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The word is getting out about Wheeling – in the region, the State and the country.

People are seeing and hearing about the enthusiasm and momentum in Wheeling, and Wheeling Heritage is receiving national recognition for its work to revitalize our city.

In 2018:
- Wheeling Heritage was named one of 10 semifinalists for the Great American Main Street Award, the most coveted award in the Main Street network. The winners will be announced in March of 2019.
- Our Executive Director, Jake Dougherty, was named to the National Trust for Historic Preservation’s inaugural list of 40 under 40 People Saving Places.
- Wheeling Heritage led the successful efforts to increase the state historic tax credit, encouraging redevelopment in Wheeling.

Achievements like these show Wheeling Heritage’s leadership in the historic preservation field, and the entire community’s dedication to lifting up our historical assets as a means of revitalization.
This annual report presents the results of impactful programs that are made possible by the incredible (and small) staff at Wheeling Heritage. The Wheeling Heritage team is constantly seeking ways to improve our community, celebrate our heritage, and provide more opportunities to our residents and visitors alike.

**This work could not be done without our committed and passionate Board of Directors.** This year the Board of Directors approved a five-year strategic plan with three focus areas:
- New Master Plan and Project Plan
- Organizational Growth and Development
- Strategic Development Plan

The goal of the strategic plan is to ensure that we are constantly implementing programs that make a difference in our community, that we are running an organization that is effective and efficient, and that we are building community support and generating sustainable funds, so we can keep doing this important work for years to come.

As you read this Annual Impact Report, I am confident you will see why it is such an honor to serve as the President of Wheeling Heritage.

Thank you,

[Signature]

Arch W. Riley, Jr.
I cannot recall a Wheeling without Wheeling Heritage.

It was conceptualized before I was born and incorporated when I was only four. By the time I was a teenager, Wheeling Heritage had already invested significantly to protect our historical assets and encourage revitalization. From Orrick to Heritage Port, the Capitol Theatre to the Artisan Center, neighborhood history signs to cultural events, our fingerprints are on projects throughout our city.

An economic impact study found Wheeling Heritage contributed $86.6 million of economic activity in just three years - 2014, 2015, and 2016.

I cannot imagine a Wheeling without Wheeling Heritage.

As you’ll see in this report, our impact continues to be substantial.

• Our Investments are leading to significant historic redevelopment in Wheeling.
• Our Historic Preservation work is preserving and celebrating Wheeling’s important story.
• Our Downtown Development programs are empowering entrepreneurs and strengthening the economy.
• Our Arts & Culture activities are providing venues for local artists and enriching our community.
We do this work because we believe in Wheeling’s story. See, Wheeling’s story is an American story. Our city helped to shape America through wars, industrialization, and westward expansion. A city born on the frontier and witness to both Revolutionary and Civil War history – something so few others can claim. We, as a community, are the sons, daughters, and grandchildren of workers who organized, industrialists who built, immigrants who moved here for a better life, entertainers who graced the Capitol Theatre stage, and state-makers who preserved our union.

We do this work because it is imperative that we share the stories of our treasured past and illuminate our bright future.

**We do this work because it matters.**

I hope that as you explore this Annual Impact Report you will see our commitment to ensuring Wheeling’s rich culture and focus on the future are here to stay. I also hope that you will see how critically important Wheeling Heritage is to reaching our shared vision, and join us in ensuring that Wheeling Heritage is here to stay.

Executive Director
Jake Dougherty
It's our goal to ensure that our iconic buildings continue to be productive spaces for years to come.

Wheeling Heritage has invested more than $8 million to spur the reuse of historic properties in Wheeling.
What buildings come to mind when you think of downtown Wheeling? The Capitol Theatre? Marsh Wheeling Stogies? The Wheeling-Pitt (Schmulbach) Building?

