



IMPLEMENTATION

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This Chapter describes goals, action plans, coordination, timelines, financing and policies as they relate to implementing this Comprehensive Plan.

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19.1

OBJECTIVES, GOALS AND STRATEGIES

The Comprehensive Plan is intended to assist local officials and leaders make informed short- and long-range choices for improving the quality of life in Beckley. It is the product of a substantial amount of local public engagement, and reflects many contemporary planning principles that communities are adopting to create attractive, livable and vibrant places to live and work. This Chapter serves as a summary of the major initiatives proposed throughout this document, organized around goals and strategies that are considered to be essential to helping the City of Beckley become more livable, attractive and economically viable. These goals (in general order of priority) are described on the following pages. This general order of priority was determined by voting among Steering Committee members during a meeting held on December 18, 2013. Similarly, strategies that support individual goals are divided into high, moderate and general priority strategies which were also based on voting by Steering Committee members.



“Discontent is the first necessity of progress.”

—Thomas A. Edison

Priority Strategy		
High	Moderate	General

Goals & Strategies

1 DEVELOP THE ADMINISTRATIVE AND REGULATORY CAPACITY TO IMPLEMENT THIS PLAN.		
High Priority	<p>1.1 Establish and maintain a Planning/Community Development Department. There are many community development challenges facing the City. To meet these challenges, the City of Beckley should establish a Planning and Community Development Department (or enhance the existing Office of Housing and Community Development) to aggressively address key projects. Some key tasks that this Planning/Community Development Department should focus on include:</p>	<ul style="list-style-type: none"> ▪ Serve as an umbrella organization for several staffed and non-staffed existing and proposed organizations dealing with community development related activities, such as zoning, housing, Beckley Renaissance, the Beckley Housing Authority, nonprofit development corporations, etc. ▪ Secure grants and financing for key development projects. ▪ Assist neighborhood leaders in establishing relationships and building capacity with development partners. ▪ Review proposed zoning changes in terms of consistency with this Comprehensive Plan and subsequent Plan updates. ▪ Serve as a source of information to the community and other City departments regarding local development trends. This task could also support the efforts of the Beckley Sanitary Board to continue to enhance and maintain a GIS system. ▪ Spearhead a range of initiatives with partners. ▪ Recruit developers to implement key projects. ▪ Prepare the new Consolidated Plan and annual Action Plans to receive and administer CDBG and other HUD funding. ▪ Support and contribute to the development of the GIS system. <p>(References 7.2, 7.6, 13.4, 15.2, 15.3, 15.4, 17.1)</p>
Moderate Priority	<p>1.2 Update the municipal zoning code as it is the single most important tool available to guide development and redevelopment. Updates are needed in several important ways.</p>	<ol style="list-style-type: none"> 1. Consider adding a new low-density residential zoning district(s) (Reference 6.4) 2. Re-evaluate the need for an R-5 Zoning District (Reference 6.4) 3. Update site plan review procedures and requirements (Reference 6.4) 4. Add a Planned Unit Development (PUD) Zoning District (Reference 6.4, 11.1) 5. Consider a second manufacturing zoning district (Reference 6.4)
General Priority	<p>1.3 Continue to develop the GIS tools and data necessary to produce an up-to-date existing land use map.</p>	<p>A large amount of data and information is available – but more steps are necessary to fully and completely capture an accurate picture of land uses in Beckley. This makes the task of producing a future land use map very challenging. (Reference 6.3)</p>
	<p>1.4 Develop Subdivision Regulations.</p>	<p>The City of Beckley lacks regulations that define required public improvements to be made when land is developed. Typically, local subdivision regulations define the characteristics of proposed local streets and utility lines. Standards typically include engineering requirements for road design, along with procedures for approval of plats and new land divisions. (Reference 6.4)</p>

