



Drawing By Mary Luckini

Front Porch to the Gorge

Town of Fayetteville, Fayette County, West Virginia

March 2007

Community Design Team, West Virginia University

Produced and Edited by Meghan Stalebrink

Preface

The Community Design Team (CDT) was initiated in 1997 by West Virginia University Extension in cooperation with faculty from across West Virginia University. Since then it has provided services to thirty-six communities in twenty-eight of West Virginia's fifty-five counties. Since 1999 the CDT has been administered by the Division of Resource Management on behalf of WVU Extension and the University. Faculty and students from many departments provide support by volunteering their expertise. We are also grateful to have many volunteers who bring their professional experience to serve the CDT from outside the University.

The CDT assembles interdisciplinary teams who visit communities to study issues identified by those communities. The goal is to develop ideas, designs, and plans the community can use to initiate their future goals. The professionals volunteer their time. They spend one full day listening to the opinions and visions of community members, and one day on developing recommendations to the community. This report is the written statement of the recommendations that the CDT presented to the Town of Fayetteville on March 17, 2007. It is for the citizens of Fayetteville to decide which of the recommendations to accept and how to implement them. The CDT leadership will answer follow-up questions by the community to the best of its ability.

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Introduction

Meghan Stalebrink

The Community Design Team (CDT) visited Fayetteville starting Thursday evening, March 15, and ending Saturday night, March 17, 2007. A short pre-visit to Fayetteville to prepare for this event took place on December 4, 2006. The CDT had also been introduced to the community through our association with West Virginia Local Technical Assistance Program (LTAP) and the Walkable Community Project. Fayetteville had a Walkable Community Workshop on April 22, 2006.

The CDT received a warm welcome and was strongly supported in its efforts to get to know the community. There was support and, more importantly, participation from many diverse viewpoints within the community and State. The presentations of Friday included updates on the

recreational activities, in and near Fayetteville and the National Gorge Park, updates from the new communities and being built in the area, as well as representation from the region's government leaders from the State and National government. The presentations became a wonderful example of sharing and learning from each other.

The CDT was brought to the community with funding from the Fayetteville Town Council, the Fayette County Commission, and United Bank of West Virginia. At community meetings we found citizens who are proud of their town, region and its heritage. Community members were interested in a future that preserves their natural environmental, historical and cultural past while expanding businesses and tourism. Responsible growth was a major interest in relation to the recent influx of resort communities in the area.

This report is organized as follows. We start with a brief section that presents socio-economic



Figure 1. Map Town of Fayetteville, Source: www.Yahoo.com

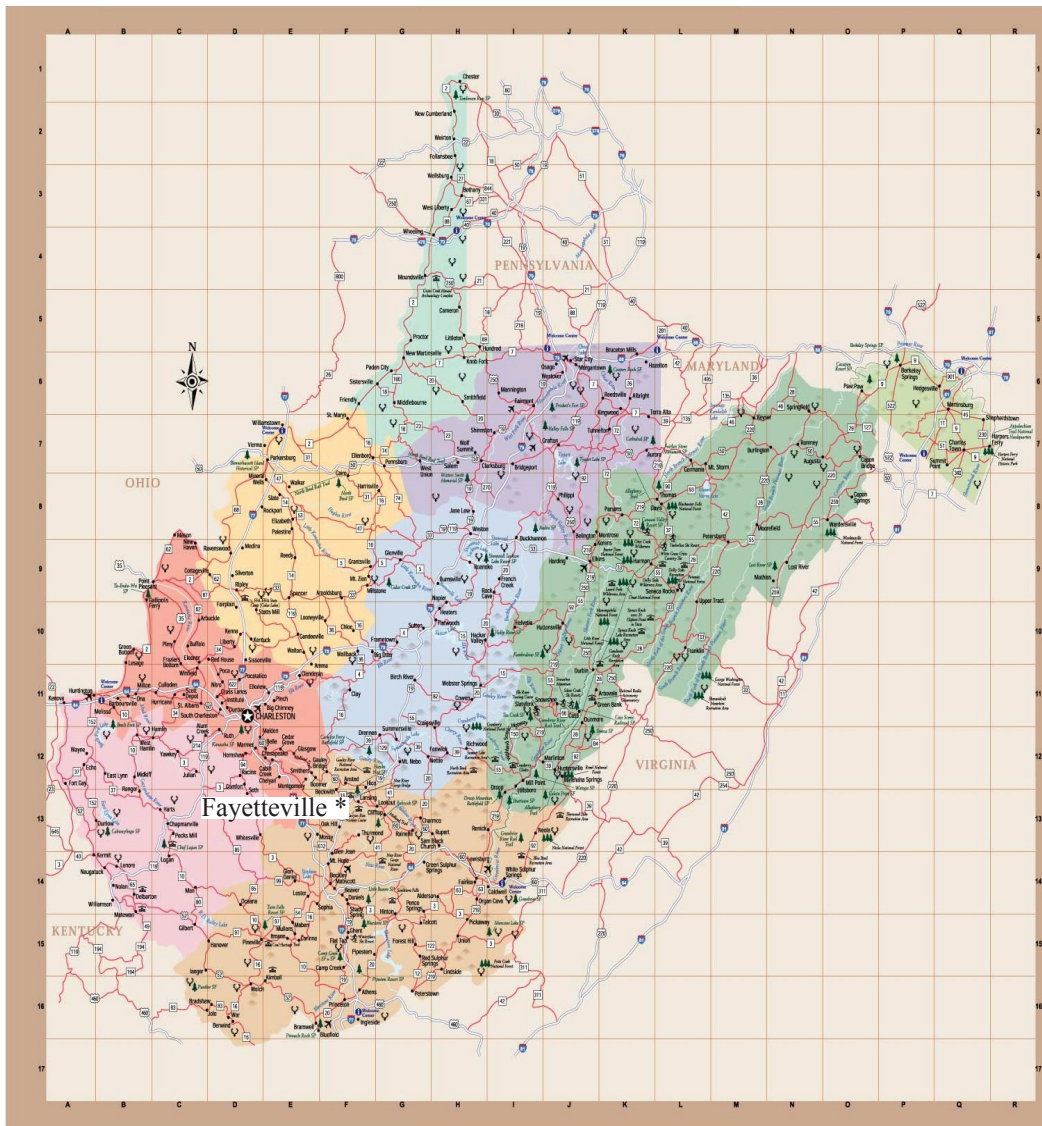


Figure 2: Map of West Virginia, town of Fayetteville highlighted. Source: (<http://www.wvtourism.com>)

information for Fayetteville. This is information that was not presented to the community on March 17, 2007, but is included here because it provides useful background, particularly for the economic development section. The main body of the report consists of five sections (1) economic development, (2) marketing and tourism, (3) Historic Preservation, (4) Infrastructure, and (5) Landscape Design. The report ends with a short summary.

General Demographic Background

Fayetteville is a community of some 2,700 residents. The community of Fayetteville and its surrounding metro area of Oak Hill (Oak Hill, WV

Metropolitan Statistical Area 2003 total population = 47,339) is a host to a hugely popular adventure sporting event: Bridge Day. The event takes place on the New River Gorge Bridge in Fayetteville. Bridge Day is the largest extreme sports event in the world with over 400 BASE jumpers, hundreds of rappellers, and up to 200,000 spectators each year.

Since the start of this event in 1980 the population in the town of Fayetteville has grown. Between 1990 and 2000 the town increased its population by over 26%, while surrounding communities had

seen a slight decline in population. (Figure 3) Fayetteville's new population has more disposable income than its neighboring communities. (Figure 4) They are purchasing homes, but they do not have children. (Figure 5) The percentage of families with children in Fayetteville has slightly decreased since 1990.

Change in Total Population (Percent)

	Oak Hill, WV Micropolitan Statistical Area	Suburban place of: Fayetteville town, WV
1980 to 1990	-17.1	-7.8
1990 to 2000	-0.8	26.2
2000 to 2003	-0.5	-1.9

Figure 3. Source: (<http://socds.huduser.org/Census>)

Median Family Income in 2005 Dollars

	Oak Hill, WV Micropolitan Statistical Area	Suburban place of: Fayetteville town, WV
1979	\$40,895	\$48,798
1989	\$32,836	\$47,729
1999	\$35,454	\$51,638

Figure 4. Source: (<http://socds.huduser.org/Census>)

Housing Units by Occupancy Status

		Oak Hill, WV Micropolitan Statistical Area	Suburban place of: Fayetteville town, WV
Total Units Excluding Seasonal and Migrant Housing	1980	21,310	875
	1990	20,602	910
	2000	21,151	1,227
Occupied Units	1980	19,861	839
	1990	18,292	837
	2000	18,945	1,151

Figure 5. Source: (<http://socds.huduser.org/Census>)

Economic Development: Creating Sustainable Development for Future Generations

*Michael Dougherty, WVU Extension Service
Dennis Jarvis II, Professional Development
Consultant*

The Community Design Team visited Fayetteville, W.Va., to suggest an outline or a blueprint for initiatives to assist in the long term development of the community. The economic development team was charged with examining the current economic base and putting forth ideas on how to grow the economy without endangering what currently exists. It did this by utilizing current and historical economic data, field observations, public comments, and additional information that was gathered during a CDT visit.

Current and Historical Outline

Fayetteville is the county seat of Fayette County and historically has served as the center for commerce, government, and cultural outlets for the county and the surrounding New River Gorge region. In the Friday evening public meeting during the CDT visit, concerned citizens provided a historical timeline of developments and the economic vitality of community. These discussions provided an illustration of the community that provided a thriving business district, a downtown full of energy, and an idea that everything anyone needed could be found in Fayetteville.

It was also during these discussions that community members outlined the decline in population, the stagnation of the downtown



Figure 6: Marquis de la Fayette statue at Fayette Courthouse

business district, and the perception of the community was that hope for new investment in the community was sparse. However, demographic data actually illustrates that the community is growing and economic information shows there have been recent attempts to diversify the local community as a response to the perceived decline.

Fayetteville has seen roughly a 55 percent increase in population since 1970 (Source: U.S. Census Bureau). In 1970, the population of the community was 1,712 while the 2005 estimates show the population to have grown to 2,635.

Another way to think about this is that in 1970, the towns of Smithers, Anstead, and Fayetteville were basically the same size. Over the last 35 years, Smithers has lost more than half its population and Anstead has seen its population go up and then come back down for a slight net increase. But Fayetteville has seen a

significant population jump. Making this even more remarkable is that the population of all of Fayette County is slightly less today than what it was in 1970.

The explanation for the growth can be attributed to several factors. These range from natural increase in population (more births than deaths), annexation to expand the municipal boundaries (which would bring in more people), or the influx of amenity-seeking residents (net immigration).

1. Fayette County Board of Education	923 employees
2. Global Contact Services	370 employees
3. Mt. Olive Correctional Complex	367 employees
4. Montgomery General Hospital	325 employees
5. West Virginia Institute of Technology	265 employees
6. Plateau Medical Center	200 employees
7. West Virginia Alloys	198 employees
8. Wal-Mart	195 employees
9. Georgia Pacific	138 employees
10. Fayette County Commission	133 employees

Figure 7: Local Fayetteville employers

However, employment opportunities have not always kept pace with the population shifts in the county (including Fayetteville’s increases). In 2000, the county “exported” about 3,600 workers – meaning the equivalent of 40 percent of its workforce had to leave the county for jobs (Source: U.S. Census Bureau). Similarly, the county saw its civilian labor force (18,110 persons in 2006) and employment (17,080 persons in 2006) drop between 2000 and 2006. Meanwhile, employment in the county increased slightly over the five-year period ending in 2005 (to 12,136). However, the increase did not fully make-up for the drop in employment in the previous five-year period (Source: Workforce WV).

Overall, what the residents of Fayetteville have

found is a county economy that is dominated by governmental entities. Four of the top ten employers in the county are state or local governments, with the Board of Education having almost as many workers as the second, third, and fourth largest employers combined (Source: 4-C EDA). The listing also includes two hospitals and two manufacture’s.

However, this does not fully capture the richness and diversity found in the regional economy. Much of this comes from the economic engine that is the tourism industry. Approximately

350,000 visitors journey to the New River Gorge Canyon Rim and the Visitor’s Center (Source: National Park Service).

The local and regional economies are heavily impacted by the multitude of tourists who visit the area and the money they spend. The 2005 economic impact study conducted

by Dean Runyan and Associates confirmed that tourism is a vital cog of the economic engine in West Virginia. In the New River and Greenbrier Valley Region – the multi-county area which includes Fayetteville – there was \$542 million in direct spending from tourists visiting the region in 2004. As a result, the tourism industry created over 6,750 jobs with an annual payroll of \$155.1 million. (Source: West Virginia Tourism Council). It should be noted that statewide, tourists spent over \$3.4 billion, leading to the creation of about 41,000 jobs with a payroll of \$766 million.

New Opportunities for Investment and Economic Restructuring

In developing a long term strategy for the community, the tourism industry must be a

part of the equation to ensure a viable local economy.

Recent developments illustrate the economic growth that has occurred in the community of Fayetteville and the region. The potential development of two gated planned up-scale retirement communities could create up to 2,750 new single family dwellings to be completed in the next decade. The community has addressed the expansion of the housing stock by investing nearly \$50 to \$60 million dollars in infrastructure for water and sewer expansions to meet the needs of the potential new customers.

The demographic profile of the current and future residents helped the community attract a new retail shopping center featuring a Wal-Mart Super Center, a Lowes

Home Improvement Center, strip retail shops, and several restaurants, businesses, and other amenities on the out parcels.

During the visit, it became apparent that there is interest on the part of town officials in attracting additional large-store chain retailers to the community, such as an outdoor/sporting goods store to be located on commercial retail zoned property along U.S. Route 19. However, there was some disagreement related to this. Several local merchants and residents felt

such development would detract from existing established retail in the downtown business district and the increased competition may not have the target audience to sustain the local economy. As evidence, they noted that about 16 specialty retail shops and restaurants had opened and closed (due to business failure) in the community over the last five years.



Figures 8 and 9:
Artwork by displayed in Fayetteville artwork



Recommendations

Fayetteville has several options available to them to consider in assisting the continued planned and sustainable growth for the town, the county, and the region.

Short Term (Within 12-24 months)

- Balance Retail Development

The recent trend of new investment in the retail district on U.S. Route 19 and the downtown business district will need to continue for the business community to thrive. There will need to be business in both locations. Such businesses need to meet the needs of local residents and visitors, those walking around town and those just driving through. There will need to be a mix of recognizable brands and locally-unique shops. But most importantly, there needs to be

a mutually supportive system that considers all these interests.

Our recommendation is for the town officials and local merchants to establish a dialog to discuss, debate, and eventually to help decide how these matters are resolved to the benefit of all in the community.



Figure 10: Examples of recreation opportunities in Fayetteville.

- Create a Merchants Association

Local merchants need to have a voice. They need to have a “say” on community issues. They need to be able to better manage and strengthen the community business climate. There needs to be a set of common guiding principles (a theme) among the many business entities in the community.

Our recommendation is that a merchants’ association be developed in the town based upon the process outlined in the National Main Street program. Assistance for the development organization can come from Monica Miller, Main Street State Coordinator, West Virginia Development Office (304-558-2234). Long term the community could investigate exploring

the option of becoming a full fledged Main Street Community or an Associate Main Street Community

- Establish a Micro Lending Fund

Financing issues often are the largest impediment to development of new business and expansion projects in the community.

The seed money for the program could come from existing tax revenue and future revenue streams from the expanding big box retail investment. The loan program should provide access to entrepreneurs or existing small businesses (up to 30 employees) for an amount not to exceed \$5,000. The fund could be utilized for a number of activities, such start up capital or collateral for a larger loan (commonly known as a bridge-loan).



Figure 11: Examples of recreation opportunities in Fayetteville.

Our recommendation is that the town, along with the county, should consider developing a micro lending fund to assist for the development of new business and expansion projects.

- Proactive Planning

There are many factors related to development that must be resolved in a community. In Fayetteville, these can be grouped into two categories: infrastructure and property considerations. Infrastructure includes water, wastewater, storm water, transportation (roads and streets), solid waste disposal systems, and utilities provision. Property considerations revolve around matters related to topography and land use regulations.

