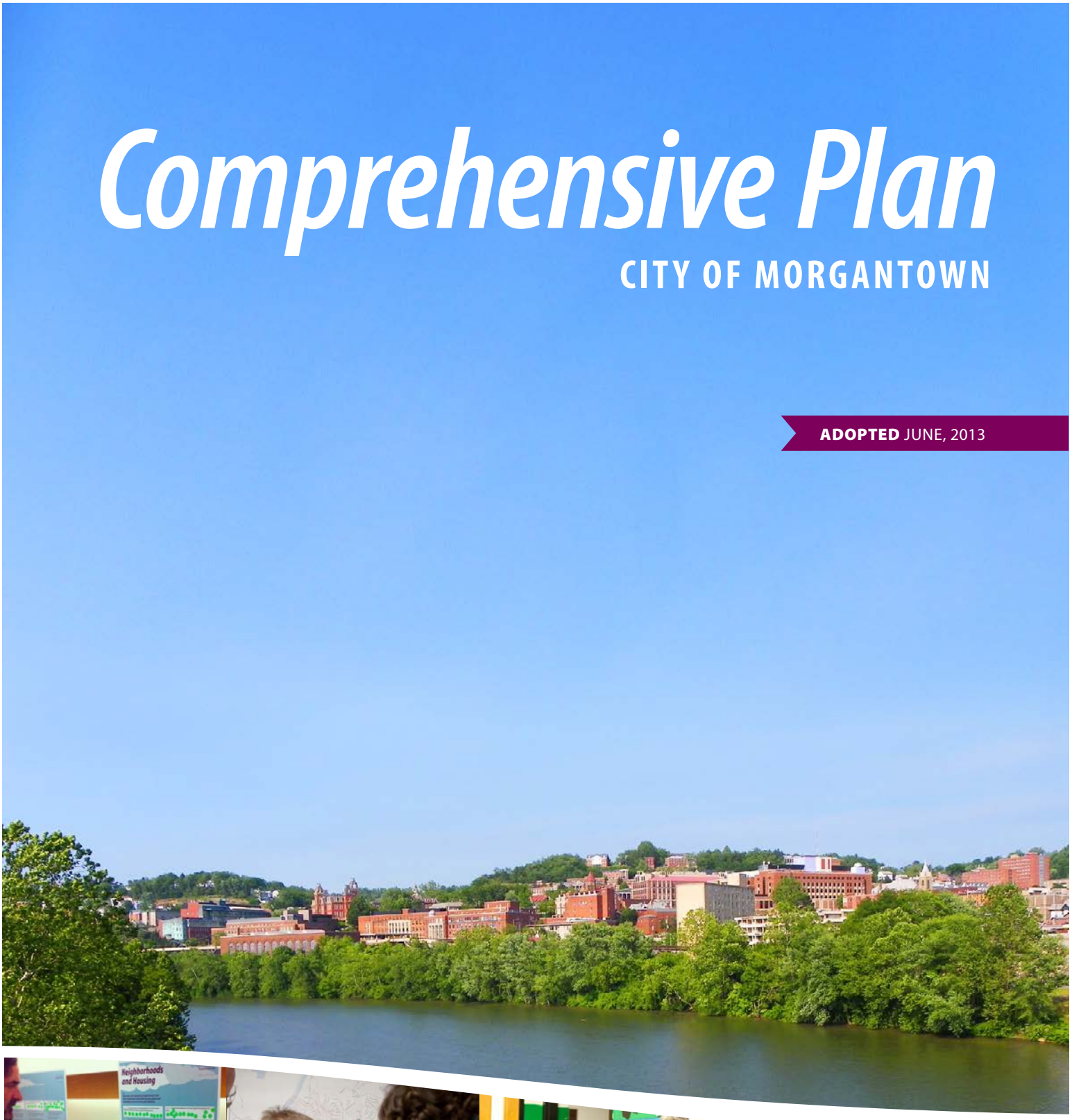
Comprehensive Plan

CITY OF MORGANTOWN

ADOPTED JUNE, 2013



CROSSROADS
It's time to chart our future.

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ORD13-25

AN ORDINANCE AMENDING ARTICLE 1301 OF THE MORGANTOWN PLANNING AND ZONING CODE PERTAINING TO THE COMPREHENSIVE PLAN FOR THE PHYSICAL DEVELOPMENT OF THE CITY OF MORGANTOWN; TO DELETE REFERENCES TO THE 1998 COMPREHENSIVE PLAN; AND, TO ADOPT THE 2013 COMPREHENSIVE PLAN.

WHEREAS, West Virginia State Code Chapter 8A, Article 3 provides for municipalities to prepare and adopt comprehensive plans to promote the health, safety, morals, order, convenience, prosperity, and general welfare of the inhabitants, as well as efficiency and economy in the process of development;

WHEREAS, thinking both locally and regionally, the City of Morgantown undertook a collaborative process in developing a unified Regional Vision entitled "Crossroads – It's Time to Chart Our Future" to coordinate land use and transportation planning, which serves as the foundation for three plans – the City of Morgantown's Comprehensive Plan, the Town of Star City's Comprehensive Plan, and the Morgantown-Monongalia Metropolitan Planning Organization's Long-Range Transportation Plan; and,

WHEREAS, the Morgantown Planning Commission has caused to be prepared a Comprehensive Plan Update and has duly recommended said plan to City Council for consideration and action thereon.

NOW, THEREFORE, BE IT ORDAINED by the Morgantown City Council that Article 1301 of the Morgantown Planning and Zoning Code be amended as follows (deleted matter struck through; new matter underlined):

ARTICLE 1301
Comprehensive Plan

1301.01 TITLE.

This article shall be known and may be cited as, the "Comprehensive Plan".

1301.02 PURPOSE OF ARTICLE.

The purpose of this article is to establish a single unified code consisting of all plans, reports and regulations and supplemental details as contained and specifically referred to in the reports of the Planning Commission as described in Section 1301.03, that deals with the subject of planning and zoning, as a comprehensive guide for the future growth and development of the City.

1301.03 PLAN COMPOSED OF REPORTS ADOPTED BY REFERENCE.

The Comprehensive Plan consists of:

(a) A report entitled "The City of Morgantown Comprehensive Plan, ~~1998~~ 2013", dated ~~November 23, 1998~~ April 25, 2013.

(b) The above report is hereby adopted as the "Comprehensive Plan Ordinance of Morgantown, West Virginia, ~~1998~~ 2013", by reference and made a part hereof as if fully set forth in this article in accordance with West Virginia Code 8-11-3 and ~~8-24-21~~ 8A-3-8.

1301.04 INCORPORATION OF OTHER ORDINANCES.

All ordinances which have heretofore or may be hereafter enacted concerning the subjects of the Comprehensive Plan as described in West Virginia Code ~~8-24-17~~ 8A-3-4 and 8A-3-5 shall also be deemed to be parts of the "Comprehensive Plan of Morgantown, West Virginia, ~~1998~~ 2013".

1301.05 CONFORMITY TO PLAN.

The layout, the location, relocation, extension or widening of thoroughfares; the general design of neighborhoods and their street patterns; the use of land; and the location of sites for schools, parks, recreation and other public uses, shopping centers and community facilities and other recommendations shall conform to the principles, policies and provisions of the Comprehensive Plan.

1301.06 CONSIDERATION OF PLAN PRIOR TO CONSTRUCTION OF PUBLIC INSTALLATIONS.

Council and all municipal boards, commissions and all other agencies of the City shall be guided by and give consideration to the general policy and pattern of development set out in the Comprehensive Plan prior to the authorization, construction, alteration and abandonment of any public installation, required or necessitated in the interest of the physical development of the City.

1301.07 AMENDMENTS.

The Planning Commission shall from time to time consider and review proposals with respect to changes and amendments in the Comprehensive Plan and upon conclusion of such consideration, including a public hearing thereon, shall certify to Council their report on such matters. Amendments shall be in accordance with West Virginia Code ~~8-24-23~~ 8A-3-11.

1301.08 WHERE COPIES KEPT ON FILE.

The Office of the City Clerk shall, upon adoption, file the Comprehensive Plan in the Office of the Clerk of Monongalia County in accordance with West Virginia State Code 8A-3-9. Two copies of the Comprehensive Plan as set forth in Section 1301.03 shall be kept on file in the offices of the City Planning Commission and City Clerk and be available for public inspection during the regular office hours.

1301.09 COOPERATION OF OTHER BODIES IN EFFECTUATION OF PLAN.

The Planning Commission is hereby directed to solicit the cooperation of the legislative and administrative bodies of the County, the State and agencies of the Federal Government in the effectuation of the Comprehensive Plan as it applies in the official jurisdictional area of the Commission and in the unofficial planning area outside of this City, as shown in the Plan.

This ordinance shall be effective upon date of adoption.

FIRST READING: May 21, 2013

ADOPTED: June 18, 2013

FILED: June 19, 2013

RECORDED: June 19, 2013

Mayor

City Clerk

Acknowledgments

Morgantown City Council

Mayor Jim Manilla, Second Ward
Deputy Mayor Wes Nugent, Third Ward
Ron Bane, First Ward
Jenny Selin, Fourth Ward
Marti Shamberger, Fifth Ward
Bill Byrne, Sixth Ward
Linda Herbst, Seventh Ward

Morgantown Planning Commission

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**The Steering Committee would like to recognize Mr. Saab's commitment to this planning endeavor and his years of service and leadership to the Greater Morgantown community.*

Crossroads Partners

Morgantown-Monongalia Metropolitan Planning Organization
Town of Star City

Staff

Jeff Mikorski, *ICMA-CM*
City Manager

Christopher M. Fletcher, *AICP*
Director of Development Services

Consultants

ACP Visioning+Planning
Burgess & Niple
Randall Gross / Development Economics

Public Meeting Locations

Dorsey's Knob Lodge
North Elementary School
Morgantown Public Library
Mountaineer Station
South Middle School
University High School
West Virginia University Child Learning Center
West Virginia University Museum Education Center

Volunteers

Natalie Aggarwal
Michael Clow
Janelle Graves
Judith Kierig
Janel Nye
Ryan Nye
Don Reinke
Taylor Richmond
Margaret Stout
Danielle Williams
Rich Wood

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2. Annexation Overview

Appendix B. Public Involvement

Appendix C. Existing Conditions

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1. Introduction

It has been over ten years since the City of Morgantown updated its Comprehensive Plan. Adopted in January 1999, that Plan successfully guided the City on a variety of physical and quality of life issues. However, soon after the Plan's adoption, the city and surrounding areas began experiencing unforeseen growth, driven largely by expansion of West Virginia University and other large employers. Since that time, much of the area's character, economic conditions, and demographics have changed. With a strong, diverse economy, the region is poised for continued growth, adding pressure to existing infrastructure and development challenges. To address these changes, plan for growth, and comply with new State requirements, the City's leadership initiated a process to update the Comprehensive Plan.

Chapter outline

A. What is a Comprehensive Plan? 1
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Thinking both locally and regionally, the City reached out to surrounding jurisdictions and government entities to pursue a combined planning effort. They undertook a collaborative process with the Morgantown Monongalia Metropolitan Planning Organization (MMMPO) and Town of Star City to develop a unified Regional Vision that would help to coordinate land use and transportation planning. From the Regional Vision, the Comprehensive Plan was developed using public input and technical analysis specific to Morgantown. A Steering Committee made up of a variety of residents was created to help integrate the public input and technical work and to deliberate on appropriate recommendations for the future. This Plan represents their best effort to do so while balancing competing interests and complex issues. It suggests a number of strategies to guide the City in creating new programs and policies, and build upon existing resources to sustain a high quality of life.

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It's time to chart our future.

In late 2011 and early 2012, the City of Morgantown, Town of Star City, and the Morgantown Monongalia Metropolitan Planning Organization (MMMPO) embarked in an unprecedented collaborative effort to develop a shared vision for the future of the region. The process, called "Crossroads — It's Time to Chart Our Future," engaged a diverse group of stakeholders, citizens and community leaders in identifying needs, aspirations and the preferred direction of future growth for Monongalia County. The vision serves as a foundation for three plans: the City of Morgantown's Comprehensive Plan, the Town of Star City's Comprehensive Plan, and the regional Long Range Transportation Plan for the MMMPO.

A. What is a Comprehensive Plan?

A comprehensive plan is a community's "blueprint" for the future. It is the vision of what a community wants to become and the steps needed to realize that vision. Comprised of policy statements, principles, goals, objectives, strategies and maps, it is the broadest policy document a community can have to guide decision-making on long-term physical, social and economic development of the municipality and its environs. This includes both private and public development. The Plan is implemented over time through many distinct decisions including annual budgeting, departmental work programs, rezoning and subdivision of land.

The West Virginia State Code says that the purpose of a comprehensive plan is to:

(1) Set goals and objectives for land development, uses and suitability for a governing body, so a governing body can make an informed decision;

(2) Ensure that the elements in the comprehensive plan are consistent;

(3) Coordinate all governing bodies, units of government and other planning commissions to ensure that all comprehensive plans and future development are compatible;

(4) Create conditions favorable to health, safety, mobility, transportation, prosperity, civic activities, recreational, educational, cultural opportunities and historic resources;

(5) Reduce the wastes of physical, financial, natural or human resources which result from haphazard development, congestion or scattering of population;

(6) Reduce the destruction or demolition of historic sites and other resources by reusing land and buildings and revitalizing areas;

(7) Promote a sense of community, character and identity;

(8) Promote the efficient utilization of natural resources, rural land, agricultural land and scenic areas;

(9) Focus development in existing developed areas and fill in vacant or underused land near existing developed areas to create well designed and coordinated communities; and

(10) Promote cost-effective development of community facilities and services.

Section 8A-3-4 of the State Code requires that the following thirteen components be included in a Comprehensive Plan:

- Land use
- Housing
- Transportation
- Infrastructure
- Public services
- Rural
- Recreation
- Economic development
- Community design
- Preferred development areas
- (and/or) redevelopment
- Financing
- Historic preservation

There are also six optional components:

- History
- Environmental
- Tourism
- Conservation
- Safety
- Natural resources

B. Why Update the Comprehensive Plan?

The comprehensive plan is a critical tool that serves many purposes. To be effective, it must be periodically updated to account for current conditions, data and new technologies. Also, West Virginia State Code, Chapter 8A (revised in 2004) requires municipalities to update their comprehensive plans by June 2014 and then at least once every ten years.

The City reached out to surrounding jurisdictions and government entities to pursue a combined planning effort. They undertook a collaborative process with the Morgantown Monongalia Metropolitan Planning Organization (MMMPO) and Town of Star City to develop a unified Regional Vision that would help to coordinate land use and transportation planning

C. Plan Organization

The Comprehensive Plan is organized into eight chapters and is supported by three appendices. The chapters listed in bold are the plan's core elements, which each include a goal, followed by a set of objectives and strategies.

1. *Introduction*
2. *Regional Vision*
3. ***Land Management***
4. ***Transportation***
5. ***Environment***
6. ***Neighborhoods and Housing***
7. ***Community Facilities and Services***
8. ***Economic Development***
9. *Implementation*

Appendix A – Resource Documents
Appendix B – Vision Public Involvement
Appendix C – Existing Conditions and Trends

The Implementation chapter describes how to use the plan and summarizes all the policy statements into a concise table that assigns recommended timing and primary responsibility to each strategy. The Implementation Chapter is designed as a quick reference guide to be used on a regular basis.

Figure 1. Compliance with West Virginia Code

PLAN ELEMENTS	West Virginia Code Elements
Land Management	Land Use, Rural, Community Design, Preferred Development Areas, Redevelopment, Historic Preservation
Transportation	Transportation
Environment	Environmental*, Conservation*, Natural Resources*
Neighborhoods and Housing	Housing
Community Facilities and Services	Infrastructure, Public Services, Recreation
Economic Development	Economic Development, Financing, Tourism*
**Optional Component*	

***Figure 1** illustrates where the elements required by the State code are addressed within this Plan.*

D. Plan Process

The Comprehensive Plan process lasted 14 months. It included public involvement and technical research creating a Plan that is both intuitive and informed.

Part 1. Project Setup* (November 2011)
Part 2. Regional Vision* (December 2011 – June 2012)
Part 3. Technical Analysis (January 2011 – June 2012)
Part 4. Draft Plan (June 2012 – December 2012)
Part 5. Final Plan / Adoption (December 2012 – April 2013)

**Joint tasks with the Morgantown Metropolitan Planning Organization and Town of Star City.*

Technical Analysis

Prior to developing the Plan, ACP assembled two technical memorandums on the existing conditions and trends in the city and surrounding area. The memorandums established a baseline of facts and analysis to inform the plan. The key topics covered in the memorandums are listed below. The memorandums can be found in Appendix C.

Memorandum 1 – Regional Context, Demographics, Land Use and Development Patterns, Economic Development, and Transportation.

Memorandum 2 –Transportation, Housing, Public Services and Utility Infrastructure, Parks, Recreation, Environment.

In addition to these topics, Randall Gross/Development Economics, a sub-consultant with ACP, prepared an economic baseline report and an opportunities assessment to inform land use and economic development initiatives. In conjunction with the MMMPO's Long Range Transportation Plan, Burgess and Niple prepared a detailed report of transportation conditions in the region. These documents are also included in Appendix C.

Public involvement

Recognizing that public involvement in creating the Plan is vital to its success, the City and planning team organized a robust public participation effort. The process involved a regional vision, which included numerous opportunities between January and June 2012 to provide direction for the plan, as well as an Open House and public comment period to provide feedback on the draft plan. Extensive publicity and outreach ensured that participation was a choice for the city's residents.

Regional Vision. Chapter Two describes the regional vision process, outreach effort, participation, and outcomes.

Open House. The Open House was held on January 14, 2013 to present a draft of the Comprehensive Plan. At the Open House, the goals, objectives and strategies for each element were presented on large displays. Participants had the opportunity to ask questions and submit comments for each element of the plan. The plan remained on display at the Morgantown Public Library and on the City's website and comments were collected through the end of January. Those comments were reviewed by the Steering Committee and incorporated into the draft Plan document. Appendix B provides detailed information on the public input provided at the Open House.

COMMUNITY PRIORITY

Objectives or strategies that were most strongly supported by participants at the Open House are identified as community priorities with the symbol above.

E. Key Directions of the Plan

The following points summarize the key directions that the City should take in order to realize the Regional Vision and Morgantown's specific aspirations. These points were drawn from public sentiment expressed through the planning process, a review of the Plan's objectives and strategies, as well as deliberations with the Steering Committee. Although the Comprehensive Plan consists of distinct elements, these key directions represent an integrated approach to achieving the community's vision for its future.

Addressing transportation challenges. Road congestion in Morgantown and the surrounding urban area is one of the city's (and the region's) greatest challenges. While the area's topography is an obstacle to creating an ideal road network, recent haphazard patterns of growth and underinvestment in infrastructure have led to traffic congestion that undermines the region's quality of life and economic potential. While road improvements should be part of any transportation plan, the region must also invest in transportation alternatives. The MMMPO's Long Range Transportation Plan, created in parallel with this Comprehensive Plan Update recommends a range of transportation projects for federal and state funding. The Comprehensive Plan Update recommends strategies that the City can undertake to support efforts to alleviate traffic congestion, promote walking, biking and other transportation alternatives and reduce truck traffic. It also promotes growth patterns that facilitate walking, biking and transit use, potentially reducing the number of automobile trips.

Give priority to infill and redevelopment within the city over unplanned growth in the county. Growing inward was one of the strongest themes from the public and stakeholder input. There was a strong recognition from participants in the Crossroads process that the recent patterns of unpredictable growth in unincorporated areas have created some of the challenges the region now faces. Residents are interested in redeveloping and filling-in areas within the city that are currently vacant, under-utilized, or functionally obsolete. Inward growth was mentioned as a priority over growth in greenfield areas on the edge of the city. While the region's growth patterns are influenced by the policies of Monongalia County and its various municipalities, the City of Morgantown's policies can encourage reinvestment within its urban areas. The Land Management element (Chapter 3) declares this intent and identifies strategies to encourage desirable growth.

Strengthening the city's neighborhoods. Morgantown's diverse neighborhoods are among its most valuable assets. The Plan encourages investment in all neighborhoods but recognizes that the intent varies. For many areas it is continued maintenance and preservation of the existing character, while in other neighborhoods revitalization through redevelopment should be encouraged.

Improving Community Appearance. Public input revealed a strong concern for the city's appearance and how that shapes perceptions about the city both by residents and visitors. Aesthetics pertains to general property upkeep, visibility of utilities, signs, and architectural quality and character of development throughout the city, but particularly at the city's gateways. Appearance is addressed through the land management principles and through several strategies ranging from code enforcement citywide, to design guidelines or enhanced zoning regulations in targeted areas.

Increasing collaboration and cooperation between governments, institutions, and businesses. Throughout the process of preparing this Comprehensive Plan, it was clear that realizing the vision and implementing the Plan would require a high level of collaboration between local governments, major institutions, and businesses. Chapter 9. Implementation contains a section on community relations that describes some of the key issues that were raised during the planning process and includes a list of collaborative strategies contained in the Plan.

F. Policy Foundation

The policy foundation of the Plan was shaped by an extensive community involvement and planning process. The Comprehensive Plan Update has three key layers of policies: goals, objectives and strategies. Goals are the broadest policy statements that state a desired outcome in general terms. Objectives indicate a more specific policy direction and help organize strategies. Strategies are detailed actions necessary to initiate or complete an objective – such as a project, program or policy. There are multiple objectives for each goal and multiple strategies for each objective.

Goals, Objectives and Strategies

This Plan includes six goals, 43 objectives, and 184 strategies, which are described in detail in the following chapters and summarized in Chapter 9: Implementation. The goals are listed below.

Land Management: Efficient and attractive use of land resources that strengthens the quality, character, and upkeep of the built environment while balancing redevelopment and strategic expansion with open space preservation.

Transportation: A balanced, safe, attractive well-connected transportation system that offers reduced congestion, supports and encourages desirable growth, and integrates private vehicles, public transportation, biking, and walking.

Environment: Protected natural areas, managed energy resources, healthy waterways and clean air.

Neighborhoods and Housing: Attractive, well-maintained neighborhoods that offer a broad mix of desirable housing options and convenient access to services and amenities.

Community Facilities and Services: Highly desirable and competitive community facilities and services that promote the health and wellbeing of all of Morgantown's residents.

Economic Development: A regional approach to economic development and infrastructure investment that keeps Morgantown competitive and attractive to existing and new businesses, while strengthening the city's fiscal health.

Policy Hierarchy

The Plan is composed of a series of policy layers. Each of the plan elements include a policy hierarchy of one goal supported by objectives and strategies. The Land Management chapter also includes principles. These policy types are defined as:

Goal: *A desired outcome expressed in simple terms. This is the broadest of the policy statements.*

Objectives: *Themes within the goal statement which help to organize the strategies.*

Strategies: *Action statements designed to achieve the goal; A specific program or project or policy.*

Principles: *Statements of intent that describe "how" (character attributes) and "where" (conceptual location) development should occur. Similar principles appear within the Regional Vision chapter and reflect regional values. The Principles in Land Management apply specifically to Morgantown.*

Principles

The principles are statements of intent that describe the direction of future development and redevelopment in the community. Eleven Principles describe the intent about "how" (character attributes) and "where" (conceptual location) growth and development in Morgantown should occur. They reflect a variety of land management themes that are mutually reinforcing, including the quality, appearance, pattern, character, and organization of development, environmental quality, efficient use of infrastructure, and expanding connectivity and mobility choices for residents. Refer to Chapter 3 for details on each principle.

1. Infill development and redevelopment of underutilized and/or deteriorating sites takes priority over development in greenfield locations at the city's edge.
2. Expansion of the urban area will occur in a contiguous pattern that favors areas already served by existing infrastructure.
3. Downtown, adjacent neighborhoods and the riverfront will be the primary focus for revitalization efforts.
4. Existing neighborhoods throughout the city will be maintained and/or enhanced.
5. Quality design is emphasized for all uses to create an attractive, distinctive public and private realm and promote positive perceptions of the region.
6. Development that integrates mixed-uses (residential, commercial, institutional, civic etc.) and connects with the existing urban fabric is encouraged.
7. Places will be better connected to improve the function of the street network and create more opportunities to walk, bike and access public transportation throughout the region.
8. A broad range of housing types, price levels and occupancy types will provide desirable living options for a diverse population.
9. Residential development will support the formation of complete neighborhoods with diverse housing, pedestrian-scale streets, integrated public spaces, connection to adjacent neighborhoods, and access to transportation alternatives and basic retail needs.
10. Parks, open space, and recreational areas are incorporated as part of future development.
11. Environmentally sensitive and sustainable practices will be encouraged in future developments.

2. The Regional Vision

In late 2011 and early 2012, the City of Morgantown, Town of Star City, and the Morgantown Monongalia Metropolitan Planning Organization (MMMPO) embarked in an unprecedented collaborative effort to develop a shared vision for the future of the region. The process, called "Crossroads — It's Time to Chart Our Future," engaged a diverse group of stakeholders, citizens and community leaders in identifying needs, aspirations and the preferred direction of future growth for Monongalia County — with the intent of working toward that end. The vision serves as a foundation for three plans: the City of Morgantown's Comprehensive Plan, the Town of Star City's Comprehensive Plan, and the regional Long Range Transportation Plan for the MMMPO.

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Motivation for the Vision

Since the year 2000, Monongalia County has sustained a very high rate of growth in population and land development that has significantly altered the area's physical, demographic, and economic landscape and overwhelmed efforts to provide sufficient improvements to transportation infrastructure and other urban services. Though existing long-range plans were individually well-conceived, they were not coordinated across jurisdictional boundaries or integrated with a regional multi-modal transportation plan, leading to varying expectations among area residents and inadequate support for action. The City of Morgantown, Town of Star City, and MMMPO recognized that continued prosperity in Monongalia County depends on proactively and cooperatively addressing regional challenges, and sought a unifying vision upon which to base their plans.

Intent and Structure

The Vision describes citizens' aspirations for the future of Monongalia County. It consists of five aspirational vision statements, ten principles for development in the region, and a conceptual framework map that indicates where growth should and should not be encouraged. The Vision is the foundation of the strategies and policy recommendations of the three plans.

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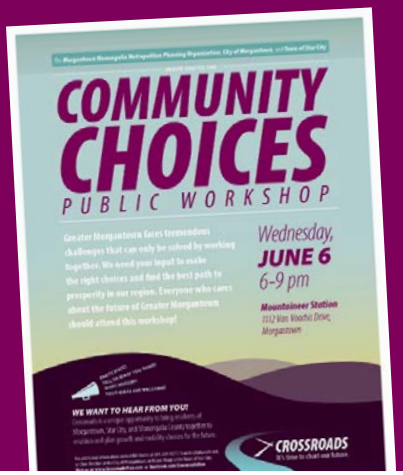
The Process

An effective vision process requires the participation of a broad cross section of a community. To achieve that end, a citizen committee, known as the Regional Vision Group was formed to help guide the process. This diverse group, made up of active citizens and members of Morgantown's Comprehensive Plan Steering Committee, Star City's Comprehensive Plan Committee and The MMMPO's Transportation Advisory Group, met periodically to coordinate public meetings, review ideas generated through the public process, and draft the preliminary vision statements.

The Crossroads vision process included four rounds of public involvement opportunities: 1) Stakeholder Interviews, 2) Idea Gathering Workshops, 3) Understanding Future Growth Workshop, and 4) Community Choices Workshop. Everyone with an interest in the future of Greater Morgantown was invited to attend the public workshops. Appendix A contains detailed summaries of the public workshops and a complete record of public comments.

Stakeholder Interviews

Between December 7, 2011 and February 1, 2012, the planning team interviewed approximately 100 stakeholders in twelve small group sessions. The stakeholders represented West Virginia University, local realtors, the Board of Education, neighborhood organizations, economic development entities, businesses, developers, transportation professionals, persons with disabilities, and various special interests such as advocates for environmental causes, biking and historic preservation (among others). The interviews were designed to identify regional strengths, weaknesses, and opportunities and gain insight on local knowledge.



Outreach

Competing interests, busy lifestyles, the long-term focus of comprehensive and transportation planning and the complexity of issues make enticing people to attend planning meetings very challenging. To inform the public about the importance of the Vision and Plans and the participatory nature of the workshops, a publicity and outreach effort was undertaken that included:

- *Distributing flyers and posters*
- *Newspaper columns*
- *Radio interviews*
- *Promotions on City, Town and MPO websites*
- *Social media and a project website*
- *Email blasts; and*
- *Word of mouth*

Participation

Participants represented many segments of the community, though representation was not proportional to the region's demographics. Participants represented all ages, races, levels of education and incomes, but there was proportionally greater representation from older people and those with higher levels of education and income. Below are the approximate number of participants who attended each phase of the public process.

- *Stakeholder Interviews:* 100
- *Idea Gathering Meetings:* 100
- *Understanding Future Growth:* 50
- *Community Choices:* 40

TECHNICAL ANALYSIS

January 2012 | February

Preliminary Vision Statements

Idea Gathering Meetings

On January 25 and 26, 2012 at South Middle School and North Elementary School respectively, two Idea Gathering Meetings were conducted to collect ideas from citizens about the future of the region. These ideas are the foundation on which the Regional Vision is based.

Format

Participants worked in small groups led by trained volunteer facilitators. They brainstormed responses to the question, "What should be done to make Morgantown, Star City and Monongalia County the best they can be in the coming years?" Participants also engaged in a map-based activity where they identified and described strong and weak places in the community. Strong places are those that are appealing and reflect well on the community, while weak places are those that represent conditions that should be improved or that do not reflect well on the community.

Outcomes

The meetings yielded 269 ideas for the future, which were entered verbatim into a database and sorted based upon recurring themes. Over half of the ideas related to transportation (traffic, roads, public transportation, biking and walking), while about a quarter of the ideas pertained to development, growth, land use or community collaboration, and the remaining ideas related to quality of life topics (schools, amenities, parks, housing and neighborhoods). These ideas and input from the stakeholder interviews were reviewed by the Regional Vision Group during a meeting in February, which led to a set of preliminary vision statements for the region. The mapping exercise identified specific places within the community and their descriptive characteristics that were used to develop principles for future growth and development.