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Priority Strategy

High	Moderate	General
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2 CREATE JOBS AND ECONOMIC INVESTMENT IN BECKLEY		
High Priority	2.1 Eliminate (or significantly reduce) problems associated with confusing corporate boundaries.	Issues with municipal boundaries are more than a nuisance – there are costs associated with inefficient delivery of public services and public safety issues at stake. The City should conduct an in-depth study of this issue and consider ways to eliminate the “donut holes” whenever possible. This involves objectively studying the costs and benefits to property owners and taxing entities. (Reference 13.4)
	2.2 Continue to encourage build-out of the East Beckley Employment Center at the Woodlands Pinecrest Business and Technology Park.	The City is now reaping the rewards of past planning efforts to create this area of opportunity for new investment. Some zoning changes may be needed to help this area build-out within reasonable time frames. (Reference 13.4, 15.3 and 6.4)
	2.3 Greater collaboration with Raleigh County.	As the County seat, Beckley is well positioned to collaborate with Raleigh County on many initiatives and strategies that can help create jobs and retain jobs and investment. (Reference 13.6)
Moderate Priority	2.4 Target and pursue businesses that appeal to recreation enthusiasts.	There is strong evidence to suggest that Beckley can be more successful in attracting businesses that are oriented toward recreation. This can take many forms, and prime locations include areas on the west side of the City near Pikeview Dr. and in New River Park. (Reference 13.4 and 15.2)
	4.7 Support and encourage entrepreneurial activity.	As discussed in Chapter 5, future job creation is directly linked to levels of entrepreneurial activity. Steps are needed to encourage local entrepreneurial activity and to retain young local talent. (Reference 5.3)
General Priority	2.5 Further investigate the feasibility of a new banquet and meeting facility.	There are reasons to think that the development of a new banquet and meeting facility is possible. Such a facility could be located on Neville Street next to the BIG project. A new facility could hold conferences, trade shows, banquets and similar events. This issue deserves more study and investigation and should include recognition of the role existing facilities play in serving this market – both inside Beckley and in the larger region. (Reference 13.4)
	2.6 Continue to work collaboratively with the New River Gorge Regional Development Authority and with the Summit Bechtel Reserve.	Beckley is well positioned to capture a share of economic activity resulting from the visitors to the Summit Bechtel Reserve and other regional attractions. Apart from specific recommendations made in this Comprehensive Plan, continued regional coordination and collaboration is desired to enhance economic opportunities. (Reference 13.2, 13.3, 13.4)

Priority Strategy		
High	Moderate	General

3	PROVIDE RESIDENTS AND VISITORS WITH EXCEPTIONAL RECREATIONAL OPPORTUNITIES	
High Priority	<p>3.1 Focus on New River Park as the centerpiece of local recreational activity and pursue specific projects and initiatives.</p>	<p>Like the downtown planning efforts, the concept plan for New River Park deserves continued work and more refinement with groups of stakeholders who have deep understanding of local circumstances and conditions. Materials provided in Chapter 12 offer clear direction and a path forward toward enhanced opportunities, but more work is needed to fully explore options and possible alternatives.</p> <ol style="list-style-type: none"> 1. Further investigate the feasibility of renaming all or part of Ewart Ave. as “Coal Mine Way.” (Reference 12.3) 2. Advertise visitor routes to New River Park that include Harper Road, New River Drive and Robert C. Byrd Drive. (Reference 12.3) 3. Consider a mural on old railroad overpass over Robert C. Byrd Drive. (Reference 12.3) 4. Physically expand New River Park when the opportunity presents itself and expand activities, change circulation patterns and develop attractions as described in the conceptual plan. (Reference 12.3) 5. Brand and market New River Park. (Reference 12.3) 6. Develop Beckley Mill Park. (Reference 12.4) 7. Support the development of recreational trail systems that connect to the proposed Beckley Mill Park and to the Rail Trail. (Reference 12.4)

4	DEVELOP AND MAINTAIN AN EFFICIENT AND SAFE MULTI-MODAL TRANSPORTATION SYSTEM WITH ATTENTION TO PEDESTRIAN SYSTEMS	
High Priority	<p>2.1 Embrace and fully engage with new MPO planning efforts, building on planning principles expressed in this Comprehensive Plan.</p>	<p>The creation of a new MPO opens important opportunities for Beckley to address long-standing transportation issues – throughout Fayette and Raleigh Counties. The City has been an active stakeholder in issues related to MPO formation and it should continue to be a strong voice in the development of regional transportation plans and Transportation Improvement Programs (TIP’s). (Reference 8.2)</p>
Moderate Priority	<p>2.2 Address problem intersections.</p>	<p>There are several well-known problem intersections in Beckley that are congested and/or dangerous from the standpoint of reduced lines of sight. These intersections should be studied to consider optional improvements and evaluated in terms of costs and benefits of each. (Reference 8.4)</p>
	<p>2.3 Complete the East Beckley Bypass.</p>	<p>The last segment of the East Beckley Bypass is scheduled to be completed in the next two years (2014-2015). This last leg of this important road will complete the route that will allow for much improved north-south traffic movement. (Reference 8.4)</p>
	<p>2.4 Develop the Citywide sidewalk system.</p>	<p>Many parts of the City of Beckley lack sidewalks, while many other areas have sidewalks that need to be repaired or replaced. Historically, the City has not formally addressed the issue of developing a more complete sidewalk system. Going forward, a more formal program of maintenance and the elimination of “gaps” is needed, along with formal requirements for sidewalk installation when new construction takes place.</p>



Priority Strategy		
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Moderate Priority	2.5 Study the impact of a new major intersection at Pinewood Drive.	When the new bypass is completed, it will alter traffic flow patterns to some degree and may increase traffic flows into the Maxwell Hill area. Some study of this circumstance is needed to help avert problems. (Reference 8.4)
	2.6 Update parking study.	A parking study was completed before the BIG project was finished. This parking study is therefore significantly obsolete and should be updated to reflect existing conditions. (Reference 8.9)
	2.7 Enhance the existing Rail Trail with the following improvements:	<ol style="list-style-type: none"> 1. A bike staging area at the south end of the Rail Trail 2. More formal linkages and access points where the Rail Trail connects with at-grade side streets. 3. Provide better pavement markings where the Rail Trail crosses local streets at grade. (Reference 8.6)
	2.8 Support efforts to provide a transit system in Beckley.	The need for an expanded transit system has never been more important to the City. The recent completion of the BIG project is a huge step forward in terms of supporting transit. A fast-track transit analysis was underway with the new MPO as this Comprehensive Plan was being finished. (Reference 8.8)
	2.9 Study options for improved E/W traffic circulation.	Movement of traffic between Robert C. Byrd Drive and Eisenhower Drive is limited – especially north of downtown. Rural Acres Drive provides some east-west circulation in this area – but its capacity is limited in its current configuration and alignment. More study is needed to fully consider options, along with the benefits/costs of each. (Reference 8.4)
General Priority	2.10 Encourage efforts to synchronize traffic lights.	There is some evidence to suggest that more efforts to synchronize traffic lights would yield some results. The City of Beckley does not directly control traffic timing and the degree to which signals are synchronized, but it can encourage WVDOH to take more steps in this direction. (Reference 8.4)
	2.11 Encourage access management efforts.	The City of Beckley can play a role in efforts to help maintain the capacity of roadways since it is responsible for approving site plans with proposed driveways. (Reference 8.4)
	2.12 Study two-way traffic downtown.	Converting certain downtown streets to two-way is worthy of serious consideration and study. Subsequent steps to gain more public input on this topic are needed, along with some engineering evaluation. (Reference 8.5 and 15.4)
	2.13 Support “Compete Streets Approaches.”	The City of Beckley has several opportunities to implement complete streets principles. This is particularly important near the Rail Trail and along roadways such as S. Kanawha Street. (Reference 8.10)
	2.14 Address pedestrian issues associated with the new bypass near the Housing Authority Property.	The last leg of the bypass to be completed in 2014 or 2015 is located near public housing. This new road may limit pedestrian access to some degree in this area and future improvements may be needed to help residents access nearby commercial areas. The need for specific improvements may be demonstrated after completion of the bypass.

