

# MARTINSBURG DOWNTOWN PLAN

## CHAPTER V

### THE PARKING MANAGEMENT PLAN

## CHAPTER V: THE PARKING MANAGEMENT PLAN

The Team's exposure and knowledge of downtown Martinsburg began in April of 2001 with an on-site visit and a review of pertinent background materials including the 1994 comprehensive plan and the "First Impressions" work presented by the West Virginia University. The initial work on the Parking Management Study was done in mid 2001. The final recommendations of the Parking Management Study were presented in January 2002. This Parking Management Study included many elements of a typical comprehensive downtown plan - and in many cases - prepared in much greater detail. Those elements included; (1) a parking inventory, (2) a land use inventory, (3) a future land use plan, (4) a parking model, (5) a parking management plan and (6) an implementation plan all of which can and will be incorporated into the downtown plan. The Parking Management Plan as a part of the Downtown Plan is one of four major elements in the planning process that addresses the opportunities for revitalization of downtown.

Two diverse user groups - short-term and long-term parkers are identified in the study. Merchants

need spaces that are available for customers who are short-term users; needing convenient and hassle free parking; service related businesses desire long-term parking for employees, equipment access or supply hauling. The balancing act is in who or how these parking spaces are used. Both constituents are vital to the economy of downtown; all are neighbors and clients. Striking the proper balance of turnover and accessibility while promoting a positive business climate is a challenge.

### A. SCOPE OF THE PLAN

The parking report<sup>1</sup> had the specific objectives of (1) determining parking usage characteristics, (2) identifying strategies that should be used to make parking more efficient, (3) projecting future parking needs and (4) producing a management plan which addresses existing and future parking needs. This report summarizes the findings of the previous study report. For more detailed information, the reader is referred to the Parking Management Study report.

### B. THE STUDY AREA

Figure V-1 illustrates the area as defined for the Downtown Study. Basically the study area extends from the area north of Exchange Place to South Street and from the CSX Railroad to Charles Street. The Study Area contains most of the central business district (or downtown) functions including the activities of government, retail sales and service, office some limited warehouse/industrial uses and quasi-public uses. The study area has been further divided into a "Core" and a "Fringe" due to the differing character of existing development. The "Core" is dense with small parking areas interspersed with older buildings and is bounded by Race Street, King Street, Maple Street and Water Street. The Fringe area north, west and south of the Core is more open with very large parking areas that are generally underutilized. To the west, the Fringe area is largely residential with a low concentration of businesses. A similar Core Study area was used in the 1992 Comprehensive Plan.

<sup>1</sup>John D. Edwards, P.E. Transportation Consultant, "A Parking Management Plan for downtown Martinsburg, Atlanta, GA, December 2001.

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**TABLE V-1: PARKING ISSUES**

<b>PARKING SUPPLY</b>
Is parking a perceived or real problem?
Need meters/remove meters
Not pedestrian friendly
Offer "FREE" parking
Remove planters
Address "green top" meters
Public/private partnership
Need additional parking - parking garage
Need to prepare for future
<b>PARKING USE</b>
Employees and owners park on the street
Remove meters
Commuters using Burke Street Lot #6
Free parking @ Christmas
Oversell commuter lot
<b>PARKING ENFORCEMENT</b>
Merchants are big offenders
Need parking enforcement vehicle
Old parking meters need replacing
Enforce time limits
<b>PARKING PROMOTION AND SIGNAGE</b>
Tokens, validation programs
Parking education program
Signage for parking
Parking Map

## C. PARKING ISSUES

As a part of receiving input from downtown’s stakeholders, a series of meetings and interviews were conducted with local public officials, parking authority members, local investors and developers, downtown merchants and the Main Street director. The purpose of these sessions was to identify real and perceived parking problems and issues and to focus attention on those recommendations that could make existing parking operations more efficient. Comments received in the interview sessions were also used in identifying long range parking needs. Table V-1 summarizes comments and suggestions we heard from the participants. **These do not represent our opinions or findings based upon the surveys or our observations while in Martinsburg.** They were addressed in the final recommendations.

## D. IMPROVEMENT STRATEGIES

There are a number of improvement strategies that are typically considered in solving downtown parking problems. These include increasing parking supply by adding on-street spaces, combining and redesigning off-street parking lots, improving parking enforcement, adding and/or removing parking meters, changing the time limit zone, and promoting parking through the media and with parking maps. Each of the strategies will be discussed in the following paragraphs with specific recommendations for each method.

### Increasing Parking Supply

Parking supply is defined as those parking spaces available for use on a daily basis by persons coming downtown for work, shopping, business, social activities, medical and recreational purposes. Downtown Martinsburg has 2,145 spaces or about 152 spaces per 1,000 population, substantially higher than the national average of 75 spaces/1000 for cities of this size. Downtown Martinsburg has ample parking for existing uses if managed well. Figure V-2 depicts the existing off-street parking supply.

The parking occupancy survey indicated that 57% of the on-street spaces were occupied in the peak hour while 46% of the off-street spaces were occupied. These are very low occupancy rates, indicating that as a whole there are ample spaces available in the downtown area. While a substantial parking supply exists in Martinsburg, one can always make the existing parking supply more efficient and more convenient for the users.