Crossroads was a unique opportunity to bring residents of Morgantown, Star City, and Monongalia County together to envision and plan growth and mobility choices for the future.

TECHNICAL ANALYSIS

March | April

Preliminary Principles and Draft Framework Map

Understanding Future Growth

On March 28, 2012 at University High School, the Understanding Future Growth workshop engaged the public in thinking about where growth should occur in the region. This was an analytical workshop that brought preliminary technical analysis and the draft vision statements together for participants to consider.

Format

Like the Idea Gathering Meetings, participants worked in small groups led by trained volunteer facilitators. Through a map-based activity, groups were asked to allocate the total amount of land that would be needed to accommodate the County's projected 2040 population assuming recent land consumption trends continued*. Groups were given a total of 220 ¾-inch adhesive chips (each representing 40 acres, for a total of 8,800 acres) and asked to place them on a table-size map of the Greater Morgantown Area that showed developed land, undeveloped land, protected land and natural features. Participants could place their chips anywhere they felt growth should occur, while considering the draft vision statements. Each group was required to place all of their chips on the map.

Outcomes

Several patterns emerged from the workshop's mapping activity and group discussions. These patterns and comments formed the basis for the Principles and Conceptual Map:

- **Redevelopment at higher intensities.** All of the groups placed at least half of their chips on areas with existing development, indicating a clear preference for redevelopment over growth in currently undeveloped areas.
- **Infill development.** Most of the groups placed large amounts growth in undeveloped areas near existing development. This infill pattern would plug holes in the urban fabric, developing in areas already served by existing infrastructure, and allowing the urban area to expand in a contiguous pattern.
- **Greenfield development is limited and clustered.** Groups generally indicated that any growth in rural areas should be both near existing development and/or clustered to "minimize sprawl" and "preserve open space."
- **Very limited development within the outlying areas.** Groups allocated very limited growth for areas in the far south and western portions of the county.

*Details of the assumptions are included in Appendix B

Groups of community members identify where growth in the region should occur and discuss the implications of various growth patterns.

TECHNICAL ANALYSIS

May | June

Vision Statements
Principles
Framework Map

Community Choices

On June 6, 2012, at Mountaineer Station on WVU's campus, the Community Choices workshop invited the public to evaluate the draft vision and provide input on growth scenarios. The input helped to refine the vision and provide direction for recommendations of the comprehensive plans and transportation plan.

Format

During the workshop, participants heard a brief presentation about the vision process and what had been learned to-date. Then in a worksheet-based activity, were asked to indicate their level of support for each of five vision statements and provide written comments to refine them. Next, participants heard brief presentations about the technical work on economics and transportation conditions and were introduced to the draft principles. Through a second worksheet-based activity, participants indicated their level of support for each principle and provided written comments to refine them. Finally, having considered the previous public input and technical findings, participants worked in small groups to evaluate and prioritize three general growth scenarios.

1. The majority of future development will be in the form of infill and redevelopment within the primary urban area.
2. The majority of future development will be in the form of new development contiguous to the primary urban area.
3. The majority of future development will continue the growth patterns we have seen in the past 10 years.

Outcomes

Participants strongly supported the vision statements, and provided insightful comments to refine them. Likewise the principle statements received strong support. The scenario activity confirmed previous public input, which suggested that growth should be managed to balance redevelopment within existing areas and development in new areas contiguous to the existing urban area. Overall the Scenarios were ranked with Scenario 1 as most preferred followed by Scenario 2. Scenario 3 was nearly unanimously ranked as least preferred.

The Vision: Aspirations

Five statements convey the vision for the future of Monongalia County. They reflect the strongest themes from public input and are the broadest expression of the community's aspirations.

Our region will be characterized by:

Growing...

Managed growth that is efficient, attractive, and well-connected through appropriate infrastructure, will balance land consumption with redevelopment while protecting and preserving open space, local agriculture, energy resources and the environment.

Moving...

A balanced, safe, attractive, and accessible transportation system will reduce congestion, improve connectivity and support and direct future growth integrating private vehicles and expanding public transportation, biking, and walking networks.

The statements above directly reflect public input collected at the Idea Gathering Meetings and subsequent Crossroads workshops. Below each of the five aspirational vision statements is a sample of actual comments that showcase common ideas heard from participants at these meetings. For all comments from the public, see Appendix B.

"Plan comprehensively, coherent regulated development"

"City-wide aesthetics/landscaping plan"

"Promote farmland protection"

"Develop design standards for new construction and enforce them"

"Preserve and expand green space"

"Need County-wide planning"

"Ensure access regardless of individual or mode of travel (i.e., wheelchairs and bicycles)"

"Implement streets (complete streets) that support all kinds of transportation (bicycles, pedestrians, cars)"

"Promote mix use pedestrian-oriented development that comprises active transport (walking/cycling) - public transportation (de-emphasis on car transportation)"

Living...

Job and income growth, improved community services, support for the arts, accessible and connected parks and recreational facilities, good schools, desirable, diverse, and affordable housing, and safe neighborhoods that have access to local shops and markets, will be hallmarks of our region's quality of life.

Competing...

A regional approach to economic development and infrastructure investments that is founded on cooperative relationships will make the region competitive and capable of attracting and supporting existing and new businesses.

Collaborating...

An engaged community with leaders that embrace continued citizen engagement and stronger collaboration among municipalities, the county, the State, WVU, neighborhoods and major employers will enable the sharing of resources and lead to successful implementation.

"Job/Income growth to preserve and improve quality of life"

"Link neighborhoods via biking/ walking to community attractions commercial and educational venues"

"Affordable housing for all income levels with affordable transportation options for each development. People would like to live closer but can't afford it. Thus having to drive/mixed-use zoning"

"Develop public recreational activities to include venues for art, education, library."

"New businesses while maintaining existing to improve the region's growth"

"Lead the state in the usage of innovative technology products."

"Support strategies that would attract residents so they want to come live here."

"Consolidate services between cities to leave more money to spend on other things"

"Encourage the region to develop a more balanced product with alternative energy."

"Increase collaboration with other surrounding governments."

The Vision: Principles

The Regional Vision includes ten principles that convey community values related to the physical environment. These principles are the foundation for Morgantown's eleven Principles for Land Management (Chapter 3). They generally describe the community's intent about "how" (character attributes) and "where" (conceptual location) development should occur. They reflect a variety of land management themes that are mutually reinforcing, including the quality, appearance, pattern, character, and organization of development, environmental quality, efficient use of infrastructure, and expanding connectivity and mobility choices.

Below is a sample of comments offered by citizens at the public workshops that are reflected in the Principles. For all comments from the public, see Appendix B.

"Implement complete streets that support all kinds of transportation."

"Keep and create recreational parks and interconnecting paths for pedestrians and bicycles."

"Consider energy efficiency and sustainability as we upgrade and expand our infrastructure."

"Preserve and expand green space"

"Plan infrastructure to accommodate future development."

"Bring more vertical growth and density in already developed areas."

"Develop areas that people do not have to drive to."

For the region, ***it is our intent that...***

1. **Infill development and redevelopment of underutilized and/or deteriorating sites takes priority over development in remote greenfield locations.**
   It is preferable to accommodate growth within the existing urban area in locations that are appropriate for and can support increased development densities. Infill and redevelopment will occur in a strategic manner that considers community needs like access to amenities, transportation service and the quality and quantity of open space.

2. **Expansion of the urban area will occur in a contiguous pattern that favors areas already served by existing infrastructure.**
   To the extent that outward expansion of the urban area occurs, it should progress in a concentric pattern, emphasizing areas relatively nearest to the urban area's geographic center. Development should promote responsible management of the region's transportation and utility infrastructure, and help to provide services efficiently by preferring sites that are supported by existing capacity.

3. **Future growth in rural areas will conserve open space, preserve sensitive natural features, and respect significant viewsheds.**
   To the extent that development occurs in rural areas (away from the urban center) it should be rural in character (as opposed to urban or suburban) and/or occur in a clustered pattern that preserves open space and avoids negative impacts on steep slopes, wetlands, waterways, and scenic quality.

4. **Quality design is emphasized for all uses to create an attractive, distinctive public and private realm and promote positive perceptions of the region.**
   Public areas (streets, sidewalks, parks, and street trees, etc.) and private areas (building facades, lawns, landscaping, parking lots and driveways, etc.) are planned and designed to balance function, appearance, and affordability, while allowing for creative differences, innovation, and diversity of design.

5. **Development that integrates mixed-uses (residential, commercial, institutional, civic etc.) and connects with the existing urban fabric is encouraged.**
   Places are created with multiple uses—residential, commercial, and institutional, among others—in proximity to each other, perhaps on the same site and/or in the same structure. Close attention is given to the compatibility of those uses and their surroundings. Uses are arranged in a manner that maximizes pedestrian activity.

6. **Places will be better connected to improve the function of the street network and create more opportunities to walk, bike and access public transportation throughout the region.**
   While the region's topography is a challenge to creating an ideal level of street connectivity, opportunities will be sought to improve the street pattern and thereby increase travel options, potentially decrease vehicle miles, reduce congestion and improve wayfinding. Bicycle and pedestrian paths and supporting amenities will be integrated into new development and areas undergoing redevelopment.

7. **Residential development will support the formation of complete neighborhoods with diverse housing, pedestrian-scale streets, integrated public spaces, connection to adjacent neighborhoods, and access to transportation alternatives and basic retail needs.**
   Complete neighborhoods include a variety of land uses (residential, commercial, civic and recreational areas), building types, and housing types; have an identifiable center that offers basic services such as grocery stores and specialty shops; support a variety of travel options; are well-connected to adjacent neighborhoods and districts; and seamlessly integrate diverse, multi-generational residents living in proximity to one another.

8. **A broad range of housing types, price levels and occupancy types will provide desirable living options for a diverse population.**
   Housing in the region is diverse in type (single-family and multi-family, detached and attached, etc.) and offers options for both ownership and rental occupancy at a wide range of price levels.

9. **Parks, open space, and recreational areas are incorporated as part of future development.**
   Future development will contribute to expanding the quantity, quality, access to, and connections between the region's parks, open space, and recreational amenities.

10. **Environmentally sensitive and sustainable practices will be encouraged in future developments.**
    Development will be designed to reduce potentially negative impacts on environmental features such as steep slopes, stream corridors, wetlands, and significant stands of mature trees. Infill and redevelopment will maintain or enhance the urban tree canopy. Green building practices will be encouraged.

The Vision: Framework Map

The Framework Map illustrates the Regional Vision Principles through seven concepts and shows where these concepts generally apply throughout the Greater Morgantown Area. The Regional Vision Principles and this map form a conceptual framework to serve as a guide to inform the comprehensive plans and Long Range Transportation Plan. As a framework, this map is not tied to any regulations, specific policies, or development proposals. See *3. Land Management* for recommendations that support the Framework Map.

Concepts

The map depicts three areas where development is restricted and four areas where development can occur. The growth areas indicate the degree to which growth should occur, from Priority (most supported) to Limited (least supported).

Preserve Open – Areas that are permanently protected from development due to public ownership and use as parkland.

Reserve Open (slopes) – Areas of steep slopes (generally greater than 40%) that, due to the difficulty of building on such extreme topography, are likely to remain as open space. However, these areas may be subject to development and should be protected.

Restricted (floodplain) – Areas that are subject to development, but where development is restricted by local and federal regulations due to a high risk of flooding.

Encouraged Growth – Areas where growth should be strongly encouraged for economic development interests and revitalizing neighborhoods and districts. Such growth includes new development and redevelopment within existing areas.

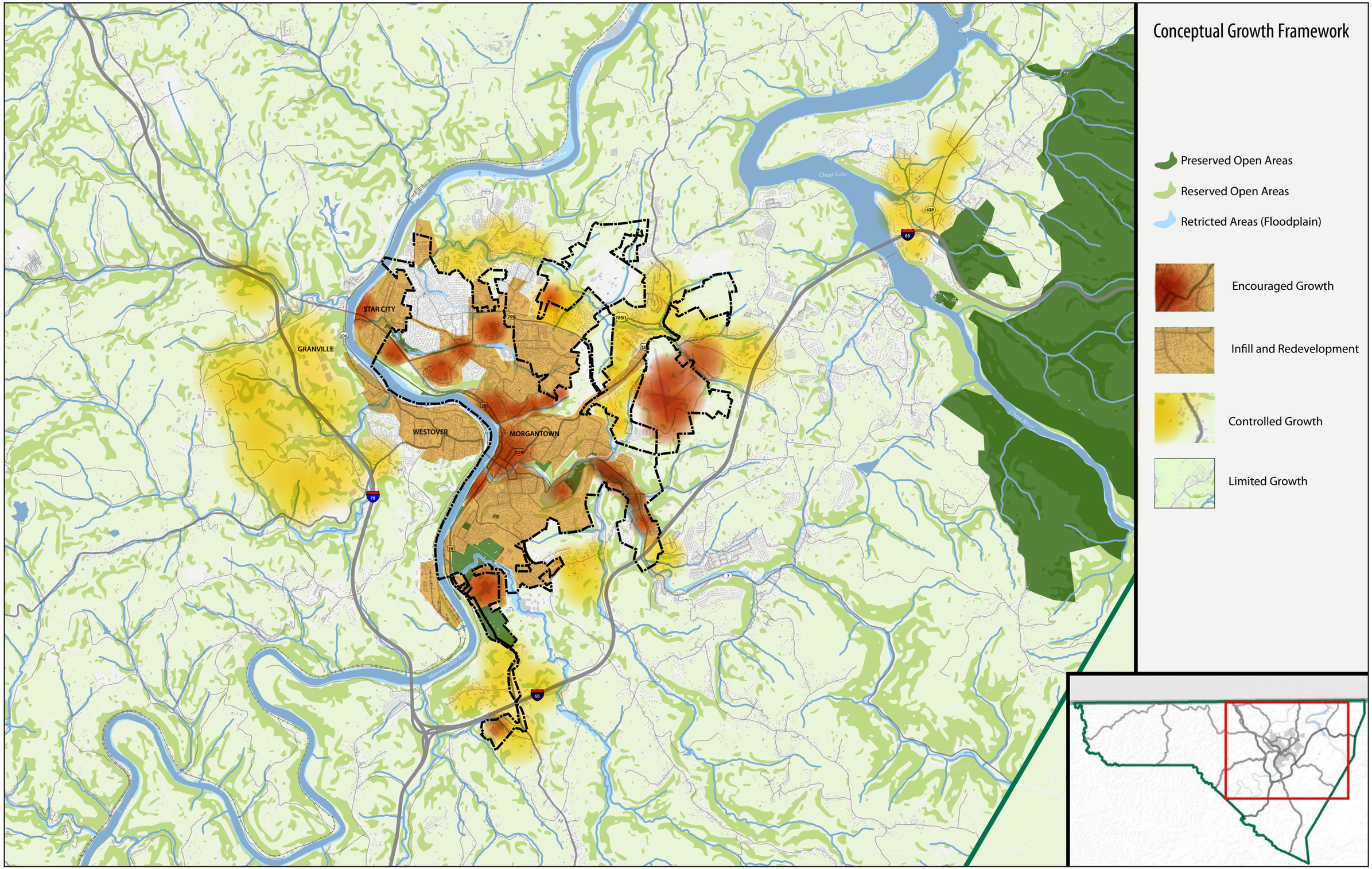
Infill and Redevelopment Growth – Existing developed areas where additional growth through infill or redevelopment is appropriate.

Controlled Growth – Developing areas, or currently undeveloped land where more growth is likely due to proximity to existing thoroughfares, infrastructure and adjacency to recent development. Growth in these areas generally expands the footprint of the urban area and should be controlled to minimize negative impacts.

Limited Growth – All other areas that are subject to development, but where increased intensity is generally not desired. These areas include both existing open space and existing development and all developable land in areas of the County that are not shown.

Infill *describes the development of land in existing urban and suburban areas that is vacant but is near existing development and infrastructure.*

Redevelopment *is improving or utilizing buildings or sites that have been developed (are not vacant), but are not reaching their highest and best use.*


Conceptual Growth Framework
Preserved Open Areas
Reserved Open Areas
Retricted Areas (Floodplain)
Encouraged Growth
Infill and Redevelopment
Controlled Growth
Limited Growth
STAR CITY
GRANVILLE
WESTOVER
MORGANTOWN
Cheat Lake
Cheat River
Monongahela River

3. Land Management

The Land Management chapter is the critical element of the Comprehensive Plan Update providing guidance for the physical development and redevelopment of Morgantown. This chapter addresses strategies for enhancing the downtown and riverfront, strengthening neighborhoods, improving community appearance, and protecting open space. This element of the Comprehensive Plan Update also substantially influences the other elements of the plan, particularly Transportation.

Chapter outline

A. Goal 21
B. Context and Key Findings 21
C. Land Management Direction 33
D. Regulatory Implications 49
E. Objectives and Strategies 51

West Virginia Code Compliance

This chapter addresses the following topics required for a Comprehensive Plan in Chapter 8A of the West Virginia Code:

- *Land Use*
- *Rural*
- *Community Design*
- *Preferred Development Areas*
- *Redevelopment*
- *Historic Preservation*

A. Goal

Efficient and attractive use of land resources that strengthens the quality, character, and upkeep of the built environment while balancing redevelopment and strategic expansion with open space preservation.

B. Context and Key Findings

This section summarizes the key findings from the public input and technical analysis that support the Land Management element. These findings guided the direction for the Land Management Principles, policies and maps.

Public Input

The following are key points heard in stakeholder interviews and the public workshops that relate to the Land Management element.

Infill and redevelopment should be a priority. Growing inward was one of the strongest themes from the public workshops. While many participants accept that it is difficult to stop or limit growth in rural areas outside the City of Morgantown, most expressed a strong preference for infill and redevelopment of underutilized sites within Morgantown and adjacent urban areas. Areas in Downtown, the Wharf District and other parts of the riverfront, student neighborhoods adjacent to WVU's campuses including Sunnyside, and older neighborhoods such as Second Ward and the Greenmont area were mentioned as having infill and/or redevelopment opportunities. However, participants also emphasized the need to ensure that any new, more intensive developments are compatible with their surrounding context and that single-family neighborhoods are preserved and protected.

Transportation and land use issues are connected. Participants generally acknowledged that much of the transportation challenges the region faces are related to current patterns of development, particularly outside the City of Morgantown. The region's topography, existing roadway corridor alignments, and barriers to increasing multi-modal capacity created by the built environment are already major challenges to creating an ideal transportation network. Haphazard growth in unincorporated areas has exacerbated these challenges.

Support mixed-uses and complete neighborhoods. Participants expressed a desire for the creation of complete neighborhoods — those that include a variety of land uses and housing types. Complete neighborhoods are strengthened by diverse, multi-generational households living in proximity to one another. Mixed-use neighborhoods that offer basic goods and services are less auto-dependent provided they are well connected to adjacent neighborhoods and districts.

Improve appearance of areas throughout the community. Participants felt that many areas of the city, both old and new could be more attractive. Student housing often is generic and low-quality in appearance. By placing a greater emphasis on the appearance of the community and the role of Code enforcement, aesthetics in major gateways and corridors could be improved, and the quality of space become consistent.

Address lack of county-wide planning and zoning. Participants expressed concern about the lack of county-wide planning and zoning, which has enabled haphazard development, incompatible uses, and high density development without support of adequate road improvements; all of which have and led to a host of infrastructure deficiencies. Many participants believe these issues are obstacles to growth and primary drivers of transportation issues. The uncertainty that the lack of regulation creates is a challenge for business investment in new facilities.

Cooperate regionally to address land development, infrastructure and transportation issues. Participants expressed support for more cooperation within the region. They said that land use, transportation, infrastructure, economic development, environmental and other issues could most effectively be managed through collaborative efforts between various municipalities, the county, the MMMPO, state agencies and major employers.

Development in city is challenging. Those familiar with the city's development process say it is often lengthy and inconsistent. There are insufficient incentives to encourage development/redevelopment. Administrative approvals of additional Planning and Zoning Code reviews should be considered to speed the development process.

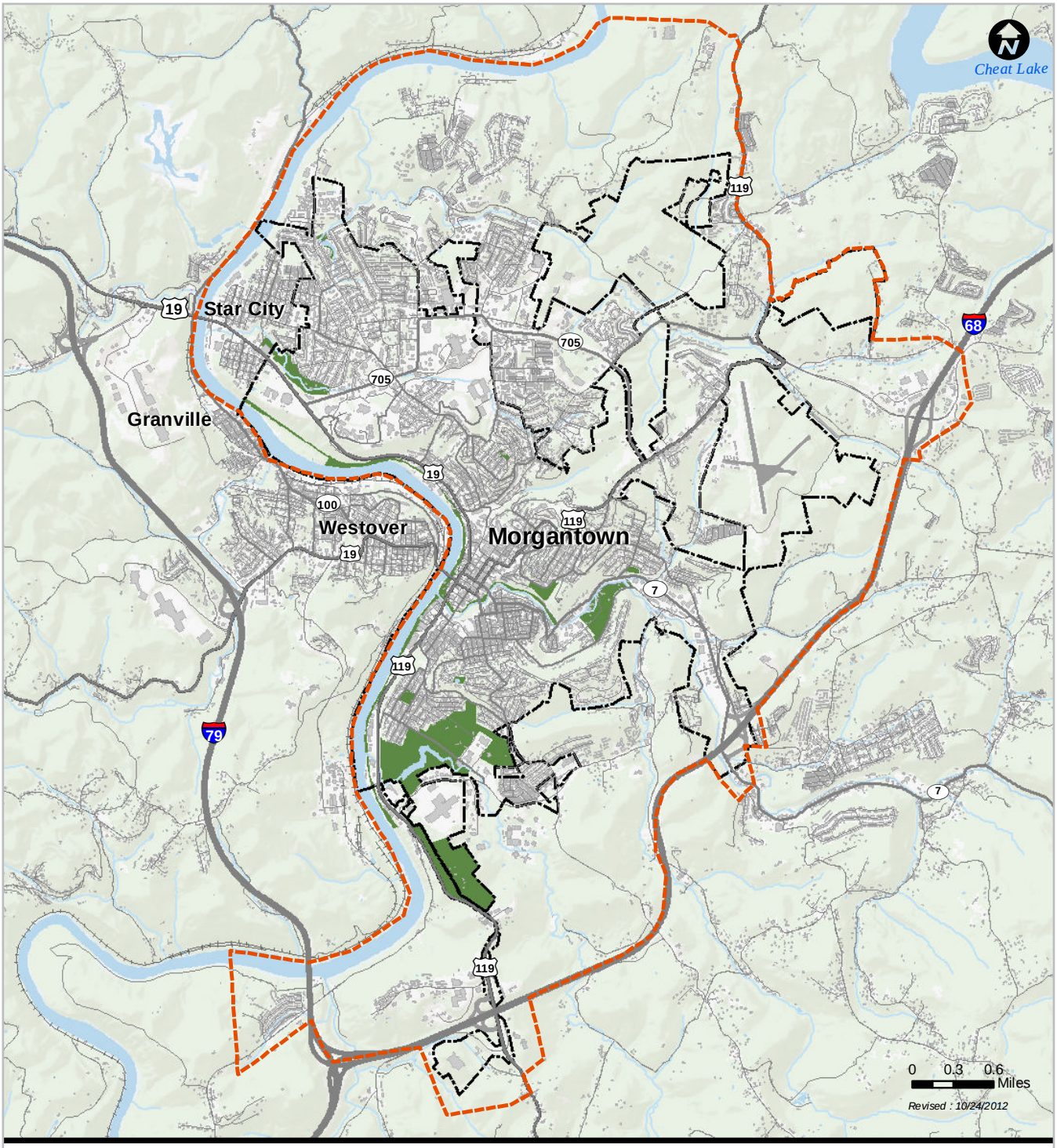
Existing Conditions and Trends

Early in the planning process, existing conditions and trends of the city and region were studied. The following are key trends that influenced the Land Management policies.

Among the most dense of West Virginia cities. Morgantown occupies approximately 10.5 square miles (6,723 acres including streets and water bodies). It has a population density of 2,825 persons/square mile (4.41 persons/acre, or about 3,000 persons/square mile) making it one of the most densely populated cities in West Virginia. However, over 40 percent the city's land is undeveloped because it is either WVU's agricultural campuses or the Morgantown Municipal Airport. If the WVU farmland and airport are not included in the calculation, the city's density would be almost 4,000 persons/square mile. Of course, density is not experienced at this macro scale, but rather, within neighborhoods. Many areas of the city look and feel very dense due to topographic constraints that limit the amount of buildable land and force development into relatively high-density clusters.

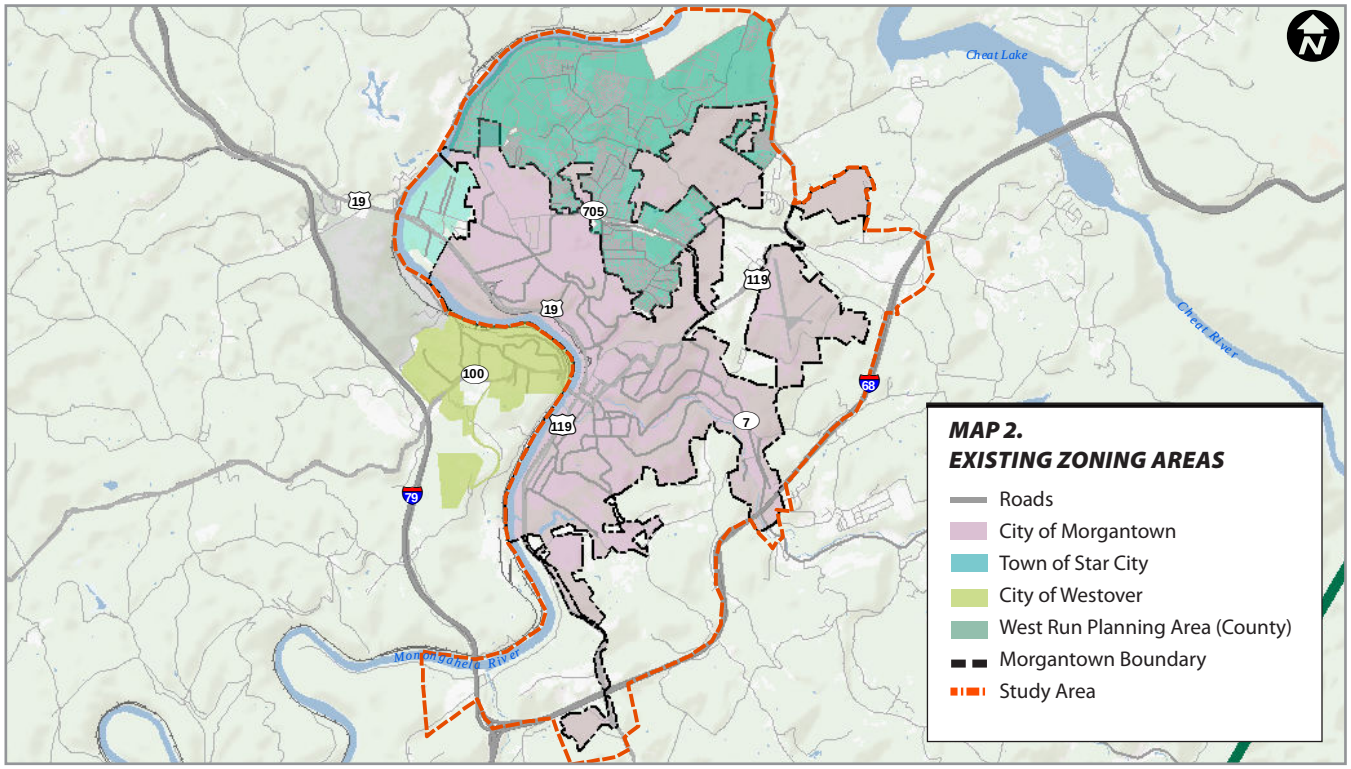
Relatively little recent growth through annexation. Since the year 2000, the city has expanded by approximately 125 acres. Over half of this area came through one 69-acre annexation, which brought the Walmart development south of I-68 into the city. No residential land was added to the city through annexation during the last decade. Between 1990 and 2000, the city added about 20 percent to its land area (approximately 1,180 acres) including 1,023 acres owned by WVU, which remains mainly farmland.

Mostly built-out. Morgantown is mostly built-out with very little undeveloped land within the city limits to accommodate growth. The undeveloped land that does exist is generally either owned by WVU or constrained by topography or floodplain. This leaves the city with the two options for capturing a larger proportion of the region's growth: 1) encouraging redevelopment and intensification of already developed areas of the city, and/or 2) expanding outward through annexation.



MAP 1. CONTEXT

- Roads
- Water Bodies
- Morgantown Boundary
- Study Area
- Buildings
- Parks



WVU land makes up approximately 32 percent of the city. Of the city's 5,611 acres, approximately 1,800 acres are owned by WVU. Of the 1,800 acres, approximately 1,280 acres (19% of the city) remains undeveloped farmland, serving as WVU's agricultural campuses.

Residential development is the largest land use. After WVU and other institutional uses, residential land makes up the largest portion of land uses with approximately 25 percent of the city. Most of the residential land within the city contains single-family uses (over 21%) with multi-family uses occurring mostly near downtown and WVU campuses. Neighborhoods near downtown are less homogenous, featuring a mix of residential types, from single-family, duplex and multi-family buildings at various densities.

Topography is a challenge to development. There is very limited land in the city that is undeveloped and much of that land is generally constrained by steep slopes. Throughout the county, topography has a major impact on development. Steep slopes reduce the developable area of a tract of land, or require major engineering interventions to accommodate structures – both of which increase the cost of development. Topography is particularly an obstacle for development of industrial uses and large format commercial centers, which require generous sites and space for large footprint buildings.

Most of unincorporated Monongalia County lacks long-range growth plans, zoning regulations, or development review requirements. Map 2 shows the areas within Monongalia County that have zoning. The West Run planning area is the only unincorporated area with zoning. The absence of zoning regulations in the county makes development unpredictable.