Our recommendation is for the town to undertake (continue to undertake) proactive development planning. As part of this, it will need to define and strengthen relationships with regional, state, and national partners. Longer term, it may even wish to create a “tool box” to facilitate proper planning in the region.

Medium Term (Within 2-5 years)

- Undertake a Targeted Business (Industry) Study:

For a community to have economic success, it must be able to take advantage of its location, build on what it has, and know its needs. In other words, there are both assets and under-represented elements in any local economy. And one way to determine the most appropriate emphasis for development efforts is a targeted business study (also known as a targeted industry study).

Our recommendation is that the town and the county should commission a study to define

the variety, type, and number of businesses that may be attractive for the community. It should examine in detail both the U.S. Route 19 Corridor and downtown business district. It also must incorporate the existing planning and zoning studies, policies, codes, and related regulations.

- Enhance Web Presence and General Marketing Materials

It is important to provide information on life in Fayetteville on the internet, as you perceive it. This helps promote the community as well as to overcome any misconceptions that might exist.



Figures 12 and 13: Images of recreation opportunities in Fayetteville.

To that end, the town should update and enhance its existing web site (www.fayettevillewv.com) to provide a fresh window to the community for interested travelers, site selection consultants, and interested investors. Potential partners include local merchants, restaurants and lodging establishments, the National Park Service, the Fayette County Commission, the Convention and Visitors Bureau, and the West Virginia

Development Office. Information that could be added to the web site include: a community profile with updated demographic data, a community calendar of events outlining the type and variety of activities in the community, a database that will allow visitors and consumers to find out about what is available in the community, and important announcements regarding business activity in the community.

Our recommendation is to make this part of a larger marketing effort. The first step is to reinvigorate the website. The second step is to develop appropriate printed materials to supplement the internet presence which could be produced in small quantities (on an as-needed basis) and printed directly from the website itself.

- Create a Business Retention and Visitation Program

Development efforts often ignore the one important source of potential enhancement of the economic base – existing businesses. Keeping and growing what already exists in a community is far less expensive and far more productive than recruiting new business and industry to a community. The concept involves utilizing existing assets rather than just luring new development. Doing this helps to foster self-reliant local economies and improve the business climate. Assistance for such efforts would be available from the 4-C Economic Development Authority, the Fayette County School system, the New River Technical and Community College (in Summersville), and the Small Business Development Center (in Beckley), the West Virginia Development Office, the West Virginia University Extension Service, and Business Retention and Expansion International.

Our recommendation is to establish a business visitation program with existing businesses in the community. Developing such a program with existing businesses will ensure a long-term commitment to assisting them in continuing their investment in your community.

- Support for Entrepreneurial Activities

One way that business grows in a community is for it to grow from within. In other words, individuals become entrepreneurs and set up businesses that have the potential to grow



Figure 14: Example of recreation opportunities in Fayetteville.

and become prominent in the community. But this does not happen without support for such efforts. These include creating financing programs, establishing business incubators, and linking to appropriate state and federal programs.

Our recommendation is to create a situation that empowers individuals (local residents, newcomer professionals, etc.) who want to start up their own business. This can be done by ensuring the necessary infrastructure for such activity exists in the community.

Longer Term (5-Plus years)

- Encourage Dedicated Development Activity

There is much that could be done to work within the local setting and constraints to promote economic development. Fayetteville sits in the middle of a burgeoning tourism region known for its natural beauty and outdoor sports. Those same factors also make it a desired relocation destination for individuals. To that end, there exists opportunity for various firms, ranging from a natural setting safety and rescue training facility to a telecommuting and teleconference business center.

Our recommendation is for the town to work with the necessary entities to create business development that fits the unique set of characteristics found in the community. The exact scope and nature of such development will need to be developed based upon community assets and future needs.

- Other Recommendations Contained Herein

Some of the short-term recommendations and medium-term recommendations also contain advice for the longer term. These should be considered additional long range recommendations.

Figure 15: Examples of recreation opportunities in Fayetteville.



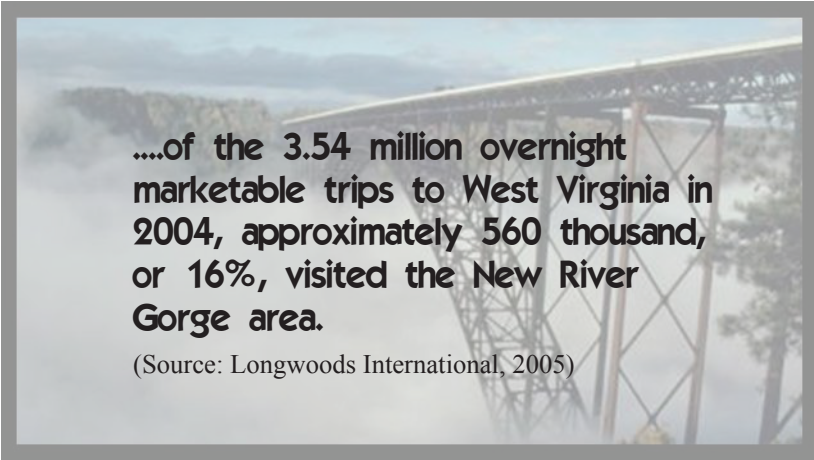
Marketing and Tourism Opportunities

Betty Cutlip, Trace Gale, Judy Spade, Kate Thompson and Michael Walsh

We want to congratulate Fayetteville on the wonderful materials and input that you provided to us. We heard from many groups within the community, from school kids to community members to leaders in different organizations within the community. Your input was helpful. Our recommendations begin with an assessment of your strengths, weaknesses, threats and opportunities—a traditional exercise in strategic planning.

Strengths

Fayetteville is world class in terms of tourism. You have tourism experts from around the world right here in your community. And that means that you are not only great at product development, but you're also really good at understanding your customer, at marketing, and at understanding the special resources that you have here in this area. We find Fayetteville to be resource rich. One of the things that stood out to us from the many communities that we've visited, is that you have a tremendous amount of social capital already developed. Everyone in this community gets out, participates in organizations, gets their voices heard and gets involved in projects. This is a true asset for you. There is also a great deal of human capital in Fayetteville. You have a rich heritage and a number of



...of the 3.54 million overnight marketable trips to West Virginia in 2004, approximately 560 thousand, or 16%, visited the New River Gorge area.

(Source: Longwoods International, 2005)

historical assets available in your community. And you have rich cultural assets—special crafts, special food, theater and music. Above all, you have the potential for growth. Having been around this area just a little, there are people with the financial wherewithal to invest in your community. To support this, look at the report that came out in 2004 from the West Virginia Division of Tourism. The number one most popular attraction or event in the state for overnight travelers is the New River Gorge and Bridge. Congratulations. In fact, of the 3.54 million overnight marketable trips to West Virginia in 2004, approximately 560 thousand, or 16%, visited the New River Gorge area. (Source: Longwoods International, 2005) And with current industry trends, those numbers stand to grow even higher in the years to come.

Weaknesses

During our meeting, we asked for one-word descriptions of your community. One of the words that came up from members of your community was the word “divided”. We also have observed different factions within this community. Examples of this include newcomers versus old-timers, politically-driven factions, neighborhood divisions, merchant groups, industry specific groups, and civic organizations. While all of those factions have really strong social capital within themselves, they do not necessarily play well together. We believe that this could be a weakness for you, moving forward. Another weakness we see is a lack of awareness of the many assets within your community human, natural, physical, etc. If you don't know what you have, it's difficult to leverage your

capital to its full potential. Another weakness in the community of Fayetteville lies in the community's physical layout and the condition of some of the physical infrastructure.

Examples of this are found in some of the existing (or lacking) sidewalks, the condition of greenways and green spaces, signage, the large signs in front of the visitor's center, and the divisions in your community created by Rt. 19. Finally, there seems to be a general lack of awareness about Fayetteville amongst tourists. There are large numbers of people around this state and in the surrounding states

that are sources of tourist business, who don't think of Fayetteville as a destination. For example, the town that I live in, Morgantown, is one of the fastest growing cities in the state. It is a college town filled with outdoor enthusiasts who love to hit the trails, rocks, and rivers around this state. Logically, folks from Morgantown would have an interest in the offerings and attractions of the Fayetteville area. Yet, according to the tourism data, Morgantown doesn't even make the top 20 list of cities from which Fayetteville draws its visitors. That doesn't make sense.

Threats

A key threat we identified in the Fayetteville community had to do with the changes in the consumers visiting the Gorge. The people that visited here in the '80s and the '90s have aged 20 years. They're interested in different kinds of tourism experiences and opportunities now. Instead of bringing their girlfriends and boyfriends with them on trips, they're bringing their kids and their grandkids. And these kids and grandkids are also very different from kids in the 1980s. The things that they are involved

- 1) Building awareness for the Gorge and for Fayetteville**
- 2) Building partnerships within and outside your community**
- 3) Improving community involvement and civic engagement**
- 4) Evolving cohesive tourism offerings.**

Figure 16: Four ideas of opportunities in Fayetteville.

with; what they define as adventure; all of these experiences are really changing. You may not have the attractions that today's tourists want. Or, worse yet, perhaps the attractions people who are passing through want involve simply a five minute stop at the overlook, a drive thru, and an outlet mall. How does a community like Fayetteville capitalize on that kind of tourist behavior? These dynamics seem to be one of the key threats facing your community today. An associated threat has to do with your image as a community and how you present yourself to the outside world. When we asked

that question, "tell us one word that describes your community" we heard a lot of different ideas of what the word should be. Those words were very different from each other. While having a diversity of responses in terms of meanings of a place is perfectly fine, the range of responses suggested to

us that there is not a consistent idea amongst the members of your community about your image. That lack of consistency in a collective vision of your image makes it difficult to develop cohesive tourism products or to market yourselves to the outside world in a meaningful way.

Opportunities

We have identified four key opportunities; each of which involves short, medium, and long-term actions/outcomes. These opportunities include (Figure 16):

Building Awareness for the Gorge and for Fayetteville:

This opportunity involves building awareness for Fayetteville and for the New River Gorge amongst potential travelers, with the goal of attracting new visitors to your community and

the New River Gorge. We see an overarching goal being the need to identify and develop a unified, cohesive brand for Fayetteville that will resonate with travelers.

- **Short-term Actions:** Given your current structure and the many numbers of groups and concerns that you have in Fayetteville, we think it's important that you develop a Fayetteville marketing committee. This committee should have people from different organizations:

merchants, local government, churches, schools, etc. The danger in not forming a committee is a lack of consensus. If you develop a slogan, for example, and if there's another group in your community that really isn't interested or supportive of this slogan, you don't have a unified front.

- **Mid-term Actions:** You need to figure out collectively, as a community, what is it that you want to be to the outside world, and what can you come together on. And we think an opportunity for you is to do that through a marketing committee. We think it's super important for you to define the Fayetteville brand and then once you do, we recommend the model that the Division of Tourism has taken, which is that every single piece of communication sent out by your community should include a consistent brand message about Fayetteville. The mayor needs to have his business card with the slogan for the community. Every piece of letterhead should be consistent to your brand message. In so doing, remember that the most important audience



Figure 17: Listening to the opinions of students at Fayetteville Elementary School

is Fayetteville itself. You need all community stakeholders to buy into and support a consistent message about what you want to tell the outside world. Once you have your brand identified, Fayetteville can increase awareness through a number of different tools. Again, thinking about the human capital that you have right here in this community, you have some good Web developers right here to help you optimize your Web presence. You also have some opportunities to tie into state-level resources. You should go down to Charleston and train the 1-800 number operators about what it is you want them to be talking about when they're talking about Fayetteville. We think it's super important to make your visitor center more visible, whether through signage or moving it to a more visible location.

Building Partnerships Within and Outside Your Community:

This opportunity involves a growth of horizontal social capital, which is civic engagement across existing organizations and groups (factions). We recommend that you focus on

ways to get over the factional issues that exist in Fayetteville and find common ground.

- **Short-term Actions:** The establishment of a cross-organizational Fayetteville Marketing Committee, described earlier, will move your community in the direction needed to establish these types of partnerships. Consider how best to build partnerships with experts and resources beyond the confines of your community, such as Extension Specialists in Morgantown, Academic Professionals, Politicians, and the WV Division of Tourism. This will also assist your efforts.

- **Short to Mid-term Actions:** Conduct a formal community level asset survey. This involves identifying, capturing, and documenting all of the many human capital, social capital, and natural physical assets you have; not only within your community, but within your region, your state, and beyond. The outcome is a tool that you can use on an ongoing basis to identify and leverage capital for any number of future projects. You can search through the inventory, quickly identify persons, places, or tools you need to tap into, and then assemble those resources into work teams to move projects forward. Once you have this resource in place, you are going to know who and what to involve in any community development project and how to begin to move across factions to build cross-community initiatives. WVU Extension – CRED can assist with the facilitation and project oversight of this initiative.



“The Gorge is a world-class natural resource that is right at your back door, and there are people here in this community that don’t know how to use it.”

Improving Community Involvement and Civic Engagement:

The next opportunity that we identified involves an active effort toward greater community involvement with the resources that exist in your community. For example, when we were in your high school, we learned that most students in the high schools never go into the Gorge. That might be understandable if we’d spoken to an older person in this community who didn’t like to get out and hike. But a high school kid in this community that doesn’t know anything about the Gorge? That’s hard for us to understand. The Gorge is a world-class natural resource that is right at your back door, and there are

people here in this community that don’t know how to use it. And so when we talk about community involvement, we’re talking about putting your community development before economic development, and figuring out how to get to all groups

in your community and educate them and teach them about the resources that you have here.

- **Short-term Actions:** A short term action that will help with community involvement is to improve the communications between the many different groups within your community. This could be something as simple as a bulletin board that posts information at the Court House. Another short-term action would be to form partnerships between the student organizations, educators, churches, the park, local merchants and tourism companies. Discounted or free excursions; projects to clean trails or develop

interpretive materials, special hikes or rafting trips. How can educators better leverage the park and the resources therein?

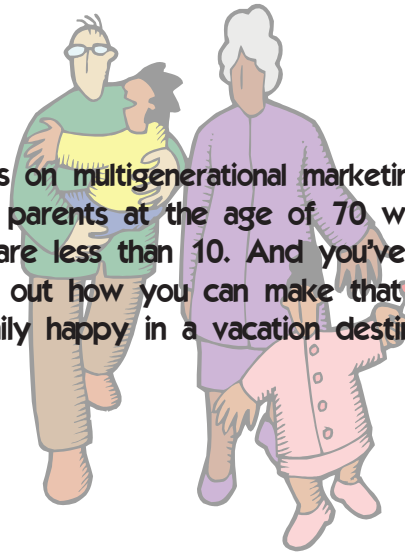
- Mid-term Actions: We think that you need to make a community center a priority. How can you find creative ways to reuse some of the existing buildings in town? How can you involve the greatest number of people in development and management of a community center? Might the library be a tie?

Evolving Cohesive Tourism

Offerings:

This brings us to the last opportunity we have identified: evolving cohesive tourism offerings. We've already talked about how demographics are changing. Success in tourism means that you must continually evolve your product to be relevant to the people coming today. Let's compare generations. The parents of Baby Boomers followed the following path. They went to school and they got an education. And then they got married. And then they got a job. And then they had a few kids. And then they retired. And then they took bus tours and went to the casinos. But Baby Boomers are a little bit different. They also went to school. They also got married. After they got married though, they probably got a divorce... And then they started a career... And then they went back to college and changed their mind about their career and got another career... And got married again. They might have had two or three families in the process. Baby Boomers have a very nonlinear life. And it's created a lot of confusion for marketers and product developers. The concept of age-appropriate

Focus on multigenerational marketing: you have parents at the age of 70 with kids that are less than 10. And you've got to figure out how you can make that type of family happy in a vacation destination.



behavior, or age-appropriate appearance, has really gone out the window with Baby Boomers. They want what they want when they want it. And they don't want you to tell them that they can't handle it. It's simply a foreign concept to them. They don't believe in the idea that their age dictates their events. You must understand the idea of multigenerational marketing. All of a sudden, you have parents at the age of 70 with kids that are less than 10. And you've got to figure out how you can make that type of family happy in a vacation destination.

- Short-term Actions: Fayetteville is primed and ready to move forward in developing synergistic new tourism attractions and products that will resonate with today's consumers. The formation of the marketing committee might provide a good group to begin to work on cohesive products, given their familiarity and intimacy with the brand image you will choose. Some of the multigenerational products

that we thought would be applicable for Fayetteville include bird watching, agritourism, ecotourism, walking tours and dog-friendly attractions. Questing or Geocaching are other concepts to consider.

- Mid-term Actions: Work to attract development of tourism products that will meet tourist experiential desires, complement community needs, provide unique points-of-difference for your community, and enhance local businesses. An example of this type of attraction is Ray's MTB Indoor Park, in Cleveland, Ohio. It's the world's only indoor

mountain-bike park with over 88,000 square feet. There are beginner sport and expert indoor mountain-biking trails. It has a practice jump foam pit so that people who are competitive mountain bikers can practice their jumps. This park attracts kids of all ages. This type of product is something you need to be thinking of developing as a community. If you had an indoor mountain bike park, it would attract people from all over the East Coast and Canada. This would serve as an engine to drive more retail development. It is also unique within the marketplace. It's not something that you're going to be able to get in Beckley or Morgantown. While this is just one idea, we feel this is the kind of thinking Fayetteville needs to consider to continually achieve marketplace success.

Resource:

Ray's MTB Indoor Park

Waldorf Industrial Park

9801 Waldorf Avenue

Cleveland, OH 44102

Phone: 216-631-7433

<http://www.raysmtb.com/index.html>

Historic Preservation

Chriss Knorr and Anna Harris

Things seem to be happening in Fayetteville, which is a great thing. The West Virginia Office of Historic Preservation is an obvious thing in your community that ties into all of the things that the Community Design Team discusses. It ties into the education of people and tying people together and educating local residents and their children. It is also about educating the tourists about the history of your community. It deals with planning issues and also economic development. Historic preservation can be and is an economic development tool.

Opportunities

I would recommend the creation of a Fayetteville historic landmarks commission. There is one in the county, a countywide historic landmark commission.

There are some advantages of creating a local historic landmark commission. It is done by creating an ordinance that creates and adopts a commission. It's created by city ordinance. Basically, that type organization can centralize various historic preservation type activities within the community. It is a place where people can go and ask questions about historic preservation issues. The next step in that, after having a historic landmark commission, is to apply for what is called certified local government status. Fayette County actually does have that certified local government status. Having this status opens up some grant possibilities that would be extremely helpful in your community.

It is important to write and print guidelines for preserving your landmarks. These guidelines can be used for either educational purposes, to help teach people about appropriate things to do to their properties, or it can be done by a historic landmark commission. Currently you have a planning commission that deals with some design review issues. It can help provide them advice through historic preservation workshops or possibly bring people to your community to teach historically appropriate methods of working on their buildings.

Grants

There are varying types of grants. The State Historic Preservation Office is funded federally, and we are required by the federal government to give 10 percent of our budget to certified local governments to be used by historic landmark commissions. We do that in the form of Survey and Planning

Grants. And they go for a wide variety of things. They can help publish walking tour brochures, which you have created in the past but could be re-created. The grants can work toward signage for identifying historic properties. They can be used to write and print guidelines which can be used for either educational purposes to help teach people about appropriate things to do to their properties, or it can be used by a historic landmark commission doing design review. Another one of the Survey and Planning grants is called a pre-development grant. This type of grant would allow the owner to get help with a building that has



Figure 18: Example of sign that should be repaired or changed. Updating signage will make your historical sites more accessible.

some serious problems. The grant can allow the grantee to hire consultants and architects to come in and do historic structure reports to describe issues with the building. You can hire architects to do plans and specifications for these buildings. Another is a grant to conduct an architectural survey. The Fayetteville downtown district was written in 1990. So there may be some updating to do. There may be some things that maybe weren't quite eligible that could now be included (structures must be at least 50 years old). You could also expand the historic district.

- * *Fayette County National Bank*
- * *Bank of Fayette- Town Hall*
- * *Old Post Office*
- * *The Love Building (Waterstone)*
- * *Theater*
- * *Janutolo Park*
- * *Stone walls (North Court, Keller, Maple, Fayette Ave.)*
- * *Homes on Fayette Avenue*
- * *Homes on Maple Avenue*
- * *204 North Court Street- (Rumored to be the oldest house)*

Figure 19. Ideas for Historical Areas to Highlight

Walking Tour and Signage

The current brochure is great, for a thorough historical tour of the town. But that is not going to be desired by the average visitor. The average visitor would like highlights within easy walking distance. In addition to creating a new brochure just putting up a few highlighted signs will improve the chances of more people walking around town. These signs will be especially good for elderly visitors, who may not have the time or energy to go through a whole brochure. We would suggest maybe, ten focal points of the shortened highlighted tour. A more manageable shorter walking tour could easily be created by using the material that is available in the current walking tour brochure.

The first part of your town that I think is an amazing asset and a rich resource is the Fayette County Courthouse. At the high school and the middle school, the kids said this is a place that they love in their community and really cherish and would show off. But then we looked at the

signs at the courthouse, we found them very difficult to read. (Figure 18) I think there could be some improvements there. The goal should be to make it more user-friendly.

We have found several areas that we suggested you highlight. These are places that stood out after reading through the brochure and walking your community. They would benefit from better signage. (Figure 19 Historical Highlights.)

The green is the existing tour area. We suggest creating a smaller area with more signage as shown in blue. (Figure 20).

Planning

Currently, as I understand it from the existing codes in the community, the planning commission reviews work done within the historic district and issues, or has the authority to issue certificates of appropriateness for work done on renovations to the exterior of a building. I believe they're just referring to the downtown district, it could be expanded into residential areas. That is something that you can consider for the long-term, expanding to retain the historic integrity in the residential areas. The existing codes state that the work that

is done must follow the Secretary of Interior's standards for rehabilitation, which are basically ten general principles on historic preservation. (Figure 21. Standards for Rehabilitation.)

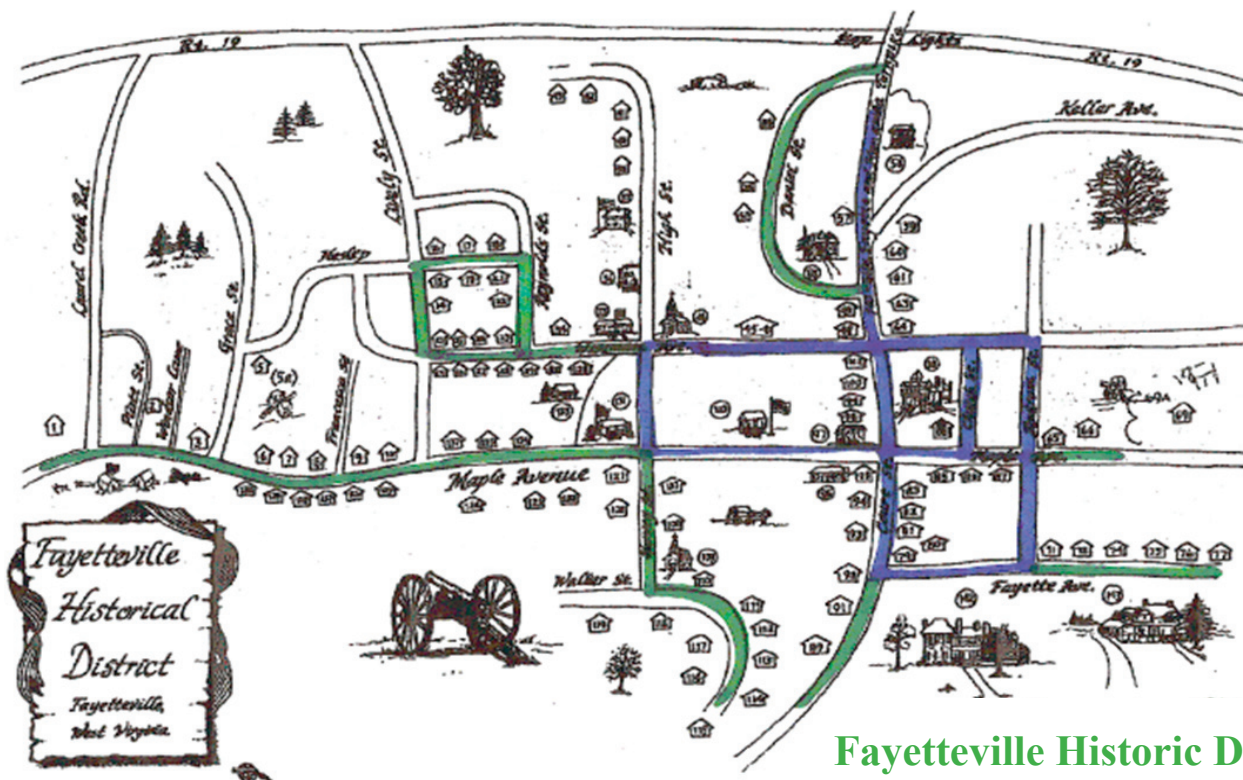
Landmark Commissions or planning Commissions involved with design review should be given these standards because they may not be versed in historic preservation type issues. It makes it very hard to be arbitrary or capricious about decisions making any decisions more legally defensible. Following these standards protects your commission from law suits and / or appeals. Guidelines are also good for the building owners, because they make it very clear to everyone the guidelines that need to be followed. They make suggestions on appropriate things that could be done, while telling people what are the inappropriate things, making it more clear and helpful for building owners and those doing design review.

Reevaluate your growing areas in Fayetteville for planning and zoning issues. We saw much growth on Route 19. We envision more development between 19 and the new housing developments, specifically the one out 16—Ridgeview Estates. Once that area begins to get traveled more, it is going to be developed, so now is the time to plan.

You have done some good things with planning. You have located the Wal-Mart shopping center quite well and you have worked with Ridgeview Estates about the trees and home locations along the ridge of the river. Stay on this planning agenda. If you get some of these issues in place ahead of time, your desires will more likely be achieved. An easy way to address some planning is by creating different types of districts, similar to a historic district, but you can be more specific about things such as mass and scale, materials.

We learned that the community encouraged certain

Figure 20. Current Historical Fayetteville map with suggested alterations.



Fayetteville Historic District

Suggested Tour Highlights

U.S. Secretary of Interior's Standards for Rehabilitation

as found at this website:

<http://www.nps.gov/history/hps/TPS/tax/rhb/stand.htm>

- 1. A property shall be used for its historic purpose or be placed in a new use that requires minimal change to the defining characteristics of the building and its site and environment.*
- 2. The historic character of a property shall be retained and preserved. The removal of historic materials or alteration of features and spaces that characterize a property shall be avoided.*
- 3. Each property shall be recognized as a physical record of its time, place, and use. Changes that create a false sense of historical development, such as adding conjectural features or architectural elements from other buildings, shall not be undertaken.*
- 4. Most properties change over time; those changes that have acquired historic significance in their own right shall be retained and preserved.*
- 5. Distinctive features, finishes, and construction techniques or examples of craftsmanship that characterize a property shall be preserved.*
- 6. Deteriorated historic features shall be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature shall match the old in design, color, texture, and other visual qualities and, where possible, materials. Replacement of missing features shall be substantiated by documentary, physical, or pictorial evidence.*
- 7. Chemical or physical treatments, such as sandblasting, that cause damage to historic materials shall not be used. The surface cleaning of structures, if appropriate, shall be undertaken using the gentlest means possible.*
- 8. Significant archeological resources affected by a project shall be protected and preserved. If such resources must be disturbed, mitigation measures shall be undertaken.*
- 9. New additions, exterior alterations, or related new construction shall not destroy historic materials that characterize the property. The new work shall be differentiated from the old and shall be compatible with the massing, size, scale, and architectural features to protect the historic integrity of the property and its environment.*
- 10. New additions and adjacent or related new construction shall be undertaken in such a manner that if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.*

buildings like the shopping center and potentially a new drug store, to be made out of brick. If a district with planning codes is created, some of these things will automatically be addressed in the future.

In these districts you can regulate many things including materials, signage, setbacks, and scale and massing (graphic of Massing...) Also, you can create or increase landscaping requirements in certain areas. Signage can get more specific about what material types and sizes are used.

Economic development

Historic preservation is definitely a form of economic development. Promotion of financial incentives of renovation of historic properties is something that your community needs to know about and needs to be able to tell people and remind potential building owners, that we are a National Register district and there are financial incentives available, such as tax credits.

There are tax credits for commercial properties or income properties that can be income-producing; it doesn't have to be commercial, it can be rental residential. There are tax credits, twenty percent federal and ten percent state, for commercial properties or income producing properties that can include rental residential. That is a percentage of the work that is done on a renovation project. If you have to do substantial rehabilitations, an amount greater than the adjusted basis of the property (building value, minus the land value and any depreciation). For example if you have a building value of \$50,000, you have to spend at least \$50,001 to qualify for the credit. Some examples that have used grants and tax credits in recent years in Fayetteville are the Altamont Hotel and the Fayette County jail.

Also, West Virginia has the ability to alter tax assessments for places in National Register historic districts. This is another potential for

grants and financial incentives that can possibly be created. So there's the potential for possibly even slightly lowering property taxes for those businesses in local historic districts. Creating local grant or loan programs is another possibility. These can be small grants to do some rehab or for signage. It can be just a small pool of money that comes from your local governments or some communities even apply for grants, which then reassign the money to these smaller projects.

Another program worth consideration is the Preserve America Community designation. It is a Federal program created in recent years on a national level which has some grant possibilities associated with it. There are also USDA grants. I keep getting more things in the office for rural development projects for building acquisitions and renovations and of course Department of Highways, transportation enhancement grants, which the community has already taken advantage of. As others have, I'll also mention the West Virginia Main Street program, and there product producing economic development tool which is based on the concept of historic preservation.

INFRASTRUCTURE CONNECTIONS

Ron W. Eck, P.E.

Traffic

This section continues the theme of connecting destinations, people and organizations by focusing specifically on infrastructure connections, namely, motorized and non-motorized transportation. Vehicular traffic issues will be discussed first.

Traffic signs are a critical part of the transportation infrastructure. Arriving in town after dark on Thursday evening, several team members noted that street name signs were hard to see. Therefore, we recommend that street name signs be evaluated and new ones that conform with the recommended standards in terms of font style and size, color contrast and retroreflectivity be installed. Also, in a few cases, we noticed that some of the regulatory signs, i.e., stop signs, yield signs, and speed limit signs are not in compliance with the current standards. We recommend conducting an inventory of the regulatory signs. The national standard, which has been adopted in West Virginia, is a document called *The Manual on Uniform Traffic Control Devices*. Compliance is important for several reasons. One has already been discussed. That is so that drivers are able to see the signs. Driver understanding is another reason. By using uniform signs that conform with what is used elsewhere in the country, driver understanding is facilitated. Another reason is the legal aspect. Non-standard signs can lead to law suits against the town if there would be an accident. The West Virginia Local Technical Assistance Program (WV LTAP) can provide technical assistance relative to signing.

Another traffic issue is parking. The team learned that parking is a concern in Fayetteville; several things might be done to address these

concerns. One idea to consider for Fayetteville is the concept that's become very popular around the country--"Park once and walk." The idea is to encourage people to park once and then move on the ground by foot to the various destinations. With Fayetteville's compact downtown, this is a very viable concept to implement and promote in Fayetteville.

Concern was expressed in the community about parking availability. Although the short duration of the visit did not allow us to study this issue in detail, we recommend that the town try to optimize the use of existing spaces. For example, it was hard to tell due to the snow to what degree this is being done, but on-street parking stalls should be clearly marked so that the best utilization per foot of curb space is obtained. It is also recommended that parking time limits be examined to see if they are reasonable. For example, in the heart of town, shorter time limits (that promote turnover) than in outlying areas might be more appropriate. Such an arrangement accomplishes at least two things. Employees of some of the downtown businesses who need to park all day can park on the outskirts or the perimeter of the business district. In so doing, they do not occupy the spaces where high turnover is needed for customers at downtown businesses.

Look at opportunities for shared parking. For example, perhaps there is a business that needs parking during the day but is closed in the evening. Those parking spaces might be used by another activity such as a restaurant or theater that is open in the evening but does not require parking spaces during the day. A study or some investigation into implementing this concept would be helpful.

We recommend that consideration be given to having a formal parking study conducted. Rick Bayes did an excellent study a few years ago. It may be time to update that work to take into

account the changed conditions that have occurred. The objective would be to identify the type and the number of spaces that exist in town as well as to identify the nature and the magnitude of the parking demand, i.e., when do people want to park? how long do they want to park? in what part of town do they want to park? Another part of this study would be to identify off-street spaces and the restrictions on them, meaning: Are they restricted to property owners? Are there time limits? Are there fees involved? All of these items would be part of a comprehensive parking study.

Walkability

Fayetteville is eminently qualified to be a walkable community. The town center, as previously noted, is quite compact. There is interesting infrastructure in town, as described elsewhere in this report, e.g., historic structures and architectural features. Attractive, safe, accessible sidewalks invite people to come to a community and to spend time on foot walking about the community. On the other hand, cracked, deteriorated, inaccessible sidewalks discourage walking, can cause injuries and prevent access to the community by the disabled. Even with the snow covering the features on the day of our walkabout, we observed some of the barriers just mentioned, namely heaved-up sidewalk slabs and cracked/deteriorated sidewalk surfaces. We recommend doing a sidewalk inventory to identify where sidewalks are present and their width, condition, and ADA accessibility (e.g., are curb ramps present? Are there surface barriers?).

Sidewalk continuity should also be examined as part of the inventory. In a number of neighborhoods and in town, there are sidewalks, but there are also a relatively large number of gaps, or discontinuous sections, where the

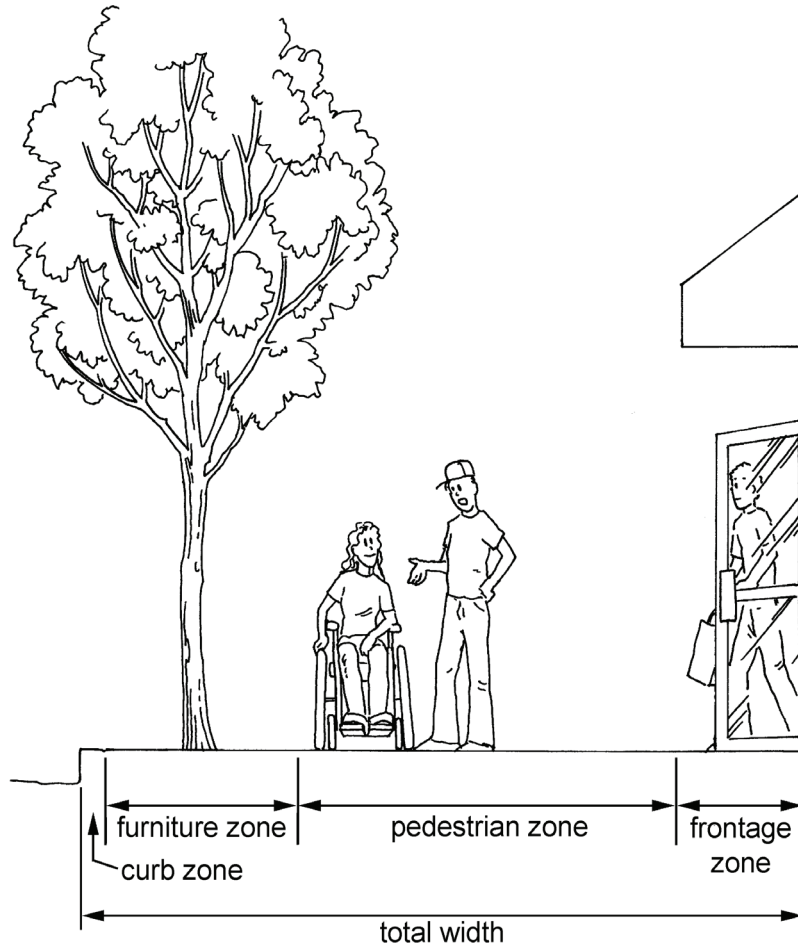


Figure 22. Components of an Ideal Sidewalk.

sidewalks are not connected. Since sidewalk construction/reconstruction needs will exceed what can be accommodated financially or resource-wise immediately, it is important to prioritize the construction and reconstruction of the sidewalk segments. We are pleased to note that Town Superintendent Bill Lanham is already doing this. He mentioned that the first priority will be ADA access in the downtown area. This is an excellent example of what we are recommending and we commend you for already taking steps to implement that recommendation.

The Town might consider a sidewalk ordinance that would specify design standards for sidewalk construction in terms of surface width and



Figure 23.
Street Furniture (circled)
Blocking Sidewalk
Pedestrian Zone in Town.

type. The ordinance would also define needed maintenance actions and responsibilities, e.g., who's responsible for maintaining the sidewalk? And what are conditions that cause maintenance to be needed? Monitoring the condition of sidewalks and constructing and reconstructing sidewalks requires money, time and resources. Therefore, the Town is encouraged to look at innovative ways to meet these needs or to address these issues. For example, in some communities, instead of having property owners pay for the entire cost of sidewalk construction, the municipality asks property owner to pay for the materials—the cement and the stone, while the municipality pays for the equipment and labor involved, which is the more expensive part of the construction. Creative financing or cost-sharing arrangements like this make it possible to construct or reconstruct more

sidewalks than would otherwise be possible.

The West Virginia Local Technical Assistance Program can offer more specific guidance in terms of sidewalk design and construction. As shown in Figure 22, a well-designed sidewalk has certain essential components or zones. The team noticed that downtown, the Town has done a good job of providing pedestrian amenities such as benches, trash receptacles and street trees. However, there are some instances, as shown in Figure 2, where those amenities actually restrict the sidewalk width significantly. It is very important that the pedestrian zone, as shown in the center of Figure 23, be of sufficient width. The Americans with Disabilities Act Accessibility Guidelines (ADAAG) require that sidewalks be a minimum of three feet wide. Good design practice calls

for a minimum sidewalk width of five feet wide so two people can walk side by side without one or the other having to go into the street or onto a lawn. The pedestrian zone needs to be kept clear of obstructions, including street furniture (benches, trash receptacles, etc) and signs. This is important not only for pedestrian accessibility but to create a pedestrian friendly environment that invites people to walk in Town.

In discussion of amenities such as benches, trash receptacles, or street trees, it is important not to forget public restrooms. This is not an amenity, it is a necessity for visitors and for residents alike.

Another element of walkability is continuity, i.e., linking places so people can walk safely and conveniently between them. Think about connecting the various destinations in the Fayetteville area, both in town and outside of town. Try to tie them together, not only by roads and streets, but by sidewalks and bicycle facilities. The discussion above noted the importance of filling any gaps that exist in the sidewalk system. Another element that needs to be considered when trying to create pedestrian and bicycle friendly environments is what's called "access management," i.e., driveways and curb cuts. Frequent and/or wide driveways discourage walking and biking because every time there's a driveway entrance or curb cut, there's a potential conflict for somebody on foot or on a bicycle. It is important to have an access management policy to control the number of driveways and their width and spacing.

Helping pedestrians find their way about town is also an important part of a pedestrian-friendly community. Way-finding signs show distances and directions to pedestrian destinations. One example that some team members encountered is worth noting. Several members of the infrastructure connections group wanted to examine the part of Town west of US Rt. 19. The

best way to do this, of course, was to walk across the grade-separated overpass. While eventually we found our way to the overpass, it would be nice to have a sign or series of signs that direct pedestrians to the overpass along a pedestrian-friendly route.

Think about creating public space or green space, another important component of a walkable community. Some suggestions in this regard are presented below. Public art, art features around town in various spaces, liven up the visual environment for pedestrians.

LANDSCAPE DESIGN

Steven McBride, Mary Luckini, Emma Lower, and Diane Sparks

The landscape architecture team focused on physical design issues that were identified by the community during the visit and that became apparent as the team toured the city. We have organized these into three categories of issues: one relating to gateway and signage issues; one with streetscape beautification; and the third one with pedestrian linkages, green spaces, sidewalks, and trails.

Gateway and Signage

The areas that you see on the major approaches into Fayetteville from the north and the south at the intersections of Rt. 19 and Rt. 16 are the main gateways. Ideally, a gateway should “announce” a visitor’s arrival and create a positive first impression of the city. Unfortunately, current entry points do not do that. The entry sign at the north intersection is tucked off to the left, blending in too much with its backdrop and sited so that it is difficult to read the top of the sign. Our recommendation is to expand the concept from simply an entry sign and to treat the entire intersection as the gateway, including some landscaping with native plant materials in the median. The introduction of plants will serve as a traffic calming device, slowing traffic and giving

the entrance into town much more substance.

The pedestrian overpass provides an important connection to town for the residents on the north side of Rt. 19. It is not very attractive, however, and needs to be cleaned of graffiti and repainted. There is a small green space at the end of the bridge that can serve as a park amenity for those residents. As part of the clean up, the community has an opportunity to really enhance the visibility of the main gateway into Fayetteville. The overpass could be painted with an appropriate design relating to some of the other ideas that have been introduced, perhaps including the slogan “Front Porch to the Gorge”. (See Figure 24)

The Fayetteville Visitor’s Center is an important entity that provides an opportunity to showcase the amenities of the community and the surrounding area. Unfortunately it is currently located in an



Figure 24. Proposed gateway utilizing pedestrian bridge near intersection of Route 19 and Route 16. Drawing by Mary Luckini.

awkward spot with poor visibility and restricted pedestrian access. A more prominent spot would be where Tudor’s Biscuit World is located, at the intersection of Rt. 16 and Rt. 19. (See Figure 25.) This location would provide an attractive building, parking and easier pedestrian access. Perhaps



Figure 25. Proposed idea for new visitor center.
Drawing by Mary Luckini.

there could be a cooperative effort to combine the two functions or in the longer term to relocate the business and adapt the building to accommodate the Visitor’s Center.

There are also secondary gateways at the intersection of Rt. 8 (Laurel Street) and Rt. 19. These are entry points into Fayetteville where the traffic is lighter, but where it is still important to indicate that motorists are approaching the city. These signs should be smaller in scale than the main gateways but should be given more prominence than the existing signs. (See Figure 26) Utilizing wood and stone and native plant materials is appropriate, but the current signage is

too small and blends in too well resulting in poor visibility. These gateways could be sponsored and maintained by community groups as service projects.

Streetscape Beautification

This segment of the report will touch on some points regarding the function and aesthetics of the streetscape within the town of Fayetteville. One of the major benefits of streetscape treatment is to visually unify diverse elements by the use of common materials for signage and street furniture. The Fayetteville area is rich with examples of

building materials such as stone which reflect the Italian heritage of stone masonry found in many of the historic structures in town, as well as of natural resources from the surrounding environment. Brick is another material that could be used in the streetscape which would compliment the historic buildings in the downtown district. The use of wood is an additional example of reflecting the natural resources of the national park and surrounding recreation areas as design elements.



Figure 26. Proposed design for secondary gateway at intersection of Routes 8 and 19. Drawing by Mary Luckini.

Incorporating period street lights and street signs with hanging baskets and banners can be very helpful to establish a unified character to the town. Using compatible benches and trash receptacles will further reinforce a consistent image. The use of brick accents on the sidewalks as well as for pedestrian crosswalks not only enhances the visual unity, but is helpful in defining pedestrian patterns by serving as traffic calming devices. This becomes important functionally and as a safety element as the volume of tourist traffic increases. (See Figure 27.)

Examples of the types of site furnishings have been included as suggestions. For example, we are recommending the use of black metal for the benches, the trash receptacles, and the street lights. It is important to select one style and one

color and material to achieve a cohesive character. It is also important to include enough fixtures to create a visual entity. There is also an illustration of suggested placement of these elements on Court Street in front of the courthouse and also along West Maple Avenue.

Placing utility lines (electric, telephone, cable, etc.) underground really improves the overall appearance of the downtown, especially in conjunction with other streetscape improvements. We have included a before and after image of the courthouse intersection which shows the effect of this treatment. (See Figures 28a and 28b.)

In addition to street trees and street furniture, the introduction of color by means of flowers can make a dramatic change in the appearance of the downtown. Flowers can be incorporated in

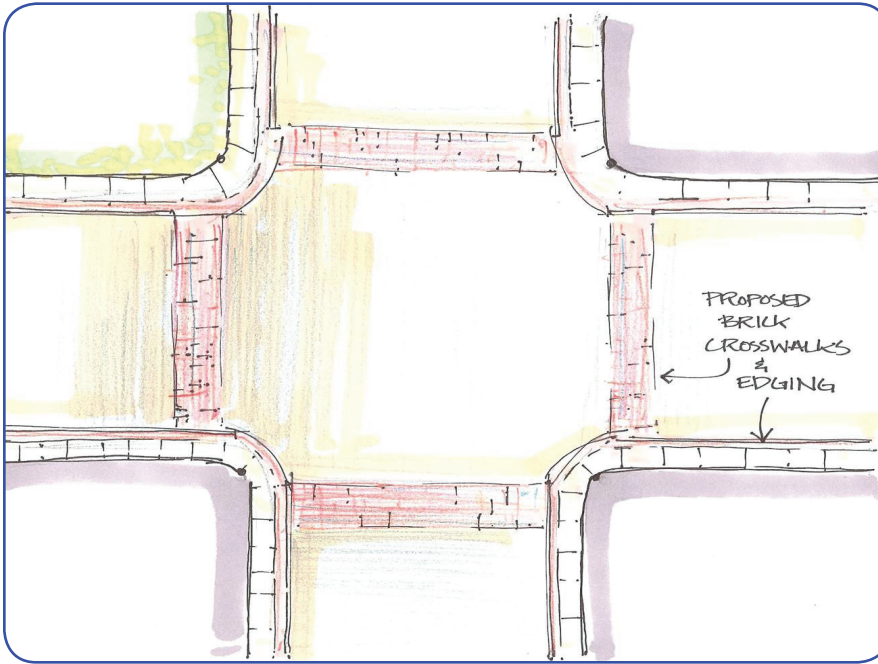


Figure 27. Design for brick cross walk.

hanging baskets or planters placed on the sidewalk and on the steps or in doorways of buildings. Banners can also be used to add splashes of vibrant color.

Signage is another important issue of streetscape improvement. We noted the lack of readable street signs (either missing or hard to read). It is important for visitors to find their way around. Business signs should also be scaled to fit the buildings and should compliment the style and details of the architecture. Awnings can be used to visually unify incompatible buildings located adjacent to each other on the street as well as providing another place for business signage.

Green Space, Sidewalks and Trails

You have previously heard from Ron Eck about sidewalk issues and pedestrian safety concerns. In addition to the purely visual functions that were just addressed, we looked at ways to define pedestrian movement through town. In some cases the recommendations would require upgrading sidewalks, adding crosswalks, and

creating green space connections or linkages. We endorse the parking study done by Rick Bayes which proposes a logical system for residents and visitors to get around town easily and safely on both an everyday basis as well as for special events when a higher number of visitors may need to be accommodated.

The ideas that we have outlined for the aesthetic improvement of Fayetteville are all fairly simple. Some, such as crosswalks, can be defined in the short-term with painted lines and later with the incorporation of brick pavers as part of the

sidewalk improvement plan. Simple planters can be coordinated by down town merchants, and later expanded to include street trees and streetscape furniture as part of a major streetscape improvement initiative. Maintenance can become the responsibility of community groups and clubs from adults to school children. The development of a comprehensive overall plan allows the phasing of the various items as resources become available.



Figure 28a
Courthouse intersection with
powerlines.



Figure 28b.
Proposed Courthouse intersection design without powerlines.

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