Priority Strategy		
High	Moderate	General

5 STIMULATE DESIRED DEVELOPMENT AND REDEVELOPMENT ACTIVITY IN CERTAIN AREAS		
High Priority	5.1 Prepare a more focused and detailed downtown plan.	Chapter 15 describes many key downtown issues but stops short of recommending specific design choices and offering detailed plans. The reason for this is because the next level of detailed planning should include a broader list of stakeholders who can weigh in on design choices and more fully evaluate options and alternatives. This Comprehensive Plan is scaled to address broader planning and design issues with less detail and less specific recommendations. (Reference 15.4)
Moderate Priority	5.2 Target and recruit new downtown businesses to fill identified gaps in business offerings and available housing options.	A number of opportunities exist downtown that can be capitalized on by motivated entrepreneurs and business persons. The City can proactively recruit businesses to fill these gaps and help create a more complete and sustainable downtown business mix. (Reference 15.4)
General Priority	5.3 Conduct more site-specific planning for the preferred development areas along New River Drive and Pikeview Drive.	These areas should receive attention in terms of more localized planning to identify potential constraints to development, road alignments, traffic flow and related urban design issues. Ideally, this type of focused planning should occur with key stakeholders such as the property owners, as well as key development interests. (Reference 15.2 and 15.3)

6 PROTECT THE ENVIRONMENT		
High Priority	6.1 Encourage the development of Rain Gardens.	The City of Beckley has a number of rain gardens as both functional elements of a stormwater management system and as educational features to help people understand the value of stormwater management and environmental protection. Continued and expanded use of rain gardens is encouraged – especially in places in and near downtown where they can meet functional, aesthetic and educational purposes. (Reference 15.4)
General Priority	6.2 Enforce proper mine closures.	Proper mine closure is a locally important issue. The West Virginia Department of Environmental Protection’s Division of Mining & Reclamation (WV DEP) administers West Virginia’s mining regulatory program, and at the federal level, the Surface Mining Control and Reclamation Act (SMCRA) created a federal regulatory program specifically for coal mining operations. The City of Beckley can play a supportive role along with regulatory efforts to ensure that mines are properly closed and in compliance with state and federal regulations.

7 CREATE AND MAINTAIN STRONG NEIGHBORHOODS VOTES I	
General Priority	<p>7.1 Promote Citywide beatification efforts.</p> <p>Efforts resulting from the Beckley Raleigh County Chamber of Commerce - Make It Shine Committee have had huge impacts on the community. Efforts of this group need to be expanded and supported to allow for greater community impact.</p>
	<p>7.2 Complete a Consolidated Plan and direct appropriate resources toward neighborhood revitalization issues.</p> <p>As a new CDBG entitlement community, the City of Beckley has an opportunity to plan for and use new federal funding to address long-standing neighborhood issues. The process used to develop a Consolidated Plan will yield more specific strategies for dealing with the most important neighborhood issues, along with program funding. (Reference 7.2)</p>

8 CELEBRATE AND PRESERVE BECKLEY HISTORY	
General Priority	<p>8.1 Pursue additional National Register Nominations.</p> <p>There are several areas in and near downtown Beckley that are candidates for Historic District Designation. Future steps to include additional areas in Downtown Beckley within the Historic District should be taken with sufficient consensus. (Reference 18.3)</p>

9 PROVIDE OUTSTANDING PUBLIC SERVICES	
High Priority	<p>9.1 Prepare a study to determine the space needs and range of configurations for a new municipal building near the BIG site.</p> <p>Actual construction of a new municipal building may be many years in the future – but planning and study is warranted now in terms of space needs and consideration of a range of options. Apart from general government functions, thought should be given to including a new police station in the same building. (Reference 10.5)</p>
General Priority	<p>9.2 Prepare a study to consider the feasibility and desirability of constructing a new public safety training facility.</p> <p>A new facility could provide a place for classroom instruction and various other activities to help improve skills and abilities. A study is needed to fully and formally evaluate necessary elements of a new facility, along with costs, partnerships and potential funding sources. (Reference 10.6)</p>
	<p>9.3 Move toward developing a more formal Capital Improvements Program (CIP) and more formal budgets for various City Departments.</p> <p>The City of Beckley does not use a formal system of capital expenditures that is often found in a Capital Improvements Program. A CIP would list all proposed capital projects by priority, costs and potential funding sources. Typically, CIP's consider a 5-year time horizon and list projects for both the current year and for future years. Similarly, a more formalized budgeting system for City departments could aid with internal departmental planning.</p>