**So many of our buildings are iconic—and it’s our goal to ensure that they continue to be productive spaces for years to come.**

Wheeling Heritage successfully advocated for an increase in the West Virginia State Historic Tax Credit and the preservation of the Federal Historic Tax Credit. These incentives have created opportunities for development, and, therefore, investment. Already, projects taking place because of these incentives include the rehabilitation of the Bridge Tavern, Wheeling-Pitt Building and Sarah’s on Main.

As a means of preserving Wheeling’s incredible built environment, *Wheeling Heritage continues to make program-related investments (PRI) in historic buildings.* These investments are linchpins in preserving these structures and giving them hope for redevelopment. To ensure more preservation projects are possible and progressing, we continue to seek PRIs. With this forward-looking tool, we can provide necessary capital through local investments that provide a return and advance our community.
IN 2018, WHEELING HERITAGE GAVE 28 GRANTS TO PROJECTS THAT HELP MAKE OUR COMMUNITY A BETTER PLACE.

WE AWARDED $1,000 TO BIKE WHEELING TO EDUCATE 170 COMMUNITY MEMBERS ON BIKE SAFETY.
A new nonprofit, Bike Wheeling aims to get more people on bikes more often. The group saw the need for an event to teach kids how to navigate the streets on their bikes, but they needed funding to help pull it off. Wheeling Heritage provided a Partnership Grant for this initiative, which led to 70 kids and 100 adults having fun and learning about safe biking at the Bike Rodeo.

By funding projects like these, which engage our community and empower other organizations, we are helping to shape a more revitalized city. By funding festivals that celebrate our heritage to novel ideas that help make Wheeling a better place, our Partnership Grants encourage organizations to grow. This funding of up to $1,000 provides community leaders the capacity to run a successful project.

This year, we restructured our grant program to provide funding to projects in five sectors: Preservation & Interpretation, Arts, Community Development, Recreation, and Fairs & Festivals. This year we awarded 28 grants to initiatives like the Historical Review publication, the Greek Festival, and the Belmont College Preservation Expo.
After more than two years of planning, the soldiers & sailors statue has returned to downtown Wheeling.

This feat was made possible by raising more than $150,000.
The Soldiers & Sailors Monument has returned home to downtown Wheeling after more than two years of planning and fundraising. **Wheeling Heritage worked closely with other members of the Civil War Monument Relocation Committee to see this monument restored and proudly displayed at the West Virginia Independence Hall site.**

This monument is the largest Civil War statue dedicated to the Union in the state of West Virginia. Despite its significance, its former location made it difficult to access and vulnerable to vandalism. Its new home, beside Independence Hall, protects the monument from vandalism and adds to the educational experience of visiting the birthplace of West Virginia.

The move was no small feat. The 52.5-ton granite statue was disassembled at Wheeling Park, transported down National Road, and reassembled at its new home. Fundraising wasn’t a small lift, either. It took more than $150,000 raised through public entities, private foundations, and individual donations. **The large number of donors shows just how important this project was to many people – and we’re happy to see the monument being appreciated in a new, beautiful location.**
WE RECENTLY NOMINATED THE SOUTH WHEELING HISTORIC DISTRICT TO BE INCLUDED ON THE NATIONAL REGISTER OF HISTORIC PLACES.

IF ACCEPTED, MORE THAN 200 BUILDINGS WILL BE ADDED TO THE REGISTER.
Both North and South Wheeling played integral roles in shaping the city. However, the unassuming stature of some of the neighborhoods’ homes has left them overlooked.

**We recently submitted a nomination for a South Wheeling Historic District to be included on the National Register of Historic Places.** This is an important step to providing the recognition South Wheeling, a working-class, immigrant neighborhood that helped to shape Wheeling, deserves. If accepted, more than 200 contributing buildings will be added to the register, and will also qualify for incentives, like the state and federal historic tax credit.

We are also working on Phase II of an Early Dwellings Survey in North Wheeling. In Phase I, approximately 70 buildings were identified as having been built in the 1380s-1860s (some of the oldest buildings in Wheeling!). These buildings were overlooked when preference was given to the iconic Victorian homes in the neighborhood. However, we’ve discovered that these less assuming homes in the most northern section of the neighborhood are just as important to Wheeling’s story. Work will continue, with an eventual nomination to the National Register of Historic Places.
SARAH IS ONE OF 16
SHOW OF HANDS WINNERS.

TO DATE, SHOW OF HANDS HAS
AWARDED MORE THAN $50,000.
Chef Sarah Lydick is known for her delicious baked goods. A classically trained chef, her baguettes have made her Wheeling famous. But Sarah took on an endeavor with which she doesn’t have much experience: business ownership.

Sarah recently completed CO.STARTERS, an entrepreneur-training program Wheeling Heritage brought to Wheeling in partnership with RED. This nine-week program helped Sarah and its 10 other graduates navigate business ownership, with a focus on things like marketing, accounting and legal issues. According to Sarah, this program was invaluable—“it answers questions you don’t even think to ask.”

At our community supported crowdfunding event, Show of Hands, Sarah also took the floor to pitch her idea for an outdoor courtyard at her restaurant. With more than 400 people in attendance, plus generous donations from Orrick and our Friends of Show of Hands, Sarah left with more than $5,800 to make her idea a reality.

CO.STARTERS and Show of Hands are essential platforms for our community’s entrepreneurs. These programs provide skills and resources to small business owners—and also strengthen the economy.
The art of inclusion exhibit sparked conversations about diversity and inclusivity.

Wheeling Heritage engaged nearly 3,000 people through its arts and culture programs in 2018.
The Art of Inclusion was more than a photography exhibit. With portraits and stories about LGBTQ individuals lining the walls of the Artisan Center gallery, the exhibit sparked a conversation. In partnership with the YWCA, Wheeling Heritage hosted more than 400 people at the event, where diversity and inclusivity in Wheeling were celebrated. This show was one of 7 free exhibits hosted by Wheeling Heritage in the last year.

The Artisan Center shop, a project of Wheeling Heritage, also provides a platform for local art. Local artists and artisans are reaching new audiences with their work at our shop. Just this year, 6,581 artisan products were sold off our shelves.

These venues are engaging, welcoming spaces that empower local artists and also culturally enrich our community.
Wheeling Heritage’s financial position is strong, and we continue to make progress toward sustainability. In this fiscal year, our self-generated revenue from Programming and Program-Related Investments provided 26% of our annual revenue (up from 17% in 2013). Additionally, we have been able to increase the percentage of annual revenue from private and public philanthropies. These Contributions and Grants account for 26% of our annual revenue (up from 15% in 2013). Increasing the amount of annual revenue from these diverse sources has contributed to Wheeling Heritage’s sustainability and decreased our dependence on National Park Service funds.

Our expenses in the past year reflect our growth and strategic positioning. One third (33%) of our resources are used to implement community Preservation & Interpretation activities including the restoration and relocation of the Soldiers & Sailors statue, the restoration of historic properties, and the nomination of South Wheeling as a historic district. The Artisan Center, an early preservation project of our organization, requires significant resources while also providing annual revenue. Our programs in Downtown Development and Arts & Culture, as well as our Partnership Grants are less costly but provide a substantial bang for their buck, thanks to our ability to leverage other public and private funds and work closely with our partners throughout the community.
Wheeling Heritage is able to successfully deploy 70% of annual budget to community initiatives because we pay close attention to our General & Administrative costs. By keeping those expenses to only 30% of the budget, we are able to invest our resources back into the community, while ensuring that we have adequate staffing and operational capacity.
Our work and staff are being recognized locally, regionally, and nationally for the innovative initiatives we are deploying. We will take the opportunity to build off this momentum and strong foundation. We will continue to actively seek sustainability opportunities, stay aware of the community’s changing needs, and reach wider to engage more audiences in our programs.
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