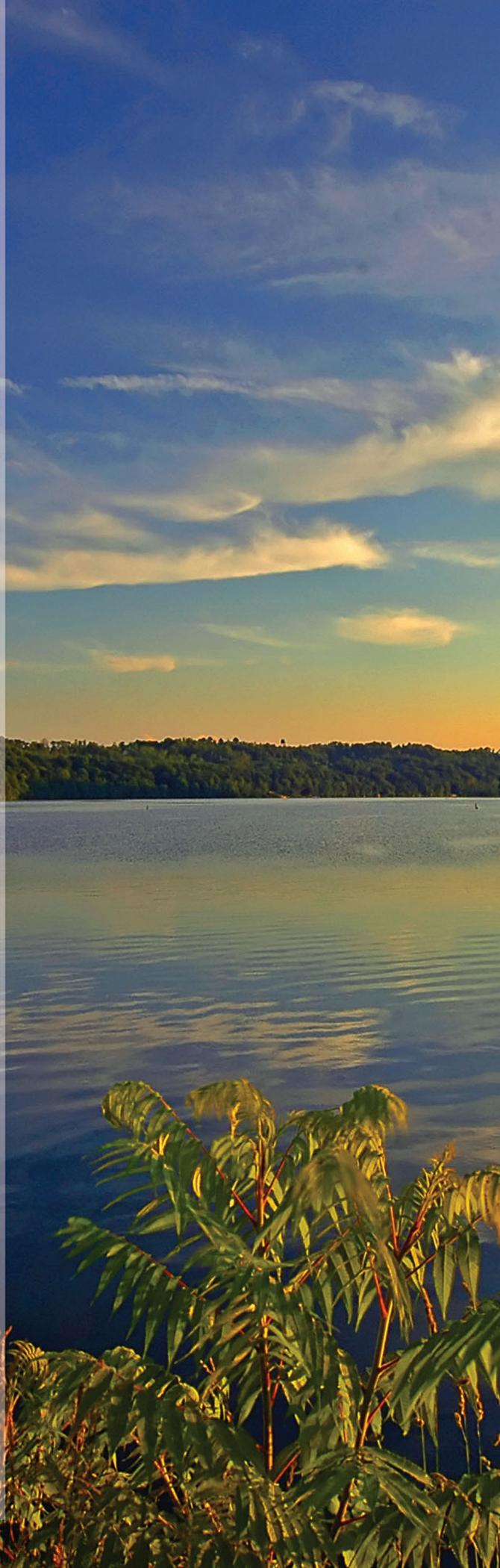
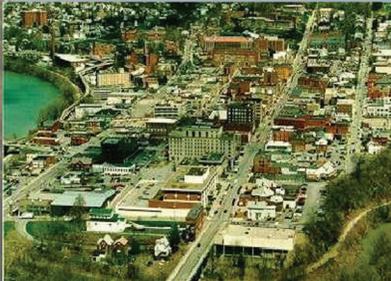




THE CITY OF
MORGANTOWN
WEST VIRGINIA

STRATEGIC PLAN 2017 - 2019 INTERIM REPORT





MORGANTOWN CITY COUNCIL

2017 - 2019



Pictured from left to right: Ron Dulaney Jr.-Fifth Ward, Mark Brazaitis-Sixth Ward, Deputy Mayor Jenny Selin-Fourth Ward, Barry Lee Wendell-Seventh Ward, Rachel L. Fetty-First Ward, Ryan Wallace-Third Ward, Mayor Bill Kawecky-Second Ward.



Paul Brake
City Manager



Emily Muzzarelli
Assistant City Manager



THE CITY OF
MORGANTOWN
WEST VIRGINIA

The City of Morgantown's 2017-2019 Strategic Plan serves as the road map to guide the vision of City Council. The Plan outlines our goals, objectives and strategies to help us make significant, measurable and attainable improvements.

The City of Morgantown welcomes all people regardless of race, religion, national origin, sex, gender identity, sexual orientation, color ancestry, age, abilities, blindness, economic of family status, or life situation. The city strives to be an inclusive community for its residents and visitors. The City of Morgantown asks everyone to act with a helpful intent, to respond to each other with civility, and to treat the environment with respect.

Whether you're in town for a conference at the Waterfront Place Hotel, attending a sporting event, exploring the great outdoors, or shopping and dining downtown, Morgantown is a city that has something for everyone!

2017-2019 STRATEGIC PLAN OVERVIEW

STRATEGIC GOALS

ATTRACTIVE AMENITIES

Explore new and enhanced amenities that focus on riverfront advantage, arts and culture, family friendly recreation, and preserving green spaces.

COOPERATIVE RELATIONSHIPS

Develop strong and lasting relationships with community stakeholders that are built on an equitable, sustainable and collaborative share of resources.

EXCELLENT CITY SERVICES

Maintain quality public services that promote ethical behavior, utilize emerging technologies, and increase optimization.

QUALITY DEVELOPMENT

Encourage infill redevelopment and expansion of the airport to promote commerce and economic development.

FISCAL STABILITY

Discover sound practices for sustainable funding, cost recovery for services, new grant opportunities and added revenue sources to adequately fund a robust municipal operation.

TRANSPORTATION & INFRASTRUCTURE

Develop an efficient transportation system that promotes alternative modes, integrates pedestrians and increases safety for all forms of traffic (motorized and non-motorized).

VIBRANT DOWNTOWN

Encourage and explore new downtown development, businesses, and activities that create a memorable experience.

ANNEXATION

Expand the borders to reflect the true identity of the community and provide access to City services to underserved population centers and clusters.

ATTAINABLE HOUSING

Strive to expand affordable housing options in the community through inclusive accessibility to all.

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MORGANTOWN RENAISSANCE ROAD MAP



Attractive Amenities	Cooperative Relationships	Excellent City Services	Quality Development	Fiscal Stability	Multi-Modal Transportation	Vibrant Downtown	Annexation	Attainable Housing
Riverfront Revitalization	Intergovernmental Relationships	Good Governance	Community Development	Energy Efficiency	Complete Streets	Continued Enhancement and Diversity	Blueprint for border expansion	Quality and Diversification
Active Living		Community Health	Airport Expansion and Business Retention	Opportunities for Recreation, Arts and Culture	Comprehensive Sidewalk Program		Efficient and Quality Service Delivery	
Arts and Culture		Collaborative Code Enforcement		Tax and Fee Collection Best Practices				

ATTRACTIVE AMENITIES

Explore new and enhanced amenities that focus on riverfront advantage, arts and culture, family friendly recreation, and preserving green spaces.



OBJECTIVES

1. Continue to revitalize the riverfront.
2. Identify new and add to existing opportunities for active living.
3. Be creative about arts and culture amenities and programming.

OBJECTIVE 1: Continue to revitalize the riverfront.

Action Steps	Estimated Start Year	Comment/Status Update
Facilitate discussions with Transit Authority about relocation of transit hub from the Wharf closer to the central business district.	2018	Transit Authority moved the transit hub from the Wharf to its Westover Terminal.
Leverage Hazel Ruby McQuain (HRM) grant for redevelopment of waterfront.	2018	The City executed a grant agreement with the HRM Foundation to undertake a renovation of the riverfront park.
Expand the Monongahela River as a regional recreation and entertainment asset.	2019+	
Improve overall riverfront atmosphere (cleanliness, lighting, public amenities) and maintain programs that assist in the elimination of blighted properties.	2019+	MRTC recently received a RTP Grant from the WVDOH for \$125,000 to install lights along the Caperton Trail between the HRM Amphitheater and the Waterfront Hotel.
Promote infill and redevelopment in the Wharf District.	2019+	

OBJECTIVE 2: Identify new and add to existing opportunities for active living.

Action Steps	Estimated Start Year	Comment/Status Update
Inventory and manage parks, facilities, and assets for current and future needs. Develop a strategic and capital improvement plan to offer broad recreational opportunities that encourages a healthy lifestyle.	2018	<p>\$404,068.29 in CDBG funds allocated for ADA improvements at the former Woodburn School.</p> <p>Collaborated with BOPARC and the MRTC to identify opportunities to upgrade rail-trail amenities and identified continued funding sources from users.</p> <p>A five-year lease agreement was negotiated and secured with Empire 2000, LLC to establish "Eaton Park".</p>
Upgrade ice arena equipment as needed. Formulate project plan, kick-off, construction, and completion to utilize ice rink as a destination location.	2018	Site Assessment Report was conducted by The Mills Group. The report included cost estimates and considerations associated with possible improvements and recommended next steps.
Create a strategy regarding securing new facilities such as a YMCA, or community BOPARC recreation center, and family-friendly amenities.	2019+	<p>\$100,000 in CDBG funds allocated to reconstructing a playground at Marilla Park to provide ADA accessible play equipment and a rubber surface.</p> <p>Started the Play for All Playground Program, which seeks to transform aging play areas into more inclusive spaces.</p>
Support Health and Wellness Commission discussion and initiative.	2019	Provided support for assessment phase of Blue Zones Project.

OBJECTIVE 3: Be creative about arts and culture amenities and programming.

Action Steps	Estimated Start Year	Comment/Status Update
Undertake a marketing and creative attraction plan for new and current attendees.	2019	City Administration, supported by the Police and Fire Departments, plans to seek approval from the Division of Highways to expand pedestrian-only use of High Street during weekend evening hours.
Determine feasibility of an arts and culture division/team within the City. Expand operations of arts and cultural amenities.	2018	
Develop collaborative strategy with Main Street Morgantown to advance permanent and temporary public art and related programming.	2019	

COOPERATIVE RELATIONSHIPS

Develop strong and lasting relationships with community stakeholders that are built on an equitable, sustainable and collaborative share of resources.



OBJECTIVES

1. Leverage and expand intergovernmental relationships.

OBJECTIVE 1: Leverage and expand intergovernmental relationships.

Action Steps	Estimated Start Year	Comment/Status Update
Expand opportunities for partnerships and collaboration with local entities and West Virginia University.	2018	<p>Cooperative working agreement with local, state and federal law enforcement agencies establishing the "MonMetro Drug Task Force" to disrupt drug trafficking organizations affecting the Monongalia County area.</p> <p>Cooperative agreement with the Monongalia County Board of Education establishing joint funding and staffing for School Resources Officers at Morgantown High and city middle school's.</p> <p>City staff are working closely with CNRC to implement Project Plan No. 3 for the Sunnyside TIF District, which will install sidewalks and update stormwater and sewer infrastructure on Beverly Avenue and Beverly Alley.</p> <p>Partnered with WVU, West Virginia Division of Highways, and others to convene a set of community roundtable discussions to collectively respond to improving the environment for pedestrians. This has resulted in a Pedestrian Safety Initiative and corresponding action plan.</p>
Develop relationships with other political entities for cooperative service delivery.	2019+	Cooperative working agreement with WVU PD and Morgantown PD enabling WVU to have policing authority and municipal code enforcement authority in the area known as "The Cooperative Zone".

EXCELLENT CITY SERVICES

Maintain quality public services that promote ethical behavior, utilize emerging technologies, and increase optimization.



OBJECTIVES

1. Establish good governance methods, policies, and procedures.
2. Nurture community health by developing a detox facility with medical supervision.
3. Promote collaborative code enforcement.

OBJECTIVE 1: Establish good governance methods, policies, and procedures.

Action Steps	Estimated Start Year	Comment/Status Update
Proactively explore technology solutions for customers doing business with the City. Establish an internal IT committee.	2019	The City is currently in the process of hiring a consultant to assist in implementing a GIS program and hire a new employee to manage the program.
Instill a consistent and positive City image and brand within and beyond the community.	2018	Created branding guidelines to ensure consistent use of the city logo and present a unified image. Authorized upgrades to Channel 15 to improve the quality of this under utilized asset.
Build strong working relationships with community partners for more efficient operations.	2019+	The Permit Parking Districts Ordinance was amended to improve administrative efficiency. City Code was amended to authorize administrative restrictions on street parking while still providing council authority to overturn administrative restrictions. The Solid Waste Ordinance was updated to provide more oversight and ensure community members were subscribing to the service.
Focus internally on communication and incentives for a healthier workforce.	2019+	Began a monthly employee newsletter "The Morgantown Insider" which includes a health and wellness section. Formed an internal Health and Wellness Committee made up of city employees to help promote a healthier workforce.

OBJECTIVE 2: Nurture community health by developing a detox facility with medical supervision.

Action Steps	Estimated Start Year	Comment/Status Update
Proactively engage with community partners (WVU nursing, hospitals, county, health dept.) about their level of support.	2019	
Initiate a pilot program in current city facility and obtain a medical supervision partnership.	2019+	The city has formed a coalition using the Community Based Logic model to develop strategies for the Drug Free Communities Grant.
Gather baseline data from area hospitals and measure progress.	2018	
Identify funding sources and potential locations for a long-term solution.	2019+	

OBJECTIVE 3: Promote collaborative code enforcement.

Action Steps	Estimated Start Year	Comment/Status Update
Review City Code and Home Rule modifications for expanded code enforcement to ensure greater compliance.	2018	Obtained authority to sell real estate directly without auction and the authority to lease space to nonprofit entities below market value.
Evaluate appropriate staffing assignments and levels to address code violations.	2018	Code Enforcement now has a Residential Building Inspector dedicated to 1 & 2 family dwellings, which will improve turn around time for residential plan reviews and allow more time for site inspection.
Utilize best practices to promote process improvement and efficiencies.	2018	Business Licensing Code was updated to provide one general business license for all businesses within the City, excepting some particular types required by State Code. Incorporation of New World software has increased the efficiency of the Code Enforcement Department to verify compliance.
Establish working relationships with absent property owners to expedite problem solving and compliance.	2018	Vacant Building Registration ordinance was updated to place all vacant buildings on the same annual renewal cycle and institute escalating fees.



FISCAL STABILITY

Discover sound practices for sustainable funding, cost recovery for services, new grant opportunities and added revenue sources to adequately fund a robust municipal operation.



OBJECTIVES

1. Maintain and increase efforts for energy efficiency through retrofitting municipal buildings and leveraging renewable energy.
2. Seek opportunities for funding recreation, arts, and culture.
3. Institute tax and fee collection best practices.

OBJECTIVE 1: Maintain and increase efforts for energy efficiency through retrofitting municipal buildings and leveraging renewable energy.

Action Steps	Estimated Start Year	Comment/Status Update
Review the Energy Assessment report for key findings and fund low-cost, high efficiency recommendations for municipal buildings.	2018	The city budgeted \$12,500 for FY2019 to implement Green Team initiatives.
Partner with local utility providers on renewable energy opportunities.	2019+	
Implement energy efficient initiatives through area providers.	2019+	

OBJECTIVE 2: Seek opportunities for funding recreation, arts, and culture.

Action Steps	Estimated Start Year	Comment/Status Update
Seek alternative resource development such as grants, sponsorships and the establishment of foundations.	2019	
Identify funding sources for long-term financial sustainability for current and future needs.	2019+	Collaborated with BOPARC and the MRTC to identify opportunities to upgrade rail-trail amenities and identified continued funding sources from users.
Identify an appropriate funding model for inclusive programs for current and future needs.	2019+	

OBJECTIVE 3: Institute tax and fee collection best practices.

Action Steps	Estimated Start Year	Comment/Status Update
Develop methods to insure fees and charges are calculated and collected correctly.	2018	Entered into a service agreement in July 2018 with a firm which specializes in locating unlicensed businesses in the city and collecting past due business licensing fees and B&O taxes. So far, this has netted the city \$168,458 in back taxes and fees.
Conduct and evaluate fees and charges for appropriateness to recoup cost of service(s).	2018	For FY2019, fees for services have been implemented for Code Enforcement, Fire Department, City Planning, and Engineering. For the first five months, fee collections have increased by \$25,815 or 85%.
Prepare long-term financial revenue and expenditure projections.	2019	
Facilitate the exploration of a municipal sales tax.	2018	

MULTI-MODAL TRANSPORTATION AND INFRASTRUCTURE

Develop an efficient transportation system that promotes alternative modes, integrates pedestrians and increases safety for all forms of traffic (motorized and non-motorized).



OBJECTIVES

1. Design, plan, and implement a comprehensive transportation plan.
2. Develop and sustain a comprehensive sidewalk program.

OBJECTIVE 1: Design, plan, and implement a comprehensive transportation plan.

Action Steps	Estimated Start Year	Comment/Status Update
Evaluate opportunities to prioritize mass transit (e.g., remove minimum parking requirements, etc.) and increase resources for bike and car sharing rentals.	2019	
Amend City ordinance(s) for complete streets opportunities and remove any potential roadblocks.	2018	Since the 2016 enactment of Ordinance 16-42 instituting minimum bicycle storage requirements for all Developments of Significant Impact in the city, site plan approvals have resulted in 24 short- and 58 long-term bicycle storage spaces.
Review planned infrastructure and development for complete streets opportunities.	2019	

OBJECTIVE 2: Develop and sustain a comprehensive sidewalk program.

Action Steps	Estimated Start Year	Comment/Status Update
Design a comprehensive sidewalk assessment and replacement program for goals and measurables.	2019	Currently, the city is partnering with the MMMPO to develop a sidewalk inventory and city wide policies regarding pedestrian and bicycle infrastructure.
Investigate ongoing sidewalk funding and establish policies to assist property owners with financing.	2019	Ordinance updates are in progress to modify the City's existing sidewalk requirements, which reside in both the Streets Code and the Planning and Zoning Code and authorize separate waiver processes.

QUALITY DEVELOPMENT

Encourage infill redevelopment and expansion of the airport to promote commerce and economic development.



OBJECTIVES

1. Promote strategic community development.
2. Encourage airport expansion and business retention.

OBJECTIVE 1: Promote strategic community development.

Action Steps	Estimated Start Year	Comment/Status Update
Provide updates of the comprehensive plan implementation regularly. Leverage this as a resource and strategic document.	2018	Two "future study area" planning projects have been completed. Additional "future study area" projects will be completed and introduced in 2019.
Promote economic development strategies and engage area economic partnerships (MAP, MPO, MCDA, Sunnyside) for infill redevelopment opportunities.	2019	Created a new and expanding business tax credit program to promote new construction and businesses in the downtown area, as well as to create incentives for businesses near city boundaries to support annexation. Received approval of three federal designated Opportunity Zone areas. These three are among 55 designated zones statewide. This new federal tax incentive program is designed to encourage private investors to make capital investments in these zones.
Analyze and review downtown development and design standards.	2019+	19 amendments to the City's Planning and Zoning Code significantly advanced design standards for commercial, mixed-use, and multi-family development across all zoning districts. \$75,000 is budgeted in FY2019 to rewrite the City's Subdivision Regulations and adopt a State Code compliant Subdivision and Land Development Ordinance (SALDO).

OBJECTIVE 2: Encourage airport expansion and business retention.

Action Steps	Estimated Start Year	Comment/Status Update
Maintain and expand current lease agreements and methods to recruit further occupancy and increase tenancy.	2018	Expanded and renewed leases for retail and office spaces in the airport terminal building.
Proactively contact air charter carriers for increased reporting of enplanements.	2019	
Continue justification study to conduct runway extension proposal.	2018	Finalize formal application to the FAA for a \$31,637,740 estimate to construct the proposed 1,001 foot extension of Runway 18-36.

VIBRANT DOWNTOWN

Encourage and explore new downtown development, businesses, and activities that create a memorable experience for residents and visitors.



OBJECTIVES

1. Encourage the continued enhancement and diversity of the downtown.

OBJECTIVE 1: Encourage the continued enhancement and diversity of the downtown area.

Action Steps	Estimated Start Year	Comment/Status Update
Utilize the Main Street Market Data study. Encourage diversity in downtown development, businesses, and activities.	2018	City Administration worked with SunCap Properties to obtain approval for the redevelopment of the former Dairy Queen site at 461 High Street.
Promote infill of vacant areas to encourage and facilitate private investment downtown.	2018	Tax credits for new construction and new businesses in the downtown have been adopted and forms and regulations have been established to create a user-friendly process for applicants. Secured federal designation for downtown Morgantown as one of three Opportunity Zones in the city.
Research tools for the entire downtown to fund public spaces, improvements, and new programming opportunities.	2018	The City is collaborating with Main Street Morgantown on a Façade Improvement grant/loan program.
Establish a stronger and more user-friendly internet presence, focused on engagement and destination.	2018	

OBJECTIVE 1: Expand opportunities for efficient and quality service delivery.

Action Steps	Estimated Start Year	Comment/Status Update
Design, adopt, and implement a blueprint for prosperity and border expansion. Present findings to decision makers for final action.	2018	
Provide analysis and support as necessary to evaluate target areas.	2018	Secured services of Grossman, Yanak & Ford, LLP to perform data collection, compiling, report and analysis for proposed minor boundary adjustment area. Analysis Report expected to be completed by January 15.
Implement a community engagement campaign regarding annexation needs.	2018	

ATTAINABLE HOUSING

Strive to expand affordable housing options in the community through inclusive accessibility to all.



OBJECTIVES

1. Promote quality and diversification of housing.

OBJECTIVE 1: Promote quality and diversification of housing.

Action Steps	Estimated Start Year	Comment/Status Update
Research tools to increase affordable housing through inclusionary and incentive zoning practices.	2018	A draft "Zoning and Affordable Housing White Paper" was completed and circulated in March 2018.
Expand partnership with local housing authority to facilitate additional housing opportunities.	2018	Ongoing policy discussions made with Fairmont-Morgantown Housing Authority (FMHA) to restructure existing homebuyer and rehabilitation assistance programs funded through CDBG, which are anticipated to be reflected in the 2019-2023 CDBG Consolidated Plan currently underway.
Implement process improvement to increase ADA and FHA compliance.	2019	
Identify and address home ownership and rental housing gaps.	2019	\$30,000 is budgeted in FY 2019 to engage a firm to identify home ownership and rental housing market gaps and establish related policy and programming recommendations.



City of Morgantown
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