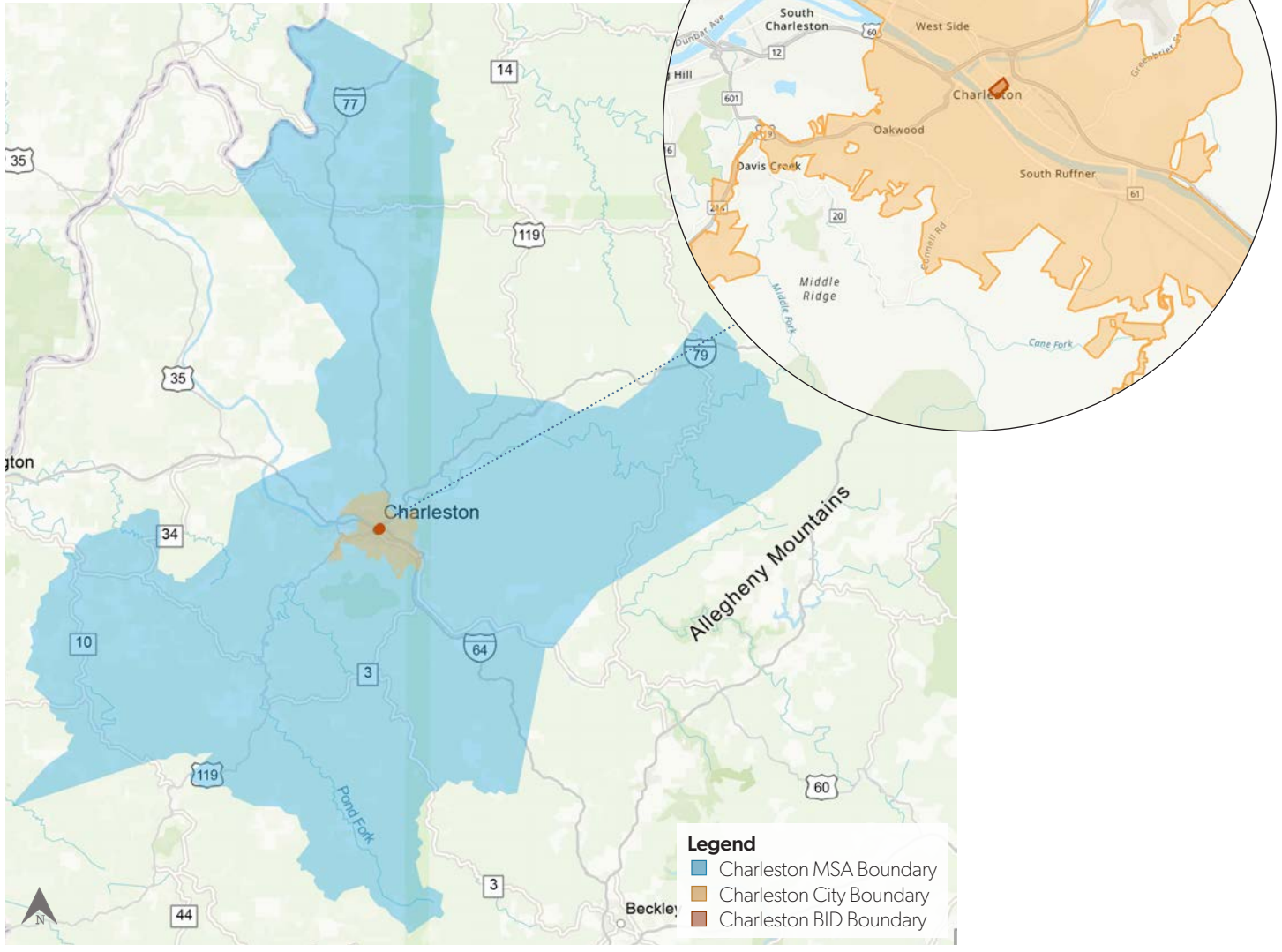
ABOUT THIS MARKET

This Market Report provides a data-driven assessment of the historic and current employment and market trends occurring within the Charleston Metropolitan Statistical Area (“MSA”), the City of Charleston (“City”), and the Charleston City Center Business Improvement District (“BID”), as illustrated below. The market trend section relies upon real estate data to evaluate various performance indicators and historical trends across four market segments (office, retail, multi-family rental apartments, and hotel) for each of the three defined areas. In general, this section is necessary to fully

understand the overall market that supports demand within the three defined jurisdictions.

To note, there are limitations to data that is used to infer conclusions about a sample population. Most relevant to this analysis is that the smallest geographic areas for which estimates are available are Census Block Groups. While the data can be used to infer conclusions about large geographic areas with great statistical certainty, the smaller the area of interest, the greater the margin of error.

Market Area Map



ECONOMIC OUTLOOK

U.S. ECONOMIC OUTLOOK | YEAR-END 2022

The beginning of the latest recovery from the COVID-19-induced recession was officially announced by the National Bureau of Economic Research (“NBER”), with the Business Cycle Dating Committee of NBER announcing in July 2021 that they determined a trough in monthly economic activity occurred in the U.S. economy in April 2020. The previous peak in economic activity occurred in February 2020, marking the beginning of the current business cycle. The recession lasted two months, which makes it the shortest U.S. recession on record. In the NBER’s convention for measuring the duration of a recession, the first month of the recession is the month following the peak, and the last month is the month of the trough. Since the most recent trough was in April 2020, the last month of the recession was April 2020, and May 2020 marked the first month of the subsequent expansion.

The broadest measure of the U.S. economy, real gross domestic product (“GDP”), increased at an annual rate of 1.1% in the first quarter of 2023. Compared to the fourth quarter of 2022, the deceleration in real GDP in the first quarter of 2023 primarily reflected a downturn in private inventory investment and a slowdown in nonresidential fixed investment. These movements were partly offset by an acceleration in consumer spending, an upturn in exports, and a smaller decrease in residential fixed investment.

U.S. inflation, as measured by the 12-month change in the Consumer Price Index (“CPI”), fell to 5.0% in March 2023 after reaching a 12-month peak of 9.1% in June 2022. Since June, the CPI has been steadily declining, with March 2023 being the smallest 12-month change since October 2021, when the CPI 12-month change was at 6.2%. The CPI in March accounts for a 5.6% increase in all items less the food and energy indexes, a 6.4% decrease in the energy index, and an 8.5% increase in the food index. CPI measures the change in prices paid by consumers for goods and services that people buy for day-to-day living. The CPI is expected to continue its downward trend through 2023.

The Federal Reserve (Fed) adjusts federal funds in response to what’s happening in the economy, while also trying to achieve conditions that satisfy their dual mandate, as set by

Congress: keep prices stable and maximize employment. The Fed raises interest rates when the economy starts overheating—too much inflation—and cuts rates when the economy looks weak—high unemployment. Other data that factor into Fed monetary policy decisions include gross GDP, consumer spending and industrial production; as well as major events like a financial crisis, a global pandemic or a massive terrorist attack. In March 2023, the Fed increased its benchmark interest rate by 0.25 percentage points, mirroring the 0.25-percentage-point increase that occurred in February 2023. The March 2023 interest rate increase was the second interest rate increase of 2023, following seven interest rate increases that occurred in 2022.

The economy is still evolving at unprecedented rates and in untypical ways. Personal saving was \$946.2 billion in the first quarter of 2023, which is an increase from \$758.8 billion in the fourth quarter of 2022. The personal saving rate—personal saving as a percentage of disposable personal income—was 4.8% in the first quarter of 2023, up slightly from 4.0% in the fourth quarter of 2022. In the first quarter of 2023, personal income increased \$278.9 billion, compared with an increase of \$398.8 billion in the fourth quarter of 2022. Disposable Personal Income (“DPI”) increased \$571.2 billion, or 12.5%, compared with an increase of \$403.0 billion, or 8.9%, in the fourth quarter of 2022.

The “Great Global Work-From-Home Experiment” created by the COVID-19 pandemic has changed how employees work and expect to work far into the future. As organizations ease back into office life, employees and employers are navigating a new chapter in this experiment—blending the flexibility of remote work with on-site work. This new chapter is still being written as 2023 progresses and more employees return to the office for at least part of their week. While the Bureau of Labor Statistics (“BLS”) collects annual data on the location of work for full-time employees, data was not collected in 2020 due to the COVID-19 pandemic. However, BLS data from 2016 – 2019 indicates that on average, roughly 82% of full-time employees worked at their workplace compared to an average of roughly 23% of full-time employees working at their home (some or all the time). 2021 data collected by BLS showed that roughly 68% of full-time employees worked at their workplace, compared to an average of 38% of full-time employees worked at their home; while

2022 data collected by BLS shows that roughly 73% of full-time employees worked at their workplace, compared to an average of 27% of full-time employees working at their home. BLS began collecting data on the number of employed persons working remotely due to the COVID-19 pandemic in May 2020, and have been collecting this data monthly since then. In May 2020, the BLS reported that 35.4% of those employed were working remotely due to the COVID-19 pandemic; that number has steadily declined

each month since then, with the September 2022 report showing just 5.2% of employed persons working remotely due to the COVID-19 pandemic. In October 2022, the BLS introduced that they would be collecting additional data on the effect of the COVID-19 pandemic on labor markets; however, a release schedule for the expanded dataset has not yet been released. Therefore, September 2022 is the most current data available.

U.S. Economic Outlook | Year-Over-Year Change

U.S. Economic Outlook	History				Estimate
	2019	2020	2021	2022	2023
Real Gross Domestic Product (millions)	21,372.6	20,893.7	23,315.1	25,462.7	26,874.0
Real Gross Domestic Product (% change)	4.1	(2.2)	11.6	9.2	5.5
Real Disposable Personal Income (millions)	14,882.9	15,744.8	16,020.9	15,167.9	15,606.3
Ratio; DPI to GDP (%)	69.6	75.4	68.7	59.6	58.1
Real Disposable Personal Income (% change)	2.2	5.8	1.8	(5.3)	2.9
Federal Deficit Share of GDP (%)	(4.6)	(14.9)	(11.9)	(8.9)	(6.0)
Consumer Price Index (% change)	1.8	1.3	4.7	0.1	0.1
Employment Cost Index	1.4	1.4	1.5	1.5	1.5
Avg. Monthly Employment Change (thousands)	167.6	(778.1)	554.8	441.3	344.7
Unemployment Rate (%)	3.7	8.1	5.4	3.6	3.5
Employment-to-Population (%)	60.8	56.8	58.4	60.0	60.3
Housing Starts (thousands, SA annual rate)	1,295.3	1,395.8	1,604.7	1,553.7	1,395.3
30-Year Fixed Mortgage Interest Rate (%)	3.9	3.1	3.0	5.3	6.4
Federal Funds Rate (%)	2.1	0.4	0.1	1.7	4.4
10-Year Treasury Note Yield (%)	2.1	0.5	1.4	1.3	(0.9)

Sources: Federal Reserve Economic Data (FRED) 2022; GAI Consultants.

LOOKING BEYOND 2023

Looking beyond 2023, with the Fed in the process of raising interest rates at the most aggressive pace since the 1980s, the risk of recession remains a concern. Rising prices and the monetary policy response add uncertainty to the U.S. economic outlook. Inflation, which has been higher for longer than previously expected, will weigh on purchasing power for consumers and businesses. As higher rates cool demand-side pressures through 2024 and possibly into 2025, inflation is expected to move meaningfully back toward 2%. The federal funds rate—the interest rate that underpins all other interest rates in the economy, including what consumers pay—is expected to stay in the 5.00% to 5.25% range through 2023, with the Fed likely to bring rates back toward a range of 2.25% to 2.50% over the course of 2024 in order to get back to

a more neutral level. Although historically, these rates are relatively modest rates, they remain far above the near-zero interest rates that have prevailed for most of the new millennium.

Real GDP growth is projected to average 1.0% or less through 2024. Weaker demand is expected to weigh on imports, with the current account deficit narrowing from 3.6% of GDP in 2021 and 2022, to about 2.7% by end of 2023 and 2.5% in 2024. The slowing economy is projected to raise the unemployment rate from the 3.6% reported in March 2023 toward 5% by 2024, leading to softer wage and price pressures; this is expected to about 3.9% by the end of 2023 and 2.2% by the end of 2024. However, if inflation proves more persistent than currently expected, the Fed will need to tighten monetary policy more, and growth prospects could worsen.

EMPLOYMENT & BUSINESS ACTIVITY

Over the past 10 years, the Charleston BID has welcomed a number of new and expanding businesses to their downtown community, offering financial assistance through small-, women-, and minority-owned business grants; West Virginia’s tax credits and financing programs through the Charleston Area Alliance; and partnerships with other economic development organizations to attract a robust group of industries to the BID. As of year-end 2022, total employment within the BID represented 3,460 employees, with Public Administration, Professional and Technical Services, and Finance and Insurance industries dominating the employment market within the BID. Combined these industries contain 49% of the total employment within the BID.

As of year-end 2022, the BID comprises 4.4% of the total employment within the City and 2.5% of the total employment within the MSA. Comparatively, the City

comprises nearly 56% of the total employment within the MSA during this same time frame. In both the MSA and City, Health Care and Social Assistance, Public Administration, Retail Trade, and Transportation and Utilities are the dominating industries, composing about 51% and 59% of the total employment within the MSA and City, respectively.

Professional employment includes the following industry sectors: Information; Finance and Insurance; Real Estate and Leasing; Professional Services; Management of Companies; Administration, Support, and Waste Management; and Educational Services. The BID’s largely white collar, or professional, work force composed nearly 48% of total employment as of year-end 2022 estimates, which is consistent with the BID’s image as a major commercial center. Comparatively, the MSA and City’s professional work force composed 23% and 24%, respectively, of the total employment within each jurisdiction.

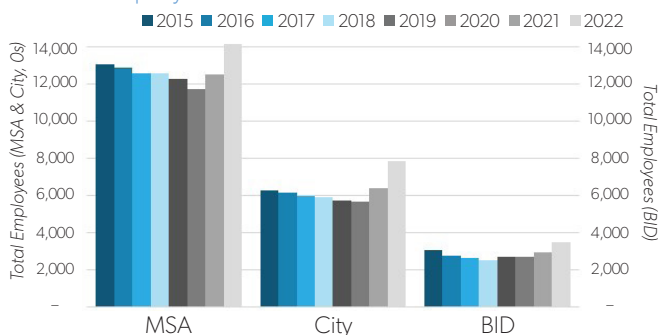
The table below illustrates the year-end 2022 estimates for total employment by industry sector in the MSA, City, and the BID.

Jobs by Industry Sector | 2022 Estimates

Total All Jobs	Charleston MSA		City of Charleston		Charleston BID	
	Total	% of Total	Total	% of Total	Total	% of Total
1. Agriculture and Mining	2,680	1.9%	680	0.9%	20	0.5%
2. Construction	4,840	3.4%	960	1.2%	30	1.0%
3. Manufacturing	4,780	3.4%	1,380	1.8%	10	0.2%
4. Wholesale Trade	4,720	3.3%	1,270	1.6%	30	0.9%
5. Retail Trade	13,830	9.8%	5,010	6.4%	170	4.8%
6. Transportation and Utilities	13,020	9.2%	11,400	14.5%	5	0.1%
7. Information	3,850	2.7%	2,660	3.4%	300	8.7%
8. Finance and Insurance	5,710	4.0%	4,020	5.1%	470	13.7%
9. Real Estate and Leasing	1,780	1.3%	920	1.2%	40	1.0%
10. Professional and Technical Services	7,960	5.6%	5,850	7.4%	540	15.5%
11. Management of Companies	380	0.3%	150	0.2%	30	0.8%
12. Administration and Support	3,950	2.8%	2,840	3.6%	220	6.3%
13. Educational Services	8,620	6.1%	2,730	3.5%	60	1.8%
14. Health Care and Social Assistance	28,090	19.9%	19,710	25.1%	420	12.3%
15. Arts and Recreation Services	2,870	2.0%	1,370	1.7%	30	0.7%
16. Accommodation and Food Services	10,220	7.2%	4,540	5.8%	270	7.9%
17. Other Services (excl. Public Administration)	7,110	5.0%	3,140	4.0%	130	3.8%
18. Public Administration	16,730	11.9%	9,960	12.7%	690	19.9%
Total	141,140	100.0%	78,590	100.0%	3,460	100.0%

Sources: U.S. Census Bureau, ESRI Business Analyst 2022 Estimates; GAI Consultants. Note: Totals may not add due to rounding.

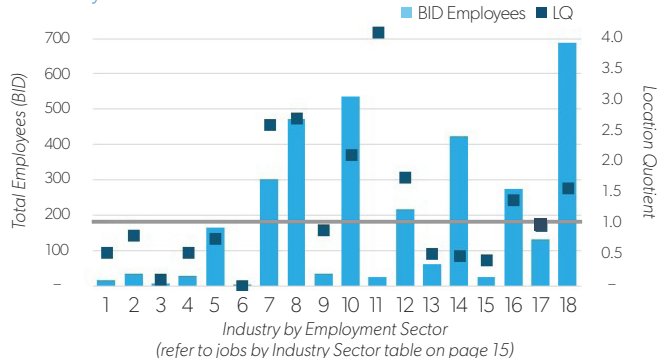
Annual Employment Trends



As illustrated in the figure above, total employment within the MSA, City, and BID have experienced positive growth overall since 2015. Total employment in the MSA has increased 8%, from 130,250 employees in 2015 to 141,140 employees as of year-end 2022 estimates; whereas, the total employment within the City has increased significantly by 26% from 62,470 employees in 2015 to 78,590 employees in 2022. During this same time frame, the BID has also experienced an increase of 13%, from 3,070 employees in 2015 to 3,460 employees in 2022.

Since 2015, total employment within the City has experienced the greatest compound annual growth rate (“CAGR”) at 3.3%, compared to the CAGRs of the MSA and BID at 1.2% and 1.7%, respectively. Throughout this same time frame, the BID has comprised an annual average of approximately 46% of the total employment within the City; whereas, the City has comprised an annual average of 49% of the MSA’s total employment since 2015.

Industry Location Quotient



A location quotient (“LQ”) is an analytical statistic that measures how concentrated a particular industry is within an area. The above figure illustrates the concentration of employment by industry sector within the BID, as compared to the City for year-end 2022 estimates. As illustrated above, the BID has a higher concentration of professionals (LQ greater than 1.0) within the Information, Finance and Insurance, Professional and Technical Services, Management of Companies, Administration and Support, Accommodation and Food Services, and Public Administration industries, compared to that of the City. Contrastingly, the BID and City do not have any industries that are equally specialized (LQ equal to 1.0), and there are a few industries in which the City has a greater concentration of industry professionals (LQ less than 1.0), as depicted in the figure above.

CONSUMER SPENDING

As of year-end 2022 estimates, total expenditures by residents within the BID were estimated to be about \$711,600, with consumers spending about 34% on housing, 29% on retail goods, 13% on food, 8% on health care, and 4% on entertainment and recreation. In addition, total expenditures within the BID made up approximately 0.04% of the consumer spending within the City, with over \$1.6 billion in total expenditures as of 2022 estimates. During this same time frame, the consumer spending within the City composed 0.01% of the total consumer spending within the MSA, at \$7.1

billion. Similar to the BID, housing and retail goods compose the majority of consumer spending within both the MSA and the City, as illustrated in the table below.

Consumer Spending (000s)

	MSA	City	BID
Retail Goods	\$2,318,450	\$489,320	\$203.7
Housing	\$2,145,310	\$516,150	\$244.3
Health Care	\$629,570	\$66,820	\$27.5
Entertainment/ Recreation	\$309,740	\$190,210	\$89.0
Food (Away/At Home)	\$861,680	\$131,450	\$55.2
Total Expenditures	\$7,140,600	\$1,618,990	\$711.6

Sources: ESRI Business Analyst 2022 Estimates; GAI Consultants.

OFFICE MARKET

As of year-end 2022, the MSA had just over 15.1 million square feet (“SF”) of office space, with the City comprising 84% of this share, as illustrated in the following table. Comparatively, the BID comprised nearly 9% of the total office space within the City during this same time frame. The MSA and City had slightly higher occupancy rates compared to the BID; however, the BID had a significantly higher average rental rate per SF than both the MSA and City, which could be driven by the higher quality and limited supply of office buildings within the downtown area.

Since 2015, total inventory of office space has decreased 1% in both the MSA and the City, and has remained unchanged within the BID. During this same time frame, both the MSA and City experienced significant increases in average rental rates at 17% each; whereas, the BID experienced an 8% increase in average rental rates since 2015. An increase in overall office demand within the MSA may be driving the higher average rents within the City and the BID.

Vacancy rates have significantly declined in all three jurisdictions since 2015—by 3.0, 3.3, and 5.8 percentage points in the MSA, City, and BID, respectively. A decline in vacancy rates may be attributed to a rise in building demand for desirable office space. In addition, available office space⁽¹⁾ is greater than the respective vacancy rates in the MSA, City, and BID, as of year-end 2022.

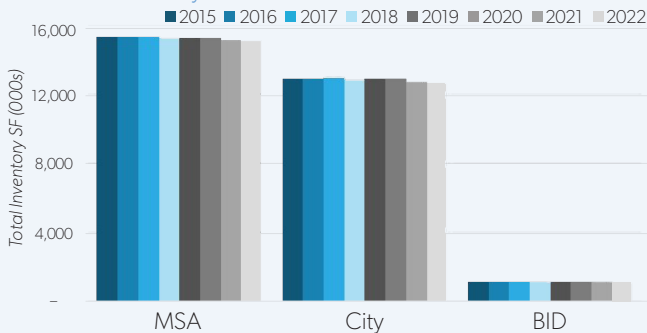
Since 2015, the City and BID have comprised an annual average of 86% and 16%, respectively, of the gross absorption within the MSA. Positive gross absorption indicates there is more office space being leased than vacated/supplied in the market during that same period.

Office Market Characteristics | Year-End 2022

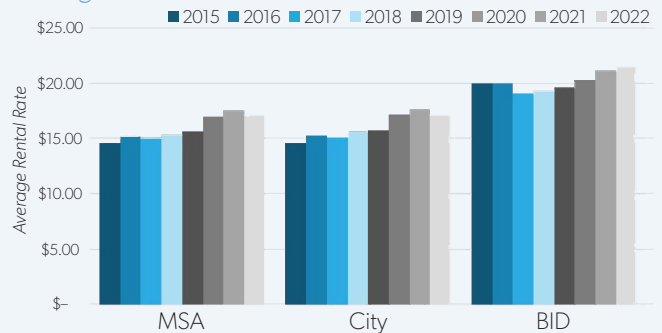
Performance Metric	MSA	City	BID
Total Inventory (SF)	15,146,480	12,728,140	1,117,100
% Capture of MSA	100.0%	84.0%	7.4%
Occupancy Rate %	96.0%	95.9%	95.4%
Vacancy Rate %	4.0%	4.1%	4.6%
Availability Rate % ⁽¹⁾	5.3%	5.3%	12.3%
Gross Absorption (SF)	377,460	269,870	74,860
Average Rental Rate	\$17.08	\$17.12	\$21.46

Source: CoStar Group. Note: (1) Available space indicates the amount of space which may be either physically vacant but still has an active lease and therefore is available for sub-lease, or currently occupied but will be vacant in the near future; available space can include both direct and sublet space.

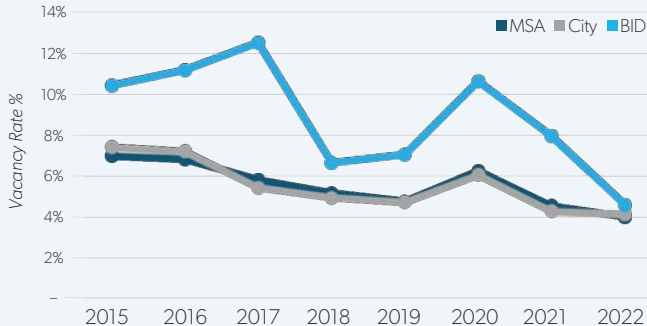
Annual Inventory



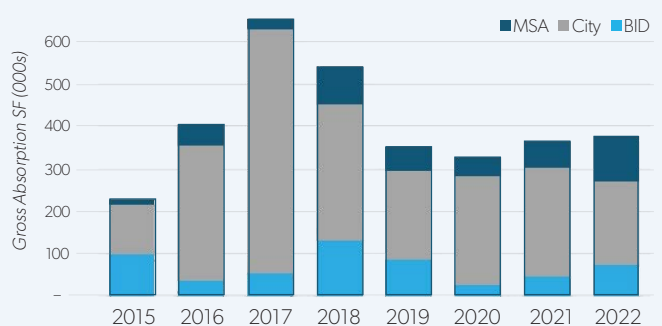
Average Rental Rate



Vacancy Rate



Gross Absorption



RETAIL MARKET

As of year-end 2022, the MSA had nearly 20.1 million SF of retail space, with the City comprising 63% of this share, as illustrated in the following table. Comparatively, the BID made up 1.7% of the total retail space within the City. All three jurisdictions had occupancy rates above 98%. Although the BID had the highest occupancy rate, it comprised a significantly smaller average rental rate per SF compared to that of the MSA and City, as of year-end 2022, which may be attributed to the lesser quality and older age of the retail buildings within the downtown.

Since 2015, total inventory of retail space has increased 1% and 0.5% in the MSA and City, respectively, and has remained unchanged within the BID. During this same time frame, the MSA experienced a significant increase in average rental rates at 47%; whereas, the City and BID also experienced increases in average rental rates of 15% and 12%, respectively, since 2015. An increase in overall retail demand within the MSA since 2015 may be subsequently driving the increases in average rents within the City and BID throughout this same time frame.

Vacancy rates have declined in all three jurisdictions since 2015—by 1.9, 0.7, and 2.9 percentage points in the MSA, City, and BID, respectively. A decline in vacancy rates may be attributed to a rise in building demand for desirable retail space. In addition, available retail space⁽¹⁾ is greater than the respective vacancy rates in the MSA and City, but comparable within the BID, as of year-end 2022.

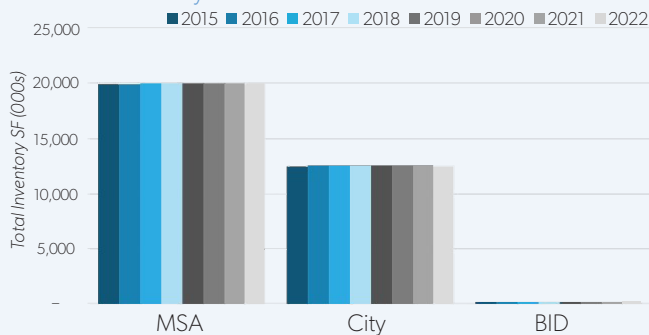
Since 2015, the City and BID have comprised an annual average of 59% and 2.5%, respectively, of the gross absorption within the MSA. Positive gross absorption indicates there is more retail space being leased than vacated/supplied in the market during that same period.

Retail Market Characteristics | Year-End 2022

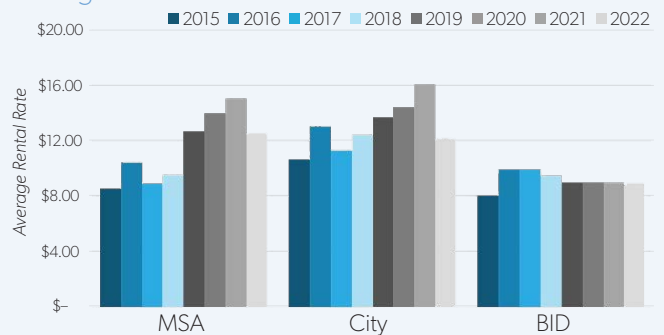
Performance Metric	MSA	City	BID
Total Inventory (SF)	20,066,170	12,563,000	210,090
% Capture of MSA	100.0%	62.6%	1.0%
Occupancy Rate %	98.0%	98.2%	98.3%
Vacancy Rate %	2.0%	1.8%	1.7%
Availability Rate % ⁽¹⁾	3.2%	3.0%	1.7%
Gross Absorption (SF)	127,330	92,310	8,300
Average Rental Rate	\$12.57	\$12.26	\$9.00

Source: CoStar Group. Note: (1) Available space indicates the amount of space which may be either physically vacant but still has an active lease and therefore is available for sub-lease, or currently occupied but will be vacant in the near future; available space can include both direct and sublet space.

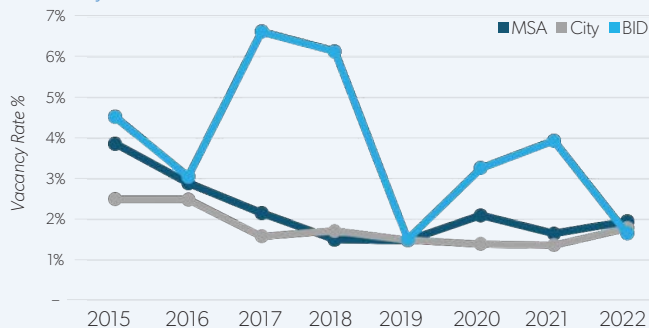
Annual Inventory



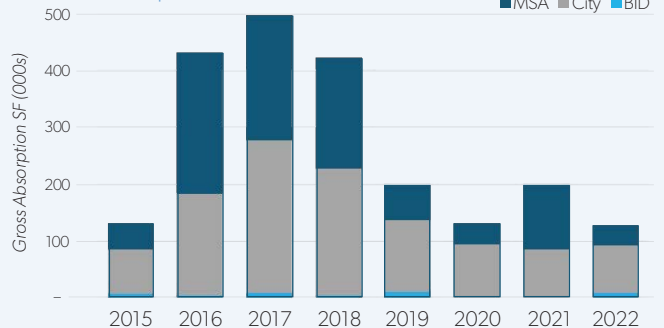
Average Rental Rate



Vacancy Rate



Gross Absorption



MULTI-FAMILY MARKET

As of year-end 2022, the MSA had approximately 11,720 multi-family for-rent apartment units, with the City comprising 69% of this share, as illustrated in the following table. The BID did not contain any multi-family for-rent apartment units as of year-end 2022⁽¹⁾. The occupancy rate within the MSA was slightly higher than that of the City during this same time frame. Comparatively, the MSA also had a higher average rental rate per unit compared to the City; however, the average rental rate per SF within the MSA at \$0.94, was slightly lower than that of the City at \$0.96.

Since 2015, total inventory of multi-family for-rent apartment units has increased 6% and 8% in the MSA and City, respectively. During this same time frame, the MSA and City also experienced increases in average rental rates per unit of 12% and 7%, respectively. However, average rents and absorption fell within the City as of year-end 2022, indicating that demand is softening within the City’s multi-family for-rent market. Vacancy rates have declined in both jurisdictions since

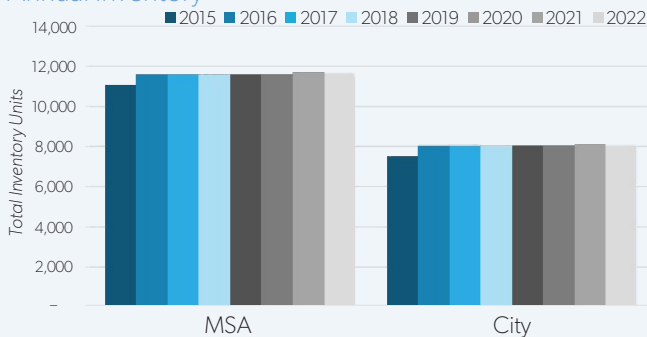
2015—by 2.4 and 2.2 percentage points in the MSA and City, respectively. A decline in vacancy rates may be attributed to a rise in building demand for desirable rental units. In addition, multi-family for-rent apartment units have experienced an average annual absorption of 116 units in the MSA and 99 units in the City since 2015. During this same time frame, the City has comprised an annual average of 88% of the absorption occurring within the MSA. Positive absorption indicates there are more multi-family for-rent apartment units being leased than what is vacated/supplied in the market during that same period.

Multi-Family For-Rent Market Characteristics | Year-End 2022

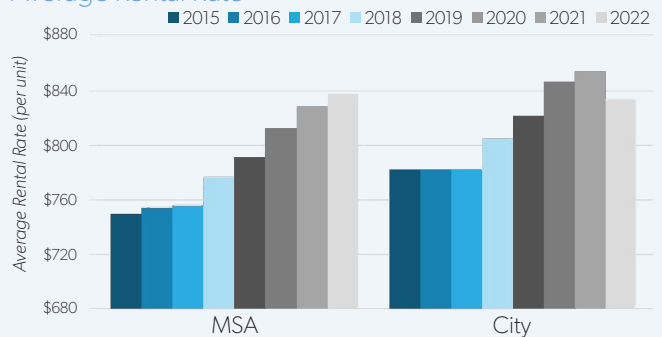
Performance Metric	MSA	City
Total Inventory (Units)	11,720	8,110
% Capture of MSA	100.0%	69.1%
Occupancy Rate %	96.1%	95.8%
Vacancy Rate %	3.9%	4.2%
Gross Absorption (Units)	(40)	(35)
Average Rental Rate (per unit)	\$838	\$834

Source: CoStar Group. Note: (1) The Cox Morton building including 8 2-bedroom apartments located at 184 Summers Street within the Charleston BID recently opened in 2023; therefore, there is no performance metrics on this project at the time.

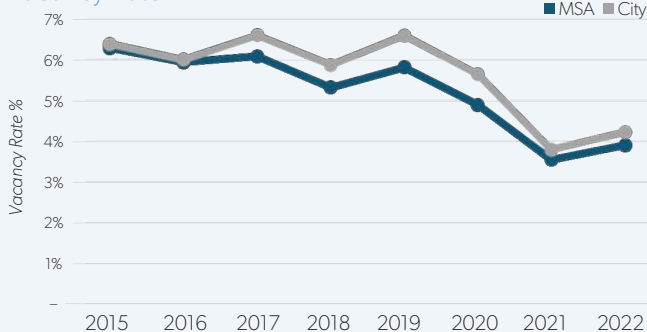
Annual Inventory



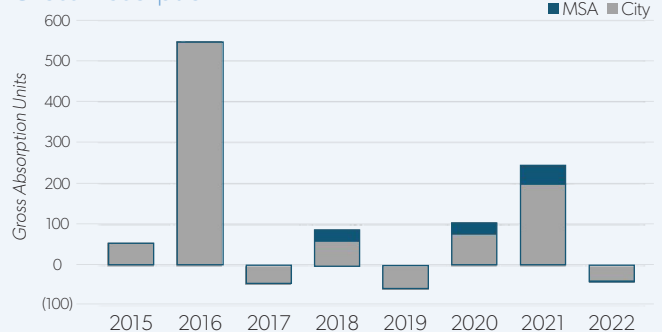
Average Rental Rate



Vacancy Rate



Gross Absorption



HOTEL MARKET

As of year-end 2022, the MSA had approximately 3,940 hotel rooms, with the City comprising nearly 79% of this share, as illustrated in the following table. The BID did not contain any hotel rooms as of year-end 2022. However, there are nearly 540 hotel rooms located in three properties within one block of the BID. The occupancy rate within the MSA was slightly higher than that of the City during this same time frame. Comparatively, the City had an average daily rate (“ADR”) per room of \$113.86 greater than that of the MSA. This significantly higher ADR within the City may be attributed to the higher quality and limited supply of hotel rooms within the City compared to the MSA.

Since 2015, total inventory of hotel rooms has decreased 5% and 4% in the MSA and City, respectively, which may be driven by the increase in short-term rentals such as AirBNB and VRBO during this time period. However, during this same time frame, the MSA and City experienced significant increases in ADRs of 12% and 18%, respectively. A decrease in supply for hotel rooms, coupled with an increase in overall lodging demand

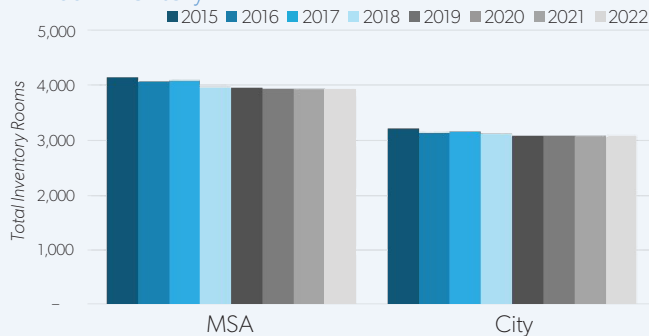
driven by tourism may be driving the higher ADRs. Vacancy rates have increased by nearly 7 percentage points in both the MSA and City since 2015—which may be attributed to the rise in room rates compared to other lodging facilities, as well as the increase in demand for higher quality hotel rooms with desirable amenities and facilities. In addition, about 583,275 guests were lodged in hotels within the City as of year-end 2022; this represents about 78% of the MSA’s hotel visitation, at 748,490 guests. Since 2015, hotel visitation has experienced a negative annual growth rate of roughly 3% in both the MSA and City, which may also be attributed to the increase in short-term rentals and other factors of the economy affecting the hospitality industry.

Hotel Market Characteristics | Year-End 2022

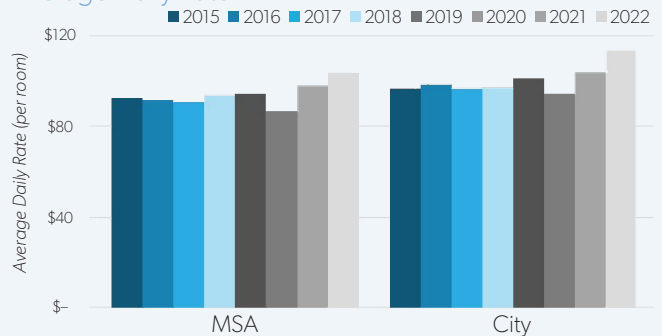
Performance Metric	MSA	City
Total Inventory (Rooms)	3,940	3,110
% Capture of MSA	100.0%	78.9%
Occupancy Rate %	54.9%	54.6%
Vacancy Rate %	45.1%	45.4%
Average Daily Rate (per room)	\$103.61	\$113.86
Annual Visitation ⁽¹⁾	748,490	583,280

Source: CoStar Group. ⁽¹⁾ Annual Visitation is estimated based on available units and occupancy rates for each month in 2022.

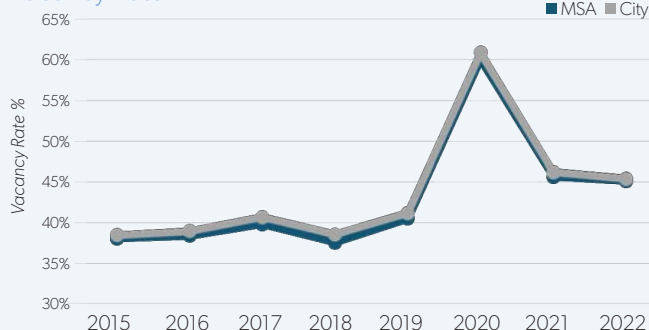
Annual Inventory



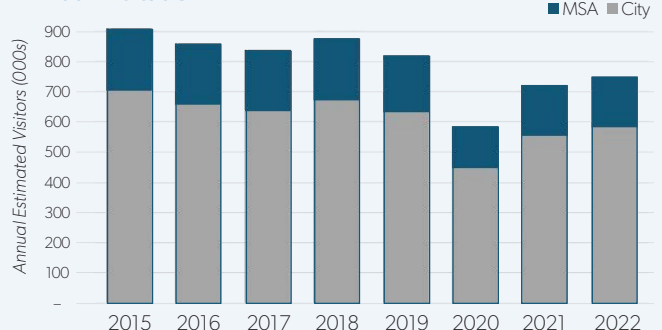
Average Daily Rate



Vacancy Rate



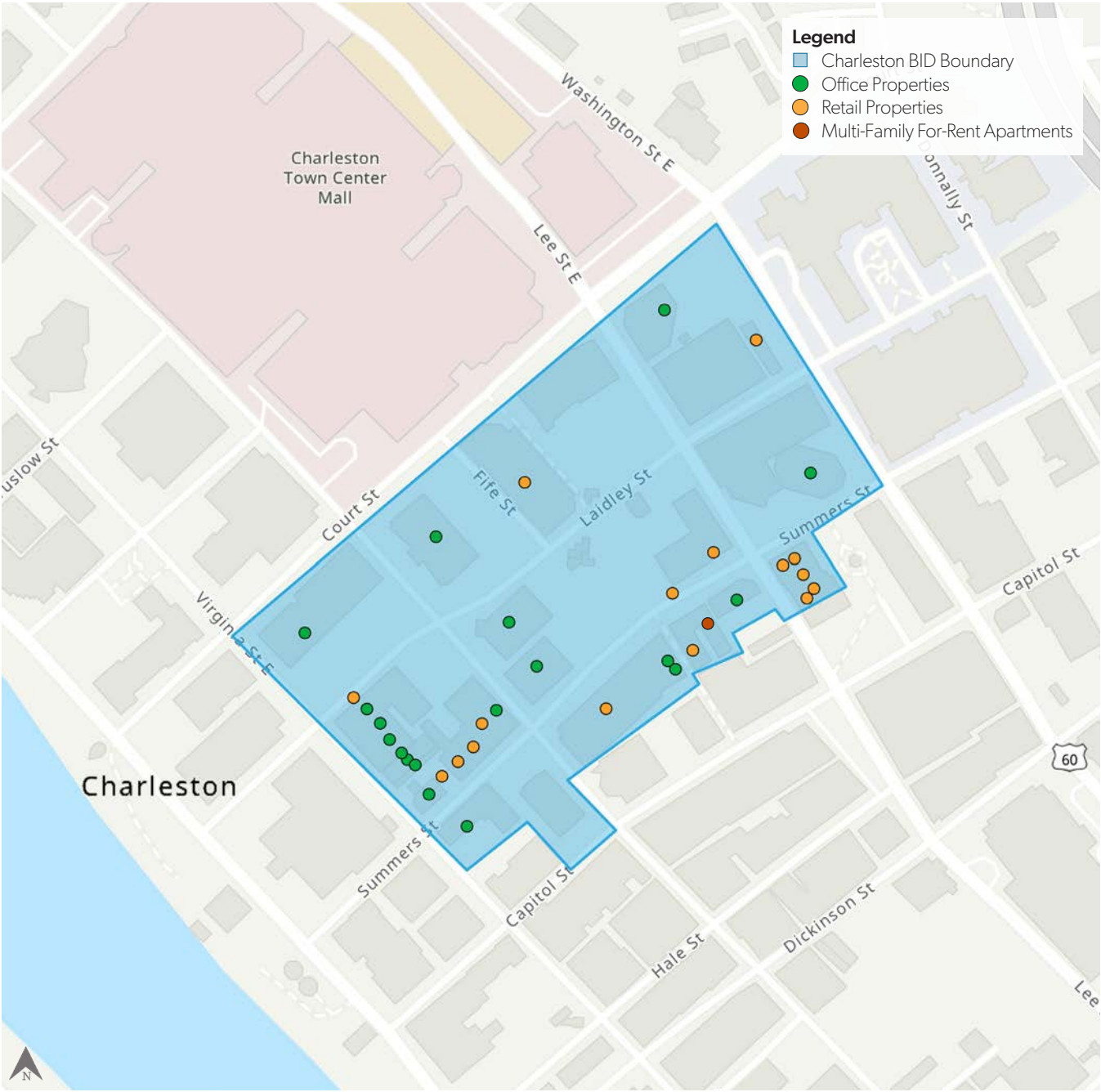
Annual Visitation



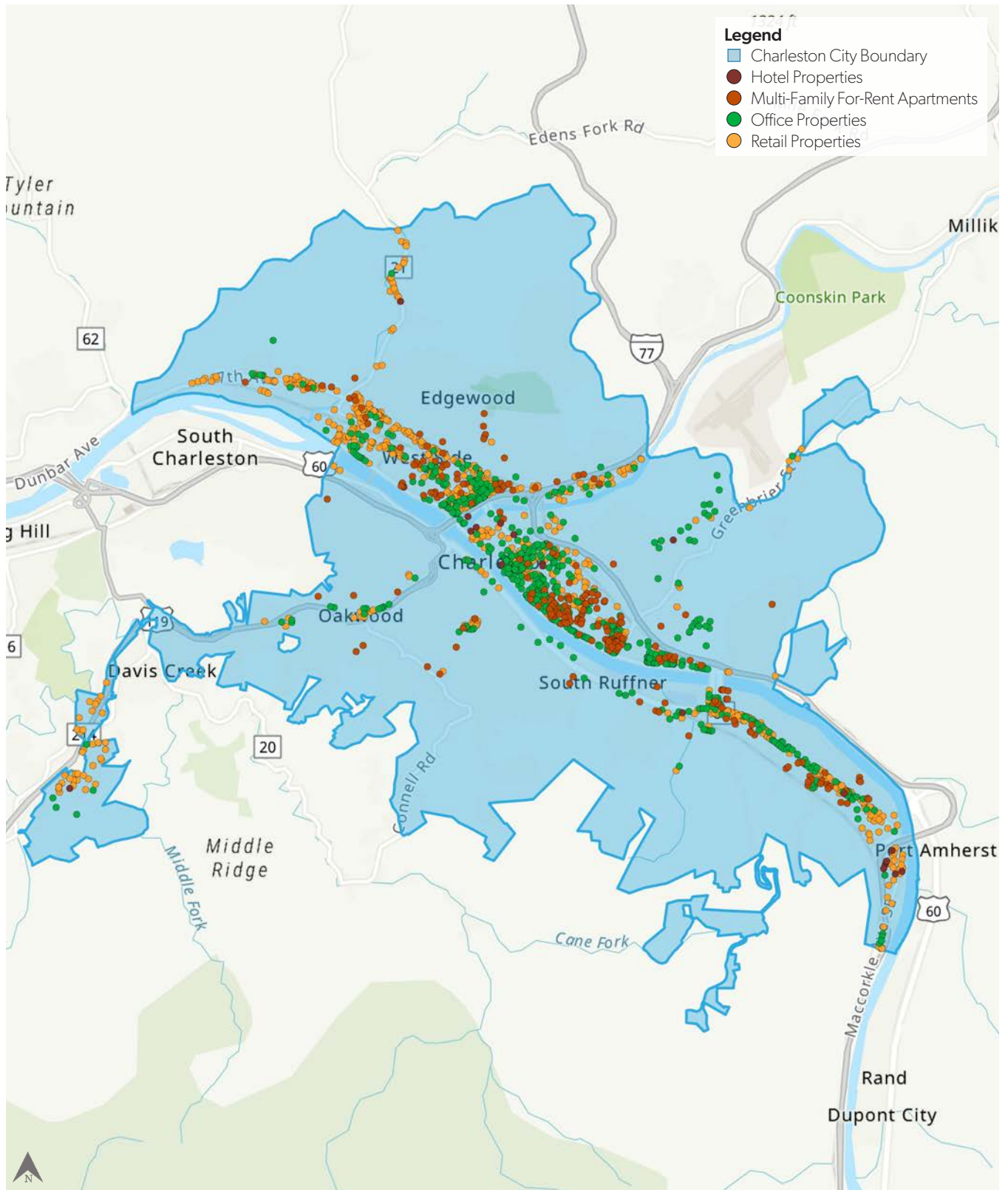
CONCENTRATION MAPPING

The following concentration maps depict the general clusters of specific property uses (i.e., office, retail, multi-family for-rent apartments, and hotels) within each of the defined jurisdictions—the Charleston MSA, City of Charleston, and the Charleston City Center BID. *It is important to note, these concentration maps are not to scale and are intended only to show location and concentration of properties relative to the jurisdictional boundaries.*

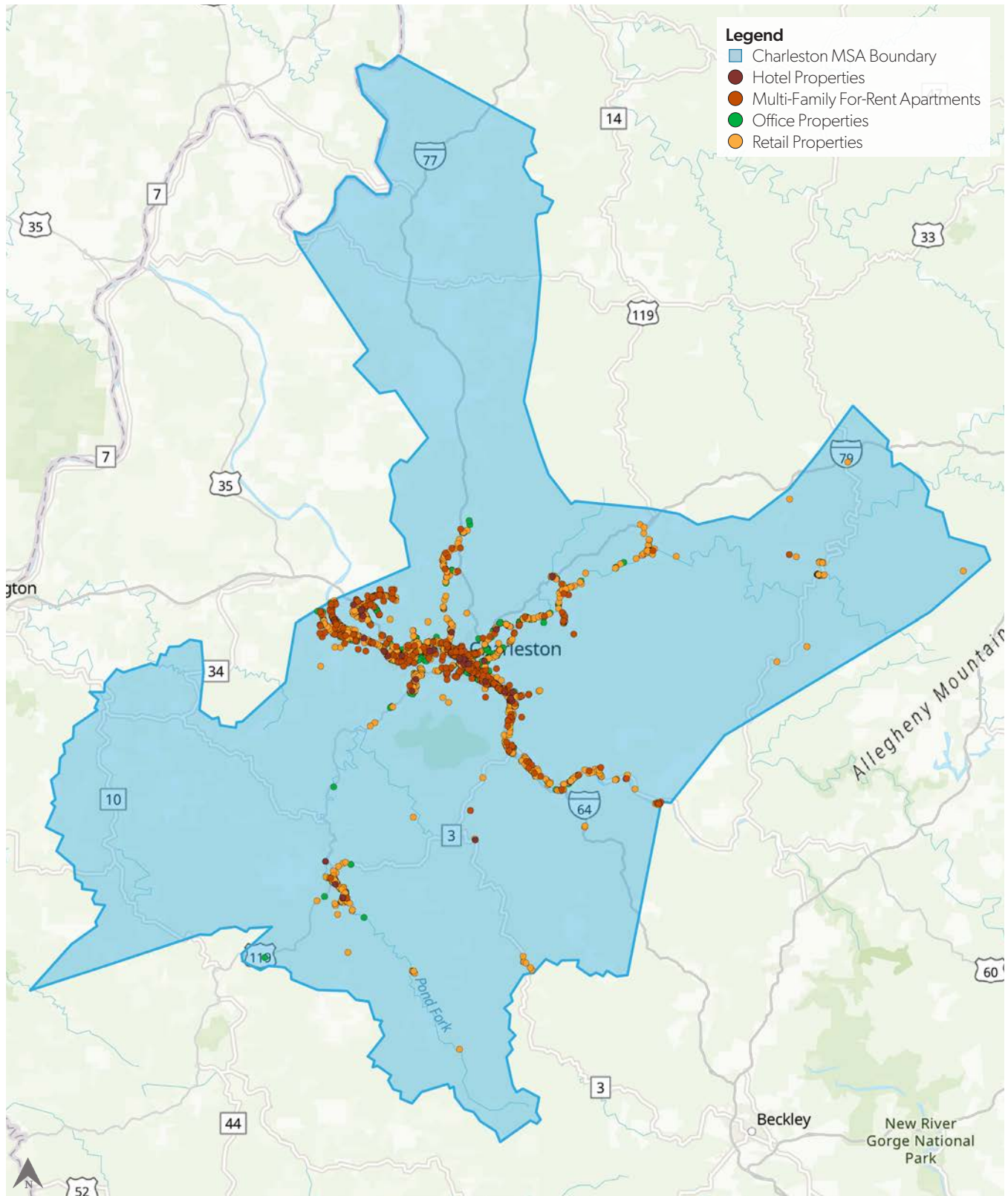
Charleston City Center BID Concentration Map



City of Charleston Concentration Map



Charleston MSA Concentration Map



ECONOMIC ANALYSIS | PROSPECTUS

This Opportunity Zone Prospectus highlights various socio-economic and measurable characteristics of the Downtown Charleston Opportunity Zone (“Opportunity Zone”), the Charleston City Center Business Improvement District (“BID”), and the Charleston Town Center Mall. Specifically, this section provides an overview of the community investment, anchor development, potential projects in each area; as well as a comparison of demographic data, housing characteristics, and income data for each area.

Also included in this section is an introduction to understanding what Opportunity Zones are, the advantages they provide to the community,

and the businesses that are eligible for Qualified Opportunity Funds. In addition, this section includes a Redevelopment Opportunity Index model that highlights the investment and redevelopment opportunities available within the entire Downtown Charleston area, including the Town Center Mall.

In general, the purpose of this section is to provide a tool to promote and market the Opportunity Zone, the BID, and the Town Center Mall by providing prospective and future developers insight into the current socio-economic and existing market conditions, as well as the potential redevelopment and investment opportunities unique to each of the defined areas.

OVERVIEW OF OPPORTUNITY ZONES

ABOUT OPPORTUNITY ZONES

The Opportunity Zone Program, as established in the Federal Tax Cut and Jobs Act of 2017, was designed to drive long-term capital to rural and low-income urban communities throughout the nation. The program also encourages private investment by providing tax incentives, including temporary deferrals on capital gains taxes when investors reinvest those gains in Qualified Opportunity Funds (“QOF”). These funds are then invested in low-income communities from designated census tracts, known as Opportunity Zones.

An Opportunity Zone is an economically distressed community where new investments, under certain conditions, may be eligible for preferential tax treatment. West Virginia is home to 55 of these Federally Designated Opportunity Zones. The purpose of these zones are to act as an economic development tool by spurring development and job creation in distressed communities, and by providing tax benefits to investors.

Once a zone is certified, local communities will promote their Opportunity Zones to QOFs in order to secure investments and bring additional economic development to local businesses and families.

HOW DOES THE OPPORTUNITY ZONE PROGRAM WORK?

Investors receive tax credits when they reinvest capital gains, or profits from the sale of an asset, into Opportunity Zones. Investors may benefit in three ways:

1. They can defer paying taxes on the original capital gain until they dispose of the investment or until 2026.
2. If they hold the investment for at least 5 years, they will have to pay 10% less taxes on the original capital gain.
3. If they hold the investment for at least 10 years, they will not have to pay any capital gains tax on their Opportunity Zone investment.

For example, an investor sells their company stock for \$1 million and has \$100,000 in capital gains from that sale. The investor puts the \$100,000 into a QOF that invests in a new business within an Opportunity Zone. The investor has various options in which they can engage:

- The investor can defer paying capital gains tax until they have disposed of the Opportunity Zone investment or December 31, 2026, whichever comes first.
- If they hold the investment for 5 years, they can reduce the deferred capital gains tax owed on the original gain by 10%. This would mean that only

\$90,000 of the \$100,000 gain is taxable. Assuming a 20% capital gains tax, they would owe \$18,000 instead of \$20,000.

- If they continue to hold the Opportunity Zone investment for another 5 years, they will not have to pay any capital gains tax on that investment. If their \$100,000 Opportunity Zone investment appreciates 100% over 10 years, they owe \$0 in capital gains tax instead of \$20,000. Investors can hold funds there until 2046 before needing to pay capital gains tax on the Opportunity Zone investment.

QUALIFIED OPPORTUNITY FUNDS

A Qualified Opportunity Fund (“QOF”) specializes in attracting investors with similar risk and reward profiles to collect and place capital in rural and low-income urban communities. Specific requirements of QOFs include:

- Need to be funded by private capital and guided by market principles.
- Need to invest 90% of their assets in Opportunity Zone assets.
- May invest in Opportunity Zones via stock, partnership interests, or business property.
- Need to use assets to create new business activity.
- Need to double the investment basis over 30 months if investing in an existing business.
- Can create new businesses or new real estate or infrastructure.
- May not invest in certain types of business, such as golf courses, country clubs, gambling establishments, and a few other specifically excluded types of business.

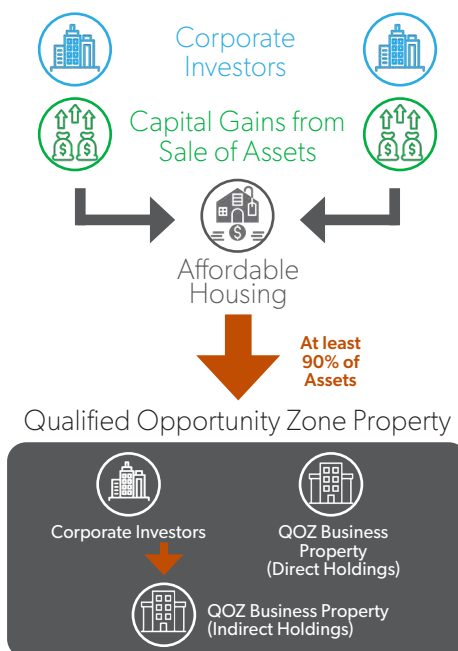
If an investor has realized capital gains, then those gains would need to be invested into a QOF within 180 days. The QOF then needs to place 90% of the funds into a qualified Opportunity Zone property or business within 6 months.

BUSINESSES ELIGIBLE FOR A QOF INVESTMENT

Businesses will need to meet the following qualifications to take advantage of the Opportunity Zone program:

1. 70% of the business’ tangible property needs to be:
 - Acquired after 2017 from an unrelated party.
 - Used in any Opportunity Zone 70% or more of the time.
 - Original use property or be substantially improved.
2. A business needs to:
 - Receive 50% of its revenue from active conduct in any Opportunity Zone.
 - Use 40% or more of its intangible property in any Opportunity Zone.
 - Not hold non-qualified financial property beyond reasonable working capital.
 - Operate in eligible business sectors (ineligible activities include golf courses, country clubs, gambling establishments, and a few other specifically excluded types of business).
3. Investors should also consider the following:
 - Willing to give up equity in the business.
 - Likelihood the business will grow significantly over the next 10 years.
 - Likelihood of the business remaining within a qualified Opportunity Zone for the 10 years.

These qualifications are defined by U.S. Treasury regulations. For more information, a tax advisor should be consulted.



INVESTMENT AND REDEVELOPMENT OPPORTUNITY INDEX

APPROACH AND METHODOLOGY

The Investment and Redevelopment Opportunity Index (“ROI”) provided in this section has been developed using weighted values that can be used to identify potential investment and redevelopment properties located within the entire Downtown Charleston Opportunity Zone (“Opportunity Zone”) area.

The ROI model defines investment opportunities as current for-sale commercial properties or available vacant land. Whereas, the ROI model defines redevelopment opportunities as select properties—including commercial, for-rent residential, and industrial—based on property use codes, with an opportunity index score greater than 70.

These redevelopment opportunities generally represent developed properties that may be in active use and are, in most cases, not currently on the market for sale. While many legal, physical, and economic factors ultimately play a role in the viability of redeveloping properties, the general factors used in this ROI model include:

- Age of the Improvements.
- Relationship between Land and Improvement Value.
- Total Market Value, including Land and Improvements per SF of Property.
- Size of Parcels.

Each of these factors for the properties located within the Opportunity Zone is weighted to provide a measure between 0 and 100. Values closer to 100 reflect factors in favor of redevelopment, and values closer to 0 reflect less favorable indicators for redevelopment. For this analysis, properties scoring an 70 or above are considered *significant* redevelopment targets. It is important to note, the ROI Model does not consider any other legal, physical, or economic factors that may influence development opportunity.

In the Downtown Charleston Opportunity Zone, there are 11 investment opportunities representing a total of nearly 502,710 SF of for-sale commercial and residential building space in multiple properties; as well as 0.4 acres of for-sale developable land within two vacant land properties, as illustrated in the table below. In addition, there were 13 commercial and industrial properties that met the minimum index score criteria for redevelopment, as reflected in the table on the following page. Of these properties, approximately 18.3 acres of commercial and industrial land could be redeveloped into a more efficient and productive use.

Investment Properties | Downtown Charleston Opportunity Zone

Property Address	Property Type	Year Built	Land Acre	Sale Price
1. 815 Quarrier Street	Commercial	1930	0.51	\$ 1,800,000
2. 600-602 East Virginia Street	Commercial	1916	0.40	7,500,000
3. 900 East Virginia Street	Commercial	1930	0.28	7,500,000
4. 620 Virginia Street East	Commercial	2000	0.24	1,250,000
5. 107 Capitol Street	Commercial	1995	0.17	2,320,000
6. 207-209 Hale Street	Commercial	1993	0.14	535,000
7. 112 Capitol Street	Commercial	1920	0.13	2,460,000
8. 210 Capitol Street	Commercial	1920	0.11	750,000
9. 606 Virginia Street	Commercial	1900	0.10	625,000
10. 8 Capitol Street & 800 East Kanawha Boulevard	Commercial	1910	0.05	1,250,000
11. 901 Lee Street	Multi-Family	1969	0.56	27,000,000
12. 416 Capitol Street	Vacant Land	–	0.25	246,900
13. 213 Leon Sullivan Way	Vacant Land	–	0.16	195,000

Sources: CoStar Group; GAI Consultants. Ordered by property type, then highest to lowest land acreage.

Redevelopment Properties | Downtown Charleston Opportunity Zone

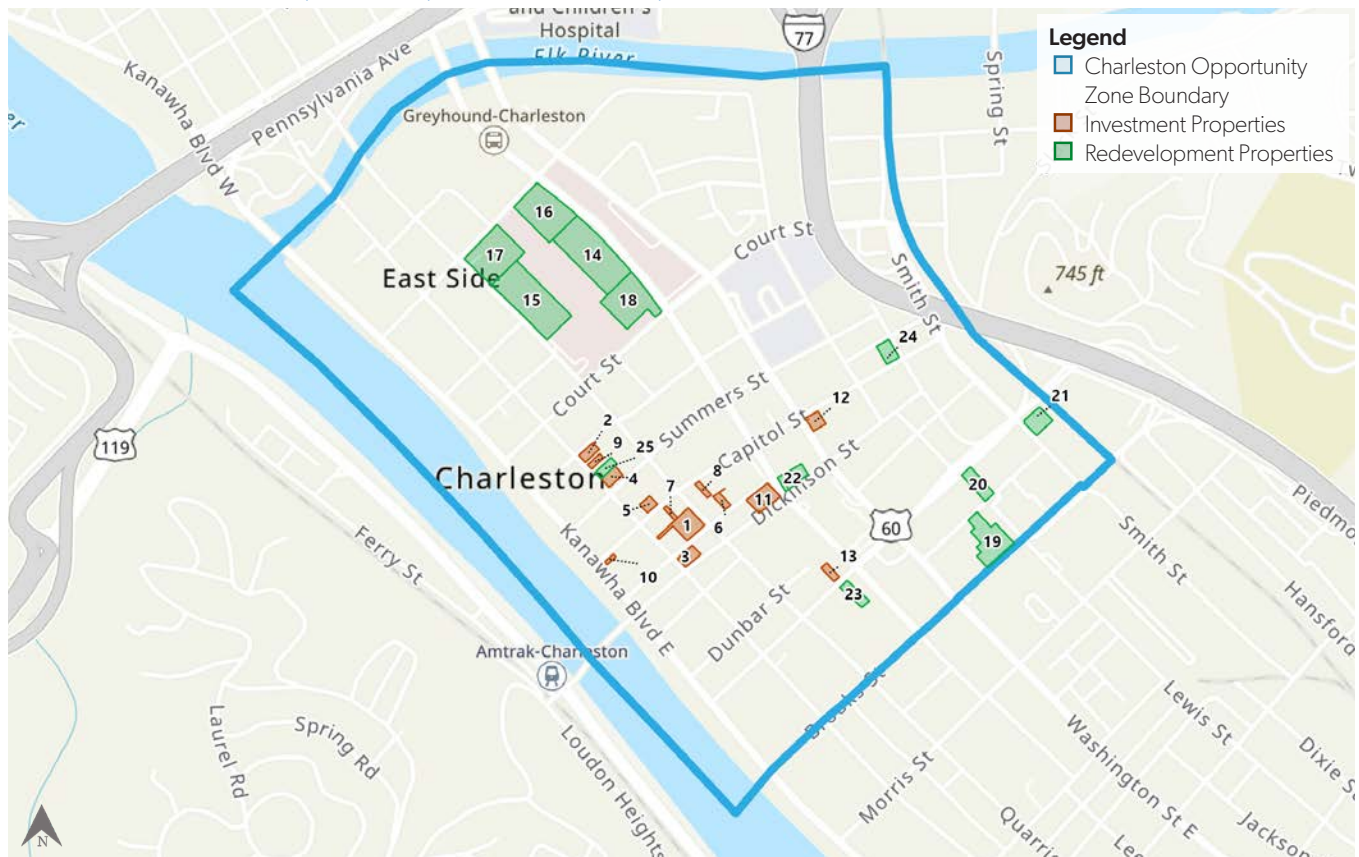
Property Address/Property Name	Property Type	Year Built	Land Acre	Appraised Value
14. Charleston Town Center Mall (Parking)	Industrial	1983	3.02	\$ 2,220,300
15. Charleston Town Center Mall (Parking)	Industrial	1983	3.01	2,323,700
16. 201 East Lee Street/Charleston Town Center Mall	Commercial	1983	2.07	2,520,000
17. 200 Quarrier Street/Charleston Town Center Mall	Commercial	1983	2.02	2,500,000
18. 401 East Lee Street/Charleston Town Center Mall	Commercial	1983	1.89	3,000,000
19. 419 Brooks Street	Commercial	1960	1.36	2,176,400
20. 500 Leon Sullivan Way	Commercial	1926	0.48	313,500
21. 506 Leon Sullivan Way	Commercial	1940	0.48	350,000
22. 820 East Lee Street	Commercial	1948	0.45	555,200
23. 212 Leon Sullivan Way	Commercial	1924	0.34	390,210
24. 550 Eagan Street	Commercial	1953	0.33	465,300
25. 610 East Virginia Street	Commercial	1900	0.22	296,400

Sources: CoStar Group; GAI Consultants. Ordered by property name, then highest to lowest land acreage.

This analysis indicates there are many existing properties within the entire Downtown Charleston Opportunity Zone that are prime for investment or redevelopment, as determined by the ROI model based on old building age, lesser total market value,

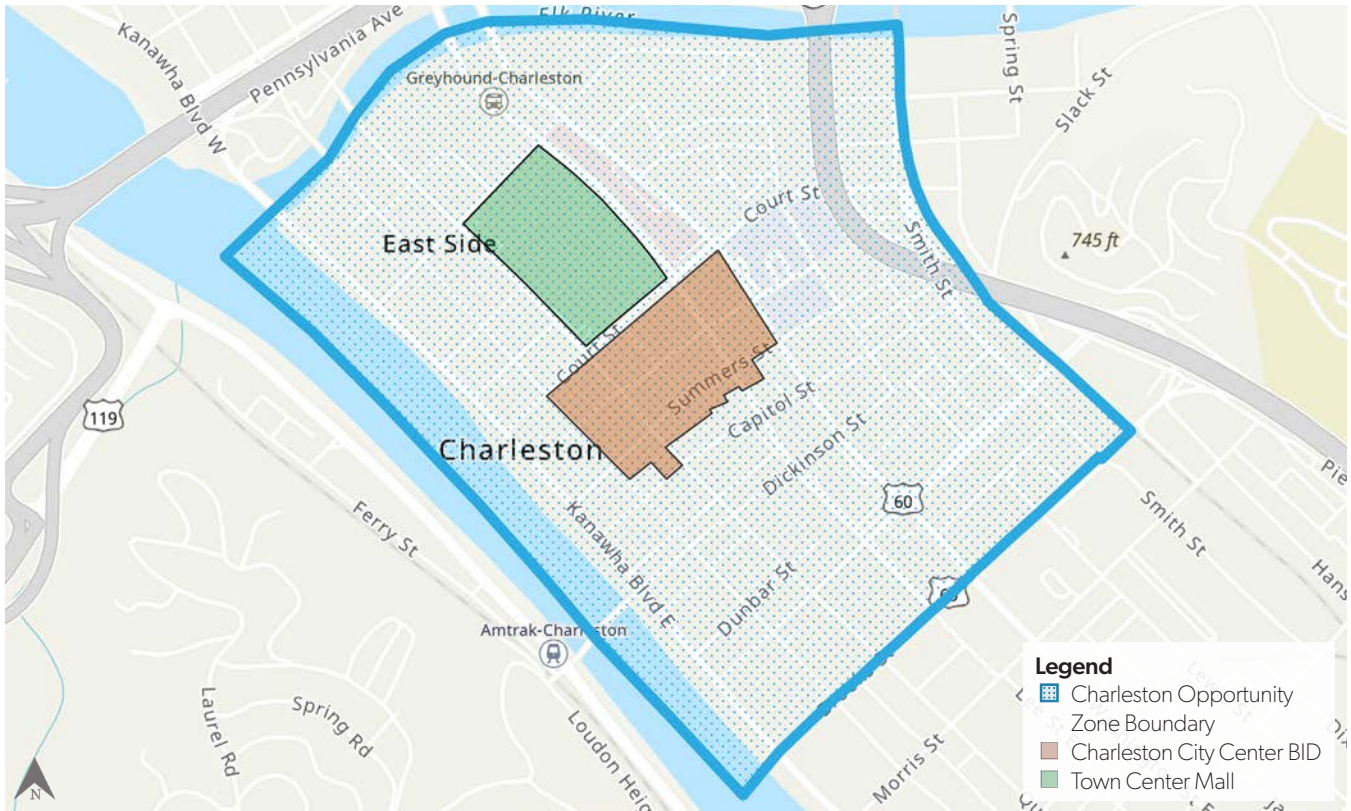
and an insignificant relationship between land and improvement values. The following map illustrates the *significant* redevelopment targets, as well as the investment opportunities located within the Downtown Charleston Opportunity Zone.

Investment and Redevelopment Properties Location Map



Note: Properties are listed/numbered according to the the Investment Properties table shown on the prior page and Redevelopment Properties table shown above.

DOWNTOWN CHARLESTON OPPORTUNITY ZONE



ABOUT THE DOWNTOWN CHARLESTON OPPORTUNITY ZONE

The Downtown Charleston Opportunity Zone (Census Tract 9) is located within the City of Charleston in West Virginia. The Opportunity Zone is approximately 384 acres, and is bound by the Kanawha River to the west, the Elk River to the north, the Amtrak railway to the east, and Brooks Street to the south. Located within the Downtown Charleston area, this Opportunity Zone is easily accessible by major thoroughfares, such as I-64, I-77, and US 60.

The City of Charleston is best known as West Virginia’s capital city, though it boasts a small-town, historic charm. The Downtown Charleston area, within which the Opportunity Zone is located, reflects this historic charm by offering a variety of cultural and recreational attractions in addition to numerous food and retail establishments, such as the Town Center Mall. The Opportunity Zone is also known for its historic preservation, including portions of the Downtown Historic District and the Block Historic

District, as well as maintaining a viable and robust business friendly environment within the Charleston City Center BID.

As of year-end 2022, the Opportunity Zone is home to a population of 1,140 persons, residing in approximately 710 housing units—with the majority classified as renter-occupied housing units. In addition, about 57% of the total population within the Opportunity Zone make up the working-class population, between the ages of 20 and 64, as illustrated in the graphics on the following page.

To note, there are two affordable housing communities currently located in the northeast portion of the Opportunity Zone; these include Washington Manor and Charleston Arbors, with a combined 420 housing units and 500 residents. These two communities may be driving down the average home value and income characteristics within the Opportunity Zone. If these complexes were excluded from the analysis, the average home value would be \$318,630, with an average

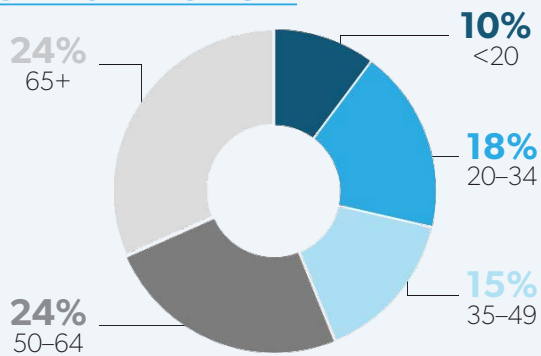
1,140 POPULATION

in the Opportunity Zone

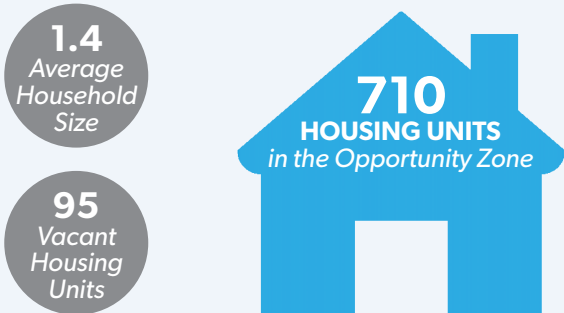
Total population comprises 2.3% of the total population within the City of Charleston.



AGE DISTRIBUTION



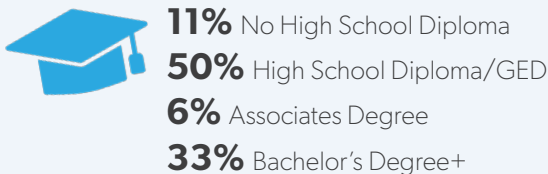
HOUSING CHARACTERISTICS



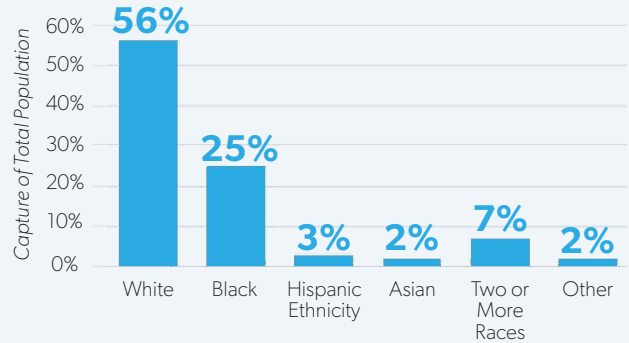
The total housing units within the Opportunity Zone make up approximately 3.2% of the total housing units within the City of Charleston.



EDUCATION



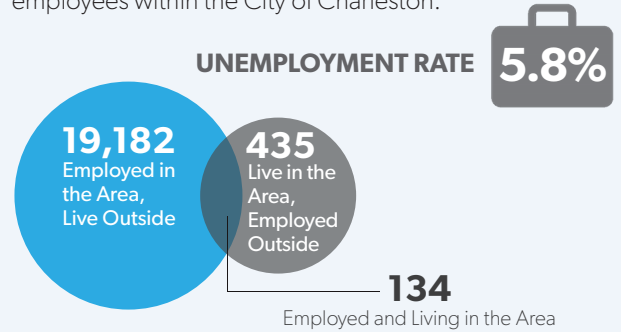
RACE & ETHNICITY



19,750 EMPLOYEES

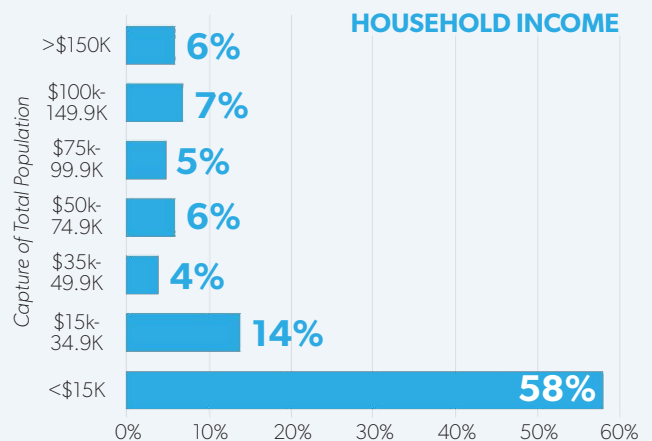
in the Opportunity Zone

Represents an employee to population ratio of 17.4 persons per job, and comprises 25% of the total employees within the City of Charleston.



INCOME CHARACTERISTICS

\$228,740 Average Home Value
\$12,720 Per Capita Income
\$27,360 Average Disposable Income
\$43,430 Average Household Income



Sources: U.S. Census Bureau; ESRI Business Analyst 2022 Estimates; CoStar Group; City of Charleston; GAI Consultants.

household income of \$57,470. In addition, per capita income and average disposable income would be \$36,230 and \$44,830, respectively, if these properties were excluded—significantly greater than the home value and income characteristics currently represented in the Opportunity Zone.

This Opportunity Zone is also home to about 1,100 total businesses employing nearly 19,750 persons as of year-end 2022. The industry sectors which dominate the employment market within this Opportunity Zone include Public Administration, Finance and Insurance, Professional, Scientific and Technical Services, and Health Care and Social Assistance—combined, these industries compose approximately 65% of the total employees within the area.

As of year-end 2022, the Opportunity Zone comprises approximately 7.45 million SF of combined commercial (office and retail) uses, comprising 29% of the combined office and retail space within the City of Charleston. In addition, the Opportunity Zone is home to approximately 530 multi-family (MF) for-rent units within 10 apartment properties, as well as 1,370 hotel rooms within 7 hotel properties as of year-end 2022. The table below illustrates these market characteristics for commercial, for-rent residential, and hotels as of year-end 2022.

Opportunity Zone Market Characteristics

	Total Inventory	% Capture of City	Occupancy Rate %	Average Rental Rate ⁽¹⁾
Retail (SF)	2,546,140	20.3%	99.0%	\$10.15
Office (SF)	4,914,690	38.6%	92.0%	\$17.70
For-Rent MF Units	530	6.5%	95.3%	\$1,100
Hotel Rooms	1,370	44.1%	54.4%	\$134

Source: CoStar Group. Note: (1) Average Rental Rate represented as per square foot for retail and office uses; represented as per unit for rental units; and represented as average daily rate for hotel properties.

During this same time frame, hotel visitation to the Opportunity Zone was estimated to be nearly 255,850 guests, composing 44% of the total visitors within the City in 2022. This is not surprising, as the tourist and convention corridor, located within the Downtown Charleston area, has the largest concentration of hotel

properties, as well as the highest density of rooms per property.

In addition, the occupancy rates and average rental rates within the retail, office, multi-family, and hotel markets are comparable, if not slightly higher, than those observed within the City as of year-end 2022—indicating that there is stable demand in the Opportunity Zone for commercial, for-rent residential, and hotel supply.

One of the major priorities within the Opportunity Zone is historic preservation, as the area is home to portions of both the Downtown Charleston Historic District and the Block Historic District. The Downtown Charleston Historic District, listed on the National Register of Historic Places (“NRHP”) in 2006, recognizes architectural landmarks built from 1877 through 1956, including St. John’s Episcopal Church, the Basilica of the Co-Cathedral of the Sacred Heart, and the Woodrum’s Building. In addition, the Block Historic District, listed on the Charleston Local Historic Landmarks in 2011, includes 25 acres to commemorate the history of an African-American neighborhood known as “The Block.” The Block Historic District is home to five NRHP, which include the Mattie V. Lee Home, Samuel Starks House, Garnet Adult Education Center, Simpson Memorial United Methodist Church, and Elizabeth Harden Gilmore House.

Another major priority of the Opportunity Zone is to maintain a viable, robust, and business friendly environment within the Charleston City Center BID. The City Center BID was formed by Charleston City Council in 2021 with the goal for property owners within the BID to assess themselves an annual fee in order to invest in strategic projects such as public safety, beautification, and capital improvements, as well as business development to enhance the targeted Downtown Charleston area.

This Opportunity Zone is home to many other businesses, retail establishments, and cultural and recreational places—with the main goal of drawing residents and visitors into the Downtown Charleston area. A few of these anchor development properties are identified on the following page.

ANCHOR DEVELOPMENT



Charleston Town Center Mall

Originally opened in 1983, the Charleston Town Center Mall is a 3-story enclosed shopping mall within the Downtown Charleston area. The 26-acre mall covers an entire block within the downtown area, and features over 100 retail and dining options, and multiple parking garages.



Charleston Coliseum & Convention Center

Originally opened in 1958, the Charleston Coliseum and Convention Center is one of the region's largest entertainment and event municipal complex located within Downtown Charleston. The complex consists of four main components: the Coliseum, the Theater, the Auditorium, and the Convention Center. This center attracts numerous residents and visitors into the Downtown Charleston area.



Clay Center

The Clay Center for the Arts and Sciences is a 240,000 SF facility dedicated to promoting performing arts, visual arts, and

science. Originally opened in 2003, this center is another cultural and recreational attraction for residents and visitors within the Downtown Charleston area.



Capitol Market

Located at the end of Capitol Street within a renovated freight station from the 1800s, the Capitol Market is a year-round farmers market. It features both indoor and outdoor dining and shopping, with specialty shops, a full-scale restaurant, and seasonal outdoor vendors. The Capitol Market also hosts a variety of community events.



City Center at Slack Plaza

Recently renovated in 2022, the City Center at Slack Plaza is the City of Charleston's newest outdoor venue and the home of City Center Live. City Center Live offers up a unique blend of entertainment and programs highlighting Charleston's local talent. Slack Plaza also hosts food trucks in the summer and an ice skating rink in the winter.

COMMUNITY INVESTMENT

In addition to QOFs available for the Charleston Opportunity Zone, the City of Charleston has many other great development assistance programs, grants, historic preservations funding, and additional financial assistance and incentives to help community investment within the broader Downtown Charleston area, as detailed within the following pages.

Development Assistance Programs can provide cost savings to businesses choosing to operate in West Virginia; these programs include:

- *Corporate Headquarters Credit:* Tax credits eligible to companies relocating their corporate headquarters and creating 15 new jobs (including relocated employees) within the first year.
- *Economic Opportunity Credit:* Companies creating 20 new jobs within a specified time limit as a result

of their business expansion projects can explore this credit, which can offset up to 80% of taxes.

- *"Five-for-Ten" Program:* Tax incentive for businesses making qualified capital improvements of at least \$10 million to an existing base of \$20 million or more, assessing the new capital addition at a salvage value of 3% for the first 10 years.
- *Manufacturing Investment Credit:* Allows a 60% corporate net income and franchise tax credit based on investment with no new job creation required.
- *Manufacturing Sales Tax Exemption:* Businesses are exempt from the 6% state sales for materials and equipment purchased for direct manufacturing use.
- *Strategic R&D Credit:* Up to 100% tax offset for R&D projects, with R&D expenses sales tax exempt.
- *The Freeport Amendment:* Goods in transit to an out-of-state destination are exempt from "ad valorem" property taxes when warehoused in West Virginia.

The *Charleston Urban Renewal Authority (CURA)/ Charleston Main Street (Charleston Urban Works) Façade Grant Program* is a matching grant which provides direct assistance to business and commercial property owners in Charleston’s East End, Downtown, and West Side urban districts by providing an incentive to renovate the façades of their buildings in a manner that keeps with the historically appropriate feel of the urban districts.

The *City of Charleston Small Business Investment Grant Program* is another program that helps small businesses and merchants in the community by incentivizing small business owners to repair/renovate a building’s exterior and enhance a small business’s marketing and customer service capabilities. A total of \$150,000 in grants will be awarded to small businesses within Charleston, with a maximum annual grant award of \$10,000 to any one business. Grants will be provided on a reimbursement basis, and all grant awards must be matched by 25%.

The *Women and Minority-Owned Small Business Grant Program* is another financial assistance program that helps existing women and/or minority-owned small businesses located within Charleston expand by increasing profitability. This is achieved through mini-grants ranging from \$2,500 to \$5,000 and providing access to training and resources.

SizeUp Charleston is another powerful tool that helps businesses and local entrepreneurs within the community by providing powerful market research and business intelligence that is both industry specific and hyperlocal. It includes data used by corporations that has been historically inaccessible to small businesses because of the cost and expertise required to analyze such data. Additionally, *SizeUp Charleston* helps to level the playing field by empowering local entrepreneurs and small businesses with these data insights at no cost to them so they can make data-driven decisions. *SizeUp Charleston* can be used to identify competitors and find out how they compare; discover potential customers and suppliers; and analyze customer characteristics to better target marketing.

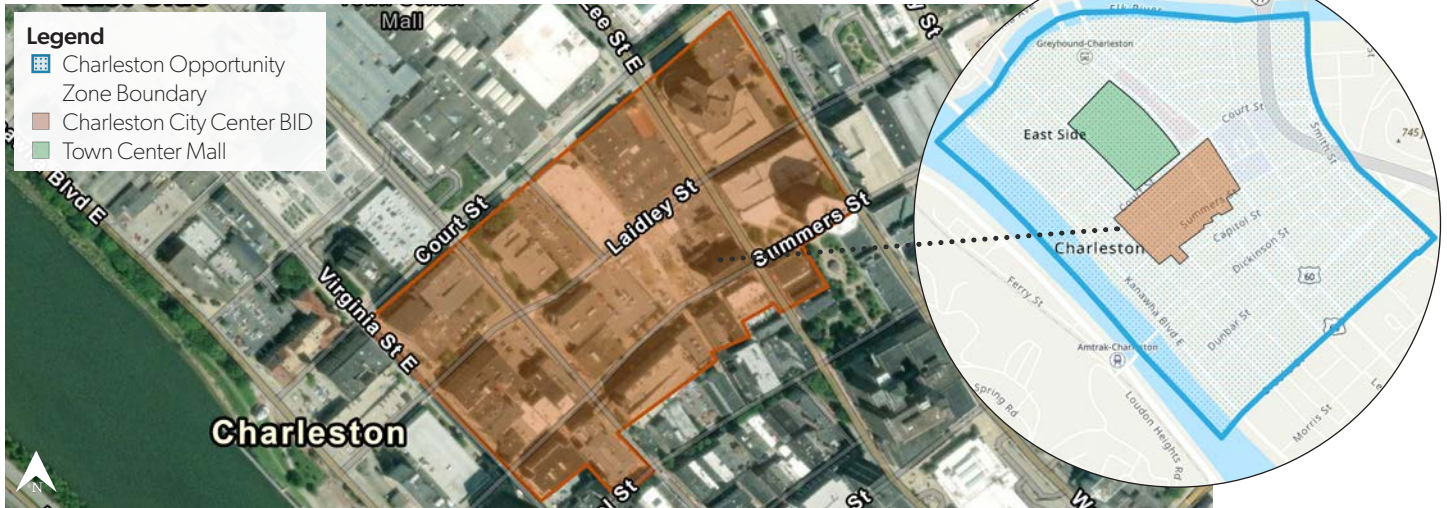
In addition, the preservation and protection of the City’s historic buildings, structures, sites, and districts is a key consideration in any land use decision in the

City of Charleston. The Charleston Historic Landmarks Commission was established by City Council in 2007 to identify, study, preserve, and protect the City’s historic landscape. Today, Charleston boasts 8 districts listed on the NRHP. These historic districts include Downtown, East End, East End Expansion, Edgewood, Elk City, Grosscup Road, Luna Park, and Spring Hill Cemetery. Financial incentives are available to individuals and businesses owning properties that contribute to the historic character of these 8 historic districts within Charleston. The Commercial Historic Tax Credit The Rehabilitation Investment Tax Credit Program provides a federal income tax credit and a West Virginia state income tax credit for the rehabilitation of historic, income producing properties. Under the provisions of the Tax Reform Act of 1986, a 20% federal tax credit (4% taken over 5 years for a total of 20%) is available for the substantial rehabilitation of commercial, agricultural, industrial or rental residential buildings that are certified as historic. The credit is applied directly against taxes owed by the owner. There is additionally a 25% state income tax credit available to owners. The total credit on a qualified project is 45% of approved rehabilitation costs.

Housing initiative programs are also very important to the Downtown Charleston area, and are believed to be essential in creating vibrant, successful communities and attracting and retaining talent and residents of all ages. A few of the Downtown housing programs include:

- *The Charleston Owner-Occupied Rehab Programs:* A loan program designed to provide assistance and incentive to income-qualified owner-occupant individuals and/or families to keep their homes in good repair and in compliance with the Charleston City Code and HUD’s Section 8 Existing House Code. It currently provides up to a \$20,000 loan to accomplish this goal.
- *The HOME Blend Program:* Provides funds to very low-to-moderate income households in the form of sales price subsidies. This program reduces the cost of homeownership by significantly reducing the payable loan amount. The subsidy is provided in the form of a forgivable loan.

ABOUT THE CHARLESTON CITY CENTER BUSINESS IMPROVEMENT DISTRICT



The Charleston City Center BID is located within the Downtown Charleston Opportunity Zone (Census Tract 9) in the City of Charleston and includes six blocks surrounding City Center at Slack Plaza. The BID is approximately 26 acres, and is easily accessible by U.S. 60.

The City Center BID was formed by Charleston City Council in 2021 with the goal of enhancing the targeted Downtown Charleston area. To achieve this goal, property owners within the City Center BID were assessed an annual fee, which is then invested into strategic projects like public safety, beautification, and capital improvements, as well as business development.

The City Center BID is home to nearly 195 total businesses employing nearly 3,460 persons as of year-end 2022. The industry sectors that dominate the employment market within the City Center BID include Public Administration, Finance and Insurance, Professional, Scientific and Technical Services, and Health Care and Social Assistance—combined, these industries compose approximately 61% of the total employees, as illustrated in the graphic on the following page.

As of year-end 2022, the City Center BID comprised approximately 1.33 million SF of combined commercial (office and retail) uses, comprising 18% of the combined office and retail space within the Opportunity Zone. Additionally, there are zero single family units and hotel properties located within the City Center BID—this is

not surprising given the nature of the downtown core focused primarily on office, retail, and restaurant uses. However, there are nearly 540 hotel rooms located in three properties within one block of the BID. In addition, the Cox Morton apartment building, located at 184 Summers Street, opened in 2023 with 8 two-bedroom multi-family units.

As illustrated in the table on the following page, the occupancy rates and average rental rates within the retail and office markets are comparable to those observed within the Opportunity Zone as of year-end 2022—indicating there is stable demand in the City Center BID for commercial supply.

The City Center BID is made up of many businesses, as well as retail and restaurant establishments focused on maintaining a viable and business friendly environment within the Downtown Charleston area. A few of the major commercial properties include:

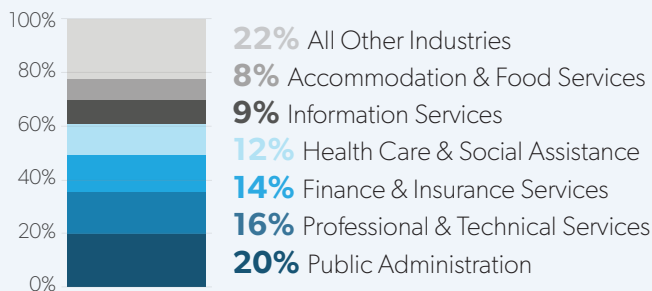
- Truist Tower, 300 Summers Street | 253,950 SF Class B Office Property
- Laidley Tower, 500 East Lee Street | 215,000 SF Class A Office Property
- United Center, 500 East Virginia Street | 151,010 SF Class A Office Property
- Charleston Federal Center, 500 Quarrier Street | 110,000 SF Class B Office Property
- The Woodrums Building, 600-602 East Virginia Street | 109,820 SF Class B Office Property

3,460 EMPLOYEES within the BID

Compose 18% of the total employees within the Opportunity Zone. 100% of the total employees are employed within and live outside the BID.

UNEMPLOYMENT RATE 7.7%

INDUSTRY BY SECTOR



MARKET CHARACTERISTICS

Performance Metric	Office	Retail	Industrial
Total Inventory	1,117,100	210,090	191,070
% Capture of the Opportunity Zone	22.7%	8.3%	47.7%
Occupancy Rate %	95.4%	98.3%	100.0%
Gross Absorption	74,860	8,300	-
Average Rental Rate	\$21.46	\$9.00	\$7.94

Note: Represents year-end 2022. Total inventory, gross absorption, and average rental rate represented in square feet for all property uses. To note, there are nearly 540 hotel rooms located within one block of the BID. In addition, the Cox Morton building including 8 2-bedroom apartments located at 184 Summers Street within the Charleston BID recently opened in 2023; therefore, there is no performance metrics on this project at the time.

1.6 ACRES OF VACANT LAND

Represents 5,350 SF of vacant residential land; 18,120 SF of vacant commercial land; and 44,970 SF of vacant exempt land.

Sources: U.S. Census Bureau; ESRI Business Analyst 2022 Estimates; CoStar Group; City of Charleston; GAI Consultants.

As part of the community investment from the City Center BID, in partnership with the Charleston Area Alliance, the district was awarded a \$130,000 Economic Development Administration (“EDA”) Grant in September 2022. The EDA Grant was awarded to support the development of a Master Strategic Plan to assist with economic recovery and resiliency in the Downtown Charleston Opportunity Zone.

The EDA Grant will be matched by a \$26,000 investment from the City Center BID. The project goals include an economic analysis for the Downtown Charleston area including real estate market trends, demographic trends, commercial leasing and economic impacts on employment, and revenue trends. Funding will also cover two feasibility analyses of development projects, preliminary designs for sustainable environment improvements, safety and security enhancements within the City Center BID, and improved pedestrian access.

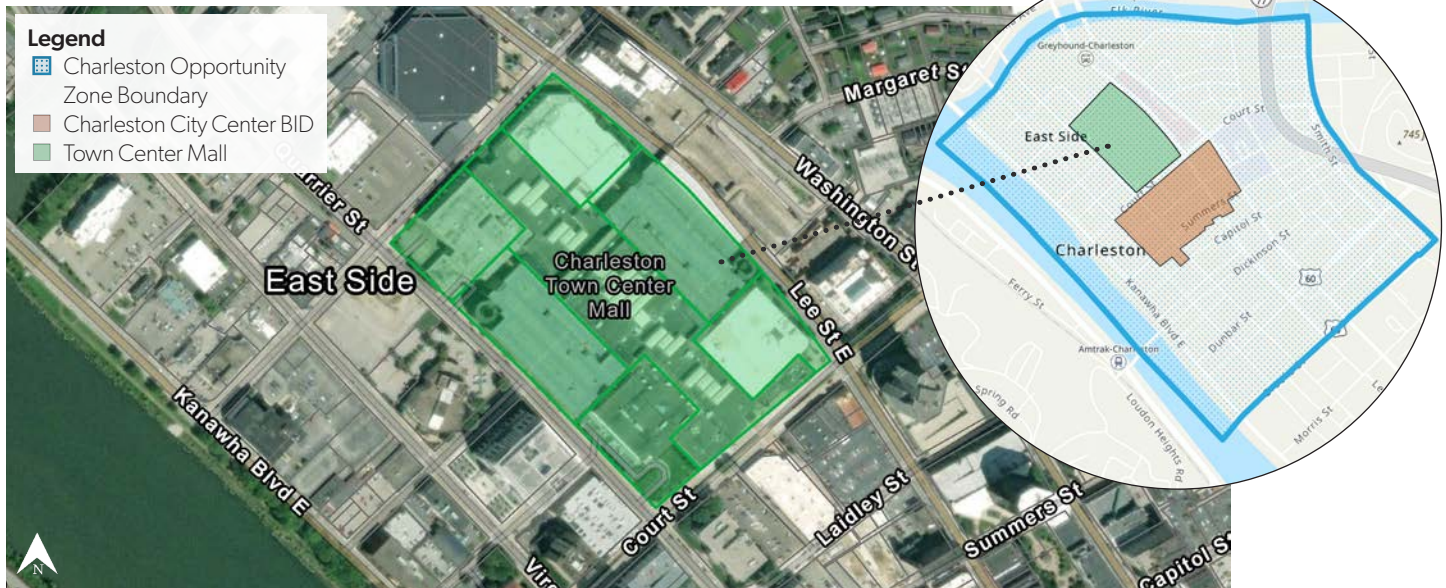
These efforts complement current and future Downtown Charleston developments, including the proposed Capital Sports Center, Slack Plaza, City Center Station, and the University of Charleston Downtown Innovation Hub. Master Plan mapping will also leverage ongoing investments, such as improved

downtown development opportunities, infrastructure enhancements, and small business support.

The City Center BID, the Charleston Area Alliance, and the City of Charleston have subsequently begun working on developing this Master Strategic Plan for the district. This plan will provide the City Center BID with a guiding document to promote future and existing businesses, as well as identify development opportunities, implementation, and funding strategies. In April 2023, the City Center BID held a public input session, which sought community input regarding the Master Strategic Plan.

The City Center BID property owners generate approximately \$100,000 annually, in addition to receiving public investments through various grants, such as the EDA Grant—this highlights the collaborative and action-oriented community found within Charleston. The City Center BID is well positioned to continue making substantial and invigorating investments into the Downtown Charleston area. The district’s willingness to work together to improve the neighborhood and contribute financially to those improvements is a sign of true commitment to the Downtown Charleston area.

ABOUT THE CHARLESTON TOWN CENTER MALL



The Charleston Town Center Mall is located within the heart of the Downtown Charleston Opportunity Zone (Census Tract 9) in the City of Charleston. The Town Center Mall, originally opened in 1983, is a 3-story enclosed shopping mall that covers approximately 26 acres on an entire block within the downtown area. The Town Center Mall is one of the largest enclosed malls in the U.S. to be located within a downtown shopping district. The Town Center Mall is also located near multiple major thoroughfares, including I-64, I-77, and US 66.

The Town Center Mall features numerous retail and dining options, in addition to a food court on the third level. The mall also features three public parking garages—Quarrier Street Garage, Lee Street Garage, and the Charleston Town Center Garage—which combined provide about 4,800 parking spaces. Adjacent to the Town Center Mall is a 352-room Charleston Town Center Marriott hotel built in 1982 and a 253-room Embassy Suites by Hilton hotel built in 1997.

The Town Center Mall is home to over 100 total businesses employing roughly 1,500 persons as of year-end 2022—with Retail Trade, Accommodation and Food Services, and Finance and Insurance industries dominating the employment market, capturing

90% of the total employees within the Town Center Mall. As of year-end 2022, the Town Center Mall comprised approximately 893,320 SF of combined commercial (office and retail) uses, comprising 12% of the combined office and retail space within the Opportunity Zone.

Over the last couple of decades, the Town Center Mall has experienced a decline in major and minor retail and dining tenants, visitors, and in the overall quality of the structure. In 2019, one of the major anchor stores, Macy's, closed leaving JCPenney as the only remaining anchor. Several vacancies throughout the years have led to the conversion of large portion of office space, including an attached building into the Charleston Town Center Office Building in 2008, which is currently occupied by Encova Insurance.

More recently, the Town Center Mall was acquired by the Hull Property Group in 2021; the main priority is to reposition the mall for a successful future as a viable shopping and dining destination by working with Charleston leaders and downtown property owners. The first step in revitalizing the Town Center Mall includes stabilizing the exit of national retailers and stimulating redevelopment opportunities. In August 2022, Charleston City and Kanawha County

officials announced an \$80 million investment in two ancillary Town Center Mall structures, paving the way for the proposed development of a substantial multi-sports complex, the Capital Sports Center Project.

The Capital Sports Center Project, as proposed, would convert the former Macy’s building at the Town Center Mall and adjacent parking garage into roughly a 250,000-SF multi-sports complex. It would feature basketball courts, volleyball courts, an indoor turf field and pickleball court, as well as an aquatic center with a 50-meter Olympic-size swimming pool. The Capital Sports Center Project is anticipated to be one of the largest sports complexes in West Virginia, with the goal of attracting visitors from near and far to attend the facility, thus spurring positive economic impact into the Downtown Charleston area.

In addition, nearly all of the buildings located at the Town Center Mall obtained a significantly high index score in the previously identified ROI model—indicating that these Town Center Mall properties are prime for investment or redevelopment, based on old building age, lesser total market value, and an insignificant relationship between land and improvement values.

The Town Center Mall offers an excellent opportunity to invest in a business-friendly environment, with great road access and existing infrastructure, as well as a prime location within the Downtown Charleston area. The Town Center Mall is also conveniently located near multiple cultural and recreational attractions, hotels, universities, airports, hospitals, and parks—creating a well-positioned, centrally located investment and redevelopment opportunity within the Downtown Charleston area.

ADDITIONAL KEY PROJECTS

Apart from the unique development opportunity within the Charleston Town Center Mall, as well as the numerous potential investment and redevelopment properties within the Opportunity Zone, there are many reasons to invest in the Downtown Charleston area. Downtown Charleston is consistently working on ways to improve the quality of life for residents and businesses within the community. Some of the big improvements happening within the Downtown Charleston area include:



City Center at Slack Plaza

Recently renovated in 2022, the City Center at Slack Plaza is one of the few green spaces within Downtown Charleston and serves as the hub of the City Center BID. The multi-million dollar renovation included a performance stage, a splash pad, and sculptures. City Center at Slack Plaza is the City’s newest outdoor venue and the home of City Center Live.



KRT City Center Station

The Kanawha Valley Regional Transportation Authority (“KRT”) officially opened its remodeled bus station, the City Center Station at Slack Plaza, in Downtown Charleston in April 2022.



Charleston Downtown Innovation Hub

The University of Charleston (“UC”) recently received \$1.9 million in funding to create the UC Downtown Innovation Hub in July 2022. The Hub will feature a business co-working space, business accelerator, coaching, advising, employee training, and community event space at the corner of Capitol and Lee Streets in Downtown Charleston. These services provided will assist small businesses in creating economic opportunities, creating and retaining jobs, and generating private investment.



Kanawha Public Library

Recently renovated in 2022, the Kanawha County Public Library reopened in Downtown Charleston. The upgraded building offers 20,000 SF of new space, 60,000 SF of renovated space, a covered Sky Bridge above Quarrier Street that will take library patrons from the Summers Street Parking Garage, children’s activity space, flexible public meeting space, and a café.



Atlas Building

The urban revitalization involving the re-imagining of Charleston’s Atlas Building, located at 1031 Quarrier Street in Downtown Charleston, was completed in 2020. This project included renovating the existing office building into a 52-urban-infill apartment complex featuring a mix of spacious, open-concept studio, 1- and 2-bedroom units, in addition to 75 off-street parking spots, a 700 SF roof deck, and 5,800 SF of ground-floor commercial space. This repurposing affirmed the Atlas building as an iconic, historic building within Downtown Charleston.



900 On Lee

Another revitalization of historic buildings in Downtown Charleston into new living spaces includes 900 On Lee. This project was recently completed in 2022 and features 65 luxury apartment units, in addition to a 24/7 fitness center, resident lounge, rooftop area, and dog park. The property is located on 900 Lee Street in Downtown Charleston and shares a building with WesBanco.



Charleston In Bloom

Charleston In Bloom is a beautification project in Downtown Charleston. The project was launched in 2020 and now includes the installation of 50 hanging flower boxes on the Dickinson Street and Summers Street parking

garages in Downtown Charleston.

Beautification projects like Charleston In Bloom and others not only provide “good looks” for Charleston’s downtown, and increase community engagement, tourism and visitors, while serving as a conduit for attracting businesses and talent to the City.



Downtown Charleston Interstate Clean-Up

The West Virginia Division of Highways awarded multiple entities funding to clean and paint nine interstate bridges and six interstate ramps through the Downtown Charleston area in early 2022. These projects are one of the major roadway improvements occurring within Charleston and will help improve the beautification and roadway network within the Downtown Charleston area.



Cox Morton Building/Fife Street Brewing

Carlisle Development Company is committed to improving life in Downtown Charleston—including the recently completed remodeling of the Cox Morton building. Located at 184 Summers Street, the building includes 8 new 2-bedroom, 2-bathroom apartments within Downtown Charleston, which recently opened in 2023. In addition, Fife Street Brewing, located on the ground floor of the Cox Morton Building, opened in May 2022.



Image Source: City Center Live!

ECONOMIC ANALYSIS | MARKET PLAN

CONTEXT

The primary focus of downtown areas remains on encouraging tenancies that energize pedestrians and bring life to sidewalks, while also giving property owners some room for flexibility when facing a limited pool of potential tenants. It is essential to view the downtown tenant mix through the lens of ground floor activation, which may be any use that welcomes consumers on either a walk-in or membership basis, such as shoe stores, bistros, tax preparers, yoga studios, and urgent-care centers. Uses that have proven to be more controversial in some cases include those such as bank branches, boutique fitness studios, as well as medical and dental offices. These businesses are often seen as deadening street life, especially in the evening when they tend to be closed, just like most traditional retail tenants other than food and beverage. However, banks, gyms, and doctor offices all generate foot traffic; while this may be limited only to existing account holders, members, or patients, it doesn't necessarily equate to low numbers, when considering many "hobbyist" retailers draw even fewer customers on a daily basis.

For at least 70 years, the U.S. retail industry has been dominated by a suburban mindset, as evident by the trade association's name "International Council of Shopping Centers." Downtowns and other urban business districts, while certainly more prominent as retail locations than they were 30 years ago, still account for just a fraction of the nation's overall development and leasing activity. However, even

downtowns with modest levels of demand can move the proverbial needle; for example, the positive impact of revitalizing merely two or three vibrant blocks in the downtown core could create a noticeable change in the overall atmosphere and appeal of the area. To achieve this, it is essential to concentrate efforts and resources on a relatively compact area. Spreading interest and energy too thinly across a large area can diminish the level of cross-traffic between individual businesses and weaken the overall marketing and branding impact. By focusing on a compact zone, businesses can benefit from increased visibility, foot traffic, and a stronger collective presence.

Further, in most mixed-use projects located in infill urban locations, the upper floor uses (such as residential, office, and hotel) have historically been the main drivers of profit and investor interest. Conversely, ground-floor retail, incorporated in many cases not by choice but by requirement, is frequently projected as generating no revenue in financial pro-formas. Savvier developers recognize that strategically selecting the right retail tenancies can lead to increased rent premiums for the upper floors. However, even with this understanding, they view the ground floor as a potential amenity that, on its own, may break even at best.



DRIVERS

In suburban settings, residential is the chief driver, followed in some cases by office. As a result, most developers and brokers that concentrate on such settings tend to default to the assumption that retail follows rooftops, and believe the resurgence of the urban core will not occur until its demand profile more closely resembles that of a residential neighborhood. With a suburban frame-of-reference, developers and brokers also tend to view inconvenient parking and visible homelessness as deal-breakers for downtown retail, even though the socio-demographic segments that typically gravitate to urban settings, as well as the operators that cater to them, are generally somewhat less demanding in those aspects.

Undoubtedly, a growing residential population is a crucial component for downtown areas and should be actively promoted. Residents living in the urban core are more likely to spend their money there, contributing to a broader range of businesses and categories. However, the notion that a growing residential population must be the primary driver of consumer demand, or that it alone will be sufficient to elevate tenant mix to a higher level, fails to account for the various other influences, factors, and variables that inform tenancy potential in these sorts of settings. Residential growth, along with other captive submarkets like office workers and eventgoers, can ultimately contribute to a downtown's success, but has its limitations. Relying solely on a "retail follows rooftops" approach will only take a downtown area so far. To succeed in reestablishing a relevant tenant mix that attracts people on a regional scale, it is crucial to understand and acknowledge the severe limitations of this approach. A more comprehensive and strategic approach is necessary to create a thriving and attractive downtown destination.

Indeed, rooftops can follow retail, with the latter helping to create the "there, there" that attracts people and makes them want to live nearby. Many downtowns across the U.S. have successfully revitalized and reestablished their relevance in recent decades by adopting this approach. In recent decades, the more common trajectory of downtown urban regeneration, which has often proven successful in creating destination appeal, follows a somewhat more modest and altogether different paradigm. This paradigm is

not premised on residential growth, nor does it rely on large-scale, mass-market propositions. Instead, this paradigm seeks redemption through targeted "niche" submarkets that may be relatively small in size but hold significant potential influence. These submarkets are often underserved in the broader competitive marketplace, presenting an opportunity to cater to specific and unique customer demands.

In this paradigm, the process begins with an initial wave of "early adopters," who could reside in the downtown area, close-in neighborhoods, or even farther away. These "early adopters" establish and sustain a small cluster of unique and interesting businesses that might not necessarily generate a large amount of foot traffic or gross sales initially. However, their presence creates a "halo effect" or a sense of "there, there" that attracts the trend-conscious "early majority." These individuals are drawn to the area, wanting to be associated with and live near this emerging hub. This gradual growth of trend-conscious individuals further boosts the appeal and attraction of the downtown area, setting the stage for more significant urban regeneration and development.



BARRIERS

Conventional developers and brokers can sometimes be a limiting factor in urban development, as many of them fail to appreciate the potential of retail as an urban catalyst. Additionally, they also tend to not necessarily understand the types of tenants capable of having a positive effect, how to identify and attract them, or what to say that will resonate with them. Indeed, many real estate professionals take a passive approach, such as placing a “For Lease” sign in a window and waiting for the phone to ring. While this approach might be effective for a new grocery-anchored strip center in an affluent trade area, it often falls short in a downtown setting. Downtown areas require a far more proactive and creative approach, driven by a specific type of storytelling, picture-painting, and opportunity-framing. To attract the right tenants and revitalize the downtown area successfully, real estate professionals need to actively engage with potential tenants, communicate the unique story and vision of the downtown, and present the opportunities in a compelling manner. Even the (re)developers and property owners of mixed-use buildings in the downtown core often do not specialize in retail. As noted earlier, the upper floor uses such as residential, office, and hotel spaces are the primary drivers of their interest and profit generation. Meanwhile, the ground floor is generally viewed as either a beneficial amenity that can hopefully break even or a troublesome inconvenience that could just as easily remain empty. The expertise, network, and approach of the development and leasing community may not align perfectly with the unique types of locations and site characteristics that downtowns offer. Downtown locations often attract smaller-scale operators that typically have different needs and requirements than larger businesses. Identifying and attracting these niche operators requires a distinct mode of outreach and effective communication to sell the benefits of locating in a downtown setting. Indeed, attracting retailers is not the same as sustaining them over the long term. Business owners are human beings and, like everyone else, can be susceptible to trends, new opportunities, and speculative hype. They may not thoroughly research the market or understand the factors necessary for long-term success. As a consequence, downtown areas without a well-defined model for capturing consumer demand may

experience constant turnover of businesses. To foster a thriving and stable retail environment, it is vital to establish a strategic approach that accounts for this consumer demand, market dynamics, and the needs of specific businesses.

MARKETING STRATEGY

1. COMMUNICATE

First and foremost, timely and effective communication is key in any urban development initiative. As a means to identify specific community-supported projects, public engagement is, and will continue to be, an essential element of a broader communication plan. A robust and authentic community engagement program should be incorporated as part of any ongoing communication strategy. This communication strategy can be most effectively led by one or more mission-driven public and/or non-profit agencies that can facilitate and guide meaningful conversations with the community, in addition to support from subject matter experts. In part, an effective communication strategy will include development of educational and informational web content within an enhanced web structure. The web structure should be designed to serve as a living resource, providing information on investable projects in targeted areas and serving as an educational hub for interested parties on the potential opportunities within downtown Charleston. By offering a well-structured and informative website, the development initiative can reach a broader audience and ensure stakeholders are well-informed and engaged in the process.

2. EDUCATE

Create and provide direct training and similar resources to a variety of stakeholders to encourage and support undertaking investment opportunities within downtown Charleston that have the potential to catalyze broader revitalization. One effective approach is the development of a Technical Assistance Seminar aimed at building the capacity of local professional advisors to take advantage of opportunities, as well as educating

small and/or community-oriented developers. The purpose of a Technical Assistance Seminar is three-fold:

- Public Education – Focus on providing valuable information and insights to help smaller, neighborhood, and community-oriented investors, businesses, and developers better understand available programs and opportunities.
- Capacity Building – Develop greater capacity among local tax, legal, and accounting professionals to support investments of various sizes and types within downtown Charleston.
- Community Engagement – Leverage the seminar to encourage and involve community groups and other local investors to pursue investments in targeted locations.

3. BROADCAST / CONNECT

Public perception is an important part of attracting investment to downtown Charleston. The ability to alter negative perceptions, showcase improvements, and demonstrate revitalization can significantly impact how the area is perceived. Therefore, it is crucial to inform the public about the positive improvements and changes occurring in downtown Charleston through a well-organized marketing campaign. Such a campaign could include festivals, events, regular programming, and efforts aimed at regional attraction to downtown Charleston; as well as earned and purchased media coverage. The objective of the campaign is to establish and maintain the brand of downtown Charleston as a central hub of activity for the region.

4. PROMOTE

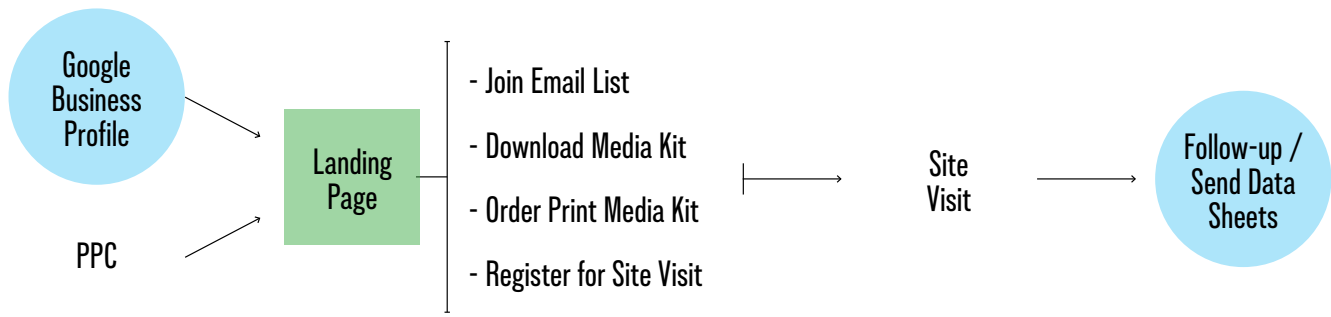
The development of an investor and developer

pitch conference and tour will be instrumental in highlighting the investment opportunities in downtown Charleston. The pitch conference will focus on both immediate and longer-term opportunities that investors and developers can explore with the known support of the City, County, and other mission-driven public and/or non-profit agencies.

The purpose of the investor and developer pitch conference is to directly market specific immediate investment opportunities and future investable concepts within downtown Charleston. This event would be strategically designed to facilitate investment transactions, focusing on actionable opportunities rather than general overviews or educational sessions. Attendees would include a combination of local, regional, and national investors and real estate developers—all with a focus on various market segments and asset classifications. The conference should highlight existing projects in need of investors or developers—offering detailed insights into the potential returns and benefits of each opportunity, as well as a comprehensive review of the various pre-development activities that have been undertaken to make these projects investment ready. With a clear emphasis on actionable opportunities and investment readiness, the investor and developer pitch conference will serve as a catalyst for attracting investments, driving growth, and accelerating the revitalization of downtown Charleston.



PROCESS TO PROSPECT



The Charleston City Center BID is a small enclave of business constituents that have banded together to enhance the physical attributes and cultural offerings available to both new and existing tenants. With proximity to the riverfront, seasonal cultural and entertainment events, as well as other great amenities in and around the district, the BID—with its like-minded owners and representatives, along with other city and municipal partners—is seeking to be the catalyst for growth in Downtown Charleston. Following the above “Process to Prospect” approach to marketing the district, the City Center BID can build off of current

momentum to attract and maintain tenants for BID members. As part of this process to gain and retain, marketing materials have been developed for the BID and its Ambassador to utilize in spreading the word of what the district has to offer. These materials and product sheets are designed be easily updated as tenants and attractions within the district change. All materials are displayed within the Appendix of this report, and are designed to flow consistently with the BID’s new website—creating a brand that will be recognizable throughout region.



TRUIST 



300
SUMMERS





MASTER PLAN

CITY CENTER BUSINESS IMPROVEMENT DISTRICT | STRATEGIC MASTER PLAN 2023

3

MASTER PLAN | CONSIDERATIONS

ACCESSIBILITY

Accessible streetscape design is a key element for the overall enhancements recommended as part of the City Center BID Master Plan. Features such as ADA ramps, truncated domes, and high-visibility crosswalks are crucial for creating a safe and inclusive environment for all pedestrians, including those with disabilities. Existing conditions throughout the district include varying ADA curb ramps, inconsistent sidewalks, and a mix of crosswalk styles and signalization. The more recent installation of pedestrian tables at the crossing along Brawley Walkway can make a significant impact; however this represents only a part of the enhancements needed within the downtown area. Future implementation of BID streetscapes should look to:

- **Enhance safety:** Accessibility improvements are designed to enhance safety for all pedestrians, including those with disabilities. For example, truncated domes, also known as detectable warning surfaces, are required at the edge of curb ramps and other pedestrian areas to provide a tactile cue for visually impaired individuals. High-visibility crosswalks increase visibility, making it easier for drivers to see pedestrians crossing the street, and for pedestrians to see oncoming traffic. Continued texture changes, such as the blond

brick detailing, at locations where vehicles conflict with pedestrians within the roadway or sidewalk vehicular entrances should be utilized to enhance safety and create a continuous design solution throughout the district.

- **Promote independence:** Accessible streetscape design features allow people with disabilities to navigate the built environment independently without assistance. ADA ramps, for example, allow people using wheelchairs, walkers, or crutches independent, unimpeded access to sidewalks and crosswalks. This increases their mobility and autonomy, which can improve their quality of life.
- **Improve accessibility:** Accessible streetscape design features improve accessibility for people with disabilities, but they also benefit other groups, such as older adults, parents with strollers, and people carrying heavy bags. When streets and sidewalks are accessible, it is easier for everyone to move around and participate in community life.

The historic character of downtown Charleston uses the traditional West Virginia blond brick in locations where pedestrians conflict with motorists. This was replicated and modernized as part of the improvement to Brawley Walkway and Slack Plaza redesign. Future crosswalk improvements should consider the use of the traditional blond brick, where appropriate, utilizing modern detailing of pavers on concrete. This should also be utilized where sidewalk conflicts are concerned.



Existing at-grade crosswalk at City Center Station utilizing textured materials, such as pavers, to create a visible and accessible crossing within the transit plaza.

INTERSECTIONS

Pedestrian safety is a priority for the BID Management Board as they look to improve the public realm within their district. This ensures tenants, visitors, and residents are able to safely maneuver throughout the district without the concern of conflict with motorists. Intersection design is often overbuilt for optimal vehicle mobility, with less thought put in place for pedestrians. As referenced within the Accessibility section, use of materials from within the district are to be considered at intersections as well as within proposed bump-out designs. Pedestrian crossings should first look to utilize the blond brick detailing with standard WVDOH standard high-visibility striping bars being the minimal design consideration.

INTERSECTION BUMP-OUTS

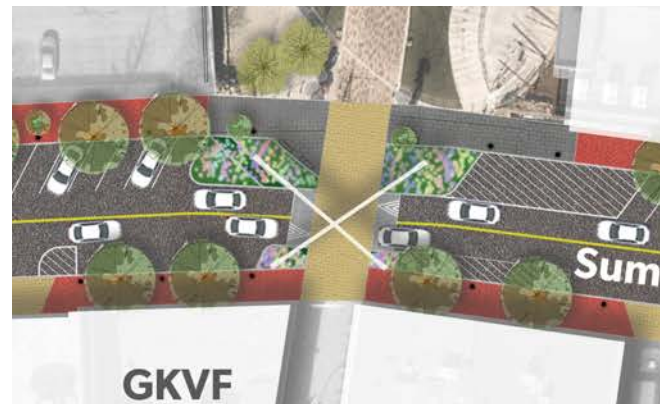
Bump-outs are curb extensions that increase the sidewalk area at an intersection; this reduces the crossing distance for pedestrians. Bump-outs also help slow down vehicles turning at the intersection, improving safety for pedestrians and cyclists. Additionally, by incorporating curb extensions, the placement of high-visibility crosswalks and ADA curb ramps become present and more defined. The BID has several opportunities to consider travel lane reductions for motorists. If determined feasible through a full traffic study, lane reductions provide optimal space for wider, more-user-friendly bump-out design where vegetation, signage, and green infrastructure may take place.

The benefits of using bump-outs within the proposed BID streetscape design are:

- **Increased pedestrian safety:** With shorter crossing distances and better visibility, pedestrians are less likely to come into conflict with vehicles.
- **Improved accessibility:** Bump-outs provide additional space for pedestrians to wait at the intersection without blocking the sidewalk.
- **Traffic calming:** By narrowing the travel lanes for vehicles, bump outs slow down traffic, making the intersection safer for all users.
- **Enhanced streetscape:** Bump-outs provide opportunities for street furniture, sustainable infrastructure, and public art.
- **Striping:** All intersections within the project area should follow the WVDOH standard detail if blond brick detailing is not possible.



Intersection upgrades at Virginia Street and Laidley Street include blond brick pavers and street planting.



Intersection upgrades at Summers Street and Slack Plaza with new traffic flow allow room for back-in parking.



Intersection upgrades at Virginia Street and Court Street for gateway entrance, which introduce paver sidewalk detailing, new striping, and plantings.

GREEN INFRASTRUCTURE



Curb cuts and low vegetation within bump outs for stormwater filtration and clear sight lines.

The use of natural or engineered systems to manage stormwater can improve water quality and air quality, and provide other environmental benefits. Incorporation of green infrastructure at intersection bump-outs reduces the stormwater flow from entering the underground network that leads to other waterways. Additionally, Charleston is a WVDEP Municipal Separate Storm Sewer Systems (MS4) community that requires stormwater management for any proposed design upgrades.

- **Improved stormwater management:** Green infrastructure can capture and filter rainwater, reducing the amount of water that flows into the storm sewer system and improving water quality.
- **Enhanced aesthetics:** Trees, planters, and other green infrastructure elements can improve the appearance of the streetscape, making it more attractive to residents and visitors.
- **Reduced heat island effect:** Trees and other vegetation can help to reduce the temperature in urban areas, making them more comfortable and healthier for residents.
- **Improved air quality:** Trees and other vegetation can help to filter pollutants from the air, improving air quality.

Incorporating intersection bump outs with sustainable practices such as green infrastructure into the streetscape design for the district can provide numerous benefits for the community, including improved pedestrian safety, enhanced accessibility, traffic calming and environmental benefits. These features can also help to make the streetscape more attractive and welcoming for residents and visitors alike.



Curb apertures allow for direct stormwater flow into the bump outs.



Vegetated buffers along sidewalks can filter stormwater from the roadway through a series of curb apertures.



Bump-outs along Summers Street provides sustainable stormwater design compatible with local MS4 codes.

WEST VIRGINIA DEPARTMENT OF HIGHWAYS (WVDOH) COLLABORATION

Both Washington Street and Lee Street running east to west through the northern section of the district are part of Route 60 and owned by the West Virginia Department of Highways (WVDOH). With a combined annual average daily traffic (AADT) of over 9,000 in 2022, Route 60 serves as one of the primary entries and exits for Charleston commuters. While traffic patterns work efficiently to move vehicles through and beyond downtown, the roadways present a challenge for most pedestrians, and can create hard edges within the district. It is recommended that the BID and the City of Charleston work together to champion the WVDOH to review potential lane reductions along the Lee Street section of Route 60. With Washington Street identified as an emergency egress route, Lee Street as a gateway presents itself as the best selection for lane reductions. Reductions would allow for additional patron parking along the streets; better movement for transit vehicles through the use of bus-only lanes; and additional locations for sustainable green infrastructure systems throughout the corridor.

In general, all intersections and sidewalk improvements along Washington and Lee Streets will require strong communication between the City of Charleston and WVDOH. Improvements within the right-of-way, such as sidewalks, lighting, vegetation, and pedestrian crossings, will require a MM-109 Permit. This needs to be taken into consideration during the completion of future projects, particularly for the timing and planning of projects' design and implementation.



Figure 3.1: Kanawha County — City of Charleston Evacuation Routes



BIKE INFRASTRUCTURE

While the City Center BID encompasses a six-block area of downtown, bike infrastructure is an important component to future streetscape planning. However, the greater system will need to be developed by the City of Charleston to allow for cycle lane and path connections throughout the city. As part of the 2007 Charleston Bike Plan, Court Street is identified within the Phase 1 Network Privatization Plan and, with recent upgrades, is well situated for separate bike lanes within the right-of-way. The City took the initiative to reduce the lanes of traffic along Court Street from four lanes to two travel lanes with metered parking on either side. The implemented lane reduction has enhanced the overall use of the space, but also created wide travel lanes heading north and south along the corridor. With proper right-sizing of the lanes, the right-of-way can easily accommodate a 6-ft bike lane for each travel lane. This connection of bike infrastructure would need to work with the future installation of the Capital Connector along the Kanawha Boulevard; additional efforts would also be needed to provide a destination, such as the Capitol Market along Smith Street. The concept depicted below provides a cycle lane with a separation buffer from motorists, while also highlighting the lanes with ground plane art. This concept was discussed during the second round of public meetings, with strong buy-in from the community as a needed connector route for cyclist.



Artistic ground plane application to highlight bike facilities.

Additionally, the City Center BID is dedicated to enhancing bike infrastructure within the district. Individualized bike lockers, depicted below, are recommended to be used as safe places where people can store their bike while enjoying the offerings of the district. With their size-accommodating design, the recommended lockers can be placed within public or private parking structures, as well as along Brawley Walkway and Slack Plaza at City Center.



Intersection with Bike Box at signalized intersections. Source: NACTO



2016 Bike + Trail Master Plan Source: City of Charleston



Bike Lockers for storage and safety of bikes downtown. Source: Global Industrial

PLACEMAKING

Developing a comprehensive wayfinding and signage master plan is critical to ensuring visitors feel comfortable and informed while navigating downtown Charleston. The City Center BID is one part of the greater Charleston area. A full wayfinding system is recommended to be implemented within the BID, highlighting key destinations in a thoughtful and artistic way. The following steps can help in creating an effective wayfinding system:

- **Conduct an Assessment:** The first step is to assess the existing wayfinding network and signage to identify gaps in information and usability. The assessment should focus on identifying the key destinations, attractions, and resources that visitors would need to navigate around the city.
- **Identify Key Destinations:** Based on the assessment, identify the key destinations that need to be highlighted on the signage. This includes nearby neighborhood business nodes, civic destinations, libraries, and parks. The signage should provide visitors with clear directions and distances to these locations.
- **Develop Signage Hierarchy:** Once the key destinations are identified, develop a signage hierarchy to prioritize the information that needs to be displayed on each sign. This should include the destination name, directions, distances, and any additional information, such as hours of operation or local tips.
- **Determine Signage Locations:** Placement recommendations have been identified within the master plan and include gateway signage and general kiosks. Additional recommendations should be determined using the master plan to identify the most effective locations for wayfinding signs. This should include access points, intersections, and other high-traffic areas.

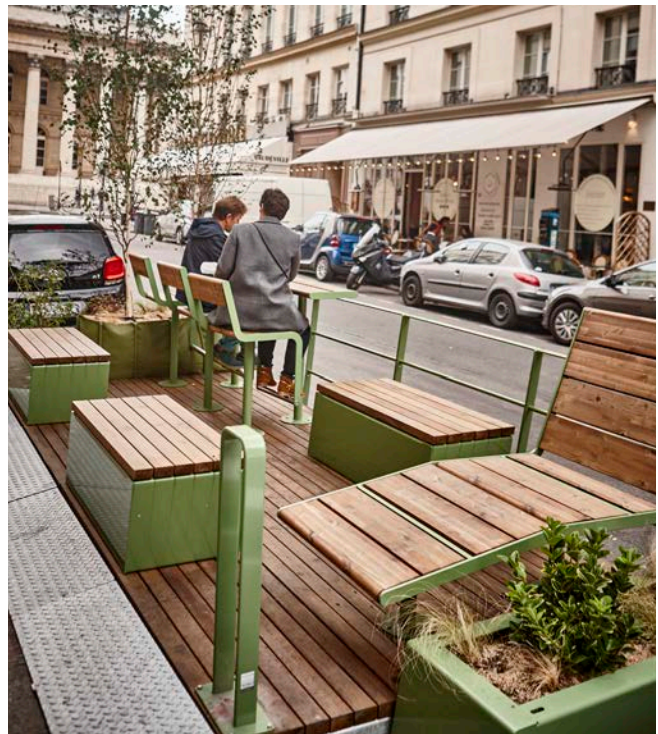


Super graphic signage on poly-tab for City Center at Slack Plaza.

- **Design the Signage:** Once all locations have been identified, design the signage to be clear, easy to read, and consistent with the City of Charleston branding. The signage should be visually appealing, and should use clear and concise language to convey information.
- **Implement the Signage:** Once the signage is designed, it should be implemented in phases, with priority given to the most heavily trafficked areas, such as the BID. The signage should be regularly maintained to ensure that it remains legible and up-to-date.

An expanded wayfinding and signage master plan is recommended for the City of Charleston as a whole. This would greatly improve the visitor experience, and can help attract new visitors by highlighting the city's key destinations and resources.

As part of the City Center BID's recommendations, creative placemaking through signage and experiences can contribute to the future wayfinding and streetscape design. Elements such as super graphics within Slack Plaza or expanded pedestrian zones within the right-of-way can help to create spaces visitors will enjoy and return to.



Parklets to increase pedestrian space for downtown. Source: Parklet Cafe Complete

The City Center BID Management Board, as part of the initial study, was interested in the creation of a graphic larger-scale element within the district that would become an iconic element to the BID. Concepts using a combination of structure, signage, and lighting—such as the overhead structure at Cherry Creek in Colorado—were reviewed and shared. The proposed element would enhance the Center Center BID and draw in visitors from afar.



Cherry Creek streetscape artistic structure
Source: Trip advisor

In order to create a strong sense of place, a conceptually designed structure is proposed to tie in existing themes from the district, city, and state. Represented through a grand arch structure positioned at the pedestrian intersection of Brawley Walkway and Summers Street—a location that is a hub of activity for the BID—looks to create a beacon for patrons and visitors. The arch structures pull inspiration directly from the pavement design of Brawley Walkway, where large sweeping arches break up the continuous paver path connecting pedestrians through the center of the BID. Additionally, the arches were inspired by the large shade structure at the nearby Haddad Riverfront Park, another hub of activity in Downtown Charleston. While these are just two examples that inspired the arch structures, the theme is continued as we look toward the name of the district, City Center, and the City of Charleston. The arch theme is continued as part of gateway signage and could be replicated at multiple entry points into the BID and in future wayfinding signage. The arches over the walkway would mimic the white steel structure of Haddad Riverfront Park, while incorporating modern LED lighting that would create an inviting look in the evening hours.



Figure 3.2 : Custom arch structures as part of the streetscape transformation to the City Center BID located at the intersection of Brawley Walkway and Summers Street.



Wayfinding signage palette for city wide wayfinding initiative.

1. MAKE IT SEAMLESS

Integrating information across modes reflects the real journeys that people will make.

2. BREADCRUMB TRAIL

Using “breadcrumbs” to assist people’s memory and provide connections for the visitor.

3. MAKE IT PREDICTABLE

Achieving predictability will depend on information consistency, integrity, and most of all, availability.

4. MAKE IT CONSISTENT

Naming places and things in the environment in a consistent way allows people to communicate what and where places are.

5. USE CODES

Using codes as shortcuts for memory and for simplifying complicated systems by including colors, numbers, icons, and names as an extra layer of information.

6. PROGRESSIVE DISCLOSURE

Signing key information at key locations. Progressive disclosure provides a rationale for what information is needed where.

7. MAKE IT SIMPLE

Keeping it simple. The simpler the information, the easier it will be to understand.

8. MAKE IT INCLUSIVE

Providing information so that it does not exclude any group or individual, with particular focus on disability groups.

9. HELP THEM LEARN

Using information that is easy to learn. Teach people how easy route choices can be.

10. MAKE IT FRIENDLY

Providing information with the right tone of voice and in the right way so people will more likely engage with it.

PEDESTRIAN DIRECTIONAL

Pedestrian Directional signs are intended to direct pedestrians and cyclists on a trail or sidewalk toward adjacent facilities/amenities by communicating through graphic icons, text, and arrows.

CRITERIA

Pedestrian signs shall be located adjacent to the paths/sidewalks within a facility.

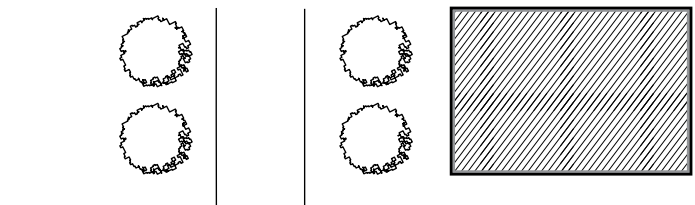
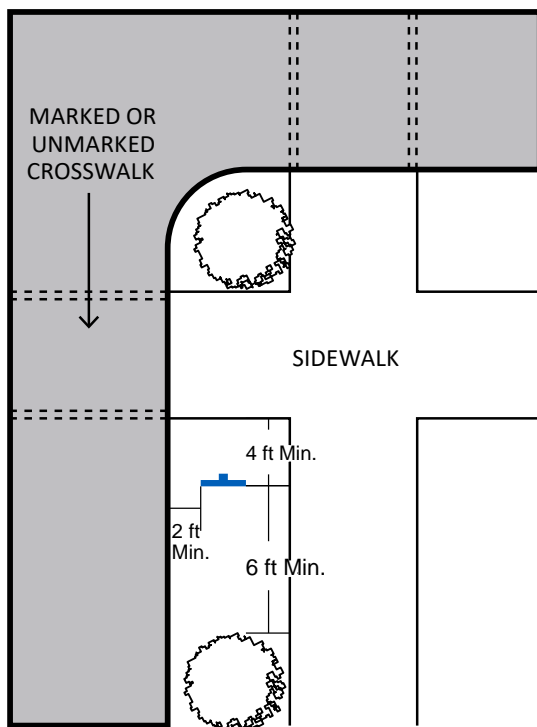
Locate signs 2 feet minimum from edge of trail/sidewalk/pavement and 3 feet minimum from trees or benches located in the furniture zone close to the sign location.

The sign can be placed parallel or perpendicular to the curb and next to the light fixture (when possible).

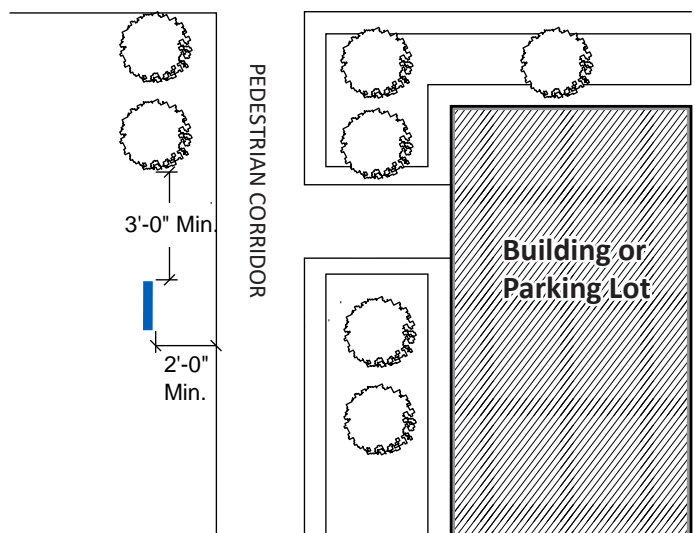
Signs should be placed at decision points as trail or sidewalk approaches facility/amenity.

Signs may be placed on either side of the trail or sidewalk; however, placement must be consistent with other signs in the same location.

Urban Intersection



PEDESTRIAN CORRIDOR

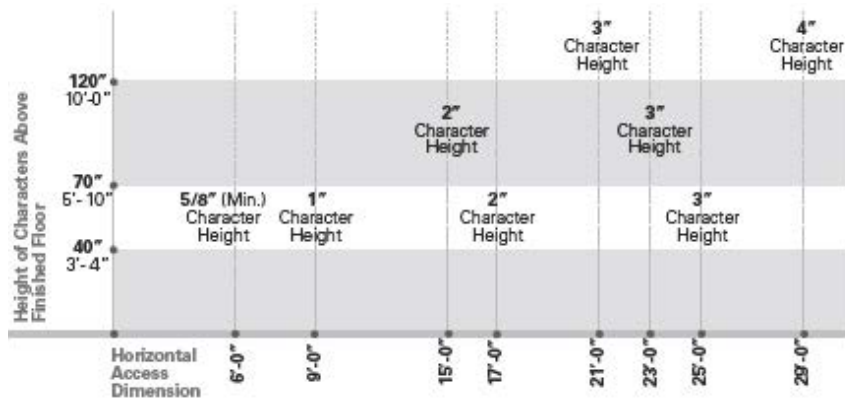


Measurements and distances listed serve as guidelines and shall not supersede state or municipal codes

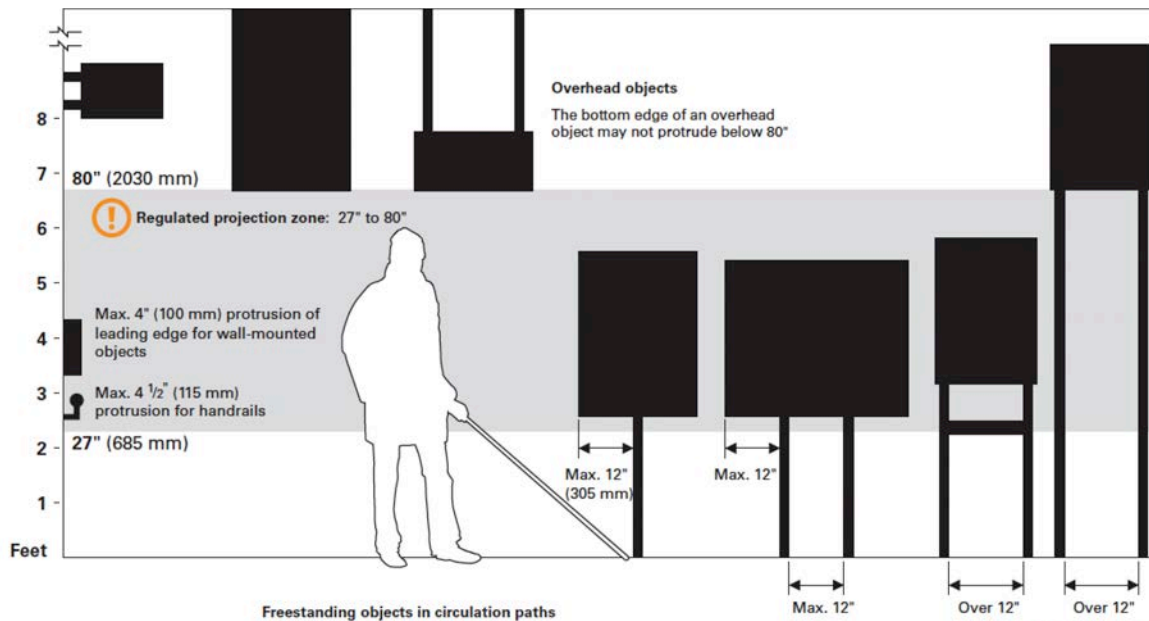
ADA REQUIREMENTS

The MUTCD does not cover requirements for pedestrian signs other than to make sure they are not confused with direction given to vehicles. However, it is not the only guiding document that needs to be considered when designing wayfinding signs. The Americans with Disabilities Act (ADA) became law in 1990. The ADA is a civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation, and all public and private places that are open to the general public.

The ADA manual/standards cover mainly interior wayfinding, but need to be considered and interpreted when designing public exterior places. While they are not enforced on exterior applications, according to wayfinding principles, in order to create a successful system, designing inclusive signs is a key component to a seamless wayfinding system.



MOUNTING AND SIZE RESTRICTIONS



[ADA considerations for wayfinding signage](#)

CITY CENTER BID BRAND STANDARDS



The corporate colors for City Center are Pantone® Match 354 C (Green) and Pantone® Match Process Cyan (Blue). When using the logo in one color, it should be used in Black or Grayscale. No other one-color configuration is acceptable. The logo may also be blind embossed or debossed into wood, metal or glass. The acceptable PMS colors, the CMYK and RGB builds are listed to the left.

Alternate PMS background colors for banners are listed below to the left as well. When using these colors, the logo should be reversed in white only.



Pantone Match PMS 354 C



Pantone Match PMS Process Cyan C-100 M-33 Y-99 K-0

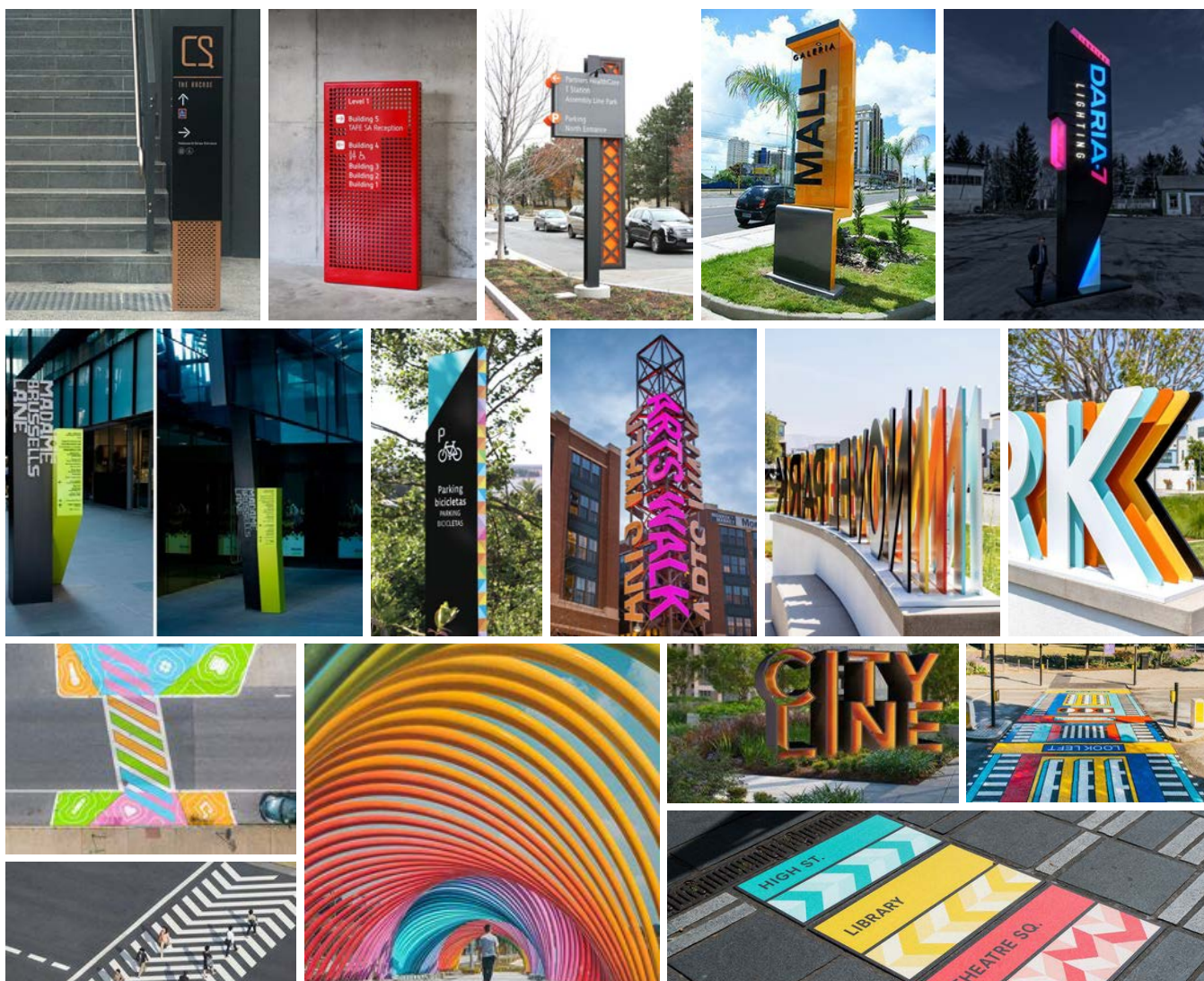


Pantone 718 Alternate Seasonal Background Fall



Pantone 1815 Alternate Seasonal Background Winter

WAYFINDING AND PLACEMAKING EXAMPLES



SAFETY, SECURITY, WIFI

Perception is key to creating a safe environment for locals and visitors. Elements such as lighting and security systems help to increase visibility and a feeling of safety within a space. The City Center BID is within the heart of downtown Charleston, an area that is trending upwards in safety; however, perception is still a challenge, and the recommended products within this section can help improve safety and reinforce the value safety and security can offer a community.

LIGHTING

The improvements over the decades are visible throughout Charleston and the BID. A variety of lighting types and scales is presented within the six-block City Center BID. A priority of this design is to create consistency, but also to establish a materials palette that will be able to be referenced to create consistency as projects are implemented. Today, the district spans from the historic district to the entertainment/modern district of the Coliseum and Convention Center. A transitional light has been selected as a best fit for the district, as it ties the two aesthetics together and provides a strong pedestrian-scale lighting element throughout the district. This enhanced lighting throughout the project area both assists with the perception of safety, and provides protection for pedestrians and cyclists in areas where they may routinely come in conflict with motorists. A well-lit and well-maintained streetscape can create a welcoming and attractive environment for visitors, enhancing the overall appeal of the area. Visitors are more likely to spend more time and money in a place that looks clean, safe, and inviting.

It is recommended that the existing low-pressure sodium cobra head street lighting be replaced with a standard light post fixture that fits with the city's character. The replacement should use an LED fixture that is dark sky rated and has a color temperature of 3000k or lower. This will improve the safety of the area, while enhancing its aesthetic appeal. Furthermore, it is suggested that accent lighting be added throughout the district to highlight specific features and attract visitors to local businesses within the district. If



Ashbery Area Light is a great fit for Charleston as they come in a variety of scales and assortments to fit the project area. Source: Landscape Forms implemented, the recommendations for lighting in the district has the potential to greatly benefit the safety, perception, and economic activity of the downtown area.

SECURITY AND WIFI

A newer feature for urban areas is the concept of security access elements, similar to campus design within many universities across the U.S. A product able to fit within the streetscape is the Shuffle SOS by Landscape Forms. This product is similar to the conventional blue box security points most are familiar with; however, they include a modern design and WiFi capabilities. The system offers call box connection to local authorities; security cameras that are able to be



Custom poles for safety that allow for security and SOS. Source: Landscape Forms

pointed at strategic locations; and a lighting element and WiFi network. The system is recommended for the City Center BID, as it is well positioned for the downtown police station for easy connectivity, as well as its smaller six-block focus area. The scale of the district allows for minimal units to work as a pilot project for the city. The case study of Kalamazoo, Michigan, is one of the first municipalities utilizing this product to help with safety, security, and provide WiFi access to their community.

PUBLIC ART

Public art plays an essential role in shaping the cultural and aesthetic identity of a city or community. Charleston has already begun developing a strong public art initiative throughout the city and provides strong leadership through the City’s Office of Public Art. As new opportunities present themselves, it is recommended that the City continues its partnership with local artists to develop beautiful expressions of art throughout the BID. Art can unify a community through the following:

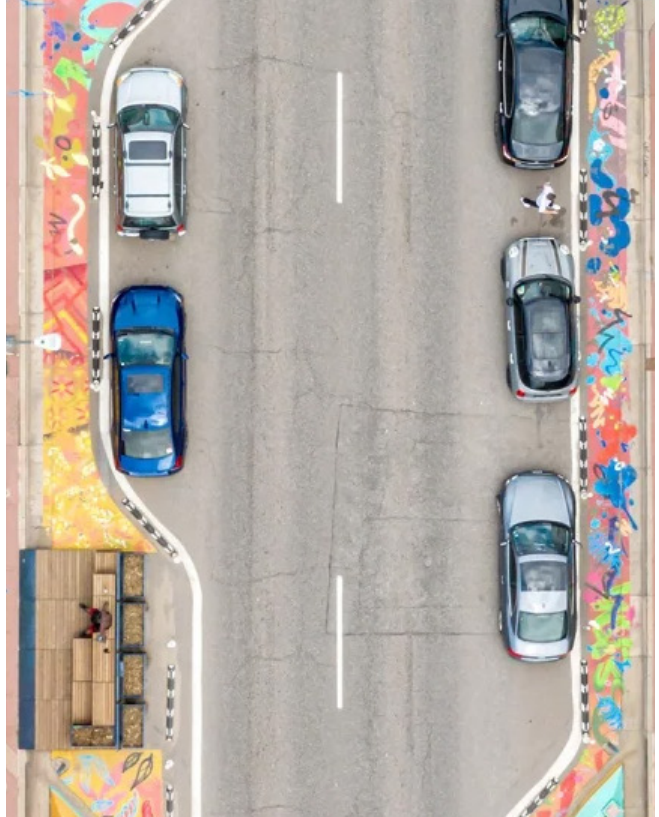
- **Beautification:** Public art adds beauty and color to public spaces and improves the visual appeal of a city or community.
- **Cultural expression:** Public art can express the culture, history, and values of a community, creating a sense of place and identity.



Sculptural rose motif concept within existing median of Court Street.



Small or large metal roses for durability and year-round interest.



Santa Fe Streetscape Art design that can be replicated on Court Street.

- **Community engagement:** Public art can engage and involve the community in the creation and enjoyment of art, providing opportunities for public participation and dialogue.
- **Education:** Public art can educate the public about art and its role in society, as well as about specific cultural or historical events.
- **Economic benefits:** Public art can contribute to the local economy by attracting visitors, increasing property values, and creating jobs.
- **Social commentary:** Public art can serve as a form of social commentary, addressing political, social, or environmental issues and stimulating public discourse.

Overall, public art is an important part of any community, and its benefits extend beyond its aesthetic and cultural value to include social, educational, and economic benefits. Continuation of art within Downtown Charleston would present itself as a potential destination.



Possible locations for murals on privately owned parking structures.

Another way to increase public art is to reinvent some of the parking garages within the district. There are several parking structures that present themselves as an additional opportunity for public art. One concept is to use tiles depicting West Virginia vegetation on the movie theater parking garage. The amount of canvas space would break up the large, blank, central wall and create visual interest. Additionally, the Summers Street garage, owned by the City, presents itself for the concept where sculptural lighting pieces could create a unique impact. Since this is on a high-traffic pedestrian street, adding more lighting for safety with make the space feel more secure. All public art concepts included within this report are meant to be ideas for continued exploration of the City and the BID. It is recommended to work directly with the Office of Public Art and its Public Art Commission for the selection and implementation of art within the BID.



Custom design panels for the movie theater parking garage on Washington Street.



Streetscape enhancements with rose motif added to the Court Street median. (Day shot)



Streetscape enhancements with rose motif added to the Court Street median. (Night shot)



Potential artistic sconce design for Summers Street parking garage.

SUMMARY

The City Center BID master plan for public realm enhancements is a large-scale project meant to be a guiding document for the BID and City to work toward in the decades to come. A strategic implementation summary is included as part of this report to help guide future enhancements, and the project priority zones are there to help depict phasing opportunities established with the assistance of the BID Management Board. The overall plan promotes district continuity through the use of materials and design practices that work best for Downtown Charleston. Each material considered in the materials palette comes from an existing element within downtown and the district, so that all new design ties to the existing character established within the city. Creating a sense of place where businesses will want to occupy buildings, and visitors will be attracted to utilize the district's offerings is the overarching goal for the master plan. Several local projects set the stage for future development and set quality best practices to follow, such as the following:

- Kanawha County Library,
- Cox Building and Fife Brewing,
- Dupont Hotel,
- Slack Plaza at City Center,
- Kanawha Valley Regional Transit City Center Station,
- Brawley Walkway, and
- Shonk Plaza Court Street enhancements.

Because of local investments such as these and many more, the district is well positioned with a template for future design. Added concepts for the design are focused on safety, security, and connections. Several lane reductions on roads where the Annual Average Daily Traffic (AADT) permit it, are recommended to have the roadways work efficiently for motorists, pedestrians, and cyclists. Consideration to newer parking practices along Summers Street allow for safer utilization and optimal space planning. Intersection upgrades, such as bump-outs, and texture changes at the ground plane allow for better pedestrian safety and sustainable green infrastructure. Figure 4.3: City Center BID Master Plan, depicts the overall master plan for future investment with the district.



MASTER PLAN | CONCEPT


KEY							
	SIDEWALKS		EXISTING VEGETATION		STREET LIGHTS		THERMOPLASTIC CROSSWALKS
	BRICK		PROPOSED VEGETATION		TRAFFIC SIGNALS		WAYFINDING SIGANCE



Figure 3.3 City Center BID Master Plan

KEY	 BIKE LANES	 VEGETATED BUFFER AREAS	 PAINTED STREET ART
	 BRICK CROSSWALKS	 PLANTER	 BUS ONLY LANES



MASTER PLAN | AMBASSADOR

PROGRAM

The BID Ambassador program is a service provided by many BIDs to help improve the commercial district’s customer experience, safety, and cleanliness. The program typically employs a team of trained ambassadors who provide friendly assistance to visitors, answer questions, and promote local businesses.

The BID Ambassador program is seen as a valuable tool for promoting economic development and enhancing the overall experience of a commercial district. By providing a welcoming and helpful presence on the street, ambassadors can attract visitors, encourage spending, and foster a sense of community pride.

The BID Ambassador program often includes a visible presence on the street, with ambassadors wearing distinctive uniforms or badges, and patrolling the district. They may be equipped with maps, brochures, and other promotional materials to help visitors navigate the area and find businesses of interest.

In addition to customer service, BID Ambassadors help maintain a clean and safe district. They may report maintenance issues such as broken sidewalks or streetlights and help identify and report safety concerns to local law enforcement or other relevant agencies. Below are detailed tasks that many BID Ambassadors assume during the year:

YEAR-ROUND:

Ambassadors are friendly, courteous, and helpful in ensuring that an exceptional standard of customer service is always delivered.

- Welcome and assist pedestrians
- Monitor and report traffic concerns and unusual activity
- Identify, log, and report issues such as flooded roads, blocked gullies, abandoned vehicles and vandalism
- Report incidents and suspicious behavior to the police or other emergency agencies
- Connect homeless people to services
- Improve communication between City Center stakeholders by visiting businesses and act as the eyes and ears of the district
- Be involved in regular business engagement events such as retail breakfast meetings, social events, or seasonal campaign briefings
- Maintain and clean the street furniture
- Sweep and power wash sidewalks
- Remove flier posting, stickers, litter, recycling, graffiti, leaves, and weeds from street furniture, sidewalks, curb lines and utility grates

SPRING/SUMMER/FALL:

- Assist the City with seasonal plantings
- Water flower baskets and planters
- Assist with landscaping, such as watering, weeding, mulching, and pruning
- Assist with event setup and breakdown



WINTER:

- Treat curb cuts with ice melt
- Clear catch basins to prevent pooling when snow melts
- Shovel curb cuts
- Use snow brushes and blowers to remove snow from highly trafficked sidewalks
- Monitor bus shelters to make sure they are cleaned by the transit authority
- Partner with the City to ensure proper snow removal and safe passage for pedestrians

CITY CENTER BID AMBASSADOR PROGRAM

The City Center BID collaborated with the City of Charleston in training and guiding the BID Ambassador. Also, the BID will research and maintain all needed equipment for the BID Ambassador to use for light landscaping, trash collection, sidewalk cleaning, Slack Plaza events, etc. In the BID’s Fiscal Year 2024 Work Plan Summary and Budget, the following line items were identified for the 2024 BID Ambassador Program:

- 2024 BID Ambassador – City salary/benefits \$65,000
- 2024 BID Ambassador – Equipment/supplies \$15,500

BID AMBASSADOR PROGRAM CASE STUDIES AND RECOMMENDATIONS

Two case studies will be provided in this master plan (Dupont Circle BID & Downtown Lexington Management District). In addition, two other case studies (Bay Ridge and Long Beach are attached by the company – Block-by-Block). These studies will provide concrete examples of programs that have been applied in BIDs. They will provide proposed ideas and show how they have been successfully implemented.



Source: Dupont Circle BID

CASE STUDY 1
DUPONT CIRCLE BID

The Dupont Circle BID was established in 2018 and is a nonprofit organization that works to enhance and promote the Dupont Circle neighborhood in Washington, D.C. The BID is funded by a special tax assessment on commercial properties within its boundaries and works to improve the quality of life and economic vitality of the area.

The Dupont Circle BID focuses on several key areas to achieve its goals:

1. Cleanliness and Maintenance: The BID provides daily street cleaning services, trash removal, graffiti removal, and maintenance of public spaces within the district. This helps to ensure that the neighborhood remains clean and attractive for residents, businesses, and visitors.
2. Public Safety: The BID works closely with the Metropolitan Police Department and other agencies to enhance public safety in the Dupont Circle neighborhood. This includes providing additional security personnel, coordinating with law enforcement, and implementing safety initiatives to reduce crime and improve the perception of safety in the area.
3. Marketing and Promotion: The BID actively promotes Dupont Circle as a destination for shopping, dining, entertainment, and cultural

MASTER PLAN

experiences. It develops marketing campaigns, organizes events, and collaborates with local businesses and organizations to increase foot traffic and support the local economy.

4. Streetscape Enhancements: The BID invests in streetscape improvements to make the neighborhood more pedestrian-friendly and visually appealing. This includes initiatives such as installing street furniture, planting trees and flowers, improving lighting, and enhancing the overall aesthetics of public spaces.
5. Advocacy and Community Engagement: The BID serves as a voice for the business community and represents the interests of the Dupont Circle neighborhood in discussions with government agencies and other stakeholders. It engages with residents, businesses, and community organizations to gather input, address concerns, and support initiatives that benefit the area.

Through its efforts, the Dupont Circle BID aims to create a vibrant, safe, and attractive neighborhood that attracts residents, businesses, and visitors. By investing in the area’s infrastructure, marketing, and public safety, the BID contributes to the economic growth and overall well-being of the Dupont Circle community.

DUPONT CIRCLE BID AMBASSADOR PROGRAM

The Dupont Circle BID, rather than employ and manage employees for their Ambassador Program, have contracted with Central Union Mission to provide a clean team that maintains the district 7 days a week (7 a.m. – 3 p.m.) and a safety ambassador that works Tuesday-Saturday from 3 p.m. – 11 p.m. The Central Union Mission is a nonprofit organization based in Washington, D.C. It is dedicated to serving individuals experiencing homelessness, poverty, and hunger in the region. The mission provides a range of services to help those in need, including emergency shelter, meals, job training, addiction recovery programs, and transitional housing.

The Dupont Circle BID Board of Directors are supportive of the Cleaning and Safety teams, rather than employing an ambassador who solely provides information and directions to visits. They believe the clean team is very visible and can answer questions and maintain a stock of brochures about the business

district.

They also feel that the contract with Central Union Mission is a proactive attempt on the organization’s part to help eliminate homelessness and provide job training for people who have been incarcerated and looking to improve their lives.

Sample contracts are included within the attachments to help guide City Central BID if they have an interest in pursuing contracting for ambassador services. (Attachments I & II)



Members of the Lexington Ambassador Program. Source: Block by Block

CASE STUDY 2 DOWNTOWN LEXINGTON MANAGEMENT DISTRICT

The Downtown Lexington Management District (“the District”) is Lexington’s first property tax BID, composed of downtown businesses and stakeholders. The organization is patterned on well-established districts in cities from New York to Louisville. Both research and experience show that successful business improvements create safer, cleaner, more desirable places to work, live, and visit—all enhancing the value of downtown business and property.

MISSION

The District’s mandate is to use the collected property taxes in ways that will foster economic development and ultimately improve property values within the District. Each and every project or idea will always have

the same goal, which is to create a downtown District that becomes a desired destination for both visitors and locals. In short, their goal is to foster a downtown renaissance, a revitalization of the heart of their city that will benefit not just property owners and businesses, but also the city at large and beyond.

In service of this mission, the District will provide services in areas such as downtown beautification, marketing/promotion of the downtown area, and grant funding for projects within the District. Daily operations of the District will include downtown ambassadors—friendly faces who will ensure that public areas are clean and well maintained, provide directions to shoppers, and maintain enhanced landscaping, in addition to improving safety and security in the District.

HISTORY

For the past few years, the property owners now within the purview of the District organized and petitioned the Urban County Council for the creation of the Downtown Lexington Management District (DLMD). Many dedicated individuals with a vision for downtown were involved in this effort, which gained support within the community and the City Council. An ordinance creating the District, Ordinance No. 52-2015, was passed in May 2015. The Downtown Lexington Management District Board was then initiated with a term of five years. The Board is composed of 15 hardworking volunteers who are committed to improvements that benefit all property owners within the District.

DOWNTOWN LEXINGTON AMBASSADOR PROGRAM

PARTNERSHIP WITH BLOCK-BY-BLOCK

The District is fortunate to contract with an experienced partner, Block-by-Block, to provide day-to-day management of the District. Block-by-Block operates in more than 70 BIDs across the U.S., and is headquartered just down the road in Louisville. Block-by-block will hire, equip, train, and supervise District employees. Case studies by Block-by-Block are attached (Attachments III & IV)

Services provided by Block-by-Block ambassador services are as follows:

BASIC SERVICES:

- Litter Removal
- Graffiti Removal
- Visibility Patrols
- Giving Directions

NEXT-LEVEL-PROVIDED SUPPORT:

- Social Service Outreach
- Landscaping
- Place Making
- Banner Installation
- District Park Support
- Second Chance Employment Programs

RECOMMENDATIONS FOR CITY CENTER BID:

1. Assure everyone who is working in an ambassador position or role receives 120 hours of training in public safety and crime prevention, First AID/CPR and AED certifications, customer service, conflict resolution, homeless outreach, as well as knowledge of Charleston history, attractions, and events.
2. Maintain daily log sheets of trash bags collected, graffiti/posters removed, specific incidents and other information that would pertain to the BID's continued success.
3. Purchase cleaning equipment that is highly visible to the public. An example of this type of equipment is the Tennant's Green Machine. (See Attachment V)
4. Arrange a visit to the Downtown Lexington Management District. Learn about their contract with Block-by-Block and the value of engagement with this company. This is a possible management option for City Center BID, especially when the BID expands its boundaries, or another BID is formed in Charleston. Another possibility for City Center BID and the City of Charleston to engage in a contract for city-wide services.
5. Downtown Lexington Management District also provides grants for public art or property improvements within the District.





DISTRICT IDENTITY

CITY CENTER BUSINESS IMPROVEMENT DISTRICT | STRATEGIC MASTER PLAN 2023

DISTRICT IDENTITY | HARDSCAPE

A key design consideration throughout the City Center Business Improvement District (BID) will be the creating a district identity. The strategic use of materials, site furnishings, wayfinding, public art, and landscaping are all combined to create a consistent visual appearance, providing a subtle yet effective way of announcing to visitors that they are within the BID. As updates are made to the area, these elements can be repeated, further establishing the identity of the BID.

HARDSCAPE

CONCRETE

Brush-finished concrete has been chosen for continued use as the predominant material for sidewalks within the BID. Concrete consistently provides a safe and accessible surface—ensuring pedestrians can traverse sidewalks with ease and promoting accessibility and inclusivity within the BID. Concrete walks are also durable, and provide many years of relatively low maintenance use.

In areas where a more distinct aesthetic character is desired for concrete walkways, scoring patterns can be cut or etched into the material surface. These patterns serve to enhance the visual appeal of the sidewalks, but can also be used to delineate differentiate areas of the walking surface. Scoring patterns unique to the BID could be developed, or patterns reminiscent of existing designs could be repeated to create a sense of space.



Traditional brushed concrete sidewalks
Source: GAI Consultants



Scoring pattern mimicking the use of pavers in concrete
Source: GAI Consultants
BRICK PAVERS

To provide further detail and interest in the hardscape, the use of brick pavers is recommended. Brick paver sidewalks have been used historically in Charleston, and can be found throughout the BID area. The selective use of brick pavers can provide a transitional material in more modern areas, while also creating a sense of connection within the more historic spaces. Red bricks have been proposed within the master plan to be used at bump-out locations. Yellow bricks, similar to those used historically on many of Charleston’s buildings, have been proposed for use in crosswalks.



Existing Brick Pavers, Summers Street
Source: GAI Consultants

GRANITE PAVERS AND CURBS

When it comes to using materials that can serve as detail elements, granite is another option with a distinct historical presence in the BID area. Installing granite curbs in traditional areas can provide a touch of continuity with the aesthetic of Charleston, as these curbs have been used extensively throughout the city’s history. Granite curbs are a long-lasting and durable

DISTRICT IDENTITY | FURNITURE

choice that will stand the test of time. The quality and durability of granite curbing preserves the upscale and historic feel of the BID, making it a perfect choice for maintaining the traditional aesthetic of the district. For a more contemporary approach, granite pavers are also an option to add upscale appeal to the streetscape. They offer both beauty and reliability, while providing a high-end look and feel with their rich and unique texture.

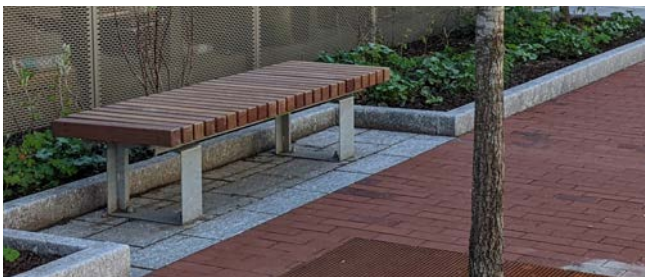


Granite Pavers, Kanawha County Public Library
Source: GAI Consultants

FURNITURE

BENCHES

Existing at the Kanawha County Public Library, the Solid Crosswire Bench by Streetlife offers a modern and stylish seating option that can comfortably accommodate multiple visitors. Its minimalist and contemporary design, combined with its durable construction, makes it an excellent addition to any outdoor space, including parks, plazas, and urban areas. Within the BID, it is already in place at the Kanawha County Public Library.



Solid Crosswire Bench by Streetlife
Source: GAI Consultants

PLANTERS



Sorella Planters by Landscape Forms
Source: Landscape Forms

The Sorella series by Landscape Forms offers versatile square- or rectangular-shaped planters in various sizes that accommodate a wide range of low-level planting options. The Court Street area already benefits from the aesthetic appeal and functionality of Sorella planters, and these planters can be easily incorporated into other locations throughout the BID.

Large Cluster (\$5,990)	Small Cluster (\$4,050)
15" x 15" x 18" - \$1,000	15" x 15" x 18" - \$1,000
30" x 30" x 18" - \$1,400	30" x 30" x 18" - \$1,400
45" x 15" x 30" - \$1,650	45" x 15" x 30" - \$1,650
45" x 30" x 30" - \$1,940	
	Door/Light Post (\$2,000)
	15" x 15" x 18" - \$1,000
	15" x 15" x 18" - \$1,000

BIKE RACKS

The Emerson bike rack by Landscape Forms is recommended for use within the BID. This bike rack is already present at City Center at Slack Plaza, and due to sharing a manufacturer, would be available in the same finish as the Sorella Planter. This will further the unified aesthetic desired in the BID.



Emerson Bike Rack by Landscape Forms
Source: Landscape Forms

DISTRICT IDENTITY | PLACEMENT

PARKLETS

Modular park structures, such as the Parklet 2.0 by vestre offer the opportunity to expand the public realm by utilizing street parking spaces as outdoor dining and gathering spaces. These structures can be moved to different locations as needed.



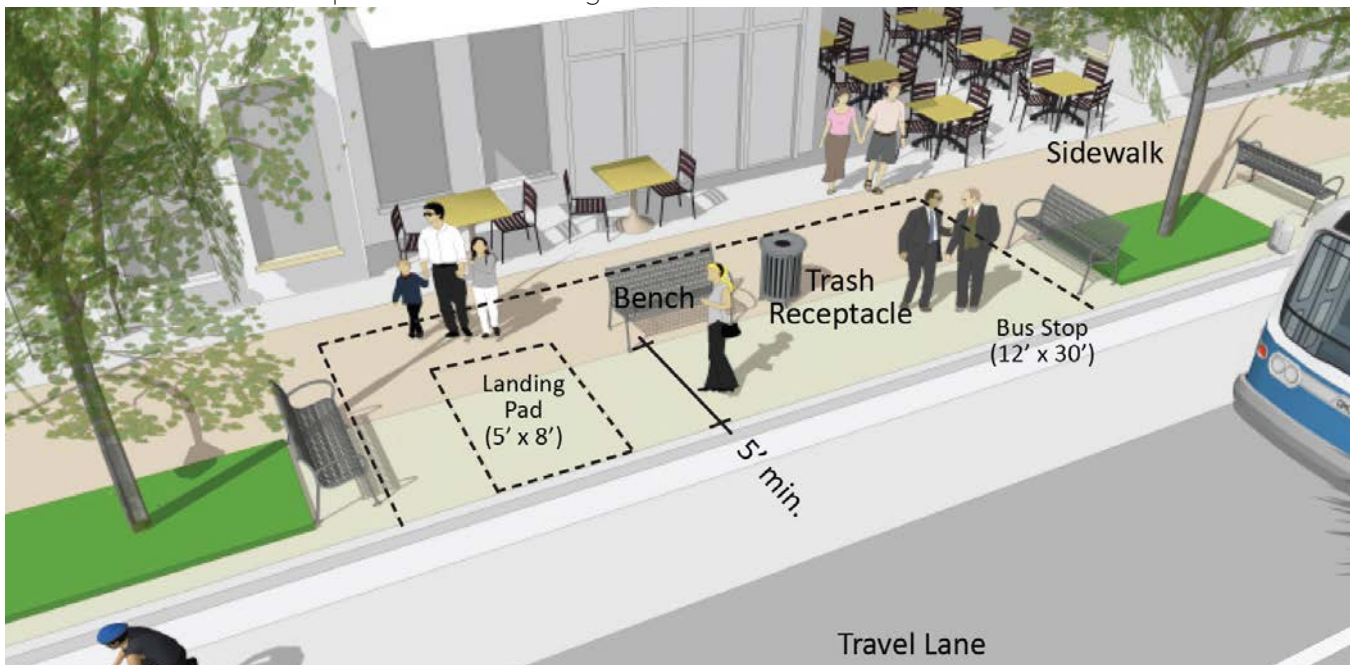
Parklet 2.0 by vestre
Source: vestre

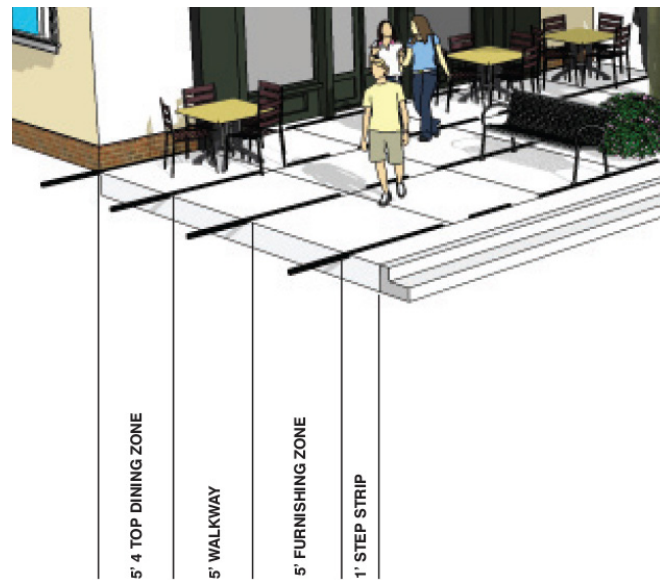
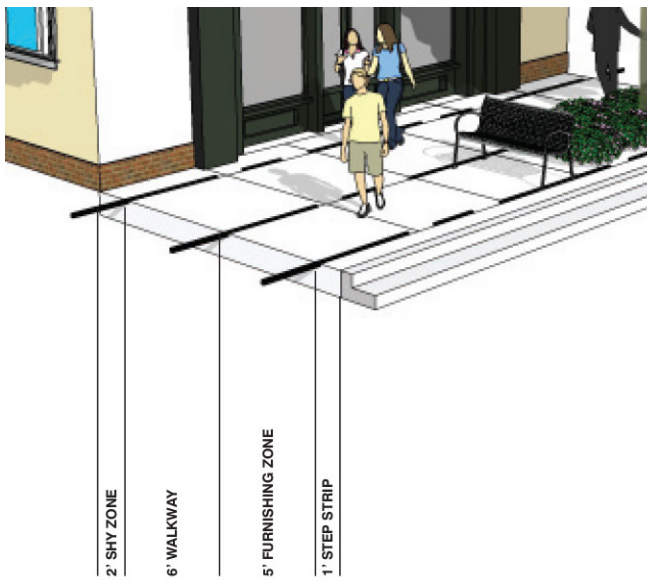
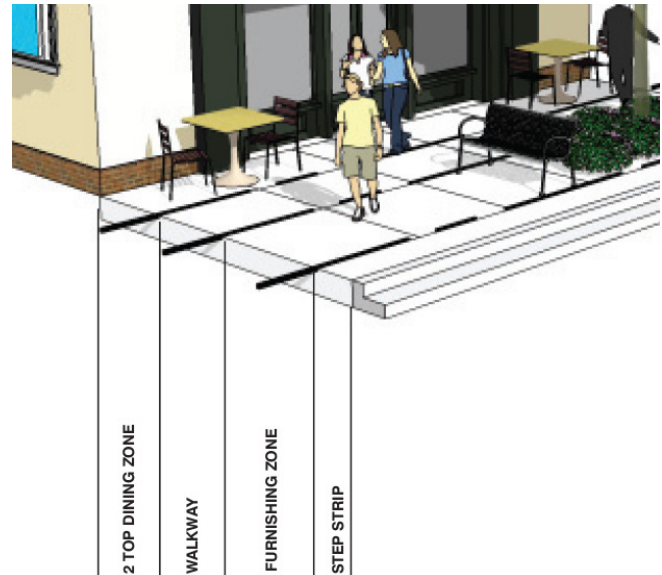
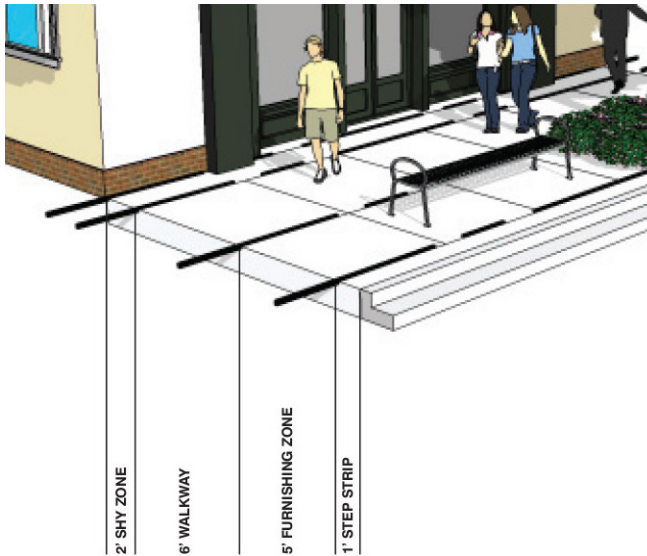
SITE FURNISHING PLACEMENT

Spatial configuration of site furniture is an important consideration for streetscape design. Each element should be carefully placed in order to provide a comfortable and accessible pedestrian realm along

sidewalks, while also not interfering with vehicular or bicycle traffic. Configurations can vary depending on the surrounding land use, particularly in areas where street dining for adjacent restaurants is required. The graphics in this section identify preferred minimum space needed for various street furnishing scenarios, and should be used as a general guideline for spatial creation. Where these dimensions are not attainable, the BID should work with property owner(s) to provide additional sidewalk easements. Special consideration should be given for any area intended for use as a transit stop. The below [Figure 4.1: Site Furnishings at Transit Stops](#) demonstrates general dimensions for a transit stop, with relation to site furnishings. In these areas, a minimum 5' x 8' pad should be left open for accessible boarding and departing of buses. Additionally, site furnishings should be kept a minimum of 5' from the back of the curb to allow space for passenger congregation. The area should include an approximately 30' long clear space along the curb with no street trees or lighting to enable a bus to easily pull up to the curb.

Bench placement is an important consideration in streetscape design, as it can greatly impact the comfort and accessibility of a public space. Benches should be strategically placed in areas where people are likely to need or want to take a rest, such as at transit stops, near





retail areas, or in parks and plazas. Benches should be placed on level ground, with adequate space around them to allow for easy access and maneuvering by wheelchair users and other pedestrians. A 6' wide walkway area adjacent to bench placement is preferred. [Figure 4.2: Bench Placement](#) illustrates proper placement of benches along a streetscape.

Proper placement of outdoor dining areas along a streetscape is important to ensure a comfortable and safe experience for diners and other pedestrians. Outdoor dining areas should be placed in a location that provides adequate space for seating, table placement, and pedestrian traffic. Tables and chairs

should be situated away from areas with heavy foot traffic, such as busy sidewalks or intersections, to reduce the risk of accidents. Outdoor dining areas should be located in areas that provide adequate shade and protection from the elements, particularly in hot or rainy climates. Adequate space for a pedestrian walkway through the dining area must be provided, with a minimum 5' walkway being required. Once a walkway has been delineated, the remaining space can be used for table and chair placement. Larger four-top tables can be utilized in wider areas, while two-top tables would work best along narrower sidewalks. The above [Figure 4.3: Dining Placement](#) illustrates outdoor dining arrangements.

DISTRICT IDENTITY | VEGETATION

VEGETATION RECOMMENDATIONS

Vegetation plays a vital role in enhancing the beauty, functionality, and sustainability of a streetscape. Trees, shrubs, and other plants provide a range of benefits, such as reducing noise and air pollution, mitigating the heat island effect, and improving the overall visual appeal of the area. Properly selected and maintained vegetation can also create a sense of identity and community pride. Well-maintained greenery can attract visitors, create a more welcoming environment, and increase property values.

STREET TREE SPECIES SELECTION

Creating a healthy and sustainable urban forest in the BID requires careful selection of the right tree species. The chosen species must be able to thrive in the local climate and withstand environmental conditions common to the area. They also need to be resistant to pests and diseases commonly found in urban environments. Generally, trees native to West Virginia are preferred, but some non-native species have also shown to be appropriate choices. [Figure 4.4: Street Tree Recommended Species](#) provides a sample list of street trees that may be suitable for the BID.

Scientific Name	Common Name	Comments
Acer rubrum	Red Maple	Multiple cultivars available
Amelanchier spp.	Serviceberry	Small, can be used under power lines
Betula nigra	River Birch	'Heritage' cultivar preferred
Cercis canadensis	Eastern Redbud	Small, can be used under power lines
Ilex opaca	American Holly	Evergreen
Magnolia virginiana	Sweetbay Magnolia	Small, can be used under power lines
Nyssa sylvatica	Black Gum	Salt tolerant
Plantanus occidentalis	American Sycamore	Can be weak wooded
Taxodium distichum	Bald Cypress	Tolerates wet soils, storm-water

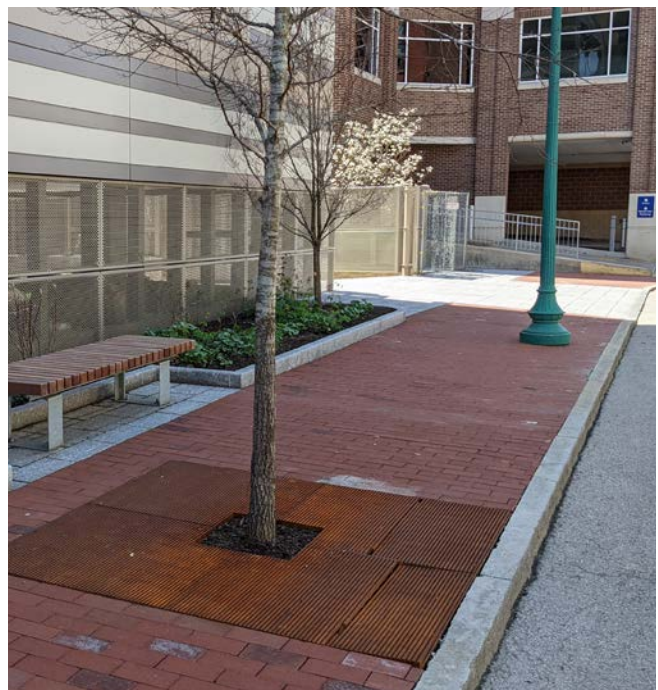
[Native species for street tree recommendations](#)

TYPICAL TREE PLANTING

Proper street tree planting is crucial for creating a healthy and long-lasting urban forest. To ensure healthy and vigorous growth, it is important to remove a minimum area of 24 SF (4' x 6') from the concrete sidewalk for new tree planting. The designated area should be excavated to a minimum depth of 30" and free of utilities or other obstructions to accommodate tree root expansion.

Other important planting techniques include backfilling the hole with a soil and organic matter mixture, regular watering for adequate moisture, and potentially staking the tree to prevent wind damage during early growth stages. The benefits of proper street tree planting are numerous, including improved air quality, decreased urban heat island effects, and increased property values—contributing to a healthy, sustainable urban environment.

Tree grates are crucial for improving the health and longevity of street trees surrounded by concrete, providing adequate space for roots to grow and allowing air and water to reach them. Without tree grates, foot traffic and other activities can damage the tree, and soil compaction is more likely to occur.



Existing street tree in a weathering steel tree grate at the Kanawha County Public Library

Tree grates can help reduce maintenance costs by preventing soil erosion and sidewalk damage. Tree grates should be considered for trees in heavy foot traffic areas, such as sidewalks.

STRUCTURAL CELL SYSTEM PLANTING

When planting street trees in areas of complete sidewalk renovation, the use of a structural cell system planting should be considered. A structural cell system is an underground framework for street trees that provides soil volume and support. It uses interlocking panels to create a hollow space filled with soil, gravel, and other materials for healthy tree growth. Benefits include increased soil volume, improved stormwater management, reduced sidewalk damage, enhanced pedestrian safety, and improved utility conditions. This system can improve tree health, reduce damage to sidewalks, and enhance stormwater management in communities.



3D Visualization of a structural cell system
Source: GreenBlue Urban

LOW LEVEL VEGETATION

Beyond street trees, vegetated areas of improved streetscapes within the BID should include a mix of low level vegetation. Low-growing plants such as perennials, shrubs, and groundcovers can enhance the overall aesthetics of the area while also creating an inviting atmosphere that encourages foot traffic. Plants should be carefully selected to ensure they are appropriate for an urban environment.



Perennials, shrubs, and grasses along Brawley Walkway
Source: GAI Consultants

ANNUAL BEDS AND PLANTERS

Landscape beds and planters provide an opportunity for the use of annual plantings. Annual plants can add seasonal color and visual interest to an area, potentially attracting more visitors to a location. Annuals are generally easily maintained, making them a great option for care by the BID ambassador team.



Annual landscape beds at the United Center Plaza
Source: GAI Consultants

DISTRICT IDENTITY | LIGHTING

LIGHTING

Throughout the BID, a variety of street lights are being utilized. As new projects are undertaken, standardizing street lights to a single type can provide design consistency while also making maintenance easier. Because the BID has both historical and contemporary areas, a transitional style of light is proposed to blend seamlessly between spaces.

The Ashbery light by Landscape Forms is a modern interpretation of historic forms in high-quality lighting that sparks an emotional connection to the past but performs, looks, and feels authentic to modern times. It is a lighting design solution for the revitalization of downtown, providing a charming, cohesive aesthetic with adaptable performance to meet a wide range of pedestrian and streetscape needs. It utilizes energy-efficient LED technology, which can help to reduce energy consumption and lower maintenance costs. The Ashbery light is available in a variety of sizes and mounting options, making it suitable for different types of urban and public spaces.



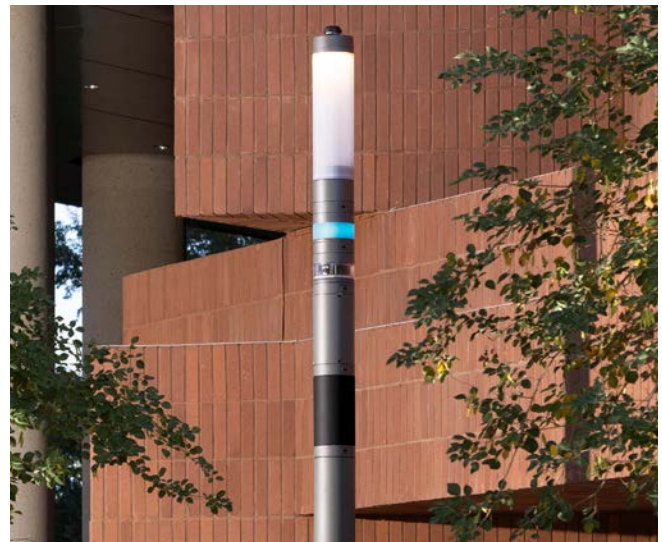
Ashbery Area Lights
Source: Landscape Forms

SAFETY, SECURITY, WIFI

In an effort to improve the safety, security, and connectivity of the BID, an innovative solution is being proposed in the form of pedestal security technology systems. With SHUFFLE SOS by Landscape Forms, a new level of safety and connectedness will be achieved, enhancing the quality of life for both residents and visitors.

These pedestals are equipped with an array of features such as lighting, communication devices, and security cameras, which work together to create a sense of security and well-being for those outside. The integrated lighting ensures that the area around the pedestals is well-lit, increasing overall visibility during nighttime hours. Additionally, the intercom and WiFi access points integrated into these pedestals provide a range of connectivity options for those using the outdoor space. The security cameras in the SHUFFLE SOS provide an invaluable tool for protecting the community.

With all of these features integrated into one simple and elegant design, SHUFFLE SOS by Landscape Forms offers a practical and seamless solution for the BID area. Pedestal security technology systems like SHUFFLE SOS act as an essential part of creating a safer, more secure, and connected outdoor environment that truly enhances the quality of life for all who visit, live, and work in the area.



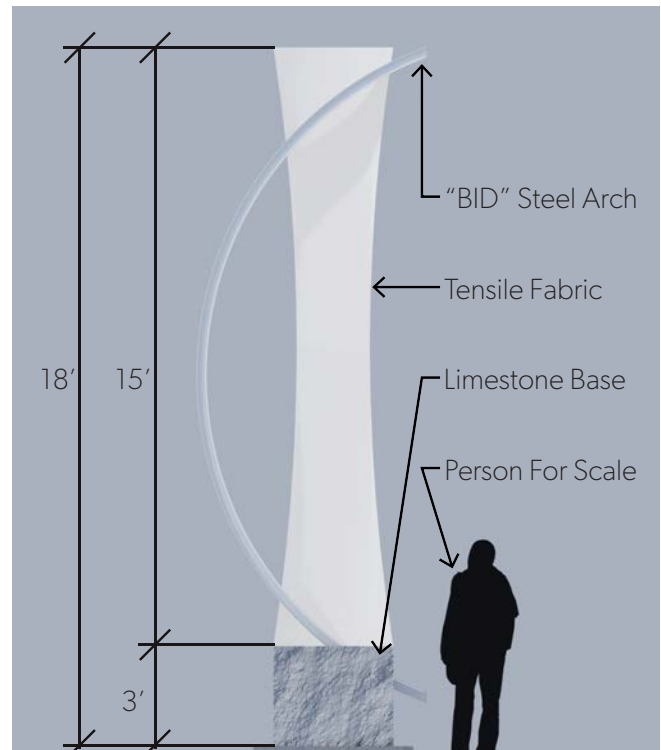
SHUFFLE SOS
Source: Landscape Forms

GATEWAY ICONS

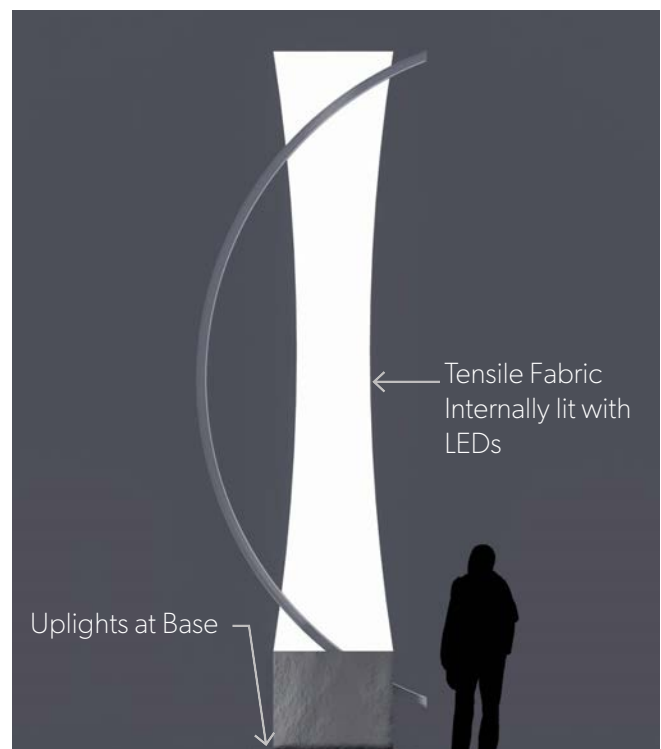
Gateway icons are often used in streetscapes to help identify a specific area or district. These icons may take the form of large sculptures or structures that serve as visual markers for approaching visitors. They may also incorporate graphic design elements, such as logos or symbols that represent the character of the neighborhood. Gateway icons can be particularly useful in urban environments where streetscapes can be overwhelming or confusing for visitors. They help create a sense of place and reinforce the identity of the community, inviting visitors to explore and experience the unique qualities of the area. Gateway icons do not have to be literal signage welcoming individuals to an area, but rather artistic representations of themes and ideas found within the place they serve.

For the City Center BID, a concept gateway icon has been developed, building off of ideas and themes existing and proposed within this document. This concept could be accepted as-is or further refined by a local artist. For the purpose of this plan, it has been designed to adorn the intersection of Court and Virginia Streets. The gateway icon would be composed of a striking steel arch resembling the arch structure proposed at Summers Street and Brawley Walkway, which stands out against the city skyline. A tensile fabric structure with inverse arches echoes the theme, creating a seamless visual experience. The fabric structure is intentionally slightly transparent, allowing sunlight to pass through during the day while transforming the street at night. The interior is lit by LED lights, which would give the district a warm, glowing presence. The base will be constructed using cut limestone, a material employed in the city's most notable buildings, including Charleston's City Hall. By creating a visually impressive and comprehensible gateway to the area, the icon will inspire visitors to explore and experience the unique characteristics of this vibrant business district.

Local manufacturer Structural Systems, Inc. of Nitro, West Virginia, could be engaged to develop the steel arch and internal structural elements for the concept. Eide Industries, which created the tensile fabric structure at the Clay Center, could be used to develop the tensile fabric portion of the gateway.



Gateway Icon Concept - Daytime
Source: GAI Consultants



Gateway Icon Concept - Nighttime
Source: GAI Consultants

GREETINGS *from*



Image Source: City of Charleston Office of Public Art



FUNDING STRATEGIES



FUNDING | OPPORTUNITIES

FUNDING OPPORTUNITIES

Business improvement districts (BIDs) typically rely on various funding sources to support their operations and initiatives beyond the BID assessment. The City Center BID, like other BIDs, needs to look for diversity in their funding. There are several reasons why a BID may vary its funding sources:

1. **Diversification:** Relying only on property owners' assessment as a single funding source can be risky. By diversifying funding sources, the BID can reduce its dependence on only one funding stream, making it more financially stable and resilient.
2. **Innovation and growth:** Varying funding sources can provide BIDs with the resources needed to innovate, experiment, and grow. By accessing different types of funding, such as grants, donations, or earned income, BIDs can explore new ideas, expand their programs, and invest in their long-term sustainability.
3. **Sustainability:** BIDs need a consistent and sustainable funding base to carry out their mission effectively, which the BID assessment does provide for, however, varying funding sources can ensure a steady flow of resources over time, reducing the risk of sudden funding gaps or disruptions.
4. **Flexibility:** Different funding sources may come with different terms, conditions, and restrictions. By diversifying, a BID can access a range of funding options that suit their specific needs and allow them to pursue different initiatives or programs outside of the assessment terms.
5. **Adaptability:** Funding landscapes can change over time, with new opportunities or challenges arising. By varying their funding sources, BIDs can adapt to these changes and take advantage of emerging funding trends or sources.

Overall, varying funding sources allows BIDs to manage risk, increase financial stability, and maintain their effectiveness in pursuing their mission. It's important to note that the availability and combination of funding sources can vary depending on the jurisdiction and the structure of the BID. In addition to the property assessments, additional funding opportunities are:

1. **Municipal and/or County Contributions:** Some BID's receive financial support from local governments or municipalities. The City Center BID received a \$50,000 contribution the first year of operation from the City of Charleston. Governmental contributions may come in the form of grants, subsidies, or direct funding to support the BID's activities.
2. **Business Contributions:** BIDs may also solicit voluntary contributions from businesses within the district. These contributions can be in the form of membership fees, donations, or sponsorship for specific events or initiatives. City Center BID could solicit non-profits or additional non-contributing government entities within the BID. For example, a yearly donation from St. George Antiochian Church.
3. **Fundraising Events:** BIDs often organize fundraising events, such as street fairs, festivals, or community activities, to generate revenue. These events may involve ticket sales, vendor fees, or sponsorships, which contribute to the BID's funding.
4. **Crowdsourcing:** Crowdsourcing platforms, in which funds are secured through localized online appeals, could provide resources for low-cost capital and programming ideas that benefit downtown residents and workers. Recent examples include crowdsourcing to create a new downtown dog park in Cleveland, or crowdsourcing to secure funding for dedicated bicycle lanes in Downtown Denver. In each case, downtown residents and businesses matched funds that were put forth by the BIDs.
5. **Institute a Parking Tax:** Many communities across the country have parking taxes. In some communities, the tax is applied on a per-stall basis and in others it is essentially a sales tax added to the value of any parking transaction. Parking taxes are typically used to support larger transportation infrastructure investments.
6. **Grants and Foundations:** BIDs may seek grants from government agencies, non-profit organizations, or foundations that support community development or economic revitalization initiatives. The following table provides a database with possible grants, foundations, and other potential funding.

 CHARLESTON POTENTIAL BID FUNDING SERVICES

DONATION SOURCE	CONTACT INFORMATION
USDA Rural Economic Development	https://www.rd.usda.gov/programs-services/all-programs
WV Truist Foundation	https://www.truist.com/purpose/truist-foundation
Dominion Energy Charitable Foundation	https://www.dominionenergy.com/our-company/customers-and-community/charitable-foundation
EQT Foundation	https://www.eqt.com/community/eqt-foundation/
First Energy Foundation	https://www.firstenergycorp.com/community/firstenergy_foundation.html
Pallottine Foundation of Huntington	https://pallottinehuntington.org
Claude Worthington Benedum Foundation	https://benedum.org/
Appalachian Regional Commission (ARC)	https://www.arc.gov/
Community Development Block Grant	https://www.hud.gov/program_offices/comm_planning/cdbg
T-Mobile Hometown Grant	https://www.t-mobile.com/brand/hometown-grants
Scott Electric Foundation	admin@scottelectricfoundation.org
National Endowment for the Arts (Our Town)	https://www.arts.gov/grants
Huntington Bank	https://www.huntington.com/Community/corporate-giving
WVWDA Economic Enhancement Grant (EEG)	http://www.wvda.org/programs.html
WV EPA Brownfields grants	https://tinyurl.com/yd98jnx5
US DOJ Rural and Small Dept. Crime Reduction	https://www.grants.gov/web/grants/view-opportunity.html?oppld=347557
WV DOT (Transportation) "Alternatives Program"	https://tinyurl.com/ye2b2b2n
DEP Litter Grant Program	https://tinyurl.com/3n77a74k
Kanawha County Commission	https://kanawha.us/county-commission/
DEP WV Make It Shine Stateway Clean Up Program	https://apps.dep.wv.gov/ppod/make_it_shine.a5w
WV State Art, Culture & History	https://wvculture.org/agencies/arts/grants/
Sustainable Strategies DC	http://www.strategiesdc.com/
Bloomberg Philanthropies Asphalt & Art	https://asphaltart.bloomberg.org/grants/
WV Tourism Cooperative Advertising Grant	https://wvtourism.com/wp-content/uploads/2022-Funding-Resource-Guide-web.pdf
DOT Safe Street and Roads for All Program	https://www.grants.gov/web/grants/view-opportunity.html?oppld=347207
DOT Reconnecting Communities and Neighborhoods	https://www.grants.gov/web/grants/view-opportunity.html?oppld=348980
USDA Forest Service Urban & Community Forestry	https://iraucfgrants.urbanandcommunityforests.org/
Public Art Challenge Program	https://s2fundingopportunities.tumblr.com/
Federal Home Loan Bank of Pittsburgh AHP	https://www.fhlp-pgh.com/
Greenhouse Gas Reduction Fund	https://www.epa.gov/
Congestion Mitigation & Air Quality Improvement	https://transportation.gov/
Homeland Security Grant Program/FE MA	https://www.fema.gov/
People for Bikes	https://www.peopleforbikes.org/grant-guidelines
Pedestrian and Bicycle Funding	https://tinyurl.com/nhas25b4

FUNDING | PHASING

KEY	PHASE ONE: SUMMERS STREET	PHASE THREE: COURT STREET	PHASE FIVE: WASHINGTON STREET
	PHASE TWO: VIRGINIA STREET	PHASE FOUR: QUARRIER, LEE, LAIDLEY STREET	



Figure 5.1 City Center BID Phasing Plan



FUNDING | IMPLEMENTATION

When starting this planning study, the City Center BID Management Board targeted several key goals for the district: to introduce sustainable development; create district connections and access, safety and security; and enhance district beautification and consistency. This can be accomplished through the district design enhancements presented within this report. Key aspects are:

- Create a unified and consistent district design to be implemented and followed as funding opportunities are available.
- Introduce sustainable design measures into the overall streetscape enchantments through the use of vegetation and bump-out intersection design to soften the street edges.
- Continue the use of ground plane textures and materials such as traditional red and blond brick detailing.
- Account for future bike infrastructure and provide connections between the Kanawha Boulevard and destinations within and beyond the district.
- Incorporate design impact through the use of public art within the streetscape and contributing structures.
- Introduce the use of Bus Only Lanes for vehicular access into the transit facilities.
- Create a materials palette and product list for future implementation.
- Develop iconic placemaking elements within the district to establish a sense of place.
- Provide consistent lighting and security measures within the district to enhance public perception and ensure safety.
- Create district gateways at key locations to introduce the BID and enhance aesthetics.

Before achieving the above objectives, it is important to note that the full design may take several years to be fully implemented. This may rely on financing, public and private partnering, and continued BID growth to increase district boundaries and funding opportunities. In the interim, the City Center BID is utilizing the established materials palette to begin efforts on creating district continuity and working to implement lighting enhancements within Phase I along Summer Street, as well as introduce new public art and signage within the district.

COLLABORATE

This role encompasses proposed projects and strategies that the district can influence or implement through strategic partnerships with organizations such as Public Agencies (City of Charleston, Kanawha Valley Regional Transit, and WVDOH), Community Organizations, and Advocacy Organizations. Collaborative projects could include:

- Improved streetscapes along Lee Street and Washington Street lighting enhancements
- Public art projects
- Lane reductions and parking enhancements

DESIGN

This role reflects proposed projects and implementation strategies that are linked to property within the right-of-way.

- Improve district lighting and security measures
- Introduce a local WiFi network for the district
- Enhance urban connections via bike lanes, widened sidewalks, and bus-only traffic lanes
- Incorporate Green Infrastructure projects into the streetscape and soften roadway edges with vegetation such as street trees and low vegetated medians and bump-outs

DEVELOP

This role addresses potential private development within the district.

- Engage in a joint development partnership to encourage private development of underutilized structures and provide guidance for new development

<p>Early Catalytic Projects 0-3 years</p>	<p>Lighting, Safety, Security</p> <ul style="list-style-type: none"> • Prioritize lighting upgrades along Summers Street • Engage the City to introduce a pilot project for cameras and safety measures within the district (e.g., Shuffle SOS) • Introduce a WiFi network within the district <p>Public Realm Enhancements</p> <ul style="list-style-type: none"> • Work with City to design engineering plans for Summers Street • Utilize the materials palette and encourage district participants to use when installing 	<p>furnishings</p> <ul style="list-style-type: none"> • Install new planters for district use • Install Parklet 2.0 for expanded pedestrian utilization • Replace missing or end-of-life street trees within the district with appropriate vegetative selections <p>Public Art</p> <ul style="list-style-type: none"> • Work with the City of Charleston and garage owners on the installation of public art on select parking structures • Install City Center at Slack Plaza super graphic near park stage
<p>Medium Term Projects 3-6 years</p>	<p>Lighting, Safety, Security</p> <ul style="list-style-type: none"> • Continue to engage the City to implement full camera and safety measures within the district <p>Public Realm Enhancements</p> <ul style="list-style-type: none"> • Work with City of Charleston to implement Summers Street streetscape improvements • Work with City to design engineering plans for Virginia Street gateway • Implement Virginia Street gateway improvements • Introduce bus-only lane striping along south stretch of Laidley Street 	<p>Public Art</p> <ul style="list-style-type: none"> • Work with the City of Charleston to design and implement Court Street median artistic installation • Work with the City of Charleston to re-stripe Court Street to allow for bike lanes and public art installation • Continue efforts to incorporate parking structure art at locations such as the city-owned garages of Summers Street and Washington Street
<p>Long Term Strategic Initiatives 6+ years</p>	<p>Public Realm Enhancements</p> <ul style="list-style-type: none"> • Design and install iconic arches element at the intersection of Brawley Walkway and Summers Street • Work with WVDOH for lane reductions along Lee Street corridor and develop engineering plans for implementation • Work with the City to implement bike lane connections to Kanawha Boulevard and destinations farther north, such as the Capitol Market • Complete streetscape design and engineering efforts for Quarrier and Laidley Street • Complete installation of bus-only lanes on north Laidley Street and along Lee Street • Install gateway signage along Lee and Quarrier Streets • Work with WVDOH to update lighting along Washington Street 	<p>Private Development</p> <ul style="list-style-type: none"> • Encourage private landowners to utilize existing parking lots as possible locations for new development, such as residential, hotel, or ground floor retail space <p>Public Art</p> <ul style="list-style-type: none"> • Continue to work with the City's Office of Public Art to establish new public art opportunities throughout the district

FUNDING | COST OPINION

DISTRICT IMPROVEMENTS

The district improvements proposed in this plan will continue to be vetted by the City Center BID Management Board. As part of this process and subject to budgeting approvals and limitations, the district will continue to prioritize and fund design projects through future phases. Recommended ideas that are central to the district’s design include the following:

- Improvements along Summer Street, consistent with City Center BID’s materials palette
- Continued efforts to upgrade all lighting elements to LED, with new lighting placed throughout the district
- Creation of placemaking signage within the district
- Creation of better connections for pedestrians, cyclists, and motorists
- Security upgrades such as cameras and call boxes throughout the district
- Improvements to the sidewalk and streetscape along Summers, Virginia, Quarrier, Lee, Laidley and Court Streets; including lane reductions to optimize the pedestrian zone and right size traffic lanes for better street utilization
- Thoughtful ground plane vegetated beds for Green Infrastructure and flex areas
- Inclusion of public art throughout the district
- Bump-outs, ADA curb cuts, and a detectable warning surface at all intersections to promote safe access from all directions



Rose sculpture within the existing Court Street median.

COST ESTIMATE

Preliminary cost estimates for the projects enumerated above include the following (note that the cost estimates are for construction only and do not include costs for demolition, soft costs, contingency, and other agency coordination). It should be noted that these are cost estimates only; more detailed estimates would be derived once the plans are advanced beyond conceptual design.

Category	Estimated Cost
Streetscape	\$16.1M — \$21.1M
Phases:	
Phase One: Summers Street	\$3.0M — \$3.9M
Phase Two: Virginia Street	\$4.2M — \$5.5M
Phase Three: Court Street	\$3.2M — \$4.2M
Phase Four: Quarrier, Lee, and Laidley Streets	\$4.8M — \$6.3M
Phase Five: Washington Street	\$900K — \$1.2M
Summers Street / Brawley Walkway Arches	\$500K
Public Art	\$630K
Budge Amounts:	
Parking Structure: Laidley and Truist Tower	\$30K (each)
Parking Structure: Summer Street	\$250K
Parking Structure: Washington Street	\$165K
Court Street Median	\$80K
Court Street Lane Art	\$60K
City Center at Slack Plaza Super Graphic Wall	\$15K
Estimated Project Total	\$17.3M \$22.3M







APPENDIX

CITY CENTER BUSINESS IMPROVEMENT DISTRICT | STRATEGIC MASTER PLAN 2023



APPENDIX | PUBLIC PARTICIPATION

PUBLIC PARTICIPATION

As part of the input from City Center Business Improvement District (BID) Study Project process, the stakeholders were sought by the consultant team through stakeholder meetings, as well as a public workshop. It was predetermined by GAI and TRC + Associates that separate group meetings would be held involving the BID property owners, the Mayor of Charleston, City of Charleston City Council, tenants and businesses located within the BID, City of Charleston staff, and other agency staff—including the Convention & Visitors Bureau and the BID Board of Directors. The public would be invited to attend a late afternoon Open House to learn about the BID planning process and ask questions or provide their input. The GAI team facilitated all these meeting on April 4, 2023 (8:00 a.m. – 6:30 p.m.) at the Greater Kanawha

Valley Foundation conference room, located in the heart of the BID. The GAI team who assisted were:

GAI Consultants, Inc.

- James Yost - PLA, ASLA Landscape Architect
- David Gilmore - PLA, MBA Director of Landscape Architecture
- Jacob Burns - PLA, ASLA Landscape Architect
- Laura Smith - Financial Analyst Manager
- Natalie Frazier - Senior Project Analyst

TRC + Associates

- Terri Cutright - CMSM Marketing + Management Services

Blackwell Company

- Steve Blackwell - Marketing and Brand Development Digital Marketing

ZMM Architects & Engineers

- Adam Krason - AIA, NCARB, LEED-AP, Principle



We need your input!

Join the City Center Business Improvement District (BID) Board, Charleston Area Alliance, and the City of Charleston for a stakeholder meeting which will help form a strategic plan for the district.

The board is working with a consulting team, and we are seeking continued input from stakeholders to help guide future development within the public realm. Planning considerations include but are not limited to:

- Economic and Market Analysis
- Potential Development Strategies
- Streetscape Design
- District Placemaking
- Safety and Security

The information collected at this meeting will help guide the consulting team to develop a conceptual plan for district wide enhancements. With this strategic plan, the City Center BID will have a guiding document to promote future and existing businesses as well as development opportunities including implementation and funding strategies.

Meeting held at the
Greater Kanawha Valley Foundation
178 Summers Street,
Charleston, WV 25301

Tuesday,
April 4, 2023
(Susie to Fill in Time for Individual Group)
RSVP to Terri Cutright at territrc@gmail.com



Flier for Round 1 of the stakeholder meetings for local community members and property owners.



Stakeholder district tour.

Each attendee was welcomed to the meetings and provided a copy of the enclosed agenda:

Introductions

- City Center Business Improvement District
- Charleston Area Alliance
- Design Team

Project Focus

- Review District
- Public Realm Improvements
- Economic Analysis | Opportunity Zone Prospectus
- Predevelopment Feasibility Study
- Placemaking | Marketing Plan

Planning Review

- Initial Master Planning Development

Discussion Sessions

- Station 1 | Public Realm Opportunities
- Station 2 | Private Investment Potential
- Station 3 | District Identity
- Station 4 | Visioning

Wrap Up

- Group Discussion Highlights

THANK YOU!
Greater Kanawha Valley Foundation
 178 Summers Street,
 Charleston, WV 25301

Public and stakeholder meeting agenda held on April 4, 2023.

James Yost and Susie Salisbury welcomed each of the meeting’s attendees and provided information about the City Center BID. Introductions were made for the strategic planning team and attendees. Mr. Yost discussed the planning boards situated around the room for the group’s considerations:

- Station 1 | Public Realm Opportunities
- Station 2 | Private Investment Potential
- Station 3 | District Identity
- Station 4 | Visioning

Each stakeholder meeting began with James Yost, Dave Gilmore, and Susie Salisbury discussing the history of forming the Charleston City Center BID, the BID boundaries, the initial planning process, and the secured BID funding, which can also be utilized for project implementation.

The groups were made aware of the goal of the

project: is to build upon local momentum and enhance the City Center BID through a series of public realm strategies throughout Summers, Laidley, Court, Virginia, Quarrier, Lee, and Washington Streets. The team explained the level of corridor priorities:

- **Washington Street** - Low Priority
- **Lee Street** - Moderate Priority
- **Quarrier Street** - Moderate Priority
- **Virginia Street** - High Priority
- **Summers Street** - High Priority
- **Court Street** - Moderate Priority
- **Laidley Street** - Low Priority

Mr. Gilmore provided the attendees with detail and definitions, in layperson terms, regarding the poster boards located at the four different stations around the conference room:

Public Realm Opportunities involves: Roads, sidewalks, City-owned lots, parks, street utilization lane widths, public safety, landscaping, lighting, and parking. He discussed amenities utilized within the public realm, such as camera systems, lighting, benches, and pavers. The goal is to achieve uniformity throughout the district and complement other areas of the downtown.

Private Investment Potential involves: Economic opportunities for property owners, such as the benefits provided for being in an Opportunity Zone; the redevelopment of private sector properties, such as the Charleston Town Center Mall and the future of the Sports Complex; and the BID business mix that would involve dining, retail, and housing. At this station, attendees were asked to consider what 2 properties could be chosen to have predevelopment feasibility studies completed.

District Identity involves: District branding, wayfinding, marketing strategics, and placemaking strategies. Tangible elements of the district identity would be public art, street banners, and district signage.

Visioning involves: Ideas that the attendees would like to see in the BID, such as painted crosswalks, reduced vehicular lanes and bump-outs, back-end diagonal parking, overhead canopies at the crosswalks, landscaping enhancements, public art on all the parking garages, bike racks and lanes, and potential events or festivals.

The stakeholders were asked to either have discussion at the conference table or were divided into groups to discuss ideas at the different stations. Some of discussion involved the following topics by the attendees:

- Concern for safety, ADA,
- The health and well-being of street trees
- DOH ownership of roads, traffic signals, etc.
- Future of Hotels/AirBNBs
- Branding that complements City/CVB branding
- Connection to the Capitol Market (only a block away)
- Helping visitors find the Capitol Theatre
- Loading zones
- Complementing the library's design elements
- Green infrastructure
- Linkage to the Coliseum & Convention Center
- Blending the historic and modern design elements
- Access to riverfront

Large totems and kiosks for district marketing
Tourism via the Coliseum, potential Sports Complex

During the stakeholder meeting that included City staff and other agencies, the discussion was more in-depth, focusing on materials, maintenance, and the longevity of public amenities used in streetscaping; as well as their experience in Charleston's urban environment. The City staff provided their knowledge and experience regarding the use of granite curbing, concrete and thermoplastic usage, tree wells and grates, junction, drainage, driver distractions and street calming techniques, bench usage, evacuation routes, lighting and the use of LEDs, and the maintenance of specially outdoor artwork.

During the BID Board of Directors session, they were asked to identify the two properties that would receive redevelopment plans within the study. After much discussion, the two properties identified were the Peoples and Shonk buildings. These properties will

PUBLIC

Streets, Sidewalks, Parking, Parks, Public Safety

DEVELOP DESIGN STANDARDS
CONSISTENT MATERIAL PALETTE TO CREATE DISTRICT CONTINUITY

AREA

What physical improvements within City Center would bring more visitors into the district?

The Planning Process

STREET UTILIZATION
HOW CAN WE BEST USE OUR RIGHT-OF-WAYS?

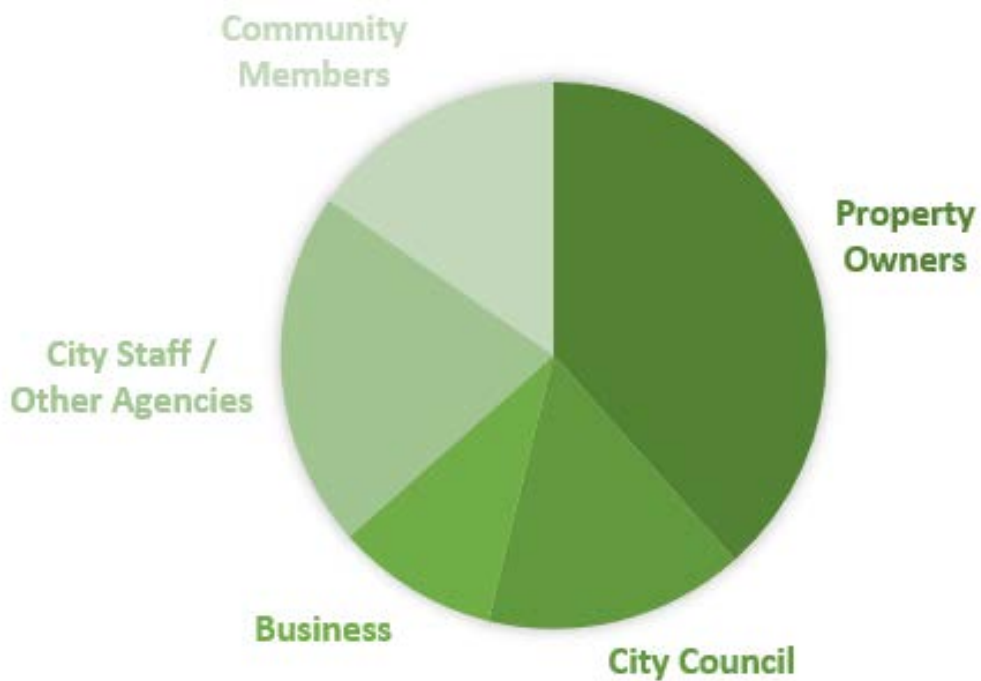
	Parallel Parking	Head-In Angled Parking	Back-In Angled Parking
PARKING			
	Shared Bike Lines	Buffered Bike Lane	Protected Bike Lane
BICYCLE			
WALKS - PLANTINGS	10' Sidewalk	15' Sidewalk	18' Sidewalk

One of three discussion boards used during the public and stakeholder meeting held on April 4, 2023.

receive further study by ZMM Architects & Engineers, once the property owners give their permission for the expanded study of their buildings. The public was invited to attend an Open House from 4:00 p.m. to 6:30 p.m. to inform them of the master

planning process and to engage with these individuals to gather concerns, needs, and desires for the future of the BID. Information and ideas gathered during all meetings were taken into consideration when developing the final master plan.

**CHARLESTON BID – APRIL 4, 2023
STAKEHOLDERS & OPEN HOUSE**





On August 22, 2023, the GAI team presented their preliminary findings and concepts for the Charleston City Center BID. The first presentation was to the Charleston Area Alliance Board of Directors at 12:30 p.m. in the Alliance Board Room. Due to limited presentation time, James Yost presented a PowerPoint presentation and design boards, and was the primary representee for the consulting team. The Alliance Board was very supportive of the information provided and did not have an additional input for the strategic plan.

Later that day, (August 22) at 4:30 p.m., a public meeting was held at the Greater Kanawha Valley Foundation to gather input on the preliminary projects and plans for the BID. The meeting was well attended by approximately 25 BID property owners, citizens, and by several Charleston residents representing the biking community.

The GAI team was seeking input on the following topics that will be included within the strategic plan:

- Economic Analysis
- Market Study
- Master Plan Concept Review
- District Safety and Security Recommendations
- District Placemaking
- Private Development Potential

James Yost led the presentation and the discussion, utilizing the PowerPoint presentation and display boards that were shared earlier in the day with the Alliance Board of Directors. At the public presentation, Terri Cutright spoke about the Ambassador Program and how it can grow in the future. Also, Adam Krason from ZMM Architects and Engineers shared examples of private development potential. Adam showed drawings of two demonstration buildings: the Shonk Plaza and an infill building on a “phantom lot”. Several of the attendees had questions about the downsizing of the roads to allow for pedestrian calming. One attendee felt that Virginia Street should not be reduced and that when the Boulevard is closed, more traffic is routed onto this street. Another interested citizen expressed concern about street artwork on Court Street shrinking the usable areas on the street. Also, the biking community had several questions and suggestions regarding bike access and safety. One suggestion was to incorporate storage bike lockers in the district. The long-term storage lockers

could be located in district parking garages, allowing Charleston residents to store their bikes for riding downtown for easier access than riding from their neighborhoods or transporting their bikes. The public seemed very interested in the streetscape enhancements (archway at the entrance to Slack Plaza/Summers Street) and the coordination of other downtown design elements. Also, there was interest in the Safety, Security, WiFi – Shuffle SOS products by Landscape Forms and the proposed Parklets.

CITY CENTER BID

Strategic Plan Review!
Join the City Center Business Improvement District (BID) Board, Charleston Area Alliance, and the City of Charleston for a public meeting to review progress of their strategic plan.

The board is working with a consulting team, who will present their findings and concepts for the district. We are seeking additional input from the public as we review the following:

- Economic Analysis
- Market Study
- Master Plan Concept Review
- District Safety and Security Recommendations
- District Placemaking
- Private Development Potential

The information collected at this meeting will help guide the consulting team to finalize a strategic plan for district. With this plan, the City Center BID will have a guiding document to promote future and existing businesses as well as development opportunities including implementation and funding strategies.

Meeting held at the
Greater Kanawha Valley Foundation
178 Summers Street,
Charleston, WV 25301

Tuesday,
August 22, 2023
at 4:30pm

Public Art Concept

Charleston Area Alliance

CHARLESTON CityCenter

Flier for Round 2 of the stakeholder meetings for local community members and property owners.

APPENDIX | MARKETING MATERIALS

MARKETING MATERIALS

The Charleston City Center BID is about enhancing growth and improvement opportunities within the specific geographical defined area of the BID boundaries, locally known and branded as the Charleston City Center. This area represents the heart of business, commerce, entertainment, and culture.

The BID committee envisions a blend of business, culture, arts, and entertainment. Furthermore, based on the recent economic reporting—and our station or position in a post-pandemic economy—the BID is well positioned to attract smaller/technical nomadic workers who can now work from anywhere. This segment of workers will probably evolve and grow as time passes. Due to size, the BID doesn't necessarily need a Bank of America, or Fortune 500 company to relocate here. The BID can experience a great uptick by fulfilling what the market is seeking—a safe, clean, artsy, area with low overhead, low upstart costs, good food, music, and beer.

COMMUNICATIONS / MARKETING PLANNING

With the efforts and vision set in motion, the BID will follow the trends of other cities that have had growth and success from a smaller and more focused-development plan. Along with the development of the business footprint and geographic area of the BID is the brand development and communications process. The BID has recently installed a new BID Ambassador who will provide the “human presence” and contact for area businesses and their employees, as well as for visitors and prospects.

Although business growth and improvement are at the heart of the BID, being nestled in the center of West Virginia’s capitol city, the Charleston BID is a melting pot of art, music, the great outdoors, and culture. The City Center BID is surrounded by street art in alley ways, on the side of buildings, and every Thursday night in the summer, when Charleston comes alive during a weekly Art Walk. Artists and community members come together to share wine, stories, and do a little business. Slack Plaza, which is located in the center of the Charleston City Center Business District, is the heart all things cultural—including LGBTQ and

Pride functions, pro wrestling, open mic nights jazz, holiday festivities, and weekly food trucks featuring local and international cuisine. The newly renovated Kanawha County Public Library provides state-of-the-art learning spaces for all walks of life—from 3D printing and a computer lab to a sound editing studio and coffeeshop. Within a stone’s throw from the library, entertainment options in the BID includes axe throwing, vegan food, live music in local pubs, breweries, and some of the area’s best late-night dining.

CHARLESTON BUSINESS IMPROVEMENT DISTRICT

Data Sheet



UNITED CENTER

500 Virginia Street

(304) 444-5555
webbite.com

Specs / Features / Amenities

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Charleston City Center
Business Improvement District
612 Washington Street E.
Charleston, WV 25301

citycenterwv.org/datasheet

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Call us Today for More Information: 681-467-9760

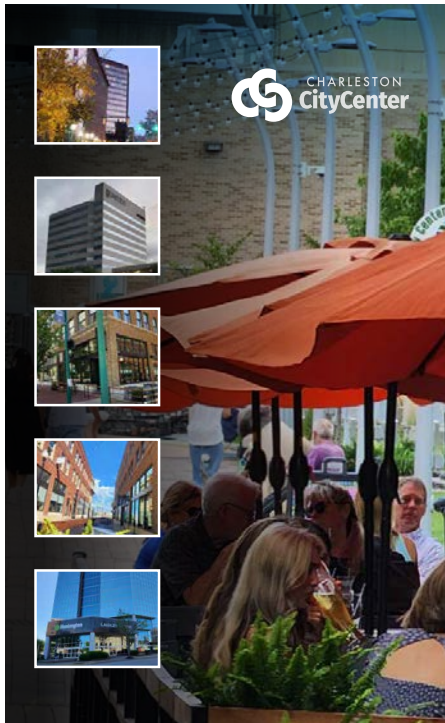
DATA SHEET

The GAI team has developed a brand package that will identify the BID to prospects and constituents; we worked closely with planners and engineers to enhance a sense of presence and destination. New branding, a new website, corporate stationery, and literature have been created to equip the BID constituents and Ambassadors with the tools needed to help others learn more about the great business opportunities available in the BID. Electronic data sheets that represent each of the members will be available to be sent to prospective clients regarding the availability of office space and other development opportunities. A media kit and brochure have been created to show the geographic area of the BID with a listing of all the BID member buildings. This brochure will highlight the business space available, but will also provide a visual

context of the area depicting local eateries, pubs, and signature buildings within the district. Print and digital versions of information will push prospective tenants to the new BID website, where they can get a more comprehensive view of what is available and how to contact BID for more information.



MEDIA KIT: tabbed folder, letterhead, business card, data sheet(s), and a brochure.

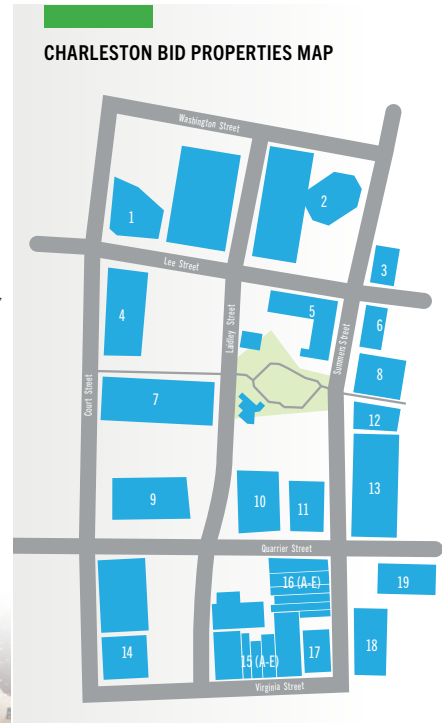


5 X 9 TRIFOLD COVER

BID PROPERTIES

1 500 Summers Street Laidley Tower	11 161 Summers Street Summers Square Building
2 300 Summers Street Truist Tower	12 178 Summers Street Greater Kanawha Valley Foundation
3 700 Lee Street E Estep's, Sitar of India	13 702 Quarrier Street Parking, Black Sheep Burritos
4 190 Court Street St. George Orthodox Cathedral	14 500 Virginia Street E United Center
5 179 Summers Street #703 Peoples Building	15 602-610 Virginia Street E Woodrum's Building, Ditrapano Fairless, Burdette, Halloran, Minimah
6 701 Lee Street E Shonk Building - Fruth Pharmacy	16 117-129 Summers Street McKinley-Carter, Resurrection Church, Appalachian Medical Cannabis, Orion Strategies,
7 154 Court Street Shonk Plaza Building	17 620 Virginia Street E Vacant (Summit Bank)
8 180 Summers Street Fife Street Brewing	18 700 Virginia Street E Fifth Third Bank
9 500 Quarrier Street Charleston Federal Center	19 123 Capitol Street Kanawha County Library
10 600 Quarrier Street Bowles Rice	20 3000 Charleston Town Center Charleston Town Center Mall

5 X 9 TRIFOLD FIRST SPREAD



No matter where I go around town, people always comment about the buzz going on in the BID — this district is the place to be.

Lewis Payne
BID Board President

Welcome to our City Center Business Improvement District — we're building a vibrant, active, and inclusive downtown district.

Sidney Gillis
BID Ambassador

CHARLESTON CityCenter
citycenterwv.org

Charleston City Center
Business Improvement District
612 Washington Street E,
Charleston, WV 25301

5 X 9 TRIFOLD BACK COVER

CHARLESTON CityCenter

citycenterwv.org

Charleston City Center
Business Improvement District
612 Washington Street E,
Charleston, WV 25301
(681) 467-9760

LETTERHEAD

BID PROPERTIES

- 1 **500 Summers Street**
Laidley Tower
- 2 **300 Summers Street**
Truist Tower
- 3 **700 Lee Street E**
Estep's, Sitar of India
- 4 **190 Court Street**
St. George Orthodox Cathedral
- 5 **179 Summers Street #703**
Peoples Building
- 6 **701 Lee Street E**
Shonk Building - Fruth Pharmacy
- 7 **154 Court Street**
Shonk Plaza Building
- 8 **180 Summers Street**
File Street Brewing
- 9 **500 Quarrier Street**
Charleston Federal Center
- 10 **600 Quarrier Street**
Bowles Rice
- 11 **161 Summers Street**
Summers Square Building
- 12 **178 Summers Street**
Greater Kanawha Valley Foundation
- 13 **702 Quarrier Street**
Parking, Black Sheep Burritos
- 14 **500 Virginia Street E**
United Center
- 15 **602-610 Virginia Street E**
Woodrum's Building, Ditrapano Fairless, Burdette, Halloran, Minimah
- 16 **117-129 Summers Street**
McKinley-Carter, Resurrection Church, Appalachian Medical Cannabis, Orion Strategies,
- 17 **620 Virginia Street E**
Vacant (Summit Bank)
- 18 **700 Virginia Street E**
Fifth Third Bank
- 19 **123 Capitol Street**
Kanawha County Library
- 20 **3000 Charleston Town Center**
Charleston Town Center Mall



ENHANCING OUR ECONOMIC VITALITY

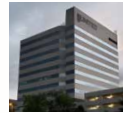
Encompassing multiple blocks within Summers, Washington, Court, and Virginia streets, the BID invests in strategic projects like public safety, beautification, and capital improvements to enhance the downtown area.



300 Summers Street
Truist



500 Lee Street
Laidley Tower



500 Virginia Street
United Center



178 Summers Street
TKKV Foundation



164 Court Street
Shonk Plaza



179 Summers Street
People's Building



600 Quarrier Street
Bowles Rice



Visit citycenterwv.org or scan the QR Code above for more information.

MOVING FORWARD WITH A PURPOSE

Downtown Charleston, West Virginia, is the region's most vibrant center of culture, business, and entertainment for all—employers, residents, and visitors alike.

Whether you're an investor looking for property, or a business owner looking for an office or retail space — the BID is where you want to be.



NEARBY FUN, FOOD & DRINK

Besides Class A office and meeting spaces, Charleston City Center has plenty of unique, local restaurants, craft breweries, and retailers—not to mention events that provide fun for everyone from live music to art.



5 X 9 TRIFOLD BROCHURE - INSIDE / FULL SPREAD



Color



Grayscale



Black

THE CITY CENTER LOGO

The City Center logo is the heart of the graphic identity system. The logo should be easily recognized and remembered.

The colors and proportions of the City Center logo must not be altered. Consistent usage of the logo builds recognition.

When applying the corporate logo, always use the supplied electronic files. The EPS files are to be used for all printing done by commercial printers (printshop, magazine, newspaper, sign maker, etc.) and can be scaled up to any size without loss of quality. JPG or PNG files are supplied for local printing (office laser/ink jet printers).

Do not redraw or in any way alter the artwork. A limited use of the icon only of the City Center logo is also available (see below).

For all usage and/or file type questions, please contact Blackwell and Co. 304.342.8898



Bug Only

A R E A O F I S O L A T I O N

Making certain that a reasonable amount of space surrounds the entire logo enhances the presentation of the City Center brand. Referred to as the area of isolation, this space must remain clear of all graphic elements such as type and photographs, as well as edges, borders, and folds.

The preferred area of isolation is the height (h) of the “typographic box” (the line seen above and below the text) in the City Center logo. This is on all sides of the logo type, as well as the top of the icon.



M I N I M U M S I Z E

It is preferred that the City Center logo not be smaller than 1.75” especially in newsprint. However, the logo can be reproduced smaller, with a MINIMUM 1.3875” if needed. Consider the limitations of various media when placing the logo—newsprint, for example, will not hold small marks cleanly.

1.3875” (Minimum)



1.75” (Preferred)





C O R P O R A T E C O L O R S



City Center Green
C-75 M-5 Y-100 K-0
R-65 G-173 B-73



City Center Blue
C-100
R-44 G-170 B-226
C-100 M-33 Y-99 K-0

The corporate colors for City Center are Pantone® Match 354 C (Green) and Pantone® Match Process Cyan (Blue). When using the logo in one color, it should be used in Black or Grayscale. No other one-color configuration is acceptable. The logo may also be blind embossed or debossed into wood, metal or glass. The acceptable PMS colors, the CMYK and RGB builds are listed to the left.



Pantone Match
PMS 354 C



Pantone Match
PMS Process Cyan
C-100 M-33 Y-99 K-0

Alternate PMS background colors for banners are listed below to the left as well. When using these colors, the logo should be reversed in white only.



Pantone 718
Alternate Seasonal
Background Fall



Pantone 1815
Alternate Seasonal
Background Winter

PLEASE NOTE: The colors on this printed page are close approximations. Actual Pantone colors cannot be reproduced accurately with process color. Use Pantone swatches, not the colors printed in this document when checking official colors.

See next page for knock-out use, and color combinations.



R E V E R S E D L O G O

The City Center logo can reverse to white using any of the colors matches below.

Colors to use:

- Pantone 354 C
- Pantone Process Cyan C
- Pantone 718 C
- Pantone 1815 C
- Black





BANNER SET UP

The City Center logo has been specially adapted for use on Charleston area banners.

Main colors to use:

City Center Green
C-75 M-5 Y-100 K-0
R-65 G-173 B-73

City Center Blue
C-100
R-44 G-170 B-226

Seasonal colors to use:

Pantone 718
Alternate Seasonal
Background Fall

Pantone 1815
Alternate Seasonal
Background Winter

Note: The ratio of the logo and area of isolation have been ammended for this application. All banners must be compliant for the City of Charleston.





BCO-BID001-51222



APPENDIX | AMBASSADOR CASE STUDIES

AMBASSADOR CASE STUDY ATTACHMENTS



Bay Ridge Ambassadors ready to remove litter from their streets.

BAY RIDGE CASE STUDY

SMALL DISTRICTS: Taking this District “Beyond Litter” to accomplish more!

Block by Block was hired by the Bay Ridge 5th Avenue BID on August 1, 2020 to provide supplemental environmental services within their annual sanitation budget of \$229,822 to elevate the sanitary conditions and physical appearance of the heavily trafficked 5th Avenue district.

The Bay Ridge 5th Avenue BID comprises 40 block faces stretching from 65th to 85th Streets in Brooklyn, New York, and has an annual assessment of \$534,000. The community mirrors much of NYC as a vibrant, culturally diverse residential and business district that is home to over 330 ground floor retail and restaurant establishments along 5th Avenue and over 70,000 residents in the surrounding neighborhood. The previous vendor provided only trash services via broom and dustpan, with no graffiti or weedremoval, nor any special project work such as power washing or painting of street furniture—leaving the district in need of significant restoration work on August 1.

Block by Block’s approach to making an immediate and lasting impact was to add 208 “blitz” hours to the annual budget that would allow the Ambassadors to quickly bring the district up to a standard that could be maintained by the Team’s 160 weekly service hours. The “blitz” hours included restoration work, such as the power washing of 78 district trash cans; painting 192 street fixtures (streetlamp poles, hydrants, fireboxes and bus stops); weeding and deep cleaning the tree pits; and removing graffiti and stickers from street furniture and storefronts. Due to both storage space and budgetary constraints, equipment for the program was limited to rolling barrels; a special project cart with paint and graffiti removal supplies; battery-operated blowers and weed trimmers; a power washing trike to clean trash cans, spills, and stains; radios for communication; and iPhones for data and photo collection in the SMART System.



Bay Ridge Ambassadors making improvements to their streets.

The 90-day improvement to 5th Avenue was dramatic, as noted by the before and after photos as well as by the SMART System statistical measurements:

- 225 graffiti tags removed
- 520 bills & stickers removed
- 1,557 trash cans cleaned
- 6,211 trash bags used – representing over 217,577 lbs of trash removed from the district
- 192 street fixtures painted



Bay Ridge Ambassadors making visual improvements to the fire hydrants in their districts.

Bay Ridge 5th Avenue BID – By the Numbers

- 40 block faces/20 NYC blocks serviced = 1 mile
- 330 ground floor retail & restaurant establishments
- 78 district trash cans
- 13 NYC transit B63 bus stops

The Ambassador Program – By the Numbers

- 160 weekly service hours
- 208 blitz hours
- 4 FTEs
- 3 rolling barrels
- 1 power washing trike
- 1 project cart
- 2 battery-operated greenworks blowers
- 2 battery-operated greenworks trimmers
- 3 radios
- 3 SMART Devices

Total District Infrastructure Painted: 192

- 128 black light poles
- 22 green traffic control boxes
- 10 red fire boxes
- 15 yellow bus stop curb lines
- 10 black/gray hydrants and bollards
- 7 gray storefront roll down gates

AMBASSADOR CASE STUDY ATTACHMENTS



Long Beach Ambassador cleaning the drainage systems.

LONG BEACH CASE STUDY

Downtown Long Beach Alliance

Our program in Downtown Long Beach was only our second Ambassador Team to hit the streets west of the Mississippi when we launched the Downtown Long Beach Alliance Safety Guides in 2005. Ever since, the Downtown Long Beach Alliance has always been a key figure in Block by Block’s history. The Gateway City of Long Beach introduced us to unique challenges combining an urban waterfront locale with a dense residential core and energetic night life and entertainment scenes. This environment allowed us really hone in our operating plan for delivering effective safety services to fit diverse user group needs in a West Coast market—all while growing as a company. Today, our continued growth has an uncanny resemblance to our expansion of service offerings for the Downtown Long Beach Alliance. Just as we were once a “simple” Clean and Safe company transformed into the go-to Swiss Army Knife for service delivery in the public realm, we’ve seen our service model in Long Beach progress from a Safety Ambassador program to one that’s all encompassing to include: Outreach,

Cleaning, Pressure Washing, Landscaping, Place Making, and Fee for Service expansions. In addition to working with the DLBA to continually find new ways to enhance service delivery on the streets, we have also seen no less than six Ambassadors from our Long Beach teams promoted to management-level positions within Block by Block during our 15-year partnership with the Downtown Long Beach Alliance. That’s what we’d call a success story!

Thank you to the Downtown Long Beach Alliance for allowing us to not only grow with you, but for trusting us to be the face of your downtown.

Downtown Long Beach by the Numbers:

- Curb lines are cleared of debris with 287% more frequency since adding litter vacuums
- 1.38 square miles of district sidewalks are pressure washed every single week
- We check in with over 900 businesses each month to ensure they are well taken care of
- In 10 minutes or less, we can come to the rescue and assist with your flat tire or dead battery
- Over 12,000 miles are covered annually by our district bike patrols alone



Long Beach Ambassador pressure washing the sidewalks to better the appearance of the community.

APPENDIX | FIGURES

LIST OF FIGURES

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- **Figure 1.2** : Initial design concept for Summers Street and Lee Street showing lane reductions and new landscaping.
- **Figure 3.1** : Kanawha County - City of Charleston Evacuation Routes
- **Figure 3.2** : Brawley Walkway and Summers Street intersection Arches
- **Figure 3.3** : City Center BID Master Plan
- **Figure 4.1** : Site Furnishings and Transit Stops
- **Figure 4.2** : Bench Placement
- **Figure 4.3** : Dining Placement
- **Figure 4.4** : Street Tree Recommended Species
- **Figure 5.1** : City Center BID Phasing Plan



CITY CENTER
STRATEGIC MASTER PLAN