### Combination/Redesign and Sharing of Existing Parking Facilities

This strategy is most often used where two private lots or a public and private lot abut. There are a number of opportunities for shared parking within the "Core Area". These include the Calvary United Church Lot, the First Baptist Church lot (ideal for the Arts Center’s new location), First Presbyterian Church lot, the United Methodist Church lot and the American Legion lot. Figure

# MARTINSBURG DOWNTOWN PLAN

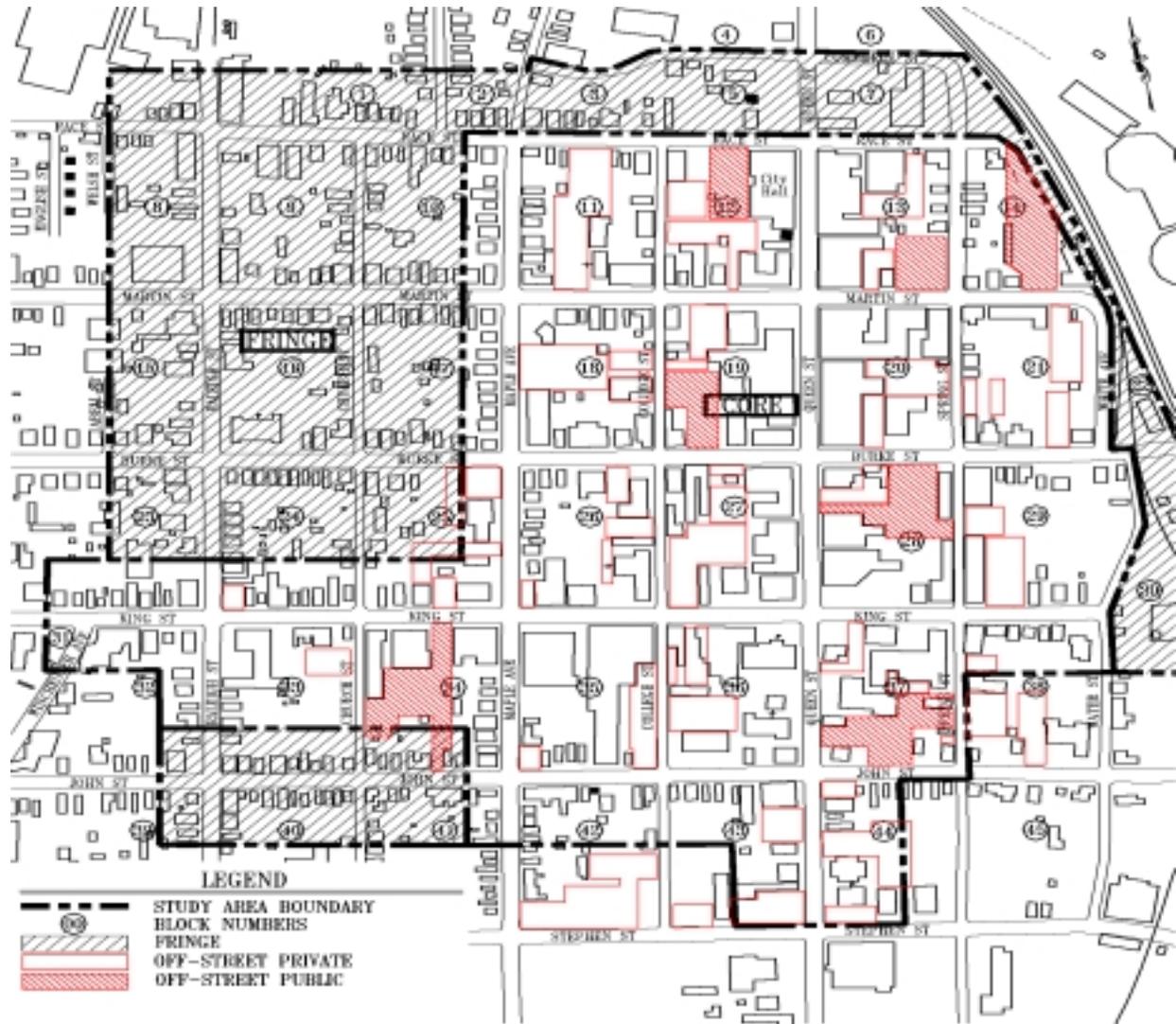


FIGURE V-2: EXISTING OFF-STREET PARKING AREAS - CORE AREA

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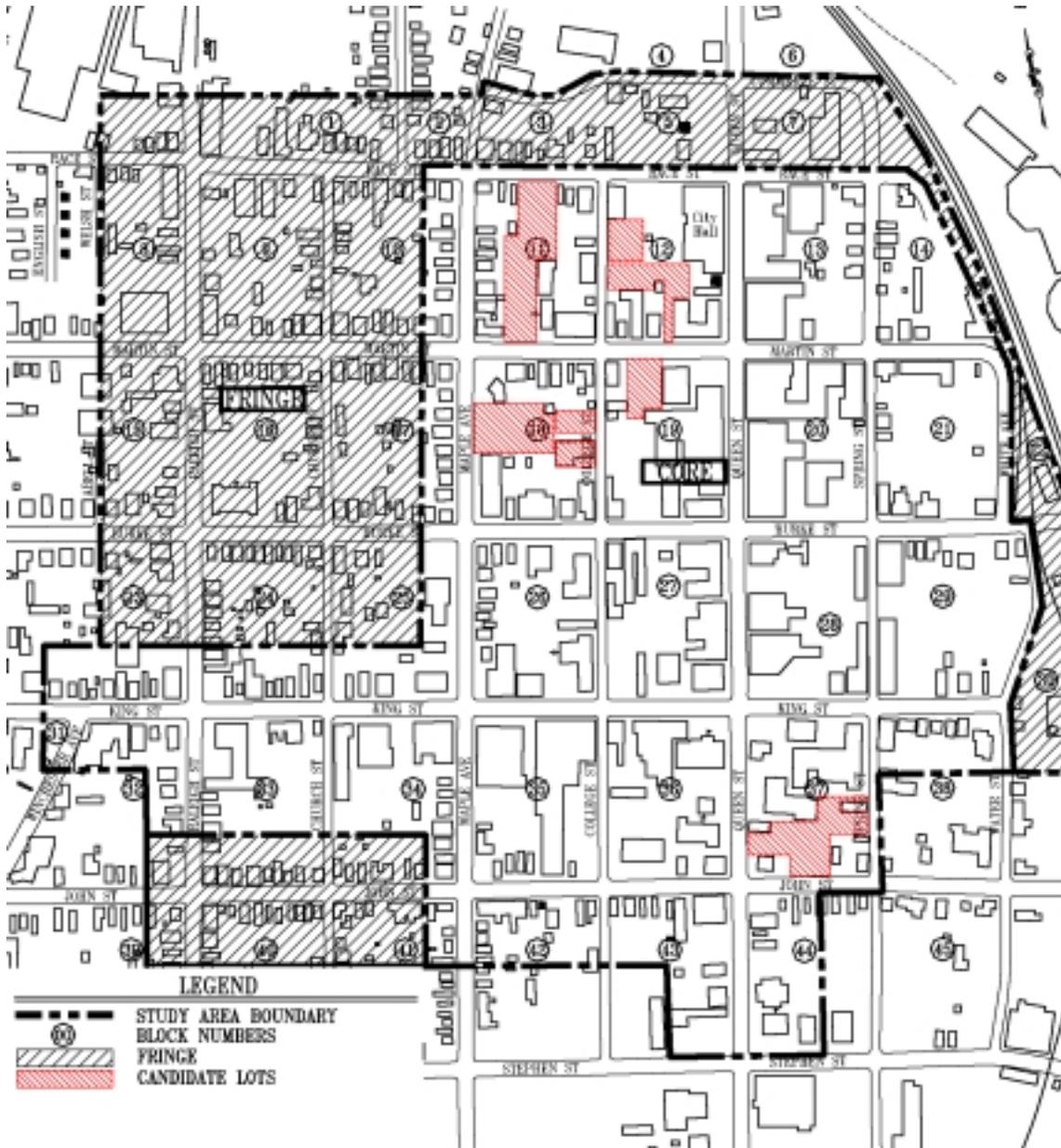


FIGURE V-3: RECOMMENDED REDESIGN/SHARED PARKING LOTS

V-3 illustrates lots where shared parking opportunities exist, all of which had peak occupancies of less than 30%. If 75% of these vacant lots could be leased and used it would increase the parking supply by ± 200 spaces. For Martinsburg, the lots in Blocks 11, 12, 18, 19, 36, & 37 (see Figure V-3) offer possibilities for substantial increases in the parking supply.

## E. IMPROVING ENFORCEMENT

Parking enforcement is one of the keys to a successful parking program. Several measures of good enforcement are: high turnover rates for on-street parking, a substantial number of parking tickets written and collected, and a low violation rate of the two-hour time limit zone. Parking meters are also a significant part of the enforcement program and generally improve enforcement procedures.

There are 235 parkers who violate the two-hour time limit daily. Clearly, a decision must be made to enforce time limits and to discourage all-day parkers from parking in the on-street two-hour time limit zones. This will require several steps including more circuits by the Parking Meter Attendants (PMA's), beginning enforcement at 8:30 AM rather than 9:00 AM, increasing the parking meter rates and fine structure and the initiation of a progressive fine structure. The following changes are recommended:

- Increase the parking meter rates to \$0.50 per hour on Queen and King Streets.
- Increase the parking permit rates for non-residents to \$15.00 per month and for commuters at the train station to \$20.00 per month.

There are a number of enforcement strategies that can be used to improve the current use of the existing parking facilities. They include: two-hour time limits on-street; parking tickets and fines for overtime parking, a progressive fine structure; parking meters; the use of hand-held computers and continuing monitoring of parking operations. All of these strategies are discussed in the Parking Management Plan report.

### Parking Meters

The issue of parking meters on-street is a long-lasting controversy. Parking meters improve enforcement and increase turnover of convenient on-street spaces. The result is increased availability for short-term parking users such as shoppers and those persons doing business downtown. The negative side of parking meters is the perception that they are revenue producing or are another "tax" for the user. In reality, the average return per meter in Martinsburg is about \$85.00 per year. This is almost enough to provide maintenance for parking. We do not recommend the removal of meters in the "Core Area" although we do recommend reducing the size of the two-hour on-street time limit area. "Green

Top" meters are a unique feature of downtown Martinsburg. The purpose of these meters is to allow permit holders to park for an unlimited time upon payment of a monthly fee. These meters should be removed from on-street areas.

## F. PARKING PROMOTION

One of the most discouraging facts of downtown's parking is the lack of knowledge and understanding by the general public of what parking is available. A recent nationwide survey indicated that the typical public's perception of downtown parking is: (1) there is not enough; (2) parking is inconvenient (not at the door); (3) it costs too much and (4) business owners and employees are taking the convenient on-street spaces. Seventy-five percent of the respondents to this national survey said there was a need for more parking; yet in the vast majority of downtowns, there is an ample number of spaces.

### Public Education

Most people who work and shop in downtown Martinsburg are not aware that: (1) only 57% of the spaces are occupied in the peak hour; (2) if employees park in off-street lots there will be more than enough spaces for shoppers; and (3) there are almost 1088 vacant spaces in off-street lots for employees to park. We need to "tell the good news".

A series of articles on the positive elements of parking should be

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placed in the local media. These articles might have such titles as:

- Downtown Martinsburg Has Over 2,145 Downtown Parking Spaces - There Is One for You!
- Peak Parking Occupancies Are Low - Leaving Convenient Spaces for You - The Customer!
- On-street Time Limits Encourage Parking Turnover
- Why Parking Enforcement Is Necessary and "Good"
- Parking for Downtown Employees

## Parking Map

In conjunction with the newspaper and newsletter articles, a parking map should be published which has shopper appeal and is devoted to telling the parking story. This map should be printed in quantity and several copies supplied to downtown merchants and employers for circulation to their employees and customers. A good example of a parking map is shown in Figure V-4.

## G. PARKING SIGNS

During the meetings and interviews with downtown stakeholders, one of the issues frequently mentioned was the lack of signs to off-street parking lots. There should be consideration of parking signage for all off-street facilities. The design and deployment of a parking sign system should include trailblazer signs that direct the motorist to off-street lots and site signs that are located on each off-street site or facility telling the potential parker the type of parking.

## H. PROVIDING PARKING FOR THE FUTURE

The determination of existing parking demand and the projection of future parking needs are accomplished through the use of a parking model. This approach uses mathematical equations to precisely determine existing demand by block and to predict future conditions by applying parking generation rates to occupied floor space by type of building use. The principal advantages of utilizing a parking model are twofold: first, the parking model, being a more precise estimation tool, facilitates prediction of parking needs on a block-by-block basis; and secondly, once the model has been developed and calibrated, it can be used to accurately estimate future parking needs for alternative development scenarios. The development and application of the parking model for Martinsburg includes several elements: a building use inventory, a survey of occupied floor space, the application of parking generation rates for downtown uses and the forecast of occupied floor space for the target study year. The Parking Model was used to project future needs.

### Projected Future Demand

Using the calibrated parking model and the projected building use, future parking demand has been estimated. The projected building use and expansion is based upon known projects, expansions of existing businesses and the economic projections of floor space needs by type of use. In general, about 170

"new" spaces will be needed for the anticipated increase in occupied floor space. The projected future demand of  $\pm 1,462$  spaces is theoretically within the total of 2,145 existing spaces found in the study area; however individual blocks will have future surpluses and deficits as they do now, depending on where users are able to park. Table V-2 compares the peak use and the future projected peak demand on a block-by-block basis using the parking model.

As one would expect, Blocks 12, 14, and 35 have significant deficits. These are blocks with high concentrations of office and retail use and the commuter rail station that involve substantial long-term parking users and limited parking supply. This does not mean that parking is not available for these blocks; just that adequate supply is not contained within the block. Figure V-5 illustrates the projected parking surplus and deficits for each block. These figures do not include any proposed changes in parking supply.

There are a number of public lots serving the downtown retail and commercial district including major lots in block 11, 12, 13, 14, 19, 27, 28, and 36. While these lots are well interspersed in the study area, the conversion of private lots to public use is very important. Primary lots in blocks 12 and 19 could become key elements in the future development of downtown Martinsburg. Without these lots, it will be difficult to meet future demand in these and surrounding blocks.

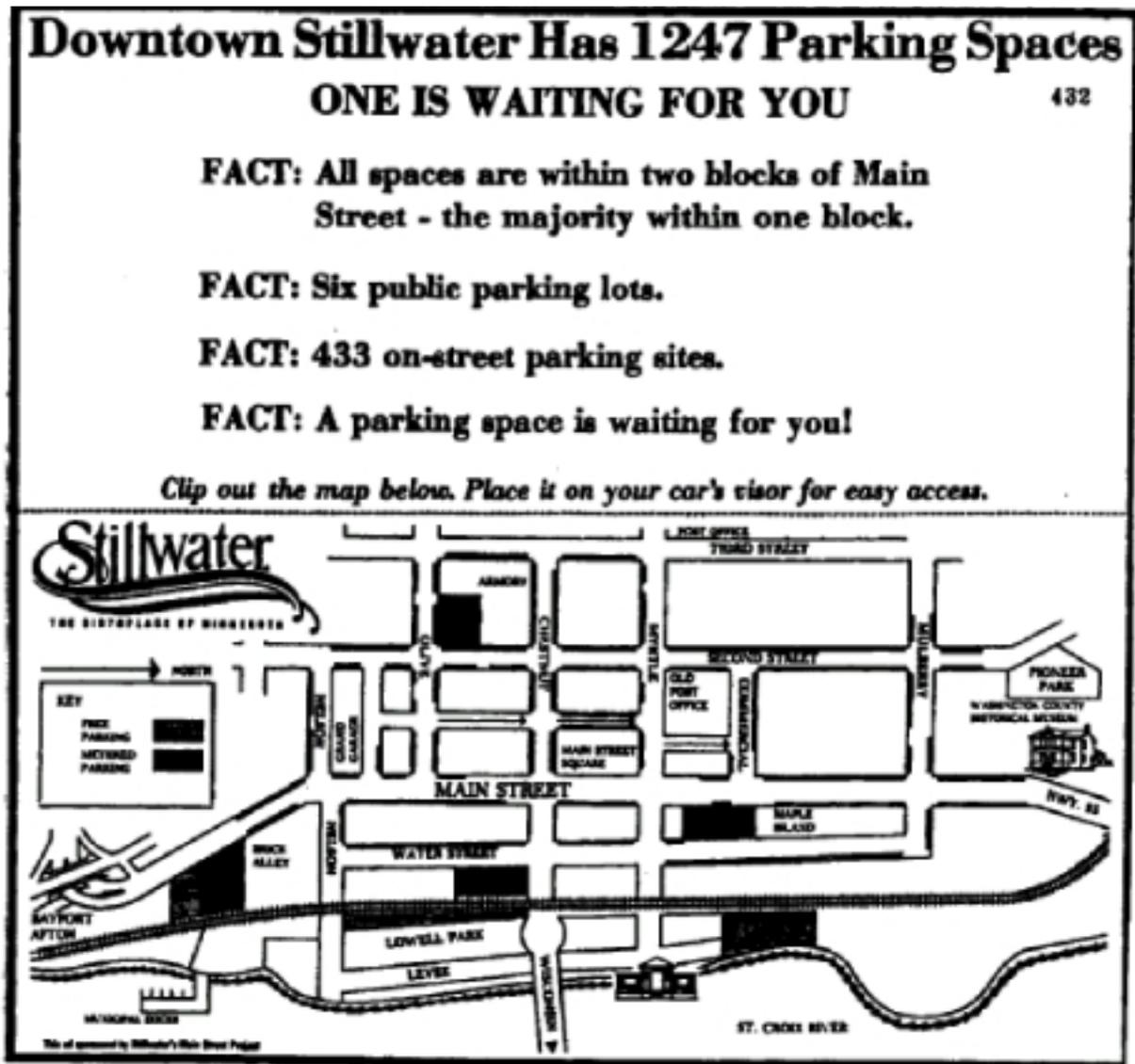


FIGURE V-4: EXAMPLE OF A GOOD PARKING MAP

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TABLE V-2: COMPARISON OF EXISTING PARKING SUPPLY WITH PROJECTED PEAK DEMAND

Block Number	Existing Parking Supply	Existing Weekday Occupancy (10:00a.m.)	Calculated Existing Demand	Existing Surplus or Deficit	Calculate Future Demand	Future Surplus or Deficit
Block 10	16	6	11	11	11	5
Block 11	128	35	32	96	32	96
Block 12	117	72	72	45	150	-33
Block 13	118	84	54	64	71	47
Block 14	81	58	152	-71	154	-73
Block 17	17	7	22	-5	22	-5
Block 18	152	41	27	125	34	118
Block 19	140	50	43	97	71	69
Block 20	103	40	62	41	82	21
Block 21	79	27	15	64	15	64
Block 23	4	3	73	-69	15	-11
Block 24	16	8	34	-18	34	-18
Block 25	52	28	23	29	28	24
Block 26	103	66	28	75	46	57
Block 27	133	90	104	29	133	0
Block 28	167	85	106	61	103	64
Block 29	72	27	37	35	37	35
Block 32	3	3	21	-18	22	-19
Block 33	19	11	28	-9	28	-9
Block 34	119	32	22	97	22	97
Block 35	10	7	125	-115	125	-115
Block 36	76	49	53	23	71	5
Block 37	121	67	62	59	70	51
Block 38	108	54	49	59	49	59
Block 43	65	50	19	46	19	46
Block 44	62	28	18	44	18	44
Totals	2,081	1,028	1,292	795	1,462	619

## I. BUILDING ADDITIONAL PARKING

The previous section identified the need for 170 new spaces in the core area. There are additional needs that exist in the newly defined Fringe area that are related to the proposed developments of the Berkeley County Justice Center with a projected need for 409 parking spaces and for the Roundhouse Project with a projected need of 380-450 spaces. The new Judicial Center site has 450 existing parking spaces so that those demands can be met with existing spaces.

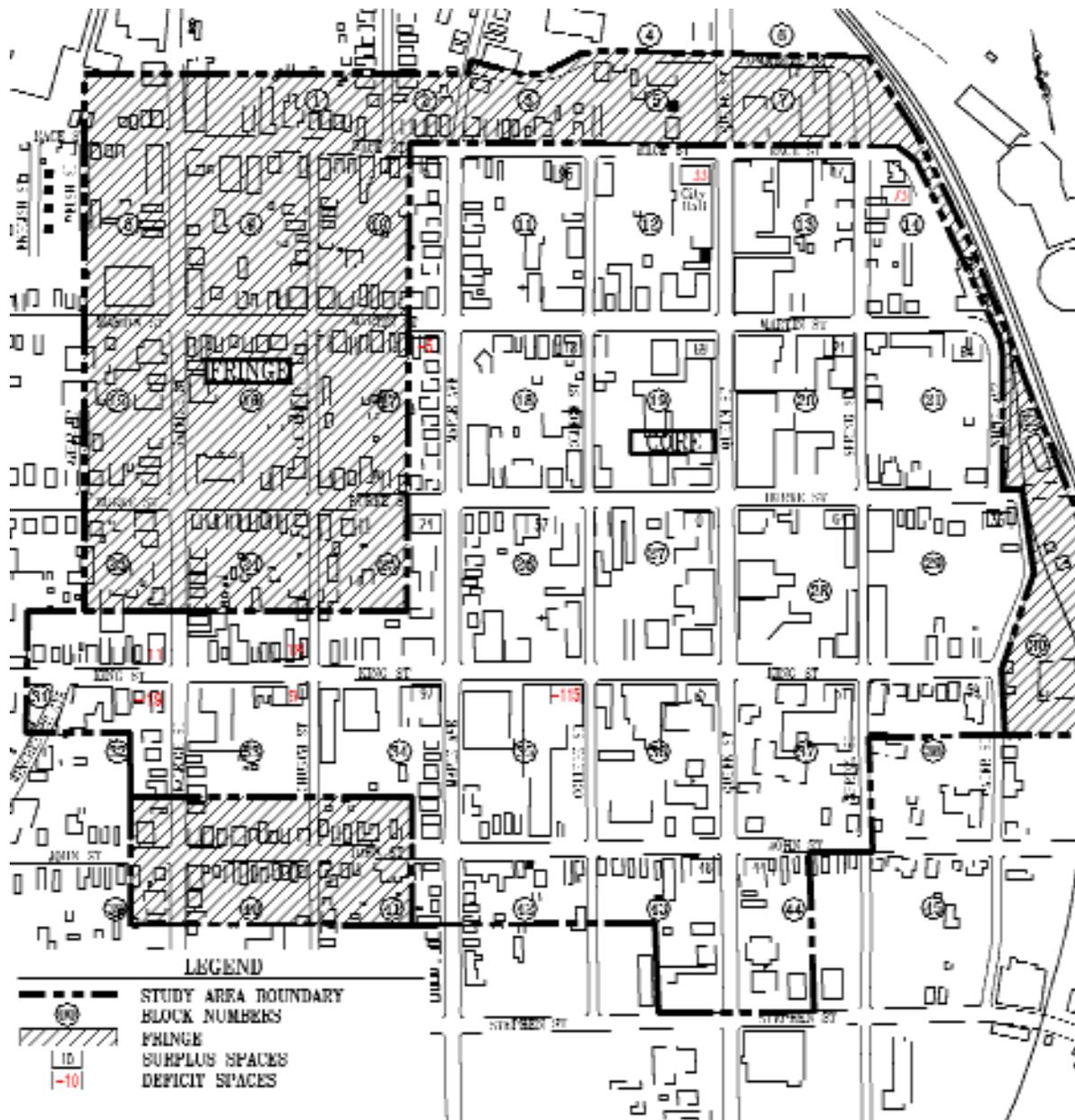


FIGURE V-5: BLOCKS WITH SIGNIFICANT SURPLUS AND DEFECITS - FUTURE CONDITIONS

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Several alternative sites have been evaluated in the feasibility study including Blocks 7, 12, 13, 28 and 36. Each of these sites has future potential demands in excess of the existing number of spaces available. In the case of Blocks 7, 12 and 13, the redevelopment of the Railroad Roundhouse with a pedestrian connection to downtown will increase demand in this area significantly.

A new parking facility could be built over the existing railroad lot in Block 7 that would provide an additional 200 spaces for joint use of the Roundhouse, Commuter Parking, and downtown parking needs. It is also recommended that the existing surface lot on the east side of Block 14 be leased or acquired to provide public parking. The combination of these two sites could provide an additional 274 spaces.

In the Burke Street area (Block 28) much redevelopment activity is occurring and the existing municipal parking lot is a prime location for a parking deck. The Parking Management Plan included a conceptual plan for such a facility. Depending on the pace of redevelopment in the immediate area, structured parking could be needed here as well. The decision as to which site to develop first must rest on the pace of private investment and development in each of the candidate sites. If development in Blocks 26, 27, and 36 indicate the need for structured parking, then a three level parking structure over the existing municipal lot would provide 205 parking spaces.

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## CHAPTER VI

### IMPLEMENTATION AND FINANCING

## CHAPTER VI: IMPLEMENTATION AND FINANCING

Recommendations presented in prior sections of this study identify the need for specific improvements. The financing and implementation section of the study provides guidelines for dividing responsibility for implementation, order-of-magnitude cost estimates for individual projects, establishes project priorities, identifies realistic potential funding sources and formulates a short-term immediate action program and a five-year implementation program. All cost estimates presented in the financing and implementation program are in current dollars.

### A. IMPLEMENTATION ROLES DEFINED

In addition to City government, additional organizations will be needed to facilitate the implementation process. It will be the responsibility of city officials (Mayor and City Council, City Manager, and the various other City departments) to assume the lead role in supporting public sector improvements and the administrative aspects for team building and liaison. The City Manager, in concert with the Mayor and City Council will coordinate and approve applications for grants and loans relating to infrastructure, streetscape, pedestrian and transit improvements.

#### 1. Steering Committee

The Steering Committee has had an integral role in the downtown planning program and will continue to be the principal review and oversight arm throughout the implementation process. They will have a parallel role with City officials and other agencies to insure that the improvement projects are consistent with the plan recommendations and will assist in marketing efforts, and solicitation of new businesses.

#### 2. Main Street Program

Main Street Martinsburg will be responsible for team building activities, goal setting, development of the downtown "marketing plan", day-to-day solicitation of new businesses and will serve as liaison between the City, developers and consultants involved in downtown improvement projects. Additional responsibilities include assisting the City to identify Federal and State programs of relevance to downtown revitalization, private funding opportunities, the preparation of grant proposals and the implementation of local funding initiatives such as tax-increment financing and creation of benefit-assessment districts as appropriate.

### B. DESIGN REVIEW COMMITTEE

A Design Review Committee is recommended to facilitate review of renovation and new development projects. This Committee could operate under the jurisdiction of Main Street Martinsburg or the Planning Commission. It would be

the role of this committee to develop criteria for renovation of historic structures, storefronts, rear entrances and to provide oversight relative to architectural design schemes proposed for new developments. The formulation of a wide range of acceptable color schemes for buildings and themes for signage would also come under the jurisdiction of the Design Review Committee.

### C. PROJECT PRIORITIZATION

Priorities have been established for downtown area improvements with the highest priority projects being those that will have the highest visibility; thus, providing a stimulus for additional projects. These priorities comprise a short-term program with an anticipated five-year implementation period. While all of the projects contained in the plan recommendations will be necessary to facilitate sound development and to accomplish smart growth objectives, some of the projects may have to be rolled into a second, five year planning period (FY 2009 - FY 2013).

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## D. POTENTIAL FUNDING SOURCES

There are numerous funding sources that have potential applicability to the implementation of the recommended projects. At the Federal and State level, these funding sources typically take the form of grants, matching grant programs and loan programs. At the local level, funding sources can include the capital portion of the general fund, the Parking Authority budget, tax increment financing, donations, bond referendums, public/private partnerships and the creation of business improvements districts(BID). Several private foundations offer grants for projects related to improving downtowns and redevelopment areas.

### 1. Federal Funding Sources

There are five Federal programs that are administered by the State of West Virginia that offer realistic funding potentials for public projects. These are the Community Development Block Grant Program; the Land & Water Conservation Fund; the Conservation and Reinvestment Act of 1999 (currently pending in Congress); the TEA-21 Program and loan and mortgage programs sponsored by the Department of Housing and Urban Development.

#### Community Development Block Grants

The Department of Housing & Urban Development sponsors the Community Development Block Grant (CDBG) program. CDBG provides 100% grants for the acquisition,

rehabilitation or construction of certain public facilities. Grants are highly competitive, and use of the funds is restricted to projects that would benefit lower and moderate-income persons. This program is a potential funding source for pedestrian facilities.

#### Land & Water Conservation Fund

The Land & Water Conservation Fund (L&WCF), administered by the Department of the Interior has been an unstable source of funding for recreation system improvements over the past decade. The L&WCF provides 50% matching grants that can be used for land acquisition and site development. The program is highly competitive.

#### Conservation and Reinvestment Act of 1999

The Conservation and Reinvestment Act of 1999 is currently pending funding by Congress. Once funded, this Act would provide financial assistance for preservation and conservation projects.

#### Department Of Housing And Urban Development

The Department of Housing and Urban Development (HUD) has several loan and mortgage programs that could be applicable to the provision of housing within activity centers. These include: mortgage insurance for purchase or refinancing of existing multi-family rental housing; mortgage insurance for construction and/or rehabilitation of condominium projects; urban revitalization demonstration program (hope vi); and the section 108 loan guarantee program.

#### Transportation Enhancement Act for the 21st Century (TEA-21)

The United States Congress enacted ISTEA in 1991 to facilitate creation of transportation enhancement activities and alternative methods for pedestrian movement, including trails and bikeways. This Act has recently been re-authorized for an additional five-year period as TEA-21. Funding is available for the acquisition and development of greenways, bikeways and pedestrian trails, provided that proposed projects can emphasize the alternative transportation potential of these type facilities, and not solely their recreation value.

The TEA-21 program provides approximately 80 percent of project planning, design and development funding, with the remaining 20 percent being contributed by the applicant. The TEA-21 program is administered by the West Virginia Department of Transportation. Grant applications take approximately two years for approval and funding. Eligible expenses are:

- Bicycle and pedestrian facilities
- Historic preservation
- Establishment of transportation museums
- Rails to trails projects
- Landscaping and scenic beautification
- Removal of outdoor ads
- Scenic and historic highways
- Mitigation of water pollution from highway runoff

# MARTINSBURG DOWNTOWN PLAN

TABLE VI-1:  
MARTINSBURG DOWNTOWN PLAN PROPOSED IMPROVEMENTS BY TYPE

IMPROVEMENT TYPE	QUANTITY	UNIT COST	TOTAL COST
<b>LAND USE PLAN ELEMENT</b>			
Roundhouse Redevelopment	1	\$5,285,000.	\$5,285,000.
Gateway Hotel Redevelopment	1	\$560,000.	\$560,000.
Berkeley County Judicial Center	1	\$16,000,000.	\$16,000,000.
Commercial Infill (Core Area)	80,000 s.f.	\$100. s.f.	\$8,000,000.
<b>TRAFFIC CIRCULATION PLAN</b>			
Raleigh Street Extension-Ph. 1	2500 l.f.	\$2000 l.f.	\$5,000,000.
Raleigh Street Extension-Ph. 2	2400 l.f.	2000 l.f.	\$4,800,000.
Raleigh Street Extension-Ph. 3	3750 l.f.	\$50 l.f.	\$187,000.
Raleigh Street Extension-Ph. 4	3350 l.f.	\$2000 l.f.	\$6,700,000.
Traffic Operations-Queen St.	4 intersections	\$5000 ea.	\$20,000.
<b>URBAN DESIGN/STREETScape PLAN - See detailed cost estimates in Chapter IV</b>			<b>Amount</b>
Gateways/Sign Systems			\$25,000 to \$30,000.
King Street Corridor			\$1,262,866.
Town Square			\$433,651.
Queen Street Corridor			\$1,203,904.
Train Station			\$1,100,588.
Burke Street Gateway			\$480,145.
Stephen Street Corridor			\$140,028.
College Street Corridor			\$245,285.
Tuscarora Creek Linear Park	1	\$80,000 ea.	\$80,000.
<b>PARKING MANAGEMENT PLAN</b>			
Remaking On-Street Spaces	10,000 l.f.	\$2.00 l.f.	\$20,000.
New Parking Meters	250	\$250 ea.	\$62,500.
Parking Promotion	1	\$10,000 ea.	\$10,000.
Parking Signs	25	\$100 ea.	\$2,500.
Railroad Station Parking Deck	200	\$10,000 sp.	\$2,000,000.
Pedestrian Overpass-Railroad	1	\$700,000	\$700,000.

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- Safety and education activities for bicyclists and pedestrians
- Acquisition of scenic easements and historic sites
- Rehabilitation and operation of historic transportation buildings and facilities
- Archaeological planning and research

## 2. State Funding Sources

At the State level there are two programs that are applicable to funding downtown improvements. These include: Transportation Enhancement Act for the 21st Century and the Governor's Partnership Grant Program.

### Governor's Partnership Grant Program

The Governor's Partnership Grant Program is a grant program for the funding of small improvements for streets, sidewalks, traffic improvements, parking and other public facilities. This program funding is limited to smaller secondary allocation of moneys to complete a proposed financial package.

## 3. Local Funding Sources

The City of Martinsburg derives funding from several sources including the general fund, grants, parking fund, bonds, and among others. There are also additional funding options available to the City including creation of Improvement Districts, Tax Increment Financing, Facade Programs, Signage Programs, and Low-Interest Loans. These potential local funding sources are summarized below.

### General Fund

The City's General Fund is a principal source of funding for citywide improvement projects. It is anticipated that several of the projects identified in the Downtown Plan's initial five-year implementation period will utilize the general fund as a funding source. The capital improvements program that is a part of the implementation program should be adopted into the City's Five Year Work Program and operating budget, and funds within the general fund set aside on an annual basis for project implementation.

### Parking Fund

The Martinsburg Parking Authority generates funds through parking meter fees and fines for parking violations. These funds can be used for parking management and parking improvements including acquisition of property and capital improvements.

### Donations

Donations are an additional means of funding local projects. Residents of many West Virginia communities and local businesses routinely donate land, money and in-kind services that can be translated into: parks, signage, landscaping, lighting and other projects identified in the recommendations.

### Bond Referendums

Bonds can also be used as a revenue source for capital projects. The City of Martinsburg has issued bonds in the past to fund City-wide infrastructure improvements, and if the City has the financial capability to absorb bonded indebtedness, this

funding source would have applicability to recommended projects.

### Improvement Districts

Improvement districts can take several forms - a city Business Improvement District, a community improvement district or a benefit-assessment district. Each of these districts can be used as funding mechanisms for activities relative to improving downtown and are generally financed by levying a tax on properties within the district boundary. Depending upon the future millage rates, an improvement district might be a viable method of funding improvements.

The formation of a special district, or Benefit-Assessment District is an additional implementation tool that might be appropriate during the five-year implementation period. A Benefit-Assessment District would encompass all properties within a specific activity center such as the downtown that would derive benefit from the revitalization process. The center of this district would be the peak-land-value intersection -- presently the intersection of King Street and Queen Street. Assessment zones would be created using the peak-land-value intersection as a reference point. Projects identified would be prioritized and properties within the district would be assessed based upon formulas, taking into consideration distance from the peak-land-value intersection, linear front footage of properties fronting on streets where improvements are scheduled, and the total square footage of uses within each building. This would

accomplish project implementation in an equitable manner, based upon the perceived benefits that would accrue to each property.

## **Tax Increment Financing**

Tax increment financing (TIF) offers an opportunity to develop public/private partnerships allowing the public sector to provide needed improvements within activity centers, with the private sector paying for them in the form of future tax payments. TIF would make use of the increased tax base created by new development by capturing revenue from new construction to finance downtown improvements, as opposed to alternative revenue generation methods such as an across-the-board tax increase. It is possible that TIF will be viable funding mechanism during the five-year implementation period. A TIF plan can be developed as a means to implement the plan recommendations and adopted by the mayor and city council.

## **Facade Grants**

A Facade Grant Program could stimulate improvements to the visual image of downtown storefronts. This program typically provides matching grants of up to \$2,500 for exterior improvements.

## **Signage Grants**

The signage incentive grant program sponsored by development authorities is a fifty percent matching grant up to \$500 for new, or existing business owners. This program could be used as a means to facilitate implementation of a con-

sistent storefront signage program throughout the four activity centers.

## **Low Interest Loan Programs**

Local banks can create a low-interest loan program for rehabilitating business properties. Once an applicant is approved by one of the development authorities and meets bank criteria for loan approval, a loan is extended at a preferred rate.

## **Public/Private Partnerships**

One of the most efficient means of implementing recommended projects is through development of public/private sector partnerships. If key parcels of vacant land can be acquired either by the City, or by a development authority, the City would prepare a request for proposals to provide turnkey services for development of the site and advertise/distribute these to major development companies. Local governments would seek formal partnering agreements whereby developers could exchange significant tracts of land and in return receive density or other development concessions. Corporations could provide funding assistance for portions of streetscape/landscape, signage, lighting and recreation projects. In exchange for corporate participation, the City would appropriately recognize each corporate partner, and depending upon the level of corporate participation could extend additional incentives.

## **4. Private Programs**

Private funding for downtown revitalization and community development projects is available from phil-

anthropic foundations and from corporate-sponsored grants and programs.

## **Foundations/Corporations**

In addition to the Woodruff Foundation, many other prominent foundations fund grants for community development projects. Among those that could potentially afford assistance to Martinsburg include: the George Gund Foundation; the Rockefeller Foundation; the John D. and Catherine MacArthur Foundation; the Charles Stewart Mott Foundation; the Andrew W. Mellon Foundation; Pew Charitable Trusts; the Ford Foundation; and the General Motors Foundation.

Several Fortune 500 corporations have historically supported community development activities. Among the largest and most charitable are: Federal National Mortgage Association; Fannie Mae; Citibank; General Motors; General Electric; and Ford Motor Company.

## **E. FUNDING SOURCE APPLICABILITY**

Not all of the potential funding sources discussed previously will be applicable to all projects. Some Federal and State programs are targeted to specific types of projects while others are appropriate for others. Table VI-2 contains a listing of each type of project by individual activity center. For each, the type of action is identified and the most appropriate funding mechanisms are depicted.

# MARTINSBURG DOWNTOWN PLAN

**TABLE VI-2:  
FUNDING SOURCE APPLICABILITY**

<b>IMPROVEMENT TYPE</b>	<b>FUNDING SOURCES</b>
<b>Land Use Plan Element</b>	
Roundhouse Redevelopment	W.V.E.D.G.; County, City
Gateway Hotel Redevelopment	P/P; Private
Shepard Community College	Berkeley County
Public Plaza Redesign	T.E.A.-21; CDBG
Berkeley County Judicial Center	Berkeley County
Commercial Infill (Core Area)	P/P; Private
<b>TRAFFIC CIRCULATION PLAN</b>	
Raleigh Street Extension-Ph. 1	W.V.D.O.T.
Raleigh Street Extension-Ph. 2	W.V.D.O.T.
Raleigh Street Extension-Ph. 3	W.V.D.O.T.
Raleigh Street Extension-Ph. 4	W.V.D.O.T.; City
Traffic Operations-Queen St.	W.V.D.O.T.; City
<b>STREETScape/URBAN DESIGN PLAN</b>	
Gateways/Sign Systems	T.E.A.-21; City
King Street Corridor	T.E.A.-21; CDBG; City
Town Square	T.E.A.-21; CDBG; City
Queen Street Corridor	T.E.A.-21; CDBG; City
Train Station	T.E.A.-21; CDBG; City
Burke Street Gateway	T.E.A.-21; CDBG; City
Stephen Street Corridor	T.E.A.-21; CDBG; City
College Street Corridor	T.E.A.-21; CDBG; City
Tuscarora Creek Linear Park	L&WCF; City
<b>PARKING MANAGEMENT PLAN</b>	
Remarking On-Street Spaces	Parking Authority; City
New Parking Meters	Parking Authority
Parking Promotion	Parking Authority; Main Street
Parking Signing	TEA-21; Parking Authority; City
Railroad Station Parking Deck	TEA-21; W.V.E.D.G.; City
Pedestrian Overpass-Railroad	T.E.A.-21; W.V.E.D.G.

• L&WCF - Land and Water Conservation Fund; W.V.E.D.G. - West Virginia Economic Development Grants; TEA-21 - Intermodal Surface Transportation Efficiency Act Funds; HUD – Department of Housing/Urban Development, City Funds; P/P - Public/Private Partnerships.