Development Patterns and Character

Since most of the City of Morgantown and the immediately surrounding area is already built, future conditions will depend strongly on the existing patterns and character of the existing development. This section of the Land Management element defines those existing patterns as Character Areas, which illustrate how the city and county have developed over time, and how the development pattern has changed.

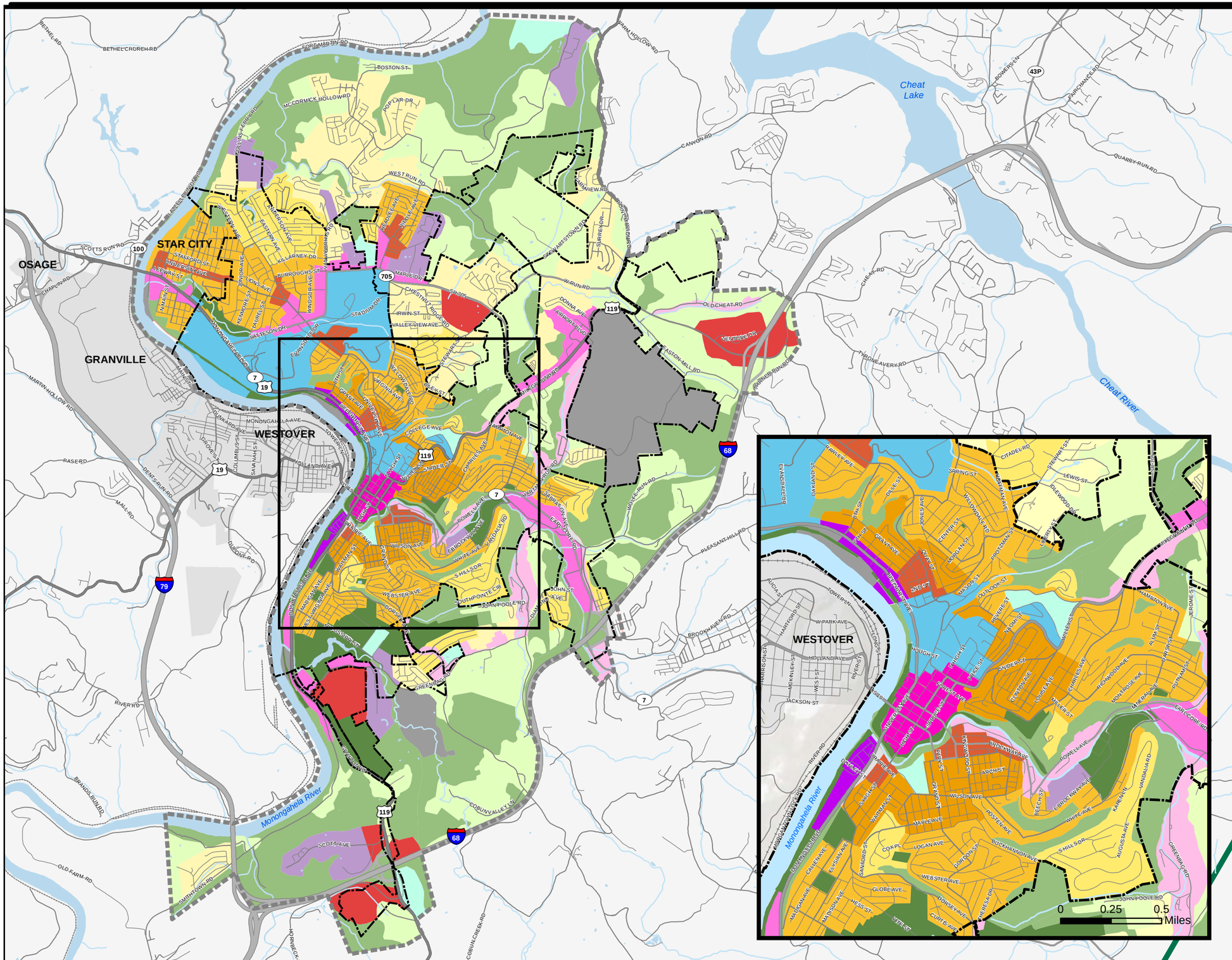
The Character Areas (defined by their existing attributes) describe several types of neighborhoods, districts and corridors that have similar attributes such as lot sizes and coverage, land use, density, street pattern and connectivity, and building design. The locations of these areas are shown on the Pattern and Character Map (on the facing page). Since development patterns extend beyond jurisdiction boundaries, the map extends beyond the Morgantown city limits to encompass approximately the Morgantown Utility Board's stormwater management area and south to I-68 (see Study Area on Map 1).

It is important to note that there is a wide variety of conditions within each character area and the boundaries of these areas as shown on the map are often not well defined. The intent is to generally represent the existing character of areas within the community.

NEIGHBORHOODS

Core. The Core is the zone of densest development and is generally defined as Downtown Morgantown. The area has the highest level of connectivity with a grid street pattern with short walkable block lengths. Buildings range from two to twelve stories and are located close to each other and to the street. A mixed-use district, the core contains a range of retail, office, institutional and residential activities, with many buildings containing multiple uses within them. The street, network, building density and mix of uses support a high degree of pedestrian mobility.

Neighborhood 1. Neighborhood 1 includes the oldest residential areas in the city surrounding Downtown and WVU's campus. It encompasses most of the city's historic neighborhoods as well as areas dominated by student renters. This neighborhood type has the highest density of buildings on the smallest lots. The district contains a mix of housing types ranging from older single family homes to four-six unit apartment buildings to newly constructed multi-story apartment buildings – often with multiple housing types in the same block. Small-scale commercial or civic uses are also integrated into the neighborhood fabric. The blocks are small and generally follow a grid street pattern. This is the most walkable neighborhood area.



MAP 3.
PATTERN AND CHARACTER

- Core
- Neighborhood 1
- Neighborhood 2
- Neighborhood 3
- Neighborhood 4
- Commercial Node
- University
- Office / Institutional / Industrial Campus
- Civic Campus
- Special District
- Commercial Corridor
- Urban Corridor
- Neighborhood Corridor
- Mountain / Valley Corridor

- Rural
- Natural
- Park

- Roads
- Water Bodies
- Morgantown Boundary
- Study Area

0 0.5 1 Miles

Revised : 11/7/2012

Reverse side of Pattern and Character Map (intentionally blank)

NEIGHBORHOODS (CONT.)

Neighborhood 2. Neighborhood 2 is relatively lower density than neighborhood 1 with longer blocks and slightly larger lots. This district is primarily single-family residential but also includes some small-scale multi-family residential and commercial uses. The street pattern is generally a modified grid with more variety of block sizes, but still retaining a high degree of connectivity. The neighborhoods have multiple entry points with walkable access to transit, although many of these areas lack sidewalks. The multi-family buildings are either single-family structures that have been divided into multiple dwellings or small and isolated multi-unit buildings.

Neighborhood 3. Neighborhood 3 generally has the lowest residential densities in the study area. These neighborhoods are mostly homogenous – being almost exclusively single-family residential with isolated small multi-family residential, commercial or civic uses. These areas are mostly connected to the city street network and to other neighborhood areas but otherwise have a suburban character with limited access points (in some cases only one), large lot sizes, curvilinear streets and long blocks. These neighborhoods occur primarily at the edges of the city, and their street pattern is strongly influenced by topography.

Neighborhood 4. Neighborhood 4 is the most suburban with single-type residential developments that are disconnected from the fabric of adjacent areas. Residential density varies but each development typically has one type of housing product such as large-scale apartment complexes, semi-detached condos, mobile home parks and single-family developments where the homes are similar in size and amenities. These homogenous pods of development are primarily located at the city's edge and in unincorporated areas such as the County's West Run Planning District.

It is important to note that there is a wide variety of conditions within each character area and the boundaries of these areas as shown on the map are often not well defined. The intent is to generally represent the existing character of areas within the community.

DISTRICTS

Commercial Node. Commercial nodes exist in various locations throughout the study area. These large-scale, primarily retail developments have large single-story buildings that are set back from the roadway and surrounded by surface parking. They are located along arterial corridors and have limited points of entry. These nodes include Mountaineer Mall, Suncrest Town Center*, Walmart, and Glenmark Center*.

University. This district contains the campuses of West Virginia University, including Downtown, Evansdale, Law School, Health Sciences Campus, and Athletic Department Campuses. Building size and their relationships to each other and to streets vary but the districts are generally walkable, This district does not include the University's agricultural campuses (which are considered rural in character).

Office / Institutional / Industrial Campus. This character type identifies large developments where multiple buildings are part of a related use — often occurring in a campus-like setting. These sites include Mon General Hospital* and surrounding medical offices, and major employment centers such as Mylan Pharmaceuticals* and the National Energy Technology Laboratory*, and several smaller-scale office parks.

* Sites outside of Morgantown's city limits

DISTRICTS (CONT.)

Civic Campus. This district identifies large civic or semi-public facilities including the area's schools and their associated facilities. These districts often exist within or at the edges of neighborhoods.

Special District. Large special-use districts throughout the study area that do not conform to other designations. The Airport, the Federal Corrections Institute* and major utilities.

CORRIDORS

Commercial Corridor. Corridors are linear districts defined by development along arterial or collector roadways. Commercial Corridors are auto-oriented and are dominated by large single-story buildings setback from the street and parking areas facing the street. These corridors are generally not pedestrian friendly due to lack of sidewalks, long block lengths and many vehicle access points (curb cuts) which create conflicts for pedestrians.

CORRIDORS (CONT.)

Urban Corridor. Urban Corridors are located close to the Downtown Core and surrounding Neighborhood 1 areas and include most of Beechurst Avenue and University Avenue south of Downtown. They are the highest density corridors composed of a variety of building types ranging from small two-story residential structures to large multi-story buildings. They have the largest mix of uses, including multi-family residential, retail, office, institutional and accommodation facilities.

Neighborhood Corridor. Neighborhood Corridors are transitional areas between neighborhoods and more intensely developed commercial or urban corridors. The development pattern reflects the lot sizes and block structure of the surrounding neighborhood, but includes a mix of building types such as small residential buildings along the street and suburban-style buildings set back behind a surface parking lot. Uses also vary and include commercial, office, and multi-family residential. Since they share a neighborhood block structure, these corridors are more walkable than a Commercial Corridor. Due to the high levels of traffic, these areas will continue to face redevelopment pressure.

Mountain / Valley Corridor. Mountain / Valley Corridors are narrow strips of development that occur along roadways that trace ridges and valleys. They have many qualities associated with rural development such as streets that lack curb and gutter, small, one or two story buildings, and each address typically has direct driveway access to the thoroughfare. However, unlike typical rural areas where buildings are often set back far from the street, development in these corridors is often clustered in pockets that are very close to the street. Uses along these corridors tend to be eclectic, including single-family and multi-family residential, commercial, light industrial, warehousing and other uses.

OTHER AREAS

Rural. Rural areas are the least intensely developed. These include isolated residential or commercial uses and farming operations.

Natural. Land in its natural state that is mostly forested. Within the city, these areas are often undevelopable steep slopes.

Park. Public parks and major cemeteries.

Our intent for how and where to grow.

C. Land Management Direction

This Comprehensive Plan Update provides a critical opportunity to make informed choices about how and where growth and development should occur in the future. The land use recommendations of this chapter were made with consideration for the quality and character of the built and natural environment, fiscal impacts of growth and existing and future transportation needs. The land management direction is conveyed through two primary elements:

1. ***Principles for Land Management*** — Statements of intent about how and where growth and development in the city should occur.

2. ***Land Management Map*** — A graphic depiction of the principles, this map indicates where various conservation or development concepts apply throughout the city. The map and underlying concepts are supported by:
   - Preferred Development Types (and land uses)
   - Areas of Opportunity
   - Pattern and Character Map and Character Area descriptions

How to use the land management recommendations

The Land Management chapter will be consulted for any development proposal based on the following steps. If a proposal is not consistent with recommendations of any one of these steps, the proponent should re-evaluate and make adjustments (or provide justification for deviation) prior to submission. Once there is a formal submission, the staff report will identify whether or not the proposal is aligned with the following:

1. **Intent:** Development proposals will reflect the spirit and values expressed in the principles (statements of intent) on pages 34-37.

2. **Location:** Development proposals will be consistent with the Land Management Map (page 39). If the proposal applies to an area intended for growth, infill, revitalization, or redevelopment, then it should be compatible with that intent and with any specific expectations within Areas of Opportunity (pages 44-48). If the proposal applies to an area of conservation or preservation, it should be compatible with and work to enhance the existing character of the immediate surroundings.

3. **Pattern and Character:** Development proposals in growth areas will be consistent with the preferred development types described on pages 39-41. Development in areas where growth is not intended should be compatible with the relevant Character Area description (pages 26-32) and expectations for how those areas should evolve in the future.

Our intent for how and where to grow. In words...

Principles for Land Management

Eleven Principles describe the intent about "how" (character attributes) and "where" (conceptual location) growth and development in Morgantown should occur. They reflect a variety of land management themes that are mutually reinforcing, including the quality, appearance, pattern, character, and organization of development, environmental quality, efficient use of infrastructure, and expanding connectivity and mobility choices for residents. These principles should be used to help guide the city on how to use land resources in a more efficient and effective manner to foster a high quality community with a distinct sense of place.

These principles are compatible with the regional principles outlined in Chapter 2, but are specific to the scale, conditions and aspirations of the City of Morgantown.

1. **Infill development and redevelopment of underutilized and/or deteriorating sites takes priority over development in greenfield locations at the city's edge.**
   It is preferable to accommodate growth within the existing urban area in locations that are appropriate for and can support increased development densities. Infill and redevelopment will occur in a strategic manner that considers community needs like access to amenities, transportation service and the quality and quantity of open space.
   - Areas for future development are identified for all three areas (infill, redevelopment and greenfield). Though infill and redevelopment are priorities, that does not imply that all infill or redevelopment capacity must be consumed prior to support for any greenfield development.
   - When infill or redevelopment occurs it will be done with great care so as not to compromise the quality of life for existing residents as a result of inappropriate building placement or size, unreasonable traffic impact or other identifiable negative consequences.

Infill *describes the development of land in existing urban and suburban areas that is vacant but is near existing development and infrastructure.*

Redevelopment *is improving or utilizing buildings or sites that have been developed, but are not reaching their highest and best use.*

2. **Expansion of the urban area will occur in a contiguous pattern that favors areas already served by existing infrastructure.**
   To the extent that outward expansion of the urban area occurs, it should progress in a concentric pattern, emphasizing areas relatively nearest to the City's geographic center. Development should promote responsible management of the region's transportation and utility infrastructure, and help to provide services efficiently by preferring sites that are supported by existing capacity.
   - When new growth occurs on the edge of the community, it will be done with a planned pattern, which minimizes demand for new infrastructure and community services. Such greenfield development should be clustered to preserve open space and avoid negative impacts on steep slopes, wetlands, waterways, and scenic quality.

3. **Downtown, adjacent neighborhoods and the riverfront will be the primary focus for revitalization efforts.**
   The city will continue to invest in strengthening Downtown and adjacent areas as the civic, commercial, and cultural core of the region.
   - Policies will encourage investment in neighborhoods at the edge of Downtown including Greenmont, South Park, Chancery Hill, Sunnyside, Woodburn, Wiles Hill and Highland Park.
   - WVU's Downtown Campus will be leveraged to attract new development and help strengthen the city's core.
   - The Wharf district will continue to develop as mixed-use district with strong physical and economic connection to downtown and the river.

4. **Existing neighborhoods throughout the city will be maintained and/or enhanced.**
   The city will continue to invest and encourage private investment in all neighborhoods that strengthens their existing character and value through maintenance and improvements of properties, infrastructure and civic amenities.
   - Particular attention will be given to respecting the integrity of stable single-family residential areas from incompatible uses such as large-scale commercial or multi-family residential development, and studentification trends.
   - Development will be done with care to avoid compromising the quality of life of existing residents.
   - Development will strengthen public amenities (sidewalks, lighting, open space), improve community appearance, remedy blighted properties, and preserve and protect community valued viewsheds.

5. **Quality design is emphasized for all uses to create an attractive, distinctive public and private realm and promote positive perceptions of the region.**
   Public areas (streets, sidewalks, parks, streetscapes, etc.) and private areas (building facades, lawns, landscaping, parking lots, driveways, etc.) are planned and designed to balance function, appearance, and affordability, while allowing for creative differences, innovation, and diversity of design.

6. **Development that integrates mixed-uses (residential, commercial, institutional, civic etc.) and connects with the existing urban fabric is encouraged.**
   Places are created with multiple uses—residential, commercial, and institutional, among others—in proximity to each other, perhaps on the same site and/or in the same structure. Close attention is given to the compatibility of those uses and their surroundings. Uses are arranged in a manner that maximizes pedestrian activity.
   - Mixed-use centers, places that mix retail, residences, offices and civic uses at various scales will be an encouraged development pattern in the city.
   - Districts will be designated for commercial and/or industrial uses that are not appropriate in a mixed-use setting.

7. **Places will be better connected to improve the function of the street network and create more opportunities to walk, bike and access public transportation throughout the region.**
While the region's topography is a challenge to creating an ideal level of connectivity, opportunities will be sought to improve the street pattern and thereby increase travel options, potentially decrease vehicle miles, reduce congestion and improve wayfinding.
    - A connected grid street pattern, or modified grid system, is the preferred network for future development and redevelopment.
    - Well-connected streets will be designed with short blocks and include sidewalks to facilitate walking.
    - Bicycle and pedestrian paths and supporting amenities will be integrated into new development and areas undergoing redevelopment.

8. **A broad range of housing types, price levels and occupancy types will provide desirable living options for a diverse population.**
Housing in Morgantown will continue to be diverse in type (single-family and multi-family, detached and attached, etc.) and offer options for both ownership and rental occupancy at a wide range of price levels.
    - New residential development will offer a variety of housing types and prices, including affordable and workforce housing.
    - Housing diversity will exist within a neighborhood fabric, connected to other districts and corridors.

9. **Residential development will support the formation of complete neighborhoods with diverse housing, pedestrian-scaled complete streets, integrated public spaces, connection to adjacent neighborhoods, and access to transportation alternatives and basic retail needs.**
Complete neighborhoods include a variety of land uses (residential, commercial, civic and recreational areas), building types, and housing types; have an identifiable center that offers basic services such as grocery stores and specialty shops; support a variety of travel options; are well-connected to adjacent neighborhoods and districts; and seamlessly integrate diverse, multi-generational residents living in proximity to one another.
    - Neighborhoods will be walkable with quality streets that accommodate both bicycles and automobiles, but give priority to the pedestrian experience.
    - Civic, institutional, and public spaces will form the physical nucleus of the neighborhoods.
    - Basic retail service will be located nearby (accessible via walking and/or biking) or integrated with residential areas in the form of neighborhood centers.

10. **Parks, open space, and recreational areas are incorporated as part of future development.**
    Future development will contribute to expanding the quantity, quality, access to, and connections between the region's parks, open space, and recreational amenities.
    - Wooded areas, steep slopes, and community valued viewsheds will be protected and integrated into new developments, and connected when possible to create a continuous open space system.
    - The city will enhance efforts to protect watersheds and floodplain areas when development or redevelopment occurs.
    - Convenient and accessible recreational opportunities will be provided for all ages.
    - Existing recreational, green space, public areas, open and natural spaces will be enhanced and new areas set aside that connect people to the natural environment and promote recreational opportunities to support active and healthy lifestyles.

11. **Environmentally sensitive and sustainable practices will be encouraged in future developments.**
    Development will be designed to reduce potentially negative impacts on environmental features such as steep slopes, stream corridors, wetlands, and significant stands of mature trees.
    - New construction will employ context sensitive design to reduce impacts on existing site features and the natural environment.
    - Green building practices will be encouraged to minimize the consumption of resources, employ recycling of building materials, and promote quality indoor living and working environments.
    - Green stormwater and graywater management options will be encouraged to retain and reuse stormwater to reduce surface runoff, which may have negative impacts on the watershed.
    - Infill and redevelopment will maintain or enhance the urban tree canopy.

Our intent for how and where to grow. In graphics...

Land Management Map

Morgantown has choices relative to how it will grow in the future. These choices and aspirations are expressed in the Land Management Principles. The Land Management Map illustrates where the Principles could be implemented, identifying areas where urban expansion (greenfield development), infill and redevelopment are appropriate and where existing areas (both developed and undeveloped) should be protected from significant change. Below are the general concepts depicted on the map. Further detail on the development intent for specific areas (numbered on the map) is described in the next section.

GENERAL CONCEPT AREAS

CONSERVATION (MAINTAIN AND PROTECT)

Preserve: Land that is permanently protected by regulations or ownership such as nature preserves, recreational open space and public parks.

Reserve: Undeveloped land with significant environmental constraints (steep slopes, floodplain, mature forest) or farmland that is likely to remain as open space or an agricultural use. These areas may be subject to development and should be considered for preservation.

Neighborhood Conservation*: Preservation of existing neighborhood character and continued maintenance of buildings and infrastructure.

Limited Growth / Conservation Development: Primarily rural areas that have value as open space but are subject to development. To the extent that development occurs, it should be clustered to retain open space and protect significant environmental features.

DEVELOPMENT (INFILL, REDEVELOPMENT, EXPANSION)

Downtown Enhancement: Continued infill and redevelopment in the Downtown core with a mix of employment, civic, commercial and residential uses as described in the 2010 Downtown Strategic Plan Update.

Corridor Enhancement:** Improving development along corridors with a mix of uses, increased intensity at major nodes or intersections and roadway improvements to improve traffic flow, pedestrian and biking experience.

WVU Campus Development: Growth within WVU's campus areas that supports the University's functions. Development may include a mix of institutional, residential, civic and commercial uses.

Neighborhood Revitalization: Stabilization and reinvestment in existing neighborhoods that includes improvements to public and private buildings and infrastructure, and support for infill development, adaptive reuse and redevelopment that offers a mix of residential types and supporting uses.

Infill and Redevelopment*: Existing developed sites or districts that are underutilized or functionally obsolete, where infill development or redevelopment that is consistent with the surrounding context is appropriate.

Encouraged growth: Areas where new growth is encouraged primarily for economic development. These areas may be special districts or mixed-use areas.

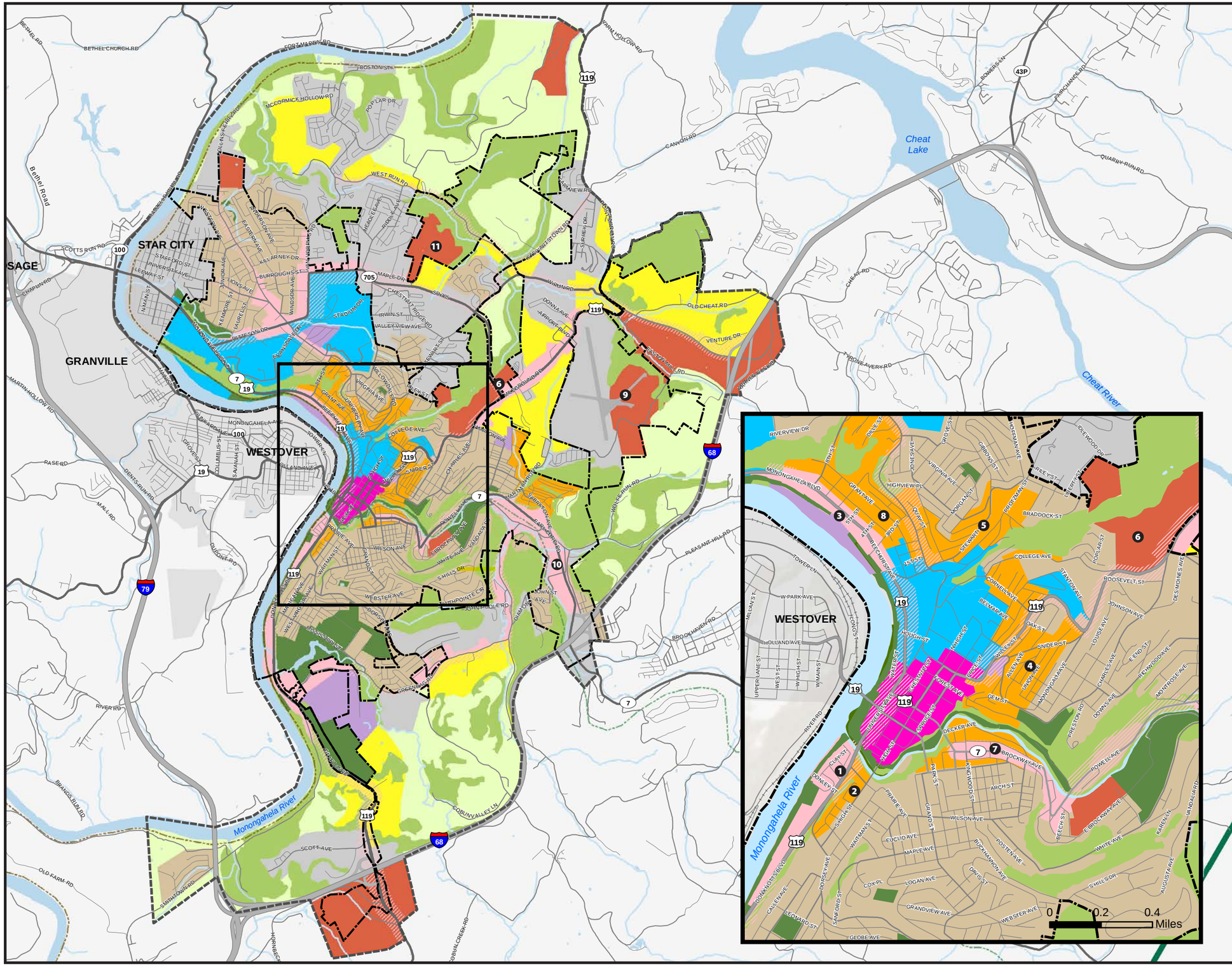
Controlled growth / Traditional Neighborhood Area*: Areas where growth is not strongly encouraged but where mixed-use development could be supported because of proximity to planned or existing roadways and utilities. Appropriate development may include a traditional neighborhood pattern (walkable with a distinct center and edge), an open space development pattern, or special use districts. Care should be taken to ensure that new development is compatible with existing development patterns in the area.

OTHER MAP AREAS

Developed Areas: Existing developed areas outside the city where neither a conservation nor development intent applies.

Areas of Opportunity: Area where a more specific development intent applies (see page 44).

*See Map 3. Pattern and Character for existing context.
**Hatched areas indicate opportunities for corridor enhancement within another concept area.



MAP 4
LAND MANAGEMENT

Revised : 3/20/2013

Reverse side of Land Management Map (intentionally blank)

PREFERRED DEVELOPMENT TYPES

The matrix below indicates the development types that are generally appropriate in each concept area. These development types are described at the bottom of this page and on pages 42-43. More specific guidance for a number of areas of opportunity identified on the Land Management Map can be found on pages 44-48.

Appropriate Development Types

CONCEPT AREA	SF	TF	MF	C	NX	UC	CC	O	I	CD	OS
Core Enhancement			●	●	●	●					●
Corridor Enhancement*			●	●	●		●	●			●
WVU Campus Development		●	●	●	●	●		●	●		●
Neighborhood Revitalization	●	●	●	●	●						●
Infill and Redevelopment*			●	●	●	●		●			●
Encouraged Growth			●	●	●	●		●	●		●
Controlled Growth	●	●	●	●	●			●	●	●	●
Neighborhood Conservation*	●	○	○	●							●
Limited Growth	●			●						●	●
Preserve											●
Reserve											●

* Appropriate development depends on existing context. See Development Patterns and Character (pages 26-32)

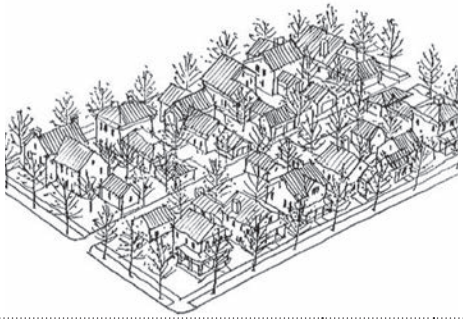
○ Neighborhood Conservation is a concept intended to maintain and protect existing neighborhoods. Multi-family residential may be appropriate in these areas if such development currently exists there. Multi-family residential is not appropriate for many Neighborhood Conservation areas.

DEVELOPMENT TYPES AND LAND USES

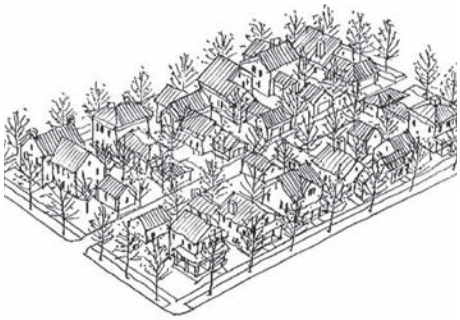
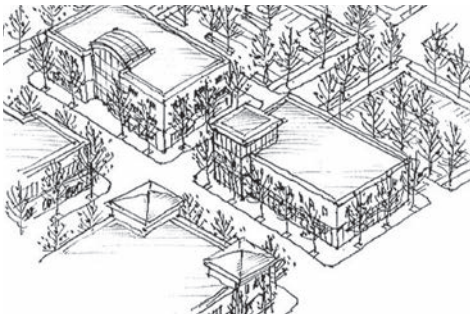
The figures below and on the following pages describe and illustrate typical characteristics of various types of development that are referenced in the land management concepts. The sketches and photographs are intended to reflect the general size of buildings and their relationships to each other and to the street. The examples show that a range of architectural styles can be accommodated in any given development pattern. The illustrations should not be interpreted as a preference for a particular architectural style.

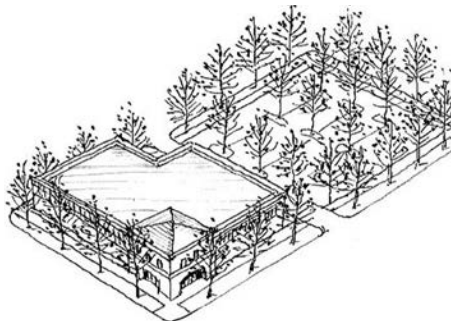
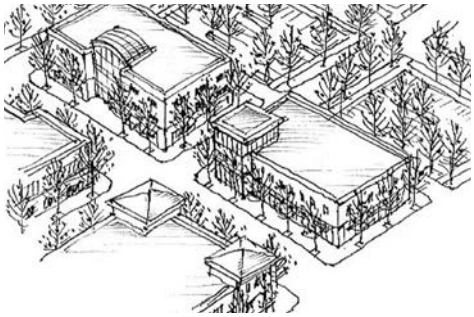
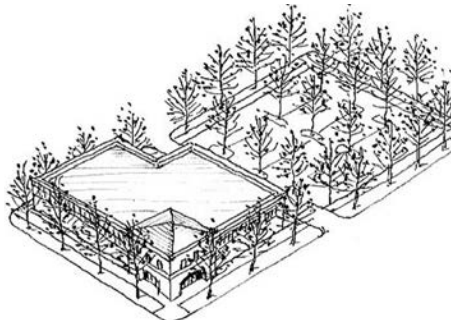
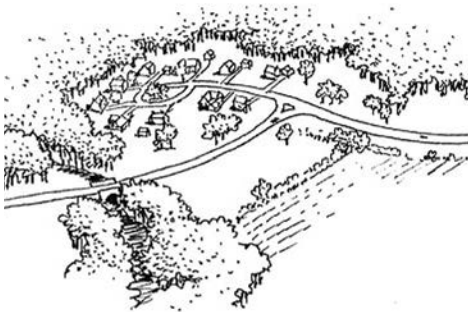
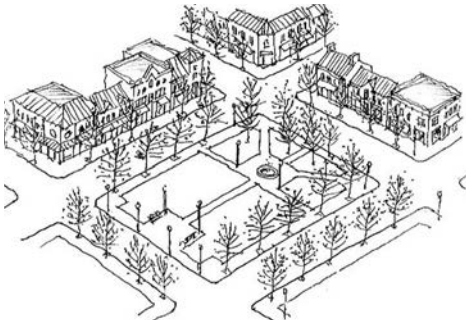
DEVELOPMENT TYPE DESCRIPTIONS | **PATTERN AND CHARACTER EXAMPLES**

SF **Single Family Residential**
Detached 1-2.5 story residential structures each intended for one family. Densities range from six to twelve units per acre.



DEVELOPMENT TYPES AND LAND USES (CONTINUED)

DEVELOPMENT TYPE DESCRIPTIONS	PATTERN AND CHARACTER EXAMPLES
TF **Two Family Residential** Detached structures that each contain two separate residential dwellings and townhouse dwelling types. May be built in a similar pattern as single-family structures and integrated in neighborhoods with other single-family structures and/or at the edge of single-family neighborhoods. Densities range from six to twenty units per acre.	
MF **Multi-family Residential** Includes various forms such as apartment buildings where three or more separate residential dwelling units are contained with a structure and townhouse dwelling types. They vary considerably in form and density depending on the context – from four-story or larger buildings set close to the street in and at the edge of the downtown core and along major corridors, to smaller two- to four-story buildings with greater street setbacks in areas between the downtown core and single-family neighborhoods.	
C **Civic and Institutional** These sites include both public uses (government buildings, libraries, community recreation centers, police and fire stations, and schools) and semi-public or private uses (universities, churches, hospital campuses). Public uses should be strategically located and integrated with surrounding development. Civic and Institutional sites may be distinctive from surrounding buildings in their architecture or relationship to the street.	
NX **Neighborhood Center Mixed-Use** A mix of housing, office, commercial, and civic uses adjacent to one another or contained within the same structure (such as offices or apartments above ground-floor retail). Such uses should be compatible with and primarily serve nearby neighborhoods (within 1/2 mile). Parking should be located behind or to the side of buildings and may be shared between multiple uses.	
UC **Urban Center Mixed-Use** A mix of housing, office, commercial, and civic uses located adjacent to one another or sharing the same building. Buildings are generally larger in scale than neighborhood mixed-use and contain more employment and commercial uses that serve the broader community. Buildings should be located near the street with parking provided on-street or in shared parking configurations behind or between buildings.	

DEVELOPMENT TYPE DESCRIPTIONS	PATTERN AND CHARACTER EXAMPLES
CC **Community Commercial** Larger scale, primarily retail, restaurant and accommodation uses that serve the broader community. Buildings should be located close to the street with parking to the rear or side and should be well-connected to surrounding development and pedestrian infrastructure.	
O **Office / Research** Larger-scale 2-6 story buildings generally housing professional offices or research/development activities with single or multiple tenants. May involve multiple large-scale buildings in a campus setting, but buildings should be in a walkable configuration with shared parking typically behind or to the side. Supportive retail establishments may occupy the lower levels of a multistory building. Supportive retail uses include coffee shops, delicatessens, barbers, and bookstores among others.	
I **Limited Industrial** Typically 1-2 story large footprint buildings intended for light industrial development, clean manufacturing or warehousing activities.	
CD **Cluster Development** Primarily residential development on large sites (typically at least 40 acres) where relatively small lots are arranged in a clustered pattern, rather than larger lots spread over the entire site. This type of development leaves a significant area of a site undeveloped (often 50%) to preserve significant natural areas such as steep slopes, stream corridors and areas of mature trees.	
OS **Greenspace** Includes formal parks, recreation areas, trails, and natural open space.	

AREAS OF OPPORTUNITY

The Land Management Map identifies a series of locations where specific development intent beyond the general concept applies. These locations are:

1. **Waterfront / Wharf District**

   Location: Approximately 25 acres immediately south of Decker's Creek and Downtown between University Avenue and the Monongahela River.
   Context: Urban Corridor
   Concept Area: Core Enhancement; Corridor Enhancement
   Intent: Continued infill as a dynamic mixed-use riverfront district with employment, entertainment, accommodation and residential uses that serves as a gateway into downtown as described in the 2010 Downtown Strategic Plan Update.

   - Dense pedestrian-friendly mixed-use village with mixed-use buildings organized along University Avenue, existing streets and alleys and along the river.
   - Create a north-south pedestrian and bicycle accesses to the River at regular intervals at the ends of the alleys that extend to downtown.

2. **South High Street and University Avenue**

   Location: Area east of University Avenue along South High Street between Decker's Creek and Caddell Street.
   Context: Neighborhood Corridor
   Concept Area: Neighborhood Revitalization; Neighborhood Conservation
   Intent: A mixed-use, primarily residential, district with buildings that are organized on an urban street pattern and along open space connections to both the Creek and River as described in the 2010 Downtown Strategic Plan Update.

   - Infill buildings should be compatible with the existing historic fabric of downtown as per the Main Street Downtown District Design Guidelines.
   - Consider the scale, massing, setbacks and architecture of Chancery Hill when evaluating development plans.
   - Link South High Street with University Avenue below Chancery Hill and align intersections across to the Wharf District and the riverfront.
   - Utilize topography to provide tuck under parking.
   - New Mixed-Use Development along University Avenue and Prairie Avenue that will offer retail/commercial on the ground floor and either office or residential on the upper floors.

3. **Beechurst Avenue Corridor**
   Location: Area along Beechurst Avenue between 8th Street and Campus Drive.
   Context: Urban Corridor
   Concept Area: Corridor Enhancement; Infill and Redevelopment
   Intent: Infill and redevelopment that creates a pedestrian-friendly mixed-use corridor that provides services for the Sunnyside neighborhood and serves as an attractive gateway to WVU's campus and Downtown.
   - Buildings should be oriented along the street with consistent setbacks and parking to the rear or side.
   - Coordinate building materials, building heights, off-street parking standards, streetscape improvements, pedestrian connections and levels of architectural detailing.

4. **North Willey Street / Richwood Avenue Area**
   Location: Predominantly residential area east of WVU's downtown campus and west of the designated Woodburn Neighborhood.
   Context: Neighborhood 1
   Concept Area: Neighborhood Revitalization; Infill and Redevelopment
   Intent: Redevelopment with a mix of higher density predominantly residential uses suitable for proximity to WVU's campus and downtown.
   - Pedestrian-friendly mixed-use redevelopment at the North Willey Street and Richwood Avenue intersection that provides goods and services for the adjoining neighborhoods and WVU dormitory residents and serves as an attractive gateway to WVU's campus and Downtown.
   - Improved pedestrian crossing along North Willey Street connecting the adjoining neighborhoods with WVU's campus.
   - Improved pedestrian way connecting immediate area and Woodburn neighborhood with Downtown.

5. **Stewart Street Area**
   Location: Predominantly residential area between and along Falling Run Road and Protzman Street to Wiles Hill / Highland Park neighborhood.
   Context: Neighborhood 1; Neighborhood 2
   Concept Area: Neighborhood Revitalization; Infill and Redevelopment
   Intent: Redevelopment with a mix of higher density predominantly residential uses suitable for proximity to WVU's campus and downtown.

6. 705 University Farms Area

Location: WVU-owned agricultural land west of Route 705.
Context: *Rural*
Concept Area: Encouraged Growth
Intent: Encourage WVU's continued growth and expansion within strategic areas the University currently owns and located along an arterial roadway.

- Growth in this area should be accessed and supported by a new multi-modal transportation corridor connecting the University Avenue and Route 705 corridors.
- Development strategies should focus on public-private partnership opportunities that strengthens the community's tax base and provides institutional uses, mixed-housing types and densities, neighborhood-scaled commercial uses, and open space and recreation.

7. Brockway Avenue Corridor (Route 7)

Location: Area along Brockway Avenue between Decker's Creek and Cobun Avenue.
Context: Neighborhood Corridor
Concept Area: Corridor Enhancement and Neighborhood Revitalization
Intent: Redevelopment along the corridor that is mixed-use with a residential emphasis, such as live-work structures or commercial and office uses that serve surrounding neighborhoods.

- Remove above ground utilities that are no longer functioning in order to create more vertical space for redevelopment.
- Create parks in the floodplain to help with stormwater management and to utilize unbuildable areas.
- Develop a pedestrian connection between neighborhoods and Deckers Creek Trail.
- Enhance public realm by improving and developing sidewalks, crosswalks, and pedestrian-scaled lighting.
- Mixed-use commercial development should be neighborhood-scaled to provide basic goods and services to the adjoining neighborhoods.

8. Sunnyside

Location: Sunnyside neighborhood generally described as north of WVU's downtown campus between the Wiles Hill Neighborhood and the Monongalia River north to Eighth Street.
Context: Neighborhood 1
Concept Area: Neighborhood Revitalization; Corridor Enhancement; Infill and Redevelopment
Intent: Revitalization as recommended in the Sunnyside Up plan with a diversity of housing types, increased residential densities, mixed-use development, infrastructure improvements and civic amenities including parks and open space.

- A strategic balance of development intensities, infrastructure improvements, and civic amenities. The Sunnyside Up vision encourages the blending of residential, employment and recreational opportunities for students, young professionals, University staff and families.
- Improvements to pedestrian and vehicular infrastructure will need to run in parallel with a growth in the neighborhoods population.
- Capacity issues for the neighborhood's utility systems must be evaluated prior to redevelopment.
- Civic amenities should be a highlight of redevelopment efforts in the neighborhood and include riverfront connections, plazas, pedestrian green spaces, "pocket" parks, recreational facilities and open space amenities, and pedestrian connections.

9. Airport Technology Park

Location: Planned business and industrial park on the east side of the Morgantown Airport.
Context: District
Concept Area: Encouraged Growth
Intent: To diversify the community's employment and industry base by developing a business / industrial park well-situated near the Interstate 68 / Pierpont Road exit and the Morgantown Municipal Airport and properties adjoining the airport along Hartman Run Road.

- Construction of the new West Virginia National Guard Readiness Center will open access to approximately 90 additional acres for the development of light industry, manufacturing, office uses.

- Continued growth of the commercial and corporate traffic at the airport and efforts to extend the runway will contribute to related market opportunities.

10. Sabraton, Earl L. Core Rd.

Location: Primarily commercial development along Earl L. Core Road between County Route 64 (Decker's Creek Boulevard) and I-68.
Context: Commercial Corridor
Concept Area: Corridor Enhancement; Infill and Redevelopment
Intent: Continued infill and redevelopment as a dynamic mixed-use employment, retail, accommodation, and residential district that serves as a gateway from Interstate 68.

- New mixed-use development organized along Earl Core Road offering retail/commercial on the ground floor and office and residential on the upper floors with connections to the Deckers Creek Trail.

11. University Research Park

Location: West Virginia University's Research Park north of 705 adjacent to Mon General Hospital.
Context: Rural
Concept Area: Encouraged Growth
Intent: Encourage WVU's emergence as a research university focused on driving knowledge-based economic development and advancing technology transfer and commercialization of its inventions.

- Significant employment related development should aid in attracting high technology companies seeking to collaborate with WVU; provide a location for businesses that will license WVU technologies; and, serve as a location for spin-off companies based on technologies developed by WVU faculty, staff, affiliates, and students.

D. Regulatory Implications

Development regulations are the key tool in implementing the land use principles, maps, objectives and strategies. The existing development regulations should be reevaluated with respect to how well they reflect the recommendations in this Plan. These regulations should be reviewed periodically in light of recent development to determine whether they are encouraging desirable outcomes.

In general, Morgantown's current development regulations focus primarily on permitted and prohibited uses and limits to the density of development. A new approach to regulating development could be more effective in achieving intended outcomes in some areas of Morgantown; one that is based on form and is prescriptive in nature, stating what is desired.

Various tools could be considered including standards for building or streetscape design, landscaping, lighting or signs, and could be applied to specific areas or city-wide. These standards could be integrated into portions of the existing code or adopted through a form-based district (see sidebar). This Comprehensive Plan includes the following 28 strategies that involve creating, revising, or evaluating development regulations.

Form-based Regulations

Form-based zoning goes beyond the conventional zoning controls of segregating and regulating land use types and defining building envelopes by setback requirements and height limits. Instead, form-based codes address the detailed relationship between buildings and the public realm of the street, the form and mass of buildings in relation to one another, and the scale and type of the streets and blocks. Form-based codes are constructed on specific urban design outcomes desired by the community.

REGULATORY STRATEGIES

LM 1.1	Update the Mainstreet Morgantown Design Guidelines to address specific considerations in each of the "Character Areas" that are identified in the 2010 Downtown Strategic Plan Update.
LM 1.2	Rezone sites within the Downtown "Character Areas" as recommended in the 2010 Downtown Strategic Plan Update.
LM 2.7	Adopt regulations that provide for an expedited development review and approval process in designated areas if proposals meet specific criteria.
LM 3.1	Update development standards to require high-quality pedestrian-scaled complete streets with sidewalks, street trees, adequate lighting, and tree lawns in newly developed residential areas.
LM 3.2	Require major residential subdivisions to create a master plan that incorporates the principles of traditional neighborhood design including.
LM 3.3	Permit small-scale neighborhood commercial services and mixed-use nodes in central locations within new planned unit developments (PUDs).
LM 3.4	Require street or multi-use path connections between new residential neighborhoods and existing developed areas wherever practical.
LM 4.1	Create design standards that orient commercial buildings in a way that helps to define the streetscape, with shared parking to the rear or side of buildings.
LM 4.2	Create regulations that require future commercial development to include public space (i.e. walkways, pocket parks, seating areas, bicycles storage (origin) and racks (destination), etc.)
LM 4.3	Revise zoning regulations to permit mixed-use development at appropriate scales in various zoning districts.
LM 5.1	Incorporate "park-once" site design requirements to support mixed-use development.
LM 5.2	Permit higher density development in areas that are well-supported by existing or planned transportation infrastructure or transit services.
LM 6.1	Strengthen design standards (architectural appearance, building materials, landscaping, signage) and their enforcement in the zoning code.
LM 6.2	Introduce form-based elements into the zoning code that are prescriptive, stating what is desired by the community.
LM 6.3	Create design guidelines for targeted areas.
LM 6.6	Require all commercial solid waste accounts to have dumpster enclosures; remove cans, toters, and dumpsters from view of or a distance from frontage streets.
LM 7.1	Develop a new zoning district to be applied to property owned by WVU and considered a part of WVU's main campuses to provide a more fair and predictable regulation of university-related development.

REGULATORY STRATEGIES

LM 7.3	Identify types of development requests that could be approved administratively rather than by the planning commission or board of zoning appeals.
LM 7.4	Simplify the development review and minor subdivision approval processes (i.e. expand administrative approvals).
LM 8.1	Adopt an open space dedication requirement for major subdivisions and planned unit developments (PUDs).
TR 5.4	Implement the "Complete Streets" policy adopted by City Council in December 2007 to guide development review and approval, roadway maintenance, right-of-way improvements, and right-of-way expansion wherever practical.
EN 3.1	Update subdivision regulations and site design standards for controlling soil erosion, surface water quality and sedimentation, and to minimize the removal of natural vegetation.
EN 3.2	Adopt stronger regulations restricting development on steep slopes based on best practices.
EN 4.2	Establish standards for tree species located within and near public right-of-way and or easements.
EN 5.1	Update zoning and building codes to accommodate alternative energy generation (i.e. small-scale wind or solar).
EN 5.2	Create a Green Building Program that provides incentives for use of "green" building techniques that are energy efficient and environmentally friendly (using LEED or another best practice benchmark).
NH 1.2	Pursue zoning map amendments where appropriate to address potential zoning conflicts in residential areas both to preserve existing residential areas where appropriate or promote infill and redevelopment (See Areas for Future Study in Appendix A).
NH 2.1	Adopt zoning updates proposed in the Sunnyside Up neighborhood plan.
NH 4.3	Require residential development projects of a certain scale to include housing options with a range of price-points.
ED 5.7	Pursue zoning map amendments where appropriate to address potential zoning conflicts and promote non-residential infill and redevelopment in appropriate areas (See Areas for Future Study in Appendix A).
ED 6.3	Use incentives and zoning to promote development in areas with existing infrastructure capacity, in order to reduce the need for infrastructure extensions, and to concentrate infrastructure improvements reducing short-term and long-term operating costs.

E. Objectives and Strategies

Outlined below are ten objectives and 47 strategies to support the land management element and guide future development in Morgantown. The objectives indicate a specific policy direction, while the strategies are detailed actions necessary to initiate or complete an objective such as a program, policy or a project.

Objective 1. Strengthen Downtown.

LM 1.1 Update the Mainstreet Morgantown Design Guidelines to address specific considerations in each of the "Character Areas" that are identified in the 2010 Downtown Strategic Plan Update.

LM 1.2 Rezone sites within the Downtown "Character Areas" as recommended in the 2010 Downtown Strategic Plan Update.

LM 1.3 Increase the supply and quality of public space and infrastructure capacity through property acquisition and public/private partnerships.

LM 1.4 Create incentives for anchor retailers to establish commercial centers in the downtown area.

LM 1.5 Create incentives for developers to build residential units downtown that will serve a broad age and socioeconomic range.

LM 1.6 Create incentives to encourage the reuse of vacant and conversion of underutilized upper floors for new residential uses.

See Objective 8 (historic preservation)

Objective 2. Promote strategic infill and redevelopment of underutilized or functionally obsolete areas.

LM 2.1 Identify and prioritize sites for infill and redevelopment.

LM 2.2 Create a land bank program to acquire and assemble parcels for redevelopment.

LM 2.3 Develop incentives to encourage the consolidation of parcels for redevelopment.

LM 2.4 Continue capital improvements within existing tax increment financing (TIF) districts to encourage private investment.

LM 2.5 Adopt a policy to pursue pay-as-you-go tax increment financing (TIF) and limit the use of long-term bond debt.

LM 2.6 Prioritize capital improvements near infill or redevelopment sites to encourage private investment.

LM 2.7 Adopt regulations that provide for an expedited development review and approval process in designated areas if proposals meet specific criteria.

Objective 3. Facilitate the creation of residential areas with strong neighborhood qualities.

LM 3.1 Update development standards to require high-quality pedestrian-scaled complete streets with sidewalks, street trees, adequate lighting, and tree lawns in newly developed residential areas.

LM 3.2 Require major residential subdivisions to create a master plan that incorporates the principles of traditional neighborhood design.

LM 3.3 Permit small-scale neighborhood commercial services and mixed-use nodes in central locations within new planned unit developments (PUDs).

Traditional Neighborhood Qualities include:

- *A diversity and mix of uses – uses should support a range of daily activities (living, learning, working, playing, creating and worshiping)*
- *Edges and gateways – traditional neighborhoods should include well defined and discernible edges*
- *Walkable size – traditional neighborhoods are built around the idea of a quarter mile walking shed*
- *Civic spaces – traditional neighborhoods are anchored by neighborhood schools or other civic spaces*
- *Parks – traditional neighborhoods incorporate parks and open space*
- *Connectivity – traditional neighborhoods are characterized by the utilization of connected street systems or grid patterns that incorporate alleys or rear lanes*
- *Neighborhood businesses – traditional neighborhoods include neighborhood centers that meet the daily needs of residents and promote walkability*

LM 3.4 Require street or multi-use path connections between new residential neighborhoods and existing developed areas wherever practical.

Objective 4. Guide new commercial/retail and office developments in a mixed-use pattern.

LM 4.1 Create design standards that orient commercial buildings in a way that helps to define the streetscape, with shared parking to the rear or side of buildings.

LM 4.2 Create regulations that require future commercial development to include public space (i.e. walkways, pocket parks, seating areas, bicycles storage (origin) and racks (destination), etc.)

LM 4.3 Revise zoning regulations to permit mixed-use development at appropriate scales in various zoning districts.

Objective 5. Encourage land use patterns that support improved transportation choice and efficiency.

LM 5.1 Incorporate "park-once" site design requirements to support mixed-use development.

LM 5.2 Permit higher density development in areas that are well-supported by existing or planned transportation infrastructure or transit services.

COMMUNITY PRIORITY

Objective 6. Improve community appearance, particularly at city gateways.

LM 6.1 Strengthen design standards (architectural appearance, building materials, landscaping, signage) and their enforcement in the zoning code.

LM 6.2 Introduce form-based elements into the zoning code that are prescriptive, stating what is desired by the community.

LM 6.3 Create design guidelines for targeted areas.

LM 6.4 Strengthen code enforcement principles and practices throughout the City to keep pace with and facilitate growth and development.

LM 6.5 Encourage major redevelopment projects to relocate utilities from view of primary corridors, arterials, and collectors with emphasis on underground placement.

LM 6.6 Require all commercial solid waste accounts to have dumpster enclosures; remove cans, toters, and dumpsters from view of or a distance from frontage streets.

Objective 7. Monitor and improve the effectiveness of the development regulations and the development process.

LM 7.1 Develop a new zoning district to be applied to property owned by WVU and considered a part of WVU's main campuses to provide a more fair and predictable regulation of university-related development.

LM 7.2 Interview members of the development community to identify shortfalls in the zoning code or difficulties with the development review and approval process.

LM 7.3 Identify types of development requests that could be approved administratively rather than by the planning commission or board of zoning appeals.

LM 7.4 Simplify the development review and minor subdivision approval processes (i.e. expand administrative approvals).

Objective 8. Encourage preservation of historic properties and adaptive reuse of existing buildings.

LM 8.1 Update Morgantown's National Register of Historic Places historic district listing, to ensure that all contributing properties are included and therefore eligible for historic rehabilitation tax credits and other applicable incentives.

LM 8.2 Provide incentives to encourage the adaptive reuse of historic buildings.

LM 8.3 Integrate regional historic preservation expertise into downtown decision-making, particularly with regard to property design development and site interpretation.

LM 8.4 Form a development subsidiary of Main Street Morgantown to provide property owners with historic rehabilitation and New Markets tax credit technical assistance.

Historic preservation technical assistance could be in the form of raising awareness of and participation in these and other similar financing tools; involving several property owners in aggregating their properties to make tax credit financing more efficient; identifying potential local tax credit investors; and, providing pro bono rehabilitation financing assistance.

Objective 9. Expand the areas of protected open space.

LM 9.1 Adopt an open space dedication requirement for major subdivisions and planned unit developments (PUDs).

LM 9.2 Identify opportunities to acquire additional park space or establish green corridors to expand and connect open space network.

LM 9.3 Allow vacant platted lots to be used for community gardens.

Objective 10. Promote orderly and well-managed regional growth patterns.

LM 10.1 Conduct semi-annual meetings with the County, MMMPO and neighboring municipalities on regional land use and transportation issues.

LM 10.2 Prepare educational material on development best practices and benefits of zoning.

LM 10.3 Petition the County Commission and Assessor's Office to develop and maintain a detailed inventory of parcel data with existing land uses for the entire County using Geographic Information Systems (GIS) technology.

LM 10.4 Develop an annexation policy based on compatibility with the Comprehensive Plan.

LM 10.5 Evaluate mutual benefits and legislative constraints of shared and/or consolidated services with neighboring municipalities, annexation, urban growth boundaries, and metro governance.

LM 10.6 Evaluate MUB's policies and obligations of sanitary sewer and water service expansion.

LM 10.7 Establish strong incentives that promote growth within Morgantown over growth in unincorporated areas through sewer, water and stormwater services, municipal revenue formulas, and service and user fees. Emphasis should be on working toward equalizing revenue formulas across jurisdictional boundaries (such as taxation and fee structures).

LM 10.8 Meet quarterly with WVU Administration and Facilities Planning Officials to evaluate off-campus impacts of University development plans, and likely changes in University policies that impact the City's Comprehensive Plan and tax base.

4. Transportation

Transportation is one of the most important elements in determining quality of life in a community. A well functioning system of roads and transportation alternatives to walk, bike and access public transit is critical to economic vitality. Due to topography and the region's rapid and unpredictable growth, transportation is among Morgantown's greatest challenges. Understanding that transportation and land use are closely connected, this element of the Plan integrates with the Morgantown Monongalia Metropolitan Planning Organization's Long Range Transportation Plan, which is the primary guide to improving transportation in the region and within Morgantown. This plan acknowledges the MPO's critical role by referencing specific recommendations of that plan and by proposing transportation strategies Morgantown can pursue that are compatible with this Plan's Land Management element.

Chapter outline

A. Goal 55
B. Key Findings 55
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WV Code Compliance

This chapter addresses the following topics required by the West Virginia Code:

- *Transportation*

A. Goal

A balanced, safe, attractive well-connected transportation system that offers reduced congestion, supports and encourages desirable growth, and integrates private vehicles, public transportation, biking, and walking.

B. Key Findings

This section summarizes key points raised during the public meetings and found from the technical analysis conducted for Crossroads. The objectives and strategies outlined later in the chapter are shaped by these ideas.

Public Input

The following themes highlight the most commonly expressed ideas from small group discussions and surveys conducted during the public meetings.

Reduce road congestion. Road congestion is widely seen as the region's greatest challenge.

Diversify transportation options. One of the most common themes from residents was to provide transportation options other than cars. Finances, convenience, lifestyle, ability/disability, and recreation were all reasons for becoming a less car-reliant community. Regardless of the motivation, people want more flexibility in their options. Morgantown has two valuable resources in place to help residents, students and visitors move throughout the city with the Mountain Line Transit Authority and WVU's PRT system. Participants at the public meetings however, want to see routes and hours expanded on both systems.

Rethink traffic management. Due to the region's topography, building additional roads is not always a viable option. Participants recommended alternative solutions to reducing traffic congestion. Pedestrian linkages, bike lanes and transit were frequently mentioned, but other ideas like encouraging businesses to stagger business hours; charging fees according to amount of usage; offering tax breaks for carpooling; creating bus-only lanes; and prohibiting WVU freshmen from having cars on campus were all suggested alternatives.

Reduce freight truck traffic within the city. The presence of large trucks within the city evoked frustration from many respondents. The community wants to see truck traffic rerouted around the city and prohibited within the city's core.

Increase roadway linkages within and around the city. Many respondents pushed for better roadway connections to areas throughout the city. Creating the proposed beltway to the north of Morgantown remains a popular idea, along with improving access to the airport, I-68 and I-79, and increasing linkages for out-of-town commuters, especially from the north.

Expand the sidewalk network throughout the city. Citizens strongly desire that sidewalks be incorporated on all city streets and in new developments to create a complete pedestrian network. Such a network would improve community aesthetics, traffic congestion and health. Existing sidewalks should be made ADA-compliant.

Improve street signage to facilitate wayfinding. Regardless of the mode of transportation, signs are critical for navigation. Many people expressed demand for better signage for traffic management, safety and wayfinding.

Existing Conditions and Trends

The following themes were distilled from the technical analysis of the existing conditions and trends and represent the most important points.

Nearly 20 miles or 5.1 percent of the county's roadways are operating at levels above their efficient capacity. 18 separate corridors were identified as operating with capacity deficiencies. These include US 19, SR 705, US 119, WV 705, WV 7, Burroughs Street, Riddle Street, Willowdale Road, and University Avenue.

The City of Morgantown averaged 3 to 4 accidents per day on its roadways between June 2008 and December 2011. Patterson Drive at the Monongahela Boulevard intersection had the highest incident rate with 188 crashes occurring at this intersection over the study period. Closely following Patterson Drive at Monongahela Boulevard was Van Voorhis Road at Chestnut Ridge Road with 95 incidents within the study period. The remaining three of the top five locations for incidents were University Avenue at Beechurst Avenue, Patterson Drive at Laurel Street, and Spruce Street at Walnut Street.

The Mountain Line Transit Authority (MLTA) offers a weekday bus service and is planning to increase service frequency and ridership. Ridership on the system is expected to increase by 15 percent between 2013/2014, and six percent between 2014/2015. This expansion of service would increase ridership by 373,395 passengers.

WVU provides transit alternatives for students and faculty with the unique PRT line and multiple shuttles. The PRT Facilities Plan outlines a strategy for improvements to the PRT along with costs and funding. Due to the high cost of the PRT infrastructure, major expansion or extension of the system is unlikely in the near future.

Over half (57 percent) of the total population of the county has access to transit services. More than 12,000 jobs and 27,540 people are within a quarter-mile of a bus stop or a half-mile of a PRT station.

Despite shortcomings in the city's pedestrian infrastructure, Morgantown has a higher percentage of residents walking to work than any other community in the state. Roughly 17 percent of commuters walk to work daily despite limited or non-existent sidewalks in many areas of the city. Many of the city's sidewalks are not sufficiently maintained and have fallen into disrepair, and others are not fully ADA-compliant.

The MMMPO and Long Range Transportation Plan

The Morgantown Monongalia MPO is the federally-designated transportation planning agency for Morgantown and Monongalia County, serving as a regional partnership among the West Virginia DOT, local transit agency, local elected leadership, local planning and public works directors, the business community, and citizens. The MMMPO has the authority to plan, prioritize, and recommend transportation projects for federal and state funding. It is responsible for ensuring the region is in compliance with federal and state multi-modal transportation planning requirements.

One of the MMMPO's core functions is to maintain a Long-Range Transportation Plan (LRTP) and a Transportation Improvement Program (TIP) for the metropolitan area that fosters mobility and access for people and goods, efficient system performance and preservation, and quality of life. The most recent LRTP was coordinated with this Comprehensive Plan Update as an outcome of the Crossroads regional vision. **Below are the LRTP's goals and objectives.** These goals and objectives are supported by a range of projects in the LRTP, which are summarized on pages 60-61.

Goal 1: A multimodal transportation system that efficiently moves people and goods.

1A: To eliminate/reduce current congestion and multimodal traffic flow restrictions on arterial and collector roadways

1B: To ensure that future development and related transportation improvements address capacity and connectivity needs proactively rather than reactively

1C: Improve ingress/egress to the most densely developed / highest activity areas of region (the core)

1D: Provide adequate transportation capacity and access to support current businesses

1E: Focus capacity improvements for all modes in areas of desired future growth and development that support the public's vision for the region

Goal 2: A transportation system in which all modes are highly integrated and connected.

2A: To allow for convenient transfer from one mode to another in the region to maximize travel efficiency

2B: To encourage the use of the most efficient mode based on the distance and characteristics of a particular trip

2C: Increase the geographic area in which people have convenient access to non-automobile modes

2D: Reduce reliance on automobile for travel

2E: Better serve those who do not/cannot own and drive a personal automobile

2F: To allow for efficient transfers of goods between modes (air, pipeline, river rail)

2G: Improve and expand infrastructure for pedestrians, bicyclists and people with disabilities

2H: Increase use of existing rail-trails for transportation purposes

Goal 3: A multimodal transportation system that safely moves people and goods.

3A: To minimize crashes, especially injury/fatality crashes by 50% through improvement of high crash locations and improvement of local enforcement of traffic laws and education of transportation system users

3B: To ensure that future growth and related transportation improvements address transportation safety needs in planning and design

Goal 4: A transportation system that maximizes the efficiency of freight movement through and within the region with minimal impacts on neighborhood and campus areas, especially areas of higher bicycle and pedestrian demand.

4A: Reduce truck traffic in residential neighborhoods and on other streets where significant numbers of bicycles and pedestrians are present

4B: Improve truck access to key industrial areas Change in time to deliver freight Change in amount of freight moved Change in amount of freight-dependent industries

4C: Increase options for freight movement that minimizes truck traffic on non-interstate roadways

The eight goals for the Long Range Transportation Plan were developed based on the Crossroads regional vision process, local stakeholder interviews, collaboration with the MMMPO's Transportation Advisory Group, and in consideration of the SAFETEA-LU eight metropolitan planning factors which must be addressed according to Federal guidance. These goals are intended to be the basis for decision-making related to region's Long Range Transportation Plan. The numbering of the goals is in no way an indication of priority or a ranking of importance.

Long Range Transportation Plan Recommendations

The LRTP's recommendations involve capital improvement projects that are identified on a map as well as supporting projects that are not mapped.

Mapped Capital Projects

These projects are identified and numbered on the map on the following page. The numbering is not an indication of priority. Details of the projects including their estimated cost and priority are contained in the LRTP.

Goal 5: Greater collaboration between local agencies, state officials, and private interests in the pursuit and funding of transportation improvements.

5A: More effective and less costly transportation improvements by capitalizing on common goals and needs between communities and agencies in the region

5B: Higher quality transportation system improvements due to cost sharing and collaboration

5C: Transportation improvements that support the public's long-term vision for the region

Goal 6: A Transportation system that is attractive, sustainable, and livable.

6A: Integrate the local context of the area into the planning, design, and construction of transportation improvements

6B: Include sustainability features in design of transportation improvements that minimize environmental impacts and goods

6C: Address multimodal system needs in all planning, design, and construction of transportation improvements

Goal 7: Reduce automobile trip demand, especially during peak travel hours.

7A: Reduce the need to construct costly transportation and parking infrastructure improvements

7B: Invest in transportation improvements that encourage and support development/ land use patterns that decrease need to travel

7C: Reduce automobile emissions and improve air quality

7D: 50% increase in trips made by walking

7E: 5% of all trips made by bicycle by 2025

7F: Increase number of trips made by public transit by 200%

7G: Increase work telecommuting and virtual lectures (WVU)

7H: Increase average vehicle occupancy by 100%

Goal 8: A multimodal transportation system that enhances the homeland security of the region.

8A: Heighten awareness of homeland security needs related to transportation

8B: Improve understanding of critical transportation system related homeland security issues in the region

8C: Incorporate homeland security needs in transportation project planning, design, and construction

Non-mapped strategies

The following strategies are intended to help guide the MPO's planning efforts during the LRTP period. Some of these activities are stand-alone planning efforts, but many are pre-cursors or support activities to projects identified in the "LRTP Capital Projects List."

Regional Sidewalk Connectivity Plan. Expand the Connecting Network Sidewalks (CNS) from the Morgantown Pedestrian Safety Plan to include the entire region and develop a 10-year action plan to implement improvements necessary to complete the CNS.

Regional Bike Plan. Building on the Morgantown Bicycle Plan, develop a "Regional Connecting Bike Route Network" (same concept as the CNS) and a 10-year implementation plan that identifies specific signage, markings, spot roadway improvements, trail improvements, etc. The plan should also include an education program and campaign to promote cycling, improve awareness of traffic laws and appropriate operational practices to improve safety. A local law enforcement plan and officer education program to help curb bicyclist, pedestrian and automobile driver behavior that is dangerous for cycling should also be part of the plan.

Access Management Plan. Complete a study of key corridors in the region to identify current access management deficiencies. Include data driven prioritization based on related crashes and congestion, and develop policy for access control, planning, design and retrofits. Identify priority locations and a 10-year implementation plan.

Complete the Streets Initiative. Develop an action plan to increase and leverage local funding sources, and coordination and implementation processes, for local agencies to partner with WVDOH on projects to share costs related to complete street enhancements.

Local Transportation Funding Committee. Establish group of local transportation and funding experts to meet regularly and develop an action plan to increase local agency (non-state/federal) transportation funding sources, and to maximize state/federal transportation funding expenditures in the region.

Safe Routes to School Committee. Develop a committee and identify funding sources to help local schools develop Safe Routes to School Travel Plans and apply for federal funding assistance with improvements.

Regional Freight Movement Plan. Collect data and perform more detailed analysis of existing freight movement characteristics (truck, air, rail, pipeline, etc.), current truck volumes, current problems related to freight movement, existing and projected attractors and generators, market trends, and current and preferred routes. Coordinate with local stakeholders, industry representatives, WVDOH, and local agencies to develop improvements and strategies to increase global competitiveness of the region while encouraging truck traffic to use desired routes.

Regional Parking Management Plan. Develop a "Park Once" policy for the urban area and a plan to manage parking and to incentivize rideshare/carpooling/walking/biking/transit to minimize parking (which encourages auto traffic) in congested areas.

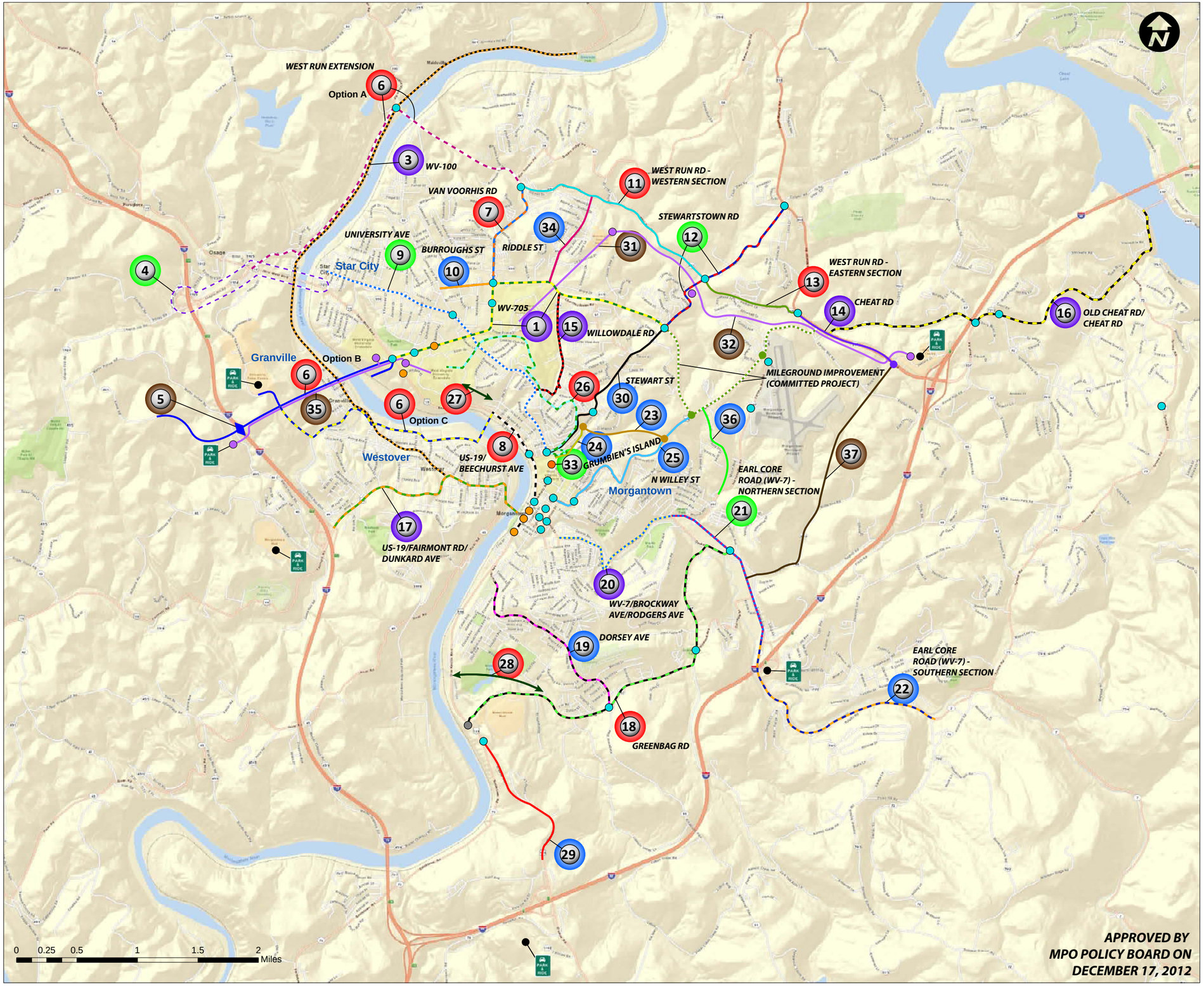
Region-wide Traffic Signal Upgrades. Undertake a study of all signalized intersections in the region. Develop an aggressive short-term plan to upgrade all signals to utilize state-of-the-art vehicle detection and vehicle responsiveness systems, corridor and system timing optimization, and central system control. Integrate priority timings for bus system where feasible.

Regional TSM Plan. Develop region-wide micro-simulation analysis and site-specific alternative feasibility studies (primarily intersections) to maximize the capacity and safety of the transportation system through a series of intersection and other spot improvements to the system.

Regional Crash Data and Analysis Program. Develop a program to improve crash data collection and analysis procedures and to develop an annual regional high-crash and priority improvement list.

Regional Bicycle and Pedestrian Data Collection Program. Modify the current traffic data collection program to also include bicycle and pedestrian data.

Regional Multimodal Travel Forecasting Model Development. Expand current TransCAD regional travel forecasting model to include transit, bike, and pedestrian trip generation and assignments to better reflect the nature of travel in the greater Morgantown area.



LRTP Projects

1. WV-705 Corridor Improvements
3. Lazelle Union Rd (WV-100) Improvements
4. I-79/Chaplin Hill Rd/US-10/Lazelle Union Rd Interchange and Access Improvements
5. New I-79 Interchange at Business Parks Site and Connecting Roadways
6A. West Run Extension and Lazelle Union Rd (WV-100) Connection to US 19
6B. Roadway Connection from New I-79 Interchange to Monogahela Blvd
6C. 8th St Bridge over Monogahela River and Roadway Connection to TIF Development Area Interchange to I-79
7. Van Voorhis Rd Improvements
8. Beechurst Ave Improvements
9. University Ave Improvements
10. Burroughs St
11. West Run Improvements - Western Section
12. Stewartstown Rd Improvements
13. West Run Improvements - Eastern Section
14. Cheat Rd Improvements
15. Willowdale Rd Sidewalk Improvements
16. Old Cheat Rd/Cheat Rd Bike Lanes
17. Fairmont Rd/Holland Ave (US-19)
18. Greenbag Rd Improvements
19. Dorsey Ave
20. Brockway Rodgers/Powell Avenues (WV-7)
21. Earl Core Rd (WV-7) Northern Section
22. Earl Core Rd (WV-7) Southern Section
23. New Rd Connection from Willey St to Downtown Campus Area
24. Protzman/Falling Run Pedestrian and Bicycle Connector
25. Willey St Improvements
26. WVU Campus Bus Rapid Transit Connector
27. Grant Ave Bicycle/Pedestrian Connector
28. White Park/Caperton Trail Connection
29. Grafton Rd (US-119)
30. Stewart St Improvements
31. PRT Extension from University Health Services to Mon General Hospital
32. PRT Extension from Mon General Hospital to Glenmark Centre
33. Grumbein's Island Grade Separation
34. Riddle St Improvements
35. PRT Connection New Business Park to Evansdale Campus
36. New Roadway Connection from Mileground Rd to Hartman Run Rd
37. Extension of Airport Industrial Rd to WV-7 in Sabraton

- Recommended for Funding with Projected Available State and Federal Revenues
- Tier 2
- Tier 3
- Tier 4
- Alternative Funding Dependent

- Priority Safety Improvements Location
- Priority Pedestrian Crossing Improvements Location
- PRT Station

LONG RANGE TRANSPORTATION PLAN DRAFT PROJECTS

CROSSROADS It's time to chart our future MMMPO

Reverse side of LRTP Map (intentionally blank)

The Morgantown Pedestrian Safety Board was established in 2007 to promote a walkable environment throughout the city by developing safe, attractive and accessible walkways that connect neighborhoods and destinations. The board produced the Morgantown Pedestrian Safety Plan which established nine goals for pedestrian accessibility in Morgantown.

The city currently has limited bicycle infrastructure, yet Morgantown has taken significant steps in the past few years to support progress towards improving bicycling in the city. The lack of infrastructure is due, in part, to the challenges with the City's topography and limited rights-of-way on roadways. Efforts to improve bicycling include the creation of a Bicycle Board, the development of the Greater Morgantown Bicycle Plan, and the adoption of a "Complete Streets" policy.

C. Objectives and Strategies

Outlined below are 8 objectives and 37 strategies to support the transportation element . The objectives indicate a specific policy direction, while the strategies are detailed actions necessary to initiate or complete an objective such as a program, policy or a project.

Objective 1. Address neighborhood transportation issues in a manner that balances overall mobility with neighborhood integrity.

TR 1.1 Develop and implement a Regional Parking Management Plan in partnership with the MMMPO.

TR 1.2 Expand a parking management programming in targeted areas such as residential permitted parking.

TR 1.3 Identify neighborhood parking problems that can be addressed cooperatively by the Parking Authority and/or other groups.

Objective 2. Reduce presence of freight trucks within city limits.

COMMUNITY PRIORITY

TR 2.1 Develop and implement a Regional Truck Traffic Plan in partnership with the MMMPO.

TR 2.2 Expand efforts to enforce weight limits, covered loads, and truck exhaust standards.

TR 2.3 Evaluate the long-term viability of the Morgantown Energy Facility.

TR 2.4 Establish agreements with local trucking companies on preferred truck routes, which could include increasing weight limit on Interstate 68 between exist 1 (US 119) and 4 (WV 7), improvements to Greenbag Road as a designated truck route, reducing permitted weight on Walnut Street Bridge, etc.

Objective 3. Expand ridership and coverage of bus, PRT and other alternative transportation modes.

TR 3.1 Meet semi-annually with Mountain Line Transit Authority and the MMMPO to evaluate bus route coverage and frequency.

TR 3.2 Promote citizens' awareness of existing transit services and commuter alternatives such as the carpool/vanpool programing.

TR 3.3 Evaluate opportunities of increasing ridership of the PRT by people not affiliated with the university.

TR 3.4 Develop an alternative transportation ridership incentive program in conjunction with major employers and WVU.

Objective 4. Work with West Virginia University to manage university-related traffic.

TR 4.1 Partner with WVU in developing a grade-separated pedestrian crossing at Grumbeins Island.

TR 4.2 Lobby WVU to develop a parking garage at the Coliseum with grade-separated pedestrian crossing connecting WVU athletic facilities complex with WVU Evansdale campus.

TR 4.3 Meet semi-annually with WVU to remain informed and provide input on their transportation and parking plan.

TR 4.4 Meet semi-annually with WVU to consider strategies for discouraging or limiting student automobile ownership and the impacts of those strategies.

TR 4.5 Lobby WVU to develop park-and-ride facilities for students, employees and for use during special events as recommended in the Long Range Transportation Plan.

TR 4.6 Lobby WVU to develop long-term storage parking for students who live on and off campus.

Objective 5. Increase bicycle use through infrastructure improvements and education.

TR 5.1 Implement the Morgantown Bicycle Plan.

TR 5.2 Develop a bicycling education plan.

TR 5.3 Develop a traffic enforcement plan to improve bicycling safety and to reduce the perceived risk of bicycling in Morgantown.

TR 5.4 Implement the "Complete Streets" policy adopted by City Council in December 2007 to guide development review and approval, roadway maintenance, right-of-way improvements, and right-of-way expansion wherever practical.

TR 5.5 Develop a feeder trail system that connects neighborhoods with the Caperton and Decker's Creek Trails.

Objective 6. Encourage walking by expanding pedestrian networks and improving pedestrian safety and accessibility.

COMMUNITY PRIORITY

TR 6.1 Implement the Pedestrian Safety Plan.

TR 6.2 Develop and implement a Regional Sidewalk Connectivity Plan in partnership with the MMMPO to construct, expand and/or connect sidewalk networks.

TR 6.3 Construct new sidewalks where none exist in areas that have strategic opportunities to expand the connected sidewalk network and link significant destinations.

TR 6.4 Continue to require pedestrian walkways and sidewalks in all new developments that connect to the existing pedestrian network wherever practical.

TR 6.5 Reinstitute City Engineering and Public Works Department programming to systematically repair and/or reconstruct failing sidewalks and construct new sidewalk connections funded wholly or partly by adjoining property owners.

TR 6.6 Install stairways at the end of bridges to provide access to pedestrian routes below bridges, with priority at strategic locations along Deckers Creek below the Walnut Street and University Avenue bridges.

TR 6.7 Study the feasibility of developing a bicycle and pedestrian connection between the Evansdale and Sunnyside neighborhoods in collaboration with WVU.

COMMUNITY PRIORITY

Objective 7. Support changes to the roadway network to alleviate traffic congestion.

TR 7.1 Continue sponsorship of and partnership with the MMMPO and maintain leadership roles on its policy board and advisory committees.

TR 7.2 Develop an Access Management Plan in collaboration with the MMMPO.

TR 7.3 Lobby the MMMPO for roadway capacity improvements as recommended in the MMMPO Long Range Transportation Plan.

TR 7.4 Lobby the MMMPO for improvements to traffic control devices, traffic demand management strategies, and roadway and wayfinding signage as recommended in the MMMPO Long Range Transportation Plan (i.e., changing lights to signs, etc.)

Objective 8. Support improvements to transportation service and access to Hart Field.

TR 8.1 Implement the 2012 Morgantown Municipal Airport Master Plan.

TR 8.2 Pursue the proposed runway expansion project recommended in the 2012 Morgantown Municipal Airport Master Plan.

TR 8.3 Implement advanced runway protection strategies.

TR 8.4 Expand public transportation and taxi services for airport passengers.

5. Environment

Land use decisions and infrastructure investments have the power to greatly affect the quality and sustainability of our natural environment. The consequences of haphazard or undirected development can linger for generations and their effects can be profound. Morgantown sits in a region known for its natural beauty and its residents are eager to protect those attributes for generations to come. The chapter outlines a series of mitigative and protective measures aimed at maintaining environmental quality and conserving natural resources.

Chapter outline

A. Goal 67
B. Key Findings 67
C. Objectives and Strategies 70

WV Code Compliance

This chapter addresses the following topics required by the West Virginia Code:

- *Environmental*
- *Conservation*
- *Natural Resources*

A. Goal

Protected natural areas, efficient use of energy resources, healthy waterways and clean air.

B. Key Findings

This section summarizes key points raised during the public meetings and found from the technical analysis conducted for Crossroads. The objectives and strategies outlined later in the chapter are shaped by these ideas.

Public Input

The following themes highlight the most commonly expressed ideas from small group discussions and surveys conducted during the public meetings.

Preserve open green space and the urban tree canopy. For both environmental and recreational interests, residents voiced an interest in retaining or increasing the amount of green space in the city and protecting natural areas in the county. Developed areas should have more landscaping, particularly native plants and trees that thrive in urban areas and help to mitigate threats to waterways and air quality.

Improve air and water quality. Concern about the area's air and water quality (largely with respect to industrial activity) was a strong theme from public input. Efforts should be undertaken to protect these resources.

Reducing waste. Residents expressed a strong desire for reducing waste throughout the city by encouraging recycling and residential composting.

Conserving energy. Along with reducing waste, conserving energy was a strong theme. Suggestions include improving the efficiency of public and private buildings and promoting the use of alternative sources of energy such as small-scale wind and solar, or other new technologies.

Single stream recycling should be expanded to all Morgantown residents. The recycling program that was implemented in Morgantown on October 1, 2012 should be expanded to all Republic Services customers in the greater Morgantown area.

Existing Conditions and Trends

The following themes were distilled from the technical analysis of the existing conditions and trends and represent the most important points.

Urban run-off and combined sewage overflows are a threat to water quality. In many of the older areas of Morgantown, stormwater and wastewater flow in combined sewers. Major rain events can overwhelm these systems causing untreated sewage to discharge into waterways such as Decker's Creek and the Monongahela River. While these events occur infrequently their effects can linger long after. The increase in fecal coliform bacteria decreases the dissolved oxygen of the stream and greatly reduces its overall health.

Large areas of impervious surfaces in developed areas combined with the region's topography, accelerate the run-off of water during large rain events. In areas with combined sewer systems, this runoff contributes to the overflow threat. In areas with dedicated stormwater systems, the runoff flows rapidly into streams carrying sediment and pollutants and ultimately decreases the health of urban waterways.

Acid mine drainage (AMD) is a recurring issue affecting surface water quality. When pyrite is exposed in mining operations to the water infiltration or direct run-off it reacts to form sulfuric acid. This dissolves through rock layers to free heavy metals such as lead. This lead is in turn carried into the stream, lowering the pH significantly. This is a major issue for many streams in West Virginia including Deckers Creek. As the creek runs through the abandoned Richard Mine area, it picks up these heavy metals and takes on a reddish hue. The low pH is toxic to many of the streams organisms and greatly reduces its overall health.

Air quality is a concern. As a state, West Virginia has the highest levels of deaths per capita associated with air pollution. The emissions of coal-fired power plants (as well as motor vehicles, diesel trucks and industrial

processes) coupled with the hilly topography of the region contribute to higher than normal levels of ground-level ozone, sulfur dioxide and fine particulates. Morgantown's overall ambient air quality, which is based on the levels of six different pollutants, ranks near the middle of the West Virginia's cities. Its levels for ozone measured between 2008-2010, are fifth worse in West Virginia but still within ambient air quality standards set by the EPA. Its levels of sulfur dioxide are also fifth among large cities in the state, and exceed EPA standards. Both of those metrics have steadily improved over the past two decades, but they remain a concern.

Fine particulate air pollution is another major concern in many parts of West Virginia including Monongalia County. Fine particulates are created from fuel combustion and are linked to a variety of serious health concerns. The latest measurements (averaged over three years) are just within standards set by the EPA. However, at times the fine particulate levels have exceeded those standards. In 2004, the EPA proposed designating Monongalia County and neighboring Marion County nonattainment areas for fine particulates. The nonattainment designation would implement a series of clean-up measures to bring the areas back into attainment. Among other requirements, the nonattainment designation would limit new industrial siting and restrict federal highway funding in the area, which would impact the region's economy and delay transportation improvements intended to reduce congestion. Since that time however, annual levels of fine particulates and short-term concentrations have improved.

Unlike water quality, air quality is extremely difficult to effect at a local level. Morgantown is dependent on the actions of state and federal policymakers for improvements to its air quality. Stricter emission standards for the state have decreased pollutants from the largest sources including electric utilities and chemical manufacturing. Pollutant creators like cars and small businesses are addressed by state or federal policy.

Environmentally-sensitive areas and passive open space. Morgantown has large areas of steep slopes that are unsuitable for development. These areas serve an important function of providing passive open space, serve as habitat for wildlife, and provide a buffer between development and urban waterways, which contributes to healthy waterways. While sites with steep slopes are subject to additional development standards within Morgantown, outright protection of steep slopes is not codified in Morgantown or in the county, leaving these sensitive areas vulnerable.

Recycling service. On October 1, 2012, the city began implementing a new service for single-stream curb-side recycling. Called the "Clean Community Concept," the program aims to change the city's current 80/20 trash to recycling ratio to 80 percent recycling, 20 percent trash.

Energy conservation. The Morgantown Municipal Green Team was established in 2007 to help the City meet the objectives of the U.S. Mayors Climate Protection Agreement. That agreement aims to reduce negative public impact on the climate, improve efficiency in the public use of energy resources, and identify steps which can be taken to achieve greater stewardship in both. The Green Team also helps the City implement the Green Building Municipal Leadership Initiative (adopted October 3, 2006) and promote the adoption of LEED and Energy Star standards. In 2009 the City completed an energy audit of all city facilities and adopted an improvement program to reduce the city's energy expenditures. In 2008, the City completed construction of the LEED Certified North Side Fire Station.

Tree City. Morgantown has been recognized as a Tree City USA by the Arbor Day Foundation for its community forestry program and tree care ordinance and support of Arbor Day activities. The Morgantown Tree Board, a subcommittee of the Urban Landscape Commission is a volunteer group that meets to discuss issues relating to the City's tree inventory, hazardous trees, species selection review on public projects, and develop Arbor Day activities in the city.

C. Objectives and Strategies

Outlined below are six objectives and 27 strategies to support the environment element. The objectives indicate a specific policy direction, while the strategies are detailed actions necessary to initiate or complete an objective such as a program, policy or a project.

Objective 1. Support efforts to improve air quality locally and regionally.

EN 1.1 Lobby state and federal environmental agencies to strengthen air quality standards.

EN 1.2 Lobby state and federal environmental agencies to enhance the monitoring and enforcement of air quality standards.

Objective 2. Maintain quality ground and surface water quality

EN 2.1 Monitor the quality of groundwater to minimize the potential of contamination to the drinking water supply

EN 2.2 Report possible groundwater contamination to the appropriate entities (WV Department of Environmental Protection and US EPA)

EN 2.3 Continue to monitor surface water for possible contamination from Acid Mine Drainage sites.

EN 2.4 Identify treatment measures for Acid Mine Drainage contamination.

EN 2.5 Lobby for state regulation to protect water quality from current mining and extraction activities.

EN 2.6 Meet regularly with WVU and WVDOH to collaborate on respective Municipal Separate Storm Sewer System (MS4) permitting, planning, and obligations.

Objective 3. Protect environmentally significant areas and natural resources.

EN 3.1 Update subdivision regulations and site design standards for controlling soil erosion, surface water quality and sedimentation, and to minimize the removal of natural vegetation.

EN 3.2 Adopt stronger regulations restricting development on steep slopes based on best practices.

EN 3.3 Verify the presence of any significant natural features in development proposals and consider the quality of the feature to determine whether it should be protected, restored, or allowed to be altered.

EN 3.4 Identify and survey areas for flood plain/wetland protection, habitat quality, connectedness, recreational opportunities, and pollution reduction capabilities.

Objective 4. Improve the urban tree canopy and greenway network.

EN 4.1 Develop urban forest management plan and policies that address protection or replacement of significant trees on developing land.

EN 4.2 Establish standards for tree species located within and near public rights-of-way and or easements.

EN 4.3 Examine paper streets (undeveloped right-of-way), utility-owned land and floodplains for potential acquisition and/or use as greenspace.

EN 4.4 Establish pocket parks in every neighborhood.

EN 4.5 Plant shade trees in city parking lots.

COMMUNITY PRIORITY

Objective 5. Promote energy conservation and "green" building.

EN 5.1 Update zoning and building codes to accommodate alternative energy generation (i.e. small-scale wind or solar).

EN 5.2 Create a Green Building Program that provides incentives for use of "green" building techniques that are energy efficient and environmentally friendly (using LEED or another best practice benchmark).

EN 5.3 Design and construct future city buildings and facilities using LEED standards.

EN 5.4 Incorporate LEED standards into renovations of city buildings and facilities.

EN 5.5 Meet regularly with WVU to remain informed, provide input, and collaborate on strategies identified in WVU's Sustainability Strategic and Action Plans.

Objective 6. Reduce solid waste generated in the city.

EN 6.1 Conduct a residential composting program that involves education and the coordination of local home composting supply providers.

EN 6.2 Evaluate the success of the "Clean Community Concept" recycling program.

EN 6.3 Establish a program to encourage recycling participation by commercial uses, which includes two-family and multi-family residential developments under the City's 2012 Solid Waste Contract.

EN 6.4 Work with the Monongalia County Solid Waste Authority to expand residential and commercial recycling programming, particularly curb-side single stream, throughout the greater Morgantown market.

EN 6.5 Study the feasibility of developing and implementing requirements for a certain percentage of construction and demolition waste to be recycled.

6. Neighborhoods and Housing

Neighborhoods and housing are integral to a place's quality of life. Strong neighborhoods with desirable housing is vital to serve current and new residents support economic growth, and define community character. Care for homes leads to stronger neighborhoods, and strong neighborhoods make for a more cohesive and engaged community. This chapter identifies ways to strengthen Morgantown's neighborhoods and provide a range of desirable housing.

Chapter outline

A. Goal *73*
B. Key Findings *73*
C. Objectives and Strategies *77*

West Virginia Code Compliance

This chapter addresses the following topics required for a Comprehensive Plan in Chapter 8A of the West Virginia Code:

- *Housing*

A. Goal

Attractive, well-maintained neighborhoods that offer a broad mix of desirable housing options and convenient access to services and amenities.

B. Key Findings

This section summarizes key points raised during the public meetings and found from the technical analysis conducted for Crossroads. The objectives and strategies outlined later in the chapter are shaped by these ideas.

Public Input

The following themes highlight the most commonly expressed ideas from small group discussions and surveys conducted during the public meetings.

Offer homes at affordable prices. By West Virginia standards, housing in Morgantown area is not very affordable, which is an obstacle for some demographics. Higher housing prices make it difficult for younger residents to buy a house, which some people fear will lead to a shortage of talent or skilled labor. Employers must offer higher wages to attract people to move into the area partly due to housing costs. Also, many people commute from nearby counties, where homes are more affordable, contributing to the region's traffic challenges but not paying city taxes.

Improve but preserve existing neighborhoods. Stable single-family neighborhoods should be maintained and protected from incompatible

uses, while redevelopment at higher densities should be encouraged in blighted areas close to the University, downtown and major employers.

Make neighborhoods walkable and connected. The option to walk, ride a bike, or take public transportation from home to a nearby place like a grocery store, school or park was important to many respondents. Sidewalks do not exist in many neighborhoods or are incomplete or in poor condition. Street lighting is also inadequate in many neighborhoods, which further deters walkability and appearance. Higher density, walkable neighborhoods that are close to services and amenities are increasingly desired by two major demographics: young professionals and empty-nesters.

Students strongly affect some neighborhoods. Even if houses are in compliance with property maintenance and zoning codes, noise and other nuisances from students impact several of the city's neighborhoods. Some residents feel that student areas should be clearly delineated to protect neighborhoods from those impacts.

There are several impediments identified by residents to fair housing in Morgantown. A survey conducted in 2010 by BBC Research and Consulting found discrimination against Morgantown's low income and disabled residents regarding available housing. Respondents reported several barriers to fair housing, which included:

- Can only find affordable housing in certain areas;
- Limited supply of affordable housing to purchase;
- Limited supply of affordable housing to rent;
- Cannot find housing in good condition to rent;
- Limited knowledge and/or understanding among residents about fair housing rights;
- Limited knowledge and/or understanding among landlords and property managers about fair housing rights and obligations.

Existing Conditions and Trends

The following themes were distilled from the technical analysis of the existing conditions and trends and represent the most important points.

Older housing stock. Over 50 percent of residential structures in Morgantown were built before 1960, whereas only about 30 percent of those in the county are that old. 1,487 residences in Morgantown (12.4 percent) were built since the year 2000. In the county, there are over 8,075

homes that age (comprising about 19 percent of the housing stock). While some of this older housing is well-maintained and located in desirable areas, much is obsolete, particularly in areas with higher concentrations of student residents. Redevelopment of these buildings will be a major aspect of the city's future housing market.

Redevelopment of functionally obsolete buildings will be a major aspect of the city's future housing market.

Morgantown's home values consistently higher than county and state values. The median home value in Morgantown ($176,700) is 15 percent higher than the county median and 85 percent above the state's median value. It is very close to the national median of $179,900.

Somewhat limited range of home values in Morgantown. There is a smaller percentage of low-value homes (under $100,000) in Morgantown than compared to the county, state and nation. Morgantown has a larger proportion of high-value homes (over $500,000) than the state average, but relatively less than compared to the county and nation. Seventy-five percent of the housing stock is concentrated between $100,000 and $300,000, whereas county, state, and national values are more evenly disbursed across the spectrum of values.

Morgantown's housing market is skewed toward WVU students. Eighty percent of WVU's student body lives off-campus, and those students make up two-thirds of Monongalia County's renters. Few of the new housing developments in Morgantown since 2000 have been single-family homes or buildings with two to five units. The City of Morgantown issued building permits for 1,185 housing units between 2000 and 2010. Of these, 80 percent were for developments with five or more units, which are mostly occupied as student rentals. These developments are also built with amenities like gyms and pools, which are also targeted toward students and drive rent prices higher.

Renters dominate the housing scene in Morgantown. The presence of the university is again evident seeing that only 37 percent of Morgantown's occupied units were owner-occupied. In contrast, the average rates of owner occupied housing in the U.S. and West Virginia are 65.4 percent and 74.6 percent, respectively.

Permitting for multi-family housing construction significantly outpaced permitting for single-family homes in the 2000s. Multi-family construction permitting for buildings with five units or more outpaced smaller multi-family development. This type of residential construction

averaged 81 permits per year over the decade (2000-2010) and climbed to 291 permits issued in 2010. Single-family permitting was much lower through the decade with an annual high in 2006 of 32 permits and a low in 2010 of 16 permits. In recent years, the multi-family developments have been very large, many comprising hundreds of new dwellings per project.

Demand within the rental market is expected to be greatest for two bedroom units. From 2011 to 2014, there is an anticipated demand for 630 two bedroom units, compared to 420 one bedrooms and 350 three or more bedrooms. Nearly half the demand for two bedrooms should be for units whose gross price is between $850 and $1,049 per month.

Balanced sales housing market in the Morgantown Housing Market Area. In 2011, there were 58,950 housing units in the Morgantown Housing Market Area which is all of Monongalia and Preston Counties. Between 2011 and 2014, demand is expected for 2,900 new housing units, 1,500 of which would be sales units and the remainder for rentals. Most of the demand for sales units should be fulfilled through some of the area's 3,700 vacant units (1.7 percent vacancy rate) reentering the market; only 10 sales units were under construction as of July 2011. The demand should be highest for homes priced between $125,000 and $175,000.

WVU has partnered with the city to promote neighborhood rejuvenation. Campus Neighborhoods Revitalization Corporation (CNRC) is a partnership between WVU and the City of Morgantown focused on the physical conditions in predominantly student neighborhoods.

C. Objectives and Strategies

Outlined below are five objectives and 21 strategies to support the Neighborhoods and Housing element. The objectives indicate a specific policy direction, while the strategies are detailed actions necessary to initiate or complete an objective such as a program, policy or a project.

COMMUNITY PRIORITY

Objective 1. Preserve integrity of existing neighborhoods, particularly single-family areas while encouraging compatible infill development.

NH 1.1 Research available programs and funding to support renovation of existing rental or single-family home-owner properties.

NH 1.2 Pursue zoning map amendments where appropriate to address potential zoning conflicts in residential areas both to preserve existing residential areas where appropriate or promote infill and redevelopment (See Areas for Future Study in Appendix A).

NH 1.3 Evaluate zoning to ensure that it promotes rehabilitation or adaptive reuse of existing buildings, and context-sensitive construction of dwelling units on infill lots.

NH 1.4 Evaluate residential zoning classifications to determine whether permitted or conditional uses and other standards yield desirable development (particularly the residential types permitted within R1, R1A, R2, and R3 districts).

NH 1.5 Continue to monitor and respond to housing market trends that may lead to studentification of stable, less transient single-family neighborhoods.

Objective 2. Improve conditions in neighborhoods surrounding Downtown and WVU

NH 2.1 Adopt zoning updates proposed in the Sunnyside Up neighborhood plan.

NH 2.2 Form a task force to involve students in property maintenance and neighborhood issues.

NH 2.3 Conduct a semi-annual student-led neighborhood cleanup day.

NH 2.4 Expand partnerships with WVU to invest in revitalization efforts in targeted neighborhoods.

Objective 3. Improve the safety and appearance of all neighborhoods.

NH 3.1 Require adequate and attractive street lighting to be incorporated as part of all new multi-family residential development, major subdivisions created for residential and/or mixed-use developments, and planned unit developments.

NH 3.2 Prioritize in the City's Capital Improvement Plan strategic, adequate, and attractive street lighting enhancements.

COMMUNITY PRIORITY

Objective 4. Promote the development of a broad range of housing types and prices.

NH 4.1 Provide incentives to developers to encourage development of alternative housing types (i.e. higher density, live-work, mixed-use) in designated growth areas.

NH 4.2 Provide incentives to developers to make development more desirable to build moderately-priced housing.

NH 4.3 Require residential development projects of a certain scale to include housing options with a range of price-points.

NH 4.4 Develop a plan (in collaboration with WVU) to address increased demand for affordable student housing resulting from higher price-points of newly constructed developments

Objective 5. Support housing assistance programs and ensure compliance with Fair Housing policies.

NH 5.1 Contribute to an internet-based regional registry of rental property owners or management companies where tenants can rate their experiences and share those experiences with others.

NH 5.2 Conduct annual campaigns to educate property managers about the Fair Housing Act and housing discrimination.

NH 5.3 Enhance plans review, approval, and permitting processes to ensure compliance with the Fair Housing Act and the Americans with Disabilities Act (ADA).

NH 5.4 Provide public education of various Federal, State, County and local financial assistance programs for first time home-buyers.

NH 5.5 Provide homebuyer and seller education seminars and publications.

NH 5.6 Provide incentives to encourage the development of affordable senior housing and assisted living developments within mixed-use and multi-family zoning districts.

7. Community Facilities and Services

The quality of a community's public facilities and services such as parks, schools and utilities are key to defining a place's quality of life. Having high quality facilities and services is also important to serve existing residents and attract businesses and diversify the economy. The fiscal strain exposed by the recession of 2008 and continuing slow recovery has placed a new emphasis for municipalities to think creatively about the ways in which these services are funded. This chapter addresses services such as parks and recreation, safety, utilities, and other services provided directly by the city of Morgantown, from regional entities or through strategic partnerships.

Chapter outline

A. Goal 79
B. Key Findings 79
C. Objectives and Strategies 83

West Virginia Code Compliance

This chapter addresses the following topics required for a Comprehensive Plan in Chapter 8A of the West Virginia Code:

- *Infrastructure*
- *Public Services*
- *Recreation*

A. Goal

Highly desirable and competitive community facilities and services that promote the health and wellbeing of all of Morgantown's residents.

B. Key Findings

This section summarizes key points raised during the public meetings and found from the technical analysis conducted for Crossroads. The objectives and strategies outlined later in the chapter are shaped by these ideas.

Public Input

The following themes highlight the most commonly expressed ideas from small group discussions and surveys conducted during the public meetings.

Expanding park space and recreational facilities. Citizens explained that there is not enough park space in the city and the amenities at those parks could be improved. Some neighborhoods have very limited access to parks. The rail trail is a major asset and connecting neighborhoods to it should be a priority. The city also lacks a major indoor recreation center that is available to the public. The university has a lot of open space and

recreational faciliries but they are either not open to the community or require access/use fees for non-WVU affiliated residents that are high (i.e., $40 for a family of four per occasion to use WVU's Student Rec Center).

There is a lack of family-friendly programs and amenities. There is widespread desire for community recreation centers and programs for children and teens.

Existing Conditions and Trends

The following themes were distilled from the technical analysis of the existing conditions and trends and represent the most important points.

A strong school system is one of Morgantown's assets. The Monongalia County Board of Education offers one of the best public school systems in the United States. In the year 2000, it was rated among the best 100 school systems in the country and among the top ten of West Virginia Districts (Offspring and Expansion Management magazines). In 2012, two of the County's three high schools ranked among the top five high schools in the state (US News). By state law, schools are county-wide independent districts and are not subject to municipal regulations. Each county school district is required to produce a Comprehensive Educational Facilities Plan every ten years to obtain funds from the state to build new facilities and maintain existing ones. The substantial growth experienced in the Morgantown area and the lack of land use plans and regulations to manage that growth at the county level has affected the ability of the Monongalia County Schools to do long-term planning. The condition places Monongalia County Schools in a reactive rather than proactive situation. School facilities are used extensively by the community.

Water and sewer utility service maintained by the Morgantown Utility Board. MUB is the primary provider of water, sanitary sewer, and stormwater services throughout the Morgantown urbanized area and to portions of rural Monongalia County. They were established in 1987 by the City of Morgantown. City Council appoints board members and sets rates, but MUB's day-to-day operations are independent from the City. The Utility Board aims to provide a high quality of service and infrastructure investments at competitive costs to customers. MUB offers the lowest water and sewer service rates in the state of West Virginia to both residential and commercial customers.

MUB water system currently processes 14 million gallons per day and

distributes to almost 24,000 customers. Their primary sources of water are the Monongahela River, which provides 90 percent of the water they intake, and the Cobun Creek Reservoir, which provides the remaining 10 percent. MUB operates two sewer systems, the primary Morgantown system and a separate system serving the Cheat Lake area.

Extension of sewer and water service impacts regional growth patterns. Extension of utility service, particularly sewer service, is an important tool that communities use to manage growth. In many cities, utility service areas are designated where future water and sewer service will be provided. In these cities, utilities are typically not extended beyond the designated service area thereby controlling where urban growth will take place in the future. Also, extension of utility service to a property is part of an annexation agreement that brings the property into the municipality. MUB's policy (as mandated by the West Virginia Public Service Commission) is to extend of service anywhere a customer is willing to pay for that extension within 20 miles of the city's boundary. Extension of service is not dependent on annexation into Morgantown. MUB determines the cost which a property owner or developer must pay and directly oversees construction of the infrastructure.

MUB serves as the city's stormwater management utility. In 2001, the West Virginia Legislature authorized municipalities to regulate stormwater, in part to comply with the Federal Clean Water Act and to improve water quality in urban watersheds. In 2003 MUB became the state's first stormwater utility. All properties in the Morgantown watershed are required by law to participate in the stormwater utility, regardless of whether the property is within or outside the City limits. As with other utility services, fees are based on the amount of service provided. Stormwater fees are based on the amount of water that runs off of a property and into the watershed. Single-family residential properties must pay a flat monthly fee of $5.30, while other properties are assessed based on the actual square footage of impervious surfaces on the property. Rates are set by Morgantown City Council. The fees pay for capital improvement programming to improve and expand drainage systems in the urban watershed, construction site runoff control, and post-construction stormwater runoff management from new developments located in the watershed.

Mon River Trails Conservancy manages the Rail-Trail system. The Mon River Trails Conservancy is a not-for-profit volunteer organization founded in 1991 to acquire, develop and manage the Caperton and Decker's Creek Rail-Trail system. Although, the City's BOPARC assists with maintenance and security for those portions of the rail-trail within the City, the rail-trail system is not overseen by a public agency.

City contracts solid waste and recycling collection. The City of Morgantown contracts with Allied Waste for curbside trash and recycling collection. The City began implementing a new service for single-stream curb-side recycling at the end of 2012.

Full-time Fire Department. Morgantown has the only full-time fire department in the county. It employs 47 fire fighters, with a minimum of 10 on duty at any given time. In addition to fire fighting, the department provides medical first responder, disaster response, rescue, and fire safety public education and inspection services. Stations and equipment are generally replaced as their life expectancy is approached. The North Side Fire Station was relocated to a new LEED Certified facility in 2008.

Expanding parks and recreation facilities for Morgantown's residents. The National Recreation and Park Association (NRPA) sets a "target of excellence" of between 6.25 to 10.5 acres of park land per 1,000 persons in urban areas. The 2002 BOPARC Master Plan reported Morgantown's distribution of parks as 10 acres per 1,000 people. With the acquisition of the 71-acre Dorsey's Knob site and its recreational redevelopment and factoring in the current population growth, Morgantown now has approximately 11.4 acres per 1,000 people. By the 2008 Master Plan Update, Morgantown made improvements to many of its parks with additions like picnic tables and a one-acre dog park along the Deckers Creek Trail. The City took ownership of the Metropolitan Theatre in 2004, which originally opened in 1924 and after renovation seats 933 people. BOPARC also took ownership of the Wharf District Marina and Boathouse Restaurant in 2007.

C. Objectives and Strategies

Outlined below are seven objectives and 28 strategies to support the community facilities and services element. The objectives indicate a specific policy direction, while the strategies are detailed actions necessary to initiate or complete an objective such as a program, policy or a project.

Objective 1. Maintain high quality utility services to meet the growing needs of the community.

CF 1.1 Evaluate sanitary sewer, water service, and storm sewer capacity to determine of existing infrastructure is adequate to support increased development densities where recommended by the Comprehensive Plan.

CF 1.2 Evaluate water and sewer fees to ensure that such fees remain competitive with neighboring jurisdictions while supporting the cost of water and sewer infrastructure improvements.

CF 1.3 Evaluate stormwater fees to ensure that such fees remain competitive with neighboring jurisdictions while supporting the cost of stormwater management infrastructure.

Objective 2. Maintain and expand the parks and recreational facilities and programming.

COMMUNITY PRIORITY

CF 2.1 Implement and update the BOPARC Master Plan.

CF 2.2 Evaluate how well the city's parks and recreational facilities serve the needs of citizens, looking specifically at the quality of each park or facility and their accessibility to surrounding neighborhoods.

CF 2.3 Explore the feasibility of developing a community recreational center that offers facilities and programming like fitness rooms; gymnasiums; swimming pools; sauna, whirlpool, steam rooms; tennis courts, racquetball/handball courts; weight training room; banquet/meeting rooms and kitchen; craft rooms; preschool/child care rooms; computer labs; teen center/game room; etc.

CF 2.4 Explore joint recreational programming with other community entities including West Virginia University and Monongalia County Schools.

CF 2.5 Study alternatives for funding parks and recreational facilities and programming that includes, among others, cost-benefit analysis of existing programming, user-fee schedules, program and rental pricing, enterprise funds, revenue generating facilities, fund raising, sponsorships, public-private partnerships, financing capital projects, multi-jurisdictional consolidation of public recreation management, etc.

Objective 3. Support quality educational programs and facilities.

CF 3.1 Hold annual meetings between the City, Monongalia County Schools and West Virginia University to create new educational opportunities for students and the general community.

CF 3.2 Assist Monongalia County Schools with identifying appropriate sites for new schools that serve Morgantown's neighborhoods.

CF 3.3 Encourage Monongalia County Schools to continue to make their facilities available for use by the community outside of school hours for appropriate purposes, while not interfering with the school's mission and success of delivering of quality learning programs.

CF 3.4 Lobby Monongalia County Schools to seek adaptive reuses for vacated buildings and properties through public-private partnerships.

Objective 4. Broaden efforts to reduce homelessness.

CF 4.1 Formally adopt the Community-Wide Plan To Reduce Homelessness prepared by the Morgantown/Monongalia Task Force On Homelessness.

CF 4.2 Facilitate the creation of a Central Organization to Coordinate Community-Wide Action to Reduce Homelessness.

Objective 5. Provide appropriate social services and facilities to meet the changing needs of the community in concert with the City's Five-Year Consolidated Plan, Annual Action Plans, and Annual Performance Reports.

CF 5.1 Create an initiative or partnership to coordinate social services, policies, programs, and projects related to affordable housing, access to transportation, medical and mental care, literacy, job and life skills training, affordable childcare and after-school programming, and other needs.

CF 5.2 Conduct an annual social services roundtable where the city meets with local social service providers to identify community needs and develop strategies to address those needs.

CF 5.3 Identify programs to assist special needs populations, particularly individuals and families suffering from substance abuse or severe and persistent mental illness, experiencing homelessness or are at-risk of becoming homeless, while removing barriers to independent living and promoting self-sufficiency.

CF 5.4 Conduct a campaign to raise awareness of social services.

CF 5.5 Develop a program, in partnership with public transit providers, to increase access to and utilization of public transportation by low-income individuals and families and employees working shift-related schedules.

CF 5.6 Prioritize in the City's Capital Improvement Plan the removal of barriers at all public facilities, including parks and recreation sites, that limits access and utilization by persons with physical, sight, and/or hearing impairments.

Objective 6. Continue to improve city services and community engagement.

CF 6.1 Evaluate solid waste collection services, schedules, and pricing to identify potential improvements or new services.

CF 6.2 Provide quarterly hazardous waste collection events. (Electronics, tires, appliances, hazardous liquids)

CF 6.3 Develop a regional strategy for sharing and/or consolidating safety services.

CF 6.4 Expand community policing activities for residents.

CF 6.5 Establish a community ambassador program.

Objective 7. Encourage healthy lifestyles.

CF 7.1 Form a Safe Routes to School committee with Monongalia County Schools and the MMMPO to obtain funding and assistance in encouraging students to walk or bike on safe and accessible routes to school.

CF 7.2 Designate a city-wide "Car-free" day where citizens are encouraged to walk, bike or use transit to get to their place of business.

CF 7.3 Create a Healthy Morgantown Initiative where the city partners with local institutions to promote awareness of healthy lifestyles and existing health services, develop wellness initiatives, and pursue grant funding.

8. Economic Development

An economic assessment is a critical component of a successful comprehensive plan. Without a strong understanding of the local market, its dynamics and major stakeholders, implementation strategies may miss the realities of the place. A key component of this analysis was to identify relative strengths in the regional economy which suggest opportunities for Morgantown. The information from this analysis can be used to help refine targeted economic development, marketing and long-term planning and recruitment efforts.

Chapter outline

A. Goal *87*
B. Key Findings *87*
C. Objectives and Strategies *93*

West Virginia Code Compliance

This chapter addresses the following topics required for a Comprehensive Plan in Chapter 8A of the West Virginia Code:

- *Economic Development*
- *Financing*

A. Goal

A regional approach to economic development and infrastructure investment that keeps Morgantown competitive and attractive to existing and new businesses, while strengthening the city's fiscal health.

B. Key Findings

This section summarizes key points raised during the public meetings and from the technical analysis conducted for Crossroads. The objectives and strategies outlined later in the chapter are shaped by these ideas.

Public Input

The following themes highlight the most commonly expressed ideas from small group discussions and surveys conducted during the public meetings.

Continued employment growth. Despite the region's relatively strong employment during the national recession, the community is very interested in helping businesses and the university expand its workforce and provide additional employment opportunities.

Small businesses are the backbone of the local economy and should be encouraged and supported. Participants frequently mentioned small businesses as having a critical role in the local economy. Strategies that help them succeed and grow will greatly benefit the city and the region.

Challenging to find qualified employees. There are many highly-educated people in the community, but an under supply of skilled laborers or trades people. Local businesses face competition for skilled and unskilled labor from drilling operations that offer high wages (these industries are cyclical, so their effect on the labor market varies). There needs to be more emphasis on skills training and promoting existing opportunities.

A survey of local business owners revealed several advantages to the economic climate within Morgantown. The city's central location within the larger North-Central West Virginia region gives businesses owners a larger market to capture. Only 13 percent of the businesses surveyed depended solely on Morgantown for their sales. Additionally, the University provides a multiplying effect to the local economy and creates a larger, recession resistant consumer pool for the city's businesses.

Growth Prospects

West Virginia University's Bureau of Business and Economic Research (BBER) has forecasted positive job growth in all major industry sectors through 2015 for the Morgantown Metropolitan Statistical Area, which includes Monongalia and Preston Counties. The highest rates of growth will be in professional, scientific and technical services (3.7% per annum); construction (2.9%); education and health services (2.4%); and leisure and hospitality (1.8%).

Competitive Advantages

Several of the city's competitive advantages are identified below, based on the various economic analyses, field reconnaissance, interviews, surveys, and other inputs.

West Virginia University. WVU provides economic stability, attracts the "best and brightest" from the state and beyond, and invests in innovation that attracts entrepreneurial activity. WVU faculty, staff and students also provide a large and well-educated market base for various goods and services in the regional economy. WVU's move to the Big 12 athletic conference in 2012 has strengthened the university's national recognition.

Federal Laboratories and Innovation Base. The presence of WVU as well as Mylan Pharmaceuticals and several federal government research facilities has helped strengthen the area's competitiveness for attracting industry and skilled professionals. The university has established an R&D park, various incubators, and other programs which help strengthen the

region's innovation base. WVU is also an anchor for marketing the region's I-79 High Tech Corridor. The cluster of these activities provides the region with a solid base for recruiting technology companies.

Skilled Professional Base. The Morgantown area has a relatively high concentration of skilled, educated professionals and business service providers that is unique within the state and broader region, excluding the major metropolitan areas of Washington D.C. and Pittsburgh. The presence of the university, along with federal research facilities, no doubt plays a role in attracting these professionals.

Regional Health Care Center. Morgantown and Monongalia County are the health care hub for north-central West Virginia as well as southwestern Pennsylvania and western Maryland. The presence of competitive and high-quality health care facilities helps enhance the quality of life for residents and increases health care standards for workers.

Interstate access and proximity to Pittsburgh. Morgantown's strategic location just 1½ hours south of Pittsburgh, accessible north and south by I-79 and east by I-68 provides a competitive advantage for economic growth. Morgantown is part of an urban corridor linked closely with growing cities like Clarksburg and Fairmont in north-central West Virginia.

Access to Natural Resources. The Morgantown area has access to natural resources, including shale reserves for natural gas production. The surrounding area also has a strong reputation for outdoor sports and recreation that increasingly attracts sports enthusiasts and tourists from around the country. Natural beauty and recreation assets in the region contribute to the quality of life that is attractive to young entrepreneurs and emerging technology companies, as well as to retirees and others seeking recreation amenities and a slower pace of life.

Historic Downtown and Riverfront Amenities. Morgantown's walk-able downtown offers an environment that is attractive for visitors and residents alike. There are several unique destination stores catering not only to university patrons but also to the region's large recreation-based market. The Wharf District on the riverfront south of Downtown offers relatively new meeting, lodging, entertainment and convention facilities.

Economic Development Challenges

Despite many advantages, the city also has several major economic development challenges.

Limited land for industrial development. The physical geography of the region makes industrial development challenging. The sprawling, flat lots necessary for this type of land use are virtually non-existent within the city. Strategic redevelopment of existing under-utilized or vacant properties could provide more opportunities for growth in this productive sector.

High development cost due to land availability. With limited developable land, property costs maybe prohibitive in many parts of the city. Redevelopment may again be key for businesses or residential developers looking for suitable parcels.

Traffic congestion and inadequate infrastructure are major concerns for business owners of all types. The congestion of Morgantown's street network combined with overuse from heavy-haul trucking have affected the appearance and function of this infrastructure. Greater investment and consideration are needed to provide solutions to this growing problem.

The B&O tax structure is not pro-business. The Business and Occupancy tax (B&O) is a major source of revenue for the city, but is widely viewed as a regressive tax. Businesses would like to replace the B&O tax with a tax structure that would improve the business climate while providing city revenues to support infrastructure improvements.

A key finding was the opportunity to utilize the region's amenity offerings, including West Virginia University and the region's stunning natural resources, to enhance lifestyle-driven economic opportunities, especially for small businesses and entrepreneurs. Businesses which often thrive in high-amenity, education-rich regions include those that employ young people attracted to recreation and leisure activities, such as those who work in information technology and software development, arts and entertainment, tourism, and health services. College towns like Morgantown are also attractive retirement destinations, again due to the lifestyle amenities, further contributing to the growth of such industries as health care, real estate, leisure and recreation services.

Economic Development Opportunities

The following industries build on the region's assets and competitive advantages, provide strong prospects for growth, strengthen existing industry clusters and concentrations, create opportunities for small businesses and entrepreneurs, and provide well-paying jobs that match the workforce requirements of the region and existing economic development efforts.

Bio-Technology. Synergies exist between the university's research and development efforts, Mylan Pharmaceuticals, the large local healthcare community, and the large concentration of biometric expertise in the I-79 Corridor. The State and local governments are already heavily invested in marketing the region for growing bio-tech industries.

Information Technologies. In addition to bio-information management, Morgantown has room to grow as a broader hub for information technology management and software development. The analysis of IT concentrations in comparable college towns found that Morgantown has potential for further development of this industry. The region also has a

fairly high concentration of electronics-related manufacturing, which could be developed further into a sustainable industry cluster.

Arts, Entertainment and Recreation Services. College towns are thriving centers for art and culture, and there are opportunities to build on WVU and the region's art and craft strengths to grow production and associated tourism. The region's competitive advantages for recreation translate into some existing destination recreation retail and services, but again there is room to expand the depth and breadth of this sector.

Arts, cultural and recreational venues help technology and other businesses recruit the "best and brightest" young workers to stay in or move to Morgantown and Monongalia County. An excellent example of recreation-oriented marketing is Eugene, Oregon, a university town that has a strong reputation as the nation's track and field capital.

Energy Support Services. Growth in the oil, gas, and alternative energy sectors has driven demand for various suppliers and services to extractive industries, environmental, geotechnical and engineering consulting, and marketing and management services for energy companies. Monongalia County is not the coal mining capital of West Virginia, but it is well-located to take advantage of growth in the broader region's natural gas industry.

Specialized Health Services, Leisure & Health Tourism, and Accommodation Services. In addition to recreation tourism, there are opportunities for further development of retirement, leisure and health-related tourism. Morgantown's strength as a medical and health-care hub can be developed further to attract "in-flow" from major metropolitan areas in the region, such as Pittsburgh and Washington, DC.

Sustainable Energy Technologies. The region has a role to play in research and development of new and sustainable energy technologies, with synergies between WVU's activities and the region's growing energy production.

Food and Beverage Production. There are opportunities to expand the region's existing manufacturing base with more specialized food and beverage manufacturing. West Virginia has a strong association with the natural environment and Morgantown is well-placed, as a college town, to test new beverages and foods for a health-conscious market. The area already has a concentration in this industry and competitive advantages, such as central location for distribution to regional markets.

Economic Development Resources

While there is no agency within Morgantown City government which is focused on economic development, there are various organizations and entities involved in economic development throughout Monongalia County and the region. These key economic development agents are described on the following pages.

Morgantown Area Economic Partnership (MAP) and Monongalia County Development Authority (MCDA). The Morgantown Area Economic Partnership (MAP) operates as a non-profit, public-private partnership for economic development in Monongalia and Preston counties. MAP includes representation from local governments, the counties' respective economic development authorities, the Morgantown Area Chamber of Commerce, WVU, and various local businesses, financial institutions and utility companies. The Monongalia County Development Authority (MCDA) was established to "promote, develop, and advance the business prosperity and economic welfare of Monongalia County." MAP and MCDA collaborate on providing business assistance to new and existing businesses in the form of capital financing, employee recruitment, training, tax incentives, trade, buildings and sites, and community and economic data.

Morgantown Area Chamber of Commerce and Greater Morgantown Convention & Visitors Bureau. The Morgantown Area Chamber of Commerce is active in representing and supporting local business development. The Chamber has worked through Vision 2020, a volunteer organization of community leaders that supports efforts to solve problems and capture opportunities at the local level. The Greater Morgantown Convention and Visitors Bureau (CVB) helps support and promote the region's meeting and tourism base. Waterfront Place Hotel and the Morgantown Event Center provide rooms and 30,000 square feet of meeting space to accommodate intermediate-level conventions and trade shows. Overall, the area offers about 2,000 hotel rooms in support of business and tourism.

Main Street Morgantown. Main Street Morgantown (MSM) actively works to support the revitalization and continued success of downtown Morgantown and the Wharf District. MSM states that, since its founding in 1984, the organization has helped spur the creation of 1,300 new jobs, open 200 new businesses, and attract $126 million in investments through its historic preservation and economic development efforts.

West Virginia University. West Virginia University also plays an active role in regional and state economic development. The WVU Bureau of Business and Economic Research (BBER) provides regular updates on the region's and state's economy, sponsors conferences, and produces research on the region's economic outlook and opportunities within specific sectors. Within the Office of the Provost, the WVU Research Office has set as

its goal to "…broaden its impact on the economies of West Virginia and the United States." The 5,000 square-foot West Virginia University Small Business Development Center (SBDC) "promotes economic development by supporting entrepreneurs, advancing entrepreneurial activities, and nurturing early-stage businesses with space, facilities, and support services."

I-79 Development Council. The I-79 Development Council focuses on promoting the I-79 High Tech Corridor. The council's Executive Committee is comprised of representatives of WVU Office of Economic Development, banks, colleges, development authorities, and businesses. The Council is staffed to provide business assistance (focused on finance, tax credits, transportation and utilities), workforce development, information on available properties, and information on the area's technology resources. The council has a particular focus on promoting the area's concentration of biometrics, aerospace, and forensics technologies. The council developed the West Virginia Biometrics Initiative (WVBI), which is particularly focused on growing the region's biometrics and identity management economy.

Region VI Workforce Investment Board (WIB). The Region VI Workforce Investment Board (WIB) operates as a non-profit organization under direction of the Governor's Workforce Investment Division. WIB is responsible for local implementation of the 1998 Workforce Investment Act, which aims to improve the quality of the workforce, reduce welfare dependency, and enhance productivity and competitiveness through various workforce training and investment activities.

C. Objectives and Strategies

Outlined below are seven objectives and 24 strategies to support the economic development element. The objectives indicate a specific policy direction, while the strategies are detailed actions necessary to initiate or complete an objective such as a program, policy or a project.

Objective 1. Promote investment in infrastructure.

COMMUNITY PRIORITY

ED 1.1 Implement innovative strategies to diversify revenue and financing mechanisms that fairly, equitably, and expeditiously fund infrastructure improvements and expansions (examples include user-fees, business improvement districts, tax increment financing (TIF), public-private partnerships (P3s), impact fees, assessments, state and federal grants, etc.)

ED 1.2 Lobby the state for a larger share of road improvement funds by demonstrating local revenue commitments to augment state investments.

Objective 2. Retain and grow existing businesses.

ED 2.1 Maintain a leadership role on MAP/MCDA policy boards by prioritizing efforts to identify and understand issues facing local businesses and seek active opportunities to promote business growth, expansion, and diversification.

ED 2.2 Prioritize transportation improvements in coordination with the MMMPO to reduce congestion and increase mobility options near major employers and growth areas.

ED 2.3 Provide real estate incentives (e.g., tax abatements) tied to net employment creation and/or tax revenue impacts for existing companies that wish to expand locally.

ED 2.4 Continue to develop buildings at MAP business parks that are offered at reasonable market rates for sale as well as leasing to local businesses.

ED 2.5 Develop promotional material on the region's amenity package to help local companies recruit employees (particularly those with higher-degrees). The amenity package includes arts, culture, and recreation facilities; dining and entertainment; competitive cost of living; quality of life, etc.

Objective 3. Capitalize on Morgantown's competitive advantages and attract new businesses to diversify the City's economic base.

ED 3.1 Develop a collaborative regional branding and marketing initiative.

ED 3.2 Identify incentives that the city could offer to attract businesses in targeted industries (see examples on the facing page).

Objective 4. Stimulate and support small business and entrepreneurial activity.

ED 4.1 Expand the MCDA's Morgantown Enterprise Center (MEC) to provide additional office and incubation space to new small businesses that employ skilled workers and have good growth potential.

ED 4.2 Provide office and incubation space within Downtown for small businesses and start-ups.

ED 4.3 Develop a technology incubation program that provides access to laboratory space, offices, tools, and business expertise, to facilitate the commercialization of local research and innovations in fields such as bioscience, information technology, and energy.

ED 4.4 Contribute to MAP's revolving loan fund for small businesses.

Objective 5. Provide desirable locations for business expansion.

ED 5.1 Maintain a listing of available business locations and their amenities, in collaboration with MAP and the I-79 Development Council.

ED 5.2 Continue to market available business expansion sites (with emphasis on offering building space at reasonable rates).

ED 5.3 Develop a specific target marketing plan for the Morgantown Airport Technology Park in concert with federal laboratories and other major employers that positions the park for technology tenants that are not already accommodated in the market.

The incentives mentioned below should be packaged with sites and buildings in the Morgantown Airport Technology Park or WVU's Research Park, and targeted to technology tenants most likely to locate there (such as aerospace/IT, food and beverage, energy, bioscience, etc.)

Example incentives for target industries

Bio-Tech & IT: The I-79 Development Council helps in marketing the I-79 corridor for aerospace, biometrics, forensics and the WV High Technology Consortium Foundation. At present, State and selected county incentives include financing (such as a leveraged technology loan insurance program), as well as various tax credits (including a Strategic R&D Credit), among others. There are opportunities to further "package" these existing incentives with land, buildings and infrastructure improvements in concert with contracting through the area's federal laboratories, targeted specifically to bio-tech businesses locating in the corridor.

Energy Services & Technologies. The State and counties offer various incentives for general business development, but few are targeted specifically to energy services. At present, the need is mainly for land and buildings to accommodate businesses servicing the oil and gas industry. A business park located in northern Monongalia County has been designated for this purpose and is marketed by MAP. However, the supply chain could be strengthened by packaging links with other types of services (e.g., professional, technical, and scientific) companies located in the Morgantown area.

Arts, Entertainment, Recreation & Leisure. This is an area where State and local governments are typically less involved. However, neighboring Maryland offers incentives packaged for State Arts & Entertainment Districts, where various corporate income, property tax, and business investment tax incentives are offered for arts, cultural, and entertainment institutions and individuals. A local version of these incentives targeting Downtown Morgantown may be appropriate, with a focus on facilitating site assembly and property tax abatements, among others. The City might also consider development of recreation specialty venues to help to strengthen the region's overall recreation brand. Direct outreach could target recreation equipment manufacturers to locate in the area.

Food & Beverage Production. There are few existing incentives specifically targeting the food and beverage industry. One opportunity might be to build on the existing Morgantown Farmers Market as a full-service venue not only for bringing local farmed foods to consumers but also to provide outreach and marketing of locally-produced specialty niche food and beverage products.

ED 5.4 Expand infrastructure development from the West Virginia National Guard Readiness Center for Airport Technology Park economic development.

ED 5.5 Support the construction of a light manufacturing business incubator building in the Morgantown Airport Technology Park.

ED 5.6 Establish a relationship with a local real estate professional to track real estate trends in the various office, retail and industrial markets.

ED 5.7 Pursue zoning map amendments where appropriate to address potential zoning conflicts and promote non-residential infill and redevelopment in appropriate areas (See Areas for Future Study in Appendix A).

see Strategy ED 2.4 (MAP Business Parks)

Objective 6. Strive for a balanced approach to economic development that considers the fiscal impacts of growth.

ED 6.1 Study the feasibility and regulatory constraints of diversifying municipal and county tax revenue formulas and tax incentives across the greater Morgantown market that promote fair, equitable, balanced, progressive, and competitive taxing policies.

ED 6.2 Consider the fiscal impact on city and county governments of any proposed major development or annexation.

ED 6.3 Use incentives and zoning to promote development in areas with existing infrastructure capacity, in order to reduce the need for infrastructure extensions, and to concentrate infrastructure improvements reducing short-term and long-term operating costs.

see LM 2.5 (TIF financing)

Objective 7. Support workforce development and training initiatives.

ED 7.1 Hold annual meetings between MAP, property and business owners groups, WVU, Monongalia County Schools, and large employers to collaboratively ensure that existing workforce development and training initiatives are meeting the needs of employers in the region.

9. Implementation

The Comprehensive Plan is meant to be a working document that provides direction and assists decision makers with short and long-range choices for improving the quality of life in Morgantown. Implementation will involve a host of City departments, boards and commissions, non-profits, businesses and citizens. It will also require collaboration with the MMMPO, West Virginia University, Monongalia County, and neighboring municipalities. This chapter includes guidance on managing and using the Plan. It also includes a summary of objectives and strategies from each element.

Chapter outline

A. Plan Management 97
B. How to Use the Plan 101
C. Objectives and Strategies 102
D. Related Plans 103
E. Summary of Strategies 104

A. Plan Management

The Comprehensive Plan should be monitored on a regular basis, and when necessary, it should be revised or updated. This section outlines the guidance for monitoring the plan's effectiveness and maintaining its relevancy.

Monitoring the Plan

The Comprehensive Plan should be monitored for implementation effectiveness and relevancy. As stated in the Objectives and Strategies section, this should happen on a formal basis no less than once per year.

Updating the Plan

A major update of the Comprehensive Plan should be scheduled by Council following a formal recommendation from the Planning Commission. The update should be considered at least every ten years. In the interim, key milestones may be reached which necessitate an update sooner than a ten-year cycle. Such milestones should be considered by the Planning Commission on a case-by-case basis.

There may be circumstances that warrant formal amendment of the Plan. Amendments to the Plan should be made only with careful consideration and compelling justification. The Planning Committee that crafted this Plan was clear that the recommendations of the Plan represented a strong, long-term vision and that changes should not be made lightly.

Vision for Collaborating...
Collaboration was a recurring theme in the public input for Crossroads. The Regional Vision (Chapter 2) captures this sentiment through the following statement:

An engaged community with leaders that embrace continued citizen participation and strong collaboration and cooperation among municipalities, the county, the State, WVU and major employers.

Community Relations

From the design of the planning process, to the Regional Vision, to the specific strategies in each Plan element, collaboration is a major theme throughout this Comprehensive Plan. The Plan's success depends upon continuing to nurture and improve relationships between local governments, citizens, businesses and institutions within Greater Morgantown. To address this topic, the 1998 Comprehensive Plan contained a chapter titled, "Community Relations." This Plan Update recognizes that these themes run through the entire plan and therefore emphasizes them here as a critical component of implementation.

Below is a summary of issues and strategies contained throughout this Plan that pertain to the related themes of:

- Participation and engagement from citizens;
- Leadership among citizens, the private-sector, institutions and government;
- Collaboration between private-sector, institutions and government organizations; and
- Progress in State legislative issues.

Key Findings

Limited resources. There are limited financial resources at all levels of government to support the needs of the Greater Morgantown's diverse population. In recent years, the area has missed out on State funding opportunities because of local disagreements over priorities. There is currently no platform for sharing or discussing issues shared among area's local governments and encouraging consensus. The region could benefit from economies-of-scale by cooperating on municipal service delivery, capital improvement planning and finance, land use planning and regulation, taxing policy, governance, and other topics.

Town-gown relationship. As a college town, Morgantown (and the surrounding area) benefits immeasurably from West Virginia University. Likewise, the University benefits from a setting that is attractive to students, faculty, staff, their families, alumni and prospective philanthropists. However, like many town-gown relationships, there are ongoing challenges. Traffic impacts, conflicts between students and residents, and uncertainty over the University's growing land holdings and its fiscal impact are some of those challenges. Many of this Plan's strategies involve cooperation with WVU with the aim of promoting a mutually-beneficial relationship.

Weak planning culture in Monongalia County. The lack of county-wide zoning, development review and permitting requirements has allowed growth in the County to occur in haphazard patterns without adequate transportation improvements and has contributed to uncertainty in the real estate market. Urban growth impacts everyone in the region, yet some do not pay their fair share for the benefits of that growth. There is a need to educate local governments in the county that planning is essential for good stewardship of resources and is thereby an important part of good government.

Challenges in State enabling legislation. In West Virginia, municipalities only have those powers that are specifically granted by the legislature. While there have been recent improvements to State enabling in recent years, the planning toolkit that cities have is relatively limited compared to other states. For instance, lack of extraterritorial authority makes it difficult to control development outside of the city that negatively impacts the Morgantown Airport. Also the city is limited in its ability to raise revenue through special tax assessments or impact fees. Further, there are no precedents for joint local government cooperation.

Strategies that involve WVU

Below is a list of this Plan's strategies that primarily involve collaboration with WVU.

LM 10.8 Meet quarterly with WVU Administration and Facilities Planning Officials to evaluate off-campus impacts of University development plans, and likely changes in University policies that impact the City's Comprehensive Plan and tax base.

TR 3.3 Evaluate opportunities of increasing ridership of the PRT by people not affiliated with the university.

TR 3.4 Develop an alternative transportation ridership incentive program in conjunction with major employers and WVU.

TR 4.1 Partner with WVU in developing a grade-separated pedestrian crossing at Grumbeins Island.

TR 4.2 Lobby WVU to develop a parking garage at the Coliseum with grade-separated pedestrian crossing connecting WVU athletic facilities complex with WVU Evansdale campus.

TR 4.3 Meet semi-annually with WVU to remain informed and provide input on their transportation and parking plan.

TR 4.4 Meet semi-annually with WVU to consider strategies for discouraging or limiting student automobile ownership and the impacts of those strategies.

TR 4.5 Lobby WVU to develop park-and-ride facilities for students, employees and for use during special events as recommended in the Long Range Transportation Plan.

TR 4.6 Lobby WVU to develop long-term storage parking for students off campus.

TR 6.7 Study the feasibility of developing a bicycle and pedestrian connection between the Evansdale and Sunnyside neighborhoods in collaboration with WVU.

NH 2.4 Expand partnerships with WVU to invest in revitalization efforts in targeted neighborhoods.

NH 4.4 Develop a plan to address increases demand for affordable student housing resulting from higher price-points of newly constructed developments in collaboration with WVU.

Other Collaborative Strategies

Below is a list of this Plan's strategies that involve other collaborative efforts, leadership and public involvement.

LM 10.1 Conduct semi-annual meetings with the County, MMMPO and neighboring municipalities on regional land use and transportation issues.

LM 10.6 Evaluate MUB's policies and obligations of sanitary sewer and water service expansion.

TR 1.1 Develop and implement a Regional Parking Management Plan in partnership with the MMMPO.

TR 1.3 Identify neighborhood parking problems that can be addressed cooperatively by the Parking Authority and/or other groups.

TR 2.1 Develop and implement a Regional Truck Traffic Plan in partnership with the MMMPO.

TR 2.4 Establish agreements with local trucking companies on preferred truck routes, which could include increasing weight limit on Interstate 68 between exist 1 (US 119) and 4 (WV 7), improvements to Greenbag Road as a designated truck route, reducing permitted weight on Walnut Street Bridge, etc.

TR 3.1 Meet semi-annually with Mountain Line Transit Authority and the MMMPO to evaluate bus route coverage and frequency.

TR 3.4 Develop an alternative transportation ridership incentive program in conjunction with major employers and WVU.

TR 6.2 Develop and implement a Regional Sidewalk Connectivity Plan in partnership with the MMMPO to construct, expand and/or connect sidewalk networks.

TR 7.1 Continue sponsorship of and partnership with the MMMPO and maintain leadership roles on its policy board and advisory committees.

TR 7.2 Develop an Access Management Plan in collaboration with the MMMPO.

TR 7.3 Lobby the MMMPO for roadway capacity improvements as recommended in the MMMPO Long Range Transportation Plan.

TR 7.4 Lobby the MMMPO for improvements to traffic control devices, traffic demand management strategies, and roadway and wayfinding signage as recommended in the MMMPO Long Range Transportation Plan (i.e., changing lights to signs etc.)

EN 1.1 Lobby state and federal environmental agencies to strengthen air quality standards.

EN 2.5 Lobby for state regulation to protect water quality from current mining and extraction activities.

EN 6.4 Work with the Monongalia County Solid Waste Authority to expand residential and commercial recycling programming, particularly curb-side single stream, throughout the greater Morgantown market.

NH 2.2 Form a task force to involve students in property maintenance and neighborhood issues.

NH 2.3 Conduct a semi-annual student-led neighborhood cleanup day.

CF 2.4 Explore joint recreational programming with other community entities including West Virginia University and Monongalia County Schools.

CF 3.1 Hold annual meetings between the City, Monongalia County Schools and West Virginia University to create new educational opportunities for students and the general community.

CF 3.2 Assist Monongalia County Schools with identifying appropriate sites for new schools that serve Morgantown's neighborhoods.

CF 3.3 Encourage Monongalia County Schools to continue to make their facilities available for use by the community outside of school hours for appropriate purposes, while not interfering with the school's provision of quality learning programs.

CF 3.4 Lobby Monongalia County Schools to seek adaptive reuses for vacated buildings and properties through public-private partnerships.

CF 5.1 Create an initiative or partnership to coordinate social services, policies, programs, and projects related to affordable housing, access to transportation, medical and mental care, literacy, job and life skills training, affordable childcare and after-school programming, and other needs.

CF 5.2 Conduct an annual social services roundtable where the city meets local social service providers to identify community needs and develop strategies to address those needs.

CF 6.4 Expand community policing activities for residents.

CF 6.5 Establish a community ambassador program.

CF 7.1 Form a Safe Routes to School committee with Monongalia County Schools and the MMMPO to obtain funding and assistance in encouraging students to walk or bike on safe and accessible routes to school.

CF 7.2 Designate a city-wide "Car-free" day where citizens are encouraged to walk, bike or use transit to get to their place of business.

ED 1.2 Lobby the state for a larger share of road improvement funds by demonstrating local revenue commitments to augment state investments.

ED 2.1 Maintain a leadership role on MAP/MCDA policy boards by prioritizing efforts to identify and understand issues facing local businesses and seek active opportunities to promote business growth, expansion, and diversification.

ED 2.2 Prioritize transportation improvements in coordination with the MMMPO to reduce congestion and increase mobility options near major employers and growth areas.

ED 2.4 Continue to develop buildings at MAP business parks that are offered at reasonable market rates for sale as well as leasing to local businesses.

ED 2.5 Develop promotional material on the region's amenity package to help local companies recruit employees (particularly those with higher-degrees). The amenity package includes arts, culture, and recreation facilities; dining and entertainment; competitive cost of living; quality of life, etc.

ED 3.1 Develop a collaborative regional branding and marketing initiative.

ED 7.1 Hold annual meetings between MAP, property and business owners groups, WVU, Monongalia County Schools, and large employers to collaboratively ensure that existing workforce development and training initiatives are meeting the needs of employers in the region.

I 1.4 Provide ongoing educational opportunities on innovative planning and development tools and best practices for the Planning Commission and City Departments.

I 1.6 Form a task force to draft legislation and lobby the State legislature to enact legislation that supports those Comprehensive Plan objectives and strategies that require local empowerment to fully realize.

B. How to Use the Plan

The Plan is intended to be used on a daily basis as public and private decisions are made concerning development, redevelopment, capital improvements, economic incentives and other matters affecting Morgantown. The following is a summary of how decisions and processes should align with the goals and strategies of the Plan.

Annual Work Programs and Budgets. Individual departments, administrators, boards and commissions should be cognizant of the recommendations of the Plan when preparing annual work programs and budgets.

Development Approvals. Administrative and legislative approvals of development proposals, including rezoning and subdivision plats, should be a central means of implementing the Comprehensive Plan. Decisions by the Planning Commission and City Council should reference relevant Comprehensive Plan recommendations and policies. The zoning code and subdivision regulations should be updated in response to regulatory strategies presented in the Plan.

Capital Improvement Plan. An annual, five-year and ten-year capital improvement plan (CIP) should be prepared consistent with the Comprehensive Plan's land use policies and infrastructure recommendations. New improvements that are not reflected in the Plan, which could dramatically impact the Plan's land use recommendations, should necessitate a minor update to the Plan.

Economic Incentives. Economic Incentives should be reviewed to ensure consistency with the recommendations of the Comprehensive Plan.

Private Development Decisions. Property owners and developers should consider the goals and strategies of the Comprehensive Plan in their land planning and investment decisions. Public decision-makers will be using the Plan as a guide in their development deliberations such as zoning matters and infrastructure requests. Property owners and developers should be cognizant of and compliment the Plan's recommendations.

Consistent Interpretation. City Council should collaborate with the Planning Commission to ensure clear and consistent interpretation of major items in the Plan.

C. Objectives and Strategies

Outlined below are five objectives and 17 strategies to help manage implementation of the Plan.

Objective 1. Involve a wide variety of stakeholders in implementation.

I 1.1 Provide final copies of the Comprehensive Plan on the City web site and at libraries.

I 1.2 Identify and engage non-government partners to assist with implementation.

I 1.3 Establish a program to provide ongoing public education on the Comprehensive Plan Update through printed and electronic media, or face-to-face engagement.

I 1.4 Provide ongoing educational opportunities on innovative planning and development tools and best practices for the Planning Commission and City Departments.

I 1.5 Study the feasibility and regulatory constraints of forming a local council of governments to enhance coordination among municipalities, county government, and institutions.

I 1.6 Form a task force to draft legislation and lobby the State legislature to enact legislation that supports those Comprehensive Plan objectives and strategies that require local empowerment to fully realize.

Objective 2. Monitor and share implementation progress.

I 2.1 Prepare an annual report that summarizes the status of Plan implementation and outlines annual accomplishments and priorities.

I 2.2 Hold a special public meeting on a regular basis to review the City's success in implementing the Plan.

I 2.3 Schedule meetings with the Planning Commission on a bi-annual basis to address the status of plan implementation and discuss other long-range planning issues.

I 2.4 Develop a formal training program for commission and board members. Training should focus on land use law, meeting procedures, organizational dynamics and how to use the Plan.

Objective 3. Provide resources for implementing the Plan.

I 3.1 Regularly update the City's Capital Improvement Plans (CIPs).

I 3.2 Prepare annual departmental work programs and budgets with awareness of the Comprehensive Plan.

I 3.3 Identify and secure funds for prioritized initiatives (This could include grants, tax measures, bonds, private investments, public-private partnerships, etc.).

Objective 4. Require concurrence with the Comprehensive Plan.

I 4.1 Require concurrence in rezoning and other major development approvals.

I 4.2 Require staff reports to reference the Comprehensive Plan.

Objective 5. Update the Plan at least every ten years.

I 5.1 Create a citizen committee to design the planning process.

I 5.2 Prepare an updated Comprehensive Plan.

D. Related Plans

Throughout this document there are references to other plans that have been prepared for the City of Morgantown and are in use by various departments. The following table summarizes the these other relevant plans.

Related Plans

NAME	DATE	ORGANIZATION
2010 Downtown Strategic Plan Update	2010	City of Morgantown
MMMPO Long Range Transportation Plan	2010	MMMPO
Greater Morgantown Bicycle Plan	2011	City of Morgantown (Morgantown Bicycle Board)
Morgantown Pedestrian Safety Plan	2010	City of Morgantown (Morgantown Pedestrian Safety Board)
Parks and Recreation Masterplan	2008	BOPARC

E. Summary of Strategies

The following table summarizes the objectives and strategies of all of the elements, including the Implementation chapter. The table is organized by element and indicates the desirable timeframe for completion. The timeframes are defined by the following:

- Immediate: by December 2013
- Short Term: 2014-2015
- Mid Term: 2016-2022
- Long Term: 2022-2030

Figure 10.1 Comprehensive Plan Implementation

POLICY		TIMEFRAME	RESPONSIBILITY
3. LAND MANAGEMENT Efficient and attractive use of land resources that strengthens the quality, character, and upkeep of the built environment while balancing redevelopment and strategic expansion with open space preservation.			
Objective 1. Strengthen Downtown.			
LM 1.1	Update the Mainstreet Morgantown Design Guidelines to address specific considerations in each of the "Character Areas" that are identified in the 2010 Downtown Strategic Plan Update.	Short Term	Planning Division
LM 1.2	Rezone sites within the Downtown "Character Areas" as recommended in the 2010 Downtown Strategic Plan Update.	Immediate	City Council
LM 1.3	Increase the supply and quality of public space and infrastructure capacity through property acquisition and public/private partnerships.	Mid Term	City Council
LM 1.4	Create incentives for anchor retailers to establish commercial centers in the downtown area.	Immediate	Main Street Morgantown
LM 1.5	Create incentives for developers to build residential units downtown that will serve a broad age and socioeconomic range.	Short Term	City Council
LM 1.6	Create incentives to encourage the reuse of vacant and conversion of underutilized upper floors for new residential uses.	Short Term	City Council
LM 1.7	Create incentives that encourage the adaptive reuse of historic buildings.	Short Term	City Council
Objective 2. Promote strategic infill and redevelopment of underutilized or functionally obsolete areas.			
LM 2.1	Identify and prioritize sites for infill and redevelopment.	Immediate	Planning Division
LM 2.2	Create a land bank program to acquire and assemble parcels for redevelopment.	Mid Term	City Council
LM 2.3	Develop incentives to encourage the consolidation of parcels for redevelopment.	Immediate	City Council

Figure 10.1 Comprehensive Plan Implementation

POLICY		TIMEFRAME	RESPONSIBILITY
LM 2.4	Continue capital improvements within existing tax increment financing (TIF) districts to encourage private investment.	Short Term	City Council
LM 2.5	Adopt a policy to pursue pay-as-you-go tax increment financing (TIF) and limit the use of long-term bond debt.	Immediate	City Council
LM 2.6	Prioritize capital improvements near infill or redevelopment sites to encourage private investment.	Short Term	City Council
LM 2.7	Adopt regulations that provide for an expedited development review and approval process in designated areas if proposals meet specific criteria.	Immediate	Development Services
Objective 3. Facilitate the creation of residential areas with strong neighborhood qualities.			
LM 3.1	Update development standards to require high-quality pedestrian-scale streets with sidewalks, street trees, adequate lighting, and tree lawns in newly developed residential areas.	Short Term	City Council
LM 3.2	Require major residential subdivisions to create a master plan that incorporates the principles of traditional neighborhood design including.	Short Term	City Council
LM 3.3	Permit small-scale neighborhood commercial services and mixed-use nodes in central locations within new planned unit developments (PUDs).	Immediate	Planning Commission
LM 3.4	Require street or multi-use path connections between new residential neighborhoods and existing developed areas wherever practical.	Short Term	City Council
Objective 4. Guide new commercial/retail and office developments in a mixed-use pattern.			
LM 4.1	Create design standards that orient commercial buildings in a way that helps to define the streetscape, with shared parking to the rear or side of buildings.	Short Term	City Council, BZA
LM 4.2	Create regulations that require future commercial development to include public space (i.e. walkways, pocket parks, seating areas, bicycles storage (origin) and racks (destination), etc.)	Short Term	City Council
LM 4.3	Revise zoning regulations to permit mixed-use development at appropriate scales in various zoning districts.	Short Term	City Council
Objective 5. Encourage land use patterns that support improved transportation choice and efficiency.			
LM 5.1	Incorporate "park-once" site design requirements to support mixed-use development.	Short Term	Planning Commission
LM 5.2	Permit higher density development in areas that are well-supported by existing or planned transportation infrastructure or transit services.	Short Term	City Council
Objective 6. Improve community appearance, particularly at city gateways.			
LM 6.1	Strengthen design standards (architectural appearance, building materials, landscaping, signage) and their enforcement in the zoning code.	Short Term	City Council
LM 6.2	Introduce form-based elements into the zoning code that are prescriptive, stating what is desired by the community.	Short Term	City Council
LM 6.3	Create design guidelines for targeted areas.	Short Term	City Council
LM 6.4	Strengthen code enforcement principles and practices throughout the City to keep pace with and facilitate growth and development.	Immediate	City Council, Code Enforcement Division

Figure 10.1 Comprehensive Plan Implementation

POLICY		TIMEFRAME	RESPONSIBILITY
LM 6.5	Simplify the development review and minor subdivision approval processes (i.e. expand administrative approvals).	Long Term	Planning Commission
LM 6.6	Require all commercial solid waste accounts to have dumpster enclosures; remove cans, toters, and dumpsters from view of or a distance from frontage streets.	Immediate	City Council
Objective 7. Monitor and improve the effectiveness of the development regulations and the development process.			
LM 7.1	Develop a new zoning district to be applied to property owned by WVU and considered a part of WVU's main campuses to provide a more fair and predictable regulation of university-related development.	Short Term	City Council
LM 7.2	Interview members of the development community to identify shortfalls in the zoning code or difficulties with the development review and approval process.	Immediate	Development Services
LM 7.3	Identify types of development requests that could be approved administratively rather than by the planning commission or board of zoning appeals.	Immediate	City Council
LM 7.4	Simplify the development review and minor subdivision approval processes (i.e. expand administrative approvals).	Immediate	City Council
Objective 8. Encourage preservation of historic properties and adaptive reuse of existing buildings.			
LM 8.1	Update Morgantown's National Register of Historic Places historic district listing, to ensure that all contributing properties are included and therefore eligible for historic rehabilitation tax credits and other applicable incentives.	Short Term	Historic Landmarks Commission
LM 8.2	Provide incentives to encourage the adaptive reuse of historic buildings.	Short Term	City Council, Historic Landmarks Commission
LM 8.3	Integrate regional historic preservation expertise into downtown decision-making, particularly with regard to property design development and site interpretation.	Short Term	City Council, Historic Landmarks Commission
LM 8.4	Form a development subsidiary of Main Street Morgantown to provide property owners with historic rehabilitation and New Markets tax credit technical assistance.	Short Term	Main Street Morgantown, City Council
Objective 9. Expand areas of protected space.			
LM 9.1	Adopt an open space dedication requirement for major subdivisions and planned unit developments (PUDs).	Short Term	City Council
LM 9.2	Identify opportunities to acquire additional park space or establish green corridors to expand and connect open space network.	Mid Term	BOPARC
LM 9.3	Allow vacant platted lots to be used for community gardens.	Short Term	City Council
Objective 10. Promote orderly and well-managed regional growth patterns.			
LM 10.1	Conduct semi-annual meetings with the County, MMMPO and neighboring municipalities on regional land use and transportation issues.	Immediate	City Manager
LM 10.2	Prepare educational material on development best practices and benefits of zoning.	Immediate	Planning Division
LM 10.3	Petition the County Commission and Assessor's Office to develop and maintain a detailed inventory of parcel data with existing land uses for the entire County using Geographic Information Systems (GIS) technology.	Mid Term	County Assessor
LM 10.4	Develop an annexation policy based on compatibility with the Comprehensive Plan.	Immediate	City Council
LM 10.5	Evaluate mutual benefits and legislative constraints of shared and/or consolidated services with neighboring municipalities, annexation, urban growth boundaries, and metro governance.	Mid Term	City Manager

Figure 10.1 Comprehensive Plan Implementation

POLICY		TIMEFRAME	RESPONSIBILITY
LM 10.6	Evaluate MUB's policies and obligations of sanitary sewer and water service expansion.	Short Term	City Manager, MUB
LM 10.7	Establish strong incentives that promote growth within Morgantown over growth in unincorporated areas through sewer, water and stormwater services, municipal revenue formulas, and service and user fees. Emphasis should be on working toward equalizing revenue formulas across jurisdictional boundaries (such as taxation and fee structures).	Short Term	City Manager
LM 10.8	Meet quarterly with WVU Administration and Facilities Planning Officials to evaluate off-campus impacts of University development plans, and likely changes in University policies that impact the City's Comprehensive Plan and tax base.	Immediate	City Manager

4. TRANSPORTATION

A balanced, safe, attractive well-connected transportation system that offers reduced congestion, supports and encourages desirable growth, and integrates private vehicles, public transportation, biking, and walking.

Objective 1. Address neighborhood transportation issues in a manner that balances overall mobility with neighborhood integrity.			
TR 1.1	Develop and implement a Regional Parking Management Plan in partnership with the MMMPO.	Immediate	Parking Authority, MMMPO
TR 1.2	Expand a parking management programming in targeted areas such as residential permitted parking.	Short Term	Parking Authority
TR 1.3	Identify neighborhood parking problems that can be addressed cooperatively by the Parking Authority and/or other groups.	Short Term	Parking Authority
Objective 2. Reduce presence of freight trucks within city limits.			
TR 2.1	Develop and implement a Regional Truck Traffic Plan in partnership with the MMMPO.	Short Term	City Manager, MMMPO
TR 2.2	Expand efforts to enforce weight limits, covered loads, and truck exhaust standards.	Short Term	Morgantown Police Department
TR 2.3	Evaluate the long-term viability of the Morgantown Energy Facility.	Mid Term	City Manager, WVU
TR 2.4	Establish agreements with local trucking companies on preferred truck routes, which could include increasing weight limit on Interstate 68 between exist 1 (US 119) and 4 (WV 7), improvements to Greenbag Road as a designated truck route, reducing permitted weight on Walnut Street Bridge, etc.	Short Term	City Manager
Objective 3. Expand ridership and coverage of bus, PRT and other alternative transportation modes.			
TR 3.1	Meet semi-annually with Mountain Line Transit Authority and the MMMPO to evaluate bus route coverage and frequency.	Immediate	City Manager
TR 3.2	Promote citizens' awareness of existing transit services and commuter alternatives such as the carpool/vanpool programing.	Immediate	MMMPO, Mountain Line Transit
TR 3.3	Evaluate opportunities of increasing ridership of the PRT by people not affiliated with the university.	Short Term	City Manager, WVU
TR 3.4	Develop an alternative transportation ridership incentive program in conjunction with major employers and WVU.	Immediate	MMMPO
Objective 4. Work with West Virginia University to manage university-related traffic.			
TR 4.1	Partner with WVU in developing a grade-separated pedestrian crossing at Grumbeins Island.	Mid Term	City Council

Figure 10.1 Comprehensive Plan Implementation

POLICY		TIMEFRAME	RESPONSIBILITY
TR 4.2	Lobby WVU to develop a parking garage at the Coliseum with grade-separated pedestrian crossing connecting WVU athletic facilities complex with WVU Evansdale campus.	Immediate	City Council
TR 4.3	Meet semi-annually with WVU to remain informed and provide input on their transportation and parking plan.	Immediate	City Manager
TR 4.4	Meet semi-annually with WVU to consider strategies for discouraging or limiting student automobile ownership and the impacts of those strategies.	Immediate	City Manager
TR 4.5	Lobby WVU to develop park-and-ride facilities for students, employees and for use during special events as recommended in the Long Range Transportation Plan.	Immediate	City Manager
TR 4.6	Lobby WVU to develop long-term storage parking for students who live on and off campus.	Short Term	City Manager
Objective 5. Increase bicycle use through infrastructure improvements and education.			
TR 5.1	Implement the Morgantown Bicycle Plan.	Immediate	City Council
TR 5.2	Develop a bicycling education plan.	Immediate	Morgantown Bicycle Board
TR 5.3	Develop a traffic enforcement plan to improve bicycling safety and to reduce the perceived risk of bicycling in Morgantown.	Immediate	Morgantown Police Department, Morgantown Bicycle Board
TR 5.4	Implement a "Complete Streets" policy, to guide development review and approval, roadway maintenance, right-of-way improvements, and right-of-way expansion wherever practical.	Short Term	City Engineer
TR 5.5	Develop a feeder trail system that connects neighborhoods with the Caperton and Decker's Creek Trails.	Mid Term	City Council
Objective 6. Encourage walking by expanding pedestrian networks and improving pedestrian safety and accessibility.			
TR 6.1	Implement the Pedestrian Safety Plan.	Immediate	City Council
TR 6.2	Develop and implement a Regional Sidewalk Connectivity Plan in partnership with the MMMPO to construct, expand and/or connect sidewalk networks.	Short Term	City Engineer
TR 6.3	Construct new sidewalks where none exist in areas that have strategic opportunities to expand the connected sidewalk network and link significant destinations.	Mid Term	City Council
TR 6.4	Continue to require pedestrian walkways and sidewalks in all new developments that connect to the existing pedestrian network wherever practical.	Immediate	Planning Commission, Planning Division
TR 6.5	Reinstitute City Engineering and Public Works Department programming to systematically repair and/or reconstruct failing sidewalks and construct new sidewalk connections funded wholly or partly by adjoining property owners.	Short Term	City Engineer
TR 6.6	Install stairways at the end of bridges to provide access to pedestrian routes below bridges, with priority at strategic locations along Deckers Creek below the Walnut Street and University Avenue Street bridges.	Mid Term	City Council
TR 6.7	Study the feasibility of developing a bicycle and pedestrian connection between the Evansdale and Sunnyside neighborhoods in collaboration with WVU.	Long Term	City Council
Objective 7. Support changes to the roadway network to alleviate traffic congestion.			
TR 7.1	Continue sponsorship of and partnership with the MMMPO and maintain leadership roles on its policy board and advisory committees.	Immediate	City Council

Figure 10.1 Comprehensive Plan Implementation

POLICY		TIMEFRAME	RESPONSIBILITY
TR 7.2	Develop an Access Management Plan in collaboration with the MMMPO.	Short Term	City Engineer, MMMPO
TR 7.3	Lobby the MMMPO for roadway capacity improvements as recommended in the MMMPO Long Range Transportation Plan.	Immediate	City Council
TR 7.4	Lobby the MMMPO for improvements to traffic control devices, traffic demand management strategies, and roadway and wayfinding signage as recommended in the MMMPO Long Range Transportation Plan (i.e., changing lights to signs etc.)	Immediate	City Council
Objective 8. Support improvements to transportation service and access to Hart Field.			
TR 8.1	Implement the 2012 Morgantown Municipal Airport Master Plan.	Immediate	Airport Director
TR 8.2	Pursue the proposed runway expansion project recommended in the 2012 Morgantown Municipal Airport Master Plan.	Mid Term	City Manager, Airport Director
TR 8.3	Implement advanced runway protection strategies.	Immediate	Airport Director, Planning Division
TR 8.4	Expand public transportation and taxi services for airport passengers.	Short Term	City Manager, Airport Director
5. ENVIRONMENT Protected natural areas, efficient use of energy resources, healthy waterways and clean air.			
Objective 1. Support efforts to improve air quality locally and regionally.			
EN 1.1	Lobby state and federal environmental agencies to strengthen air quality standards.	Short Term	City Manager
EN 1.2	Lobby state and federal environmental agencies to enhance the monitoring and enforcement of air quality standards.	Short Term	City Manager
Objective 2. Maintain quality ground and surface water quality			
EN 2.1	Monitor the quality of groundwater to minimize the potential of contamination to the drinking water supply	Short Term	MUB
EN 2.2	Report possible groundwater contamination to the appropriate entities (WV Department of Environmental Protection and US EPA)	Immediate	MUB
EN 2.3	Continue to monitor surface water for possible contamination from Acid Mine Drainage sites.	Immediate	MUB
EN 2.4	Identify treatment measures for Acid Mine Drainage contamination.	Short Term	MUB
EN 2.5	Lobby for state regulation to protect water quality from current mining and extraction activities.	Short Term	MUB, City Manager
EN 2.6	Meet regularly with WVU and WVDOH to collaborate on respective Municipal Separate Storm Sewer System (MS4) permitting, planning, and obligations.	Short Term	City Manager
Objective 3. Protect environmentally significant areas and natural resources.			
EN 3.1	Update subdivision regulations and site design standards for controlling soil erosion, surface water quality and sedimentation, and to minimize the removal of natural vegetation.	Short Term	City Council
EN 3.2	Adopt stronger regulations restricting development on steep slopes based on best practices.	Short Term	City Council
EN 3.3	Verify the presence of any significant natural features in development proposals and consider the quality of the feature to determine whether it should be protected, restored, or allowed to be altered.	Short Term	Planning Division

Figure 10.1 Comprehensive Plan Implementation

POLICY		TIMEFRAME	RESPONSIBILITY
EN 3.4	Identify and survey areas for flood plain/wetland protection, habitat quality, connectedness, recreational opportunities, and pollution reduction capabilities.	Short Term	Planning Division, City Engineer, BOPARC, MUB
Objective 4. Improve the urban tree canopy and greenway network.			
EN 4.1	Develop urban forest management plan and policies that address protection or replacement significant trees on developing land.	Short Term	Urban Landscape Commission
EN 4.2	Establish standards for tree species located within and near public right-of-way and or easements.	Immediate	Urban Landscape Commission
EN 4.3	Examine paper streets (undeveloped right-of-way), utility-owned land and floodplains for potential acquisition and/or use as greenspace.	Short Term	City Engineer, Planning Division
EN 4.4	Establish pocket parks in every neighborhood.	Mid Term	BOPARC
EN 4.5	Plant shade trees in city parking lots.	Mid Term	City Engineer
Objective 5. Promote energy conservation and "green" building.			
EN 5.1	Update zoning and building codes to accommodate alternative energy generation (i.e. small-scale wind or solar).	Short Term	Development Services
EN 5.2	Create a Green Building Program that provides incentives for use of "green" building techniques that are energy efficient and environmentally friendly (using LEED or another best practice benchmark).	Short Term	Green Team
EN 5.3	Design and construct future city buildings and facilities using LEED standards.	Immediate	City Manager
EN 5.4	Incorporate LEED standards into renovations of city buildings and facilities.	Long Term	City Manager
EN 5.5	Meet regularly with WVU to remain informed, provide input, and collaborate on WVU's energy needs and strategies identified in WVU's Sustainability Strategic and Action Plans.	Short Term	City Manager
Objective 6. Reduce solid waste generated in the city.			
EN 6.1	Conduct a residential composting program that involves education and the coordination of local home composting supply providers.	Short Term	Public Works, Urban Landscape Commission, Green Team
EN 6.2	Evaluate the success of the Clean Community Concept recycling program.	Short Term	City Manager
EN 6.3	Establish a program to encourage recycling participation by commercial uses, which includes two-family and multi-family residential developments under the City's 2012 Solid Waste Contract.	Short Term	City Manager
EN 6.4	Work with the Monongalia County Solid Waste Authority to expand residential and commercial recycling programming, particularly curb-side single stream, throughout the greater Morgantown market.	Short Term	City Manager
EN 6.5	Study the feasibility of developing and implementing requirements for a certain percentage of construction and demolition waste to be recycled.	Short Term	City Council

6. NEIGHBORHOODS AND HOUSING

Investment in all neighborhoods that improves blighted properties, aesthetics and mobility, and provides a broad mix of housing options.

Objective 1. Preserve integrity of existing neighborhoods, particularly single-family areas while encouraging compatible infill development.			
NH 1.1	Research available programs and funding to support renovation of existing rental or single-family home-owner properties.	Short Term	Community Development Division

Figure 10.1 Comprehensive Plan Implementation

POLICY		TIMEFRAME	RESPONSIBILITY
NH 1.2	Pursue zoning map amendments where appropriate to address potential zoning conflicts in residential areas both to preserve existing residential areas where appropriate or promote infill and redevelopment (See Areas for Future Study in Appendix A).	Short Term	City Council
NH 1.3	Evaluate zoning to ensure that it promotes rehabilitation or adaptive reuse of existing buildings, and context-sensitive construction of dwelling units on infill lots.	Short Term	Planning Division
NH 1.4	Evaluate residential zoning classifications to determine whether permitted or conditional uses and other standards yield desirable development (particularly the residential types permitted within R1, R1A, R2, and R3 districts).	Short Term	Planning Division
NH 1.5	Continue to monitor and respond to housing market trends that may lead to studentification of stable, less transient single-family neighborhoods.		
Objective 2. Improve conditions in neighborhoods surrounding Downtown and WVU			
NH 2.1	Adopt zoning updates proposed in the Sunnyside Up neighborhood plan.	Immediate	City Council
NH 2.2	Form a task force to involve students in property maintenance and neighborhood issues.	Short Term	Code Enforcement Division, WVU, Sunnyside Up
NH 2.3	Conduct a semi-annual student-led neighborhood cleanup day.	Immediate	Sunnyside Up
NH 2.4	Expand partnerships with WVU to invest in revitalization efforts in targeted neighborhoods.	Immediate	City Manager
Objective 3. Improve the safety and appearance of all neighborhoods.			
NH 3.1	Require adequate and attractive street lighting to be incorporated as part of all new multi-family residential development, major subdivisions created for residential and/or mixed-use developments, and planned unit developments.	Short Term	Planning Commission
NH 3.2	Prioritize in the City's Capital Improvement Plan strategic, adequate, and attractive street lighting enhancements.	Short Term	City Council
Objective 4. Promote the development of a broad range of housing types and prices.			
NH 4.1	Provide incentives to developers to encourage development of alternative housing types (i.e. higher density, live-work, mixed-use) in designated growth areas.	Short Term	City Council
NH 4.2	Provide incentives to developers to make development more desirable to build moderately-priced housing.	Short Term	City Council
NH 4.3	Require residential development projects of a certain scale to include housing options with a range of price-points.	Short Term	City Council
NH 4.4	Develop a plan to address increases demand for affordable student housing resulting from higher price-points of newly constructed developments in collaboration with WVU.	Immediate	Planning Division, WVU
Objective 5. Support housing assistance programs and ensure compliance with Fair Housing policies.			
NH 5.1	Contribute to an internet-based regional registry of rental property owners or management companies where tenants can rate their experiences and share those experiences with others.	Short Term	City Manager
NH 5.2	Conduct a campaign to educate property managers about the Fair Housing Act and housing discrimination.	Immediate	Community Development Division
NH 5.3	Enhance plans review, approval, and permitting processes to ensure compliance with the Fair Housing Act and the Americans with Disabilities Act (ADA).	Immediate	Code Enforcement Division

Figure 10.1 Comprehensive Plan Implementation

POLICY		TIMEFRAME	RESPONSIBILITY
NH 5.4	Provide public education of various Federal, State, County and local financial assistance programs for first time home-buyers.	Immediate	Community Development Division, Housing Authority
NH 5.5	Provide homebuyer and seller education seminars and publications.	Immediate	Housing Authority
NH 5.6	Provide incentives to encourage the development of affordable senior housing and assisted living developments within mixed-use and multi-family zoning districts.	Mid Term	City Council
7. COMMUNITY FACILITIES AND SERVICES Highly desirable and competitive community facilities and services that promote the health and wellbeing of all of Morgantown's residents.			
Objective 1. Maintain high quality utility services to meet the growing needs of the community.			
CF 1.1	Evaluate sanitary sewer, water service, and storm sewer capacity to determine of existing infrastructure is adequate to support increased development densities where recommended by the Comprehensive Plan.	Mid Term	MUB
CF 1.2	Evaluate water and sewer fees to ensure that such fees remain competitive with neighboring jurisdictions while supporting the cost of water and sewer infrastructure improvements.	Short Term	City Council, MUB
CF 1.3	Evaluate stormwater fees to ensure that such fees remain competitive with neighboring jurisdictions while supporting the cost of stormwater management infrastructure..	Short Term	City Council, MUB
Objective 2. Maintain and expand the parks and recreational facilities and programming.			
CF 2.1	Implement and update the BOPARC Master Plan.	Immediate	BOPARC
CF 2.2	Evaluate how well the city's parks and recreational facilities serve the needs of citizens, looking specifically at the quality of each park or facility and their accessibility to surrounding neighborhoods.	Short Term	BOPARC
CF 2.3	Explore the feasibility of developing a community recreational center that offers facilities and programming like fitness rooms; gymnasiums; swimming pools; sauna, whirlpool, steam rooms; tennis courts, racquetball/handball courts; weight training room; banquet/meeting rooms and kitchen; craft rooms; preschool/child care rooms; computer labs; teen center/game room; etc.	Immediate	City Manager, BOPARC
CF 2.4	Explore joint recreational programming with other community entities including West Virginia University and Monongalia County Schools.	Immediate	BOPARC
CF 2.5	Study alternatives for funding parks and recreational facilities and programming that includes, among others, cost-benefit analysis of existing programming, user-fee schedules, program and rental pricing, enterprise funds, revenue generating facilities, fund raising, sponsorships, public-private partnerships, financing capital projects, multi-jurisdictional consolidation of public recreation management, etc.	Short Term	City Manager, BOPARC
Objective 3. Support quality educational programs and facilities.			
CF 3.1	Hold annual meetings between the City, Monongalia County Schools and West Virginia University to create new educational opportunities for students and the general community.	Short Term	City Manager
CF 3.2	Assist Monongalia County Schools with identifying appropriate sites for new schools that serve Morgantown's neighborhoods.	Immediate	City Manager
CF 3.3	Encourage Monongalia County Schools to continue to make their facilities available for use by the community outside of school hours for appropriate purposes, while not interfering with the school's mission and success of delivering of quality learning programs.	Immediate	City Council

Figure 10.1 Comprehensive Plan Implementation

POLICY		TIMEFRAME	RESPONSIBILITY
CF 3.4	Lobby Monongalia County Schools to seek adaptive reuses for vacated buildings and properties through public-private partnerships.	Immediate	City Manager
Objective 4. Broaden efforts to reduce homelessness.			
CF 4.1	Formally adopt the Community-Wide Plan To Reduce Homelessness prepared by the Morgantown/Monongalia Task Force On Homelessness.	Immediate	City Council
CF 4.2	Facilitate the creation of a Central Organization to Coordinate Community-Wide Action to Reduce Homelessness.	Short Term	City Council
Objective 5. Provide appropriate social services and facilities to meet the changing needs of the community in concert with the City's Five-Year Consolidated Plan, Annual Action Plans, and Annual Performance Reports.			
CF 5.1	Create an initiative or partnership to coordinate social services, policies, programs, and projects related to affordable housing, access to transportation, medical and mental care, literacy, job and life skills training, affordable childcare and after-school programming, and other needs.	Immediate	Community Development Division, allied agencies
CF 5.2	Conduct an annual social services roundtable where the city meets local social service providers to identify community needs and develop strategies to address those needs.	Immediate	Community Development Division, allied agencies
CF 5.3	Identify programs to assist special needs populations, particularly individuals and families suffering from substance abuse or severe and persistent mental illness, experiencing homelessness or are at-risk of becoming homeless, while removing barriers to independent living and promoting self-sufficiency.	Immediate	Community Development Division, allied agencies
CF 5.4	Conduct a campaign to raise awareness of social services.	Immediate	Community Development Division, allied agencies
CF 5.5	Develop a program, in partnership with public transit providers, to increase access to and utilization of public transportation by low-income individuals and families and employees working shift-related schedules	Immediate	MMMPO, Mountain Line Transit
CF 5.6	Prioritize in the City's Capital Improvement Plan the removal of barriers at all public facilities, including parks and recreation sites, that limits access and utilization by persons with physical, sight, and/or hearing impairments.	Short Term	City Council
Objective 6. Continue to improve city services and community engagement.			
CF 6.1	Evaluate solid waste collection services, schedules, and pricing to identify potential improvements or new services.	Short Term	City Manager
CF 6.2	Provide quarterly hazardous waste collection events. (Electronics, tires, appliances, hazardous liquids)	Immediate	Public Works, Monongalia County Solid Waste Authority
CF 6.3	Develop a regional strategy for sharing and/or consolidating safety services.	Short Term	City Manager, Morgantown Police and Fire Departments
CF 6.4	Expand community policing activities for residents.	Immediate	Morgantown Police Department
CF 6.5	Establish a community ambassador program.	Short Term	City Manager, WVU
Objective 7. Encourage healthy lifestyles.			
CF 7.1	Form a Safe Routes to School committee with Monongalia County Schools and the MMMPO to obtain funding and assistance in encouraging students to walk or bike on safe and accessible routes to school.	Immediate	City Engineer
CF 7.2	Designate a city-wide "Car-free" day where citizens are encouraged to walk, bike or use transit to get to their place of business.	Immediate	Pedestrian Safety and Bicycle Boards

Figure 10.1 Comprehensive Plan Implementation

POLICY		TIMEFRAME	RESPONSIBILITY
CF 7.3	Create a Healthy Morgantown Initiative where the city partners with local institutions to promote awareness of healthy lifestyles and existing health services, develop wellness initiatives, and pursue grant funding.	Short Term	City Manager
8. ECONOMIC DEVELOPMENT A regional approach to economic development and infrastructure investment that keeps Morgantown competitive and attractive to existing and new businesses, while strengthening the city's fiscal health.			
Objective 1. Promote investment in infrastructure.			
ED 1.1	Implement innovative strategies to diversify revenue and financing mechanisms that fairly, equitably, and expeditiously fund infrastructure improvements and expansions (examples include user-fees, business improvement districts, tax increment financing (TIF), public-private partnerships (P3s), impact fees, assessments, state and federal grants, etc.)	Short Term	City Manager
ED 1.2	Lobby the state for a larger share of road improvement funds by demonstrating local revenue commitments to augment state investments.	Immediate	City Council, City Manager, MMMPO
Objective 2. Retain and grow existing businesses.			
ED 2.1	Maintain a leadership role on MAP/MCDA policy boards by prioritizing efforts to identify and understand issues facing local businesses and seek active opportunities to promote business growth, expansion, and diversification.	Immediate	City Manager
ED 2.2	Prioritize transportation improvements in coordination with the MMMPO to reduce congestion and increase mobility options near major employers and growth areas.	Mid Term	City Council, MMMPO
ED 2.3	Provide real estate incentives (e.g., tax abatements) tied to net employment creation and/or tax revenue impacts for existing companies that wish to expand locally.	Short Term	City Council
ED 2.4	Continue to develop buildings at MAP business parks that are offered at reasonable market rates for sale as well as leasing to local businesses.	Short Term	MAP
ED 2.5	Develop promotional material on the region's amenity package to help local companies recruit employees (particularly those with higher-degrees). The amenity package includes arts, culture, and recreation facilities; dining and entertainment; competitive cost of living; quality of life, etc.	Immediate	MAP
Objective 3. Capitalize on Morgantown's competitive advantages and attract new businesses to diversify the City's economic base.			
ED 3.1	Develop a collaborative regional branding and marketing initiative.	Immediate	City Manager, MAP, CVB
ED 3.2	Identify incentives that the city could offer to attract businesses in targeted industries.	Short Term	City Council
Objective 4. Stimulate and support small business and entrepreneurial activity.			
ED 4.1	Expand the MCDA's Morgantown Enterprise Center (MEC) to provide additional office and incubation space to new small businesses that employ skilled workers and have good growth potential.	Mid Term	MAP
ED 4.2	Provide office and incubation space within Downtown for small businesses and start-ups.	Short Term	City Council, Main Street Morgantown
ED 4.3	Develop a technology incubation program that provides access to laboratory space, offices, tools, and business expertise, to facilitate the commercialization of local research and innovations in fields such as bioscience, information technology, and energy.	Short Term	City Manager, MAP, Main Street Morgantown, WVU
ED 4.4	Contribute to MAP's revolving loan fund for small businesses.	Short Term	City Council

Figure 10.1 Comprehensive Plan Implementation

POLICY		TIMEFRAME	RESPONSIBILITY
Objective 5. Provide desirable locations for business expansion.			
ED 5.1	Maintain a listing of available business locations and their amenities, in collaboration with MAP and the I-79 Development Council.	Immediate	City Manager, MAP
ED 5.2	Continue to market available business expansion sites (with emphasis on offering building space at reasonable rates).	Immediate	City Manager, MAP, Main Street Morgantown, WVU
ED 5.3	Develop a specific target marketing plan for the Morgantown Airport Technology Park in concert with Federal Laboratories and other major employers that positions the park for technology tenants that are not already accommodated in the market.	Immediate	City Manager, MAP, Airport Director
ED 5.4	Expand infrastructure development from the West Virginia National Guard Readiness Center for Airport Technology Park economic development.	Short Term	City Manager, MAP, Airport Director
ED 5.5	Support the construction of a light manufacturing business incubator building in the Morgantown Airport Technology Park.	Short Term	City Manager, MAP, Airport Director
ED 5.6	Establish a relationship with a local real estate professional to track real estate trends in the various office, retail and industrial markets.	Short Term	City Manager, MAP, WVU
ED 5.7	Pursue zoning map amendments where appropriate to address potential zoning conflicts and promote non-residential infill and redevelopment in appropriate areas (See Areas for Future Study in Appendix A).	Mid Term	Planning Division, Planning Commission
Objective 6. Strive for a balanced approach to economic development that considers the fiscal impacts of growth.			
ED 6.1	Study the feasibility and regulatory constraints of diversifying municipal and county tax revenue formulas and tax incentives across the greater Morgantown market that promote fair, equitable, balanced, progressive, and competitive taxing policies.	Short Term	City Manager
ED 6.2	Consider the fiscal impact on city and county governments of any proposed major development or annexation.	Short Term	City Manager
ED 6.3	Use incentives and zoning to promote development in areas with existing infrastructure capacity, in order to reduce the need for infrastructure extensions, and to concentrate infrastructure improvements reducing short-term and long-term operating costs.	Short Term	City Council
Objective 7. Support workforce development and training initiatives.			
ED 7.1	Hold annual meetings between MAP, property and business owners groups, WVU, Monongalia County Schools, and large employers to collaboratively ensure that existing workforce development and training initiatives are meeting the needs of employers in the region.	Immediate	City Manager

9. IMPLEMENTATION

The Comprehensive Plan should be monitored for implementation effectiveness and relevancy. As stated in the Objectives and Strategies section, this should happen on a formal basis no less than once per year.

Objective 1. Involve a wide variety of stakeholders in implementation.			
I 1.1	Provide final copies of the Comprehensive Plan on the City web site and at libraries.	Immediate	Planning Division
I 1.2	Identify and engage non-government partners to assist with implementation.	Immediate	Planning Division
I 1.3	Establish a program to provide ongoing public education on the Comprehensive Plan Update through printed and electronic media, or face-to-face engagement.	Immediate	Planning Division
I 1.4	Provide ongoing educational opportunities on innovative planning and development tools and best practices for the Planning Commission and City Departments.	Immediate	Planning Division

Figure 10.1 Comprehensive Plan Implementation

POLICY		TIMEFRAME	RESPONSIBILITY
I 1.5	Study the feasibility and regulatory constraints of forming a local council of governments to enhance coordination among municipalities, county government, and institutions.	Short Term	City Manager
I 1.6	Form a task force to draft legislation and lobby the State legislature to enact legislation that supports those Comprehensive Plan objectives and strategies that require local empowerment to fully realize.	Short Term	City Manager
Objective 2. Monitor and share implementation progress.			
I 2.1	Prepare an annual report that summarizes the status of Plan implementation and outlines annual accomplishments and priorities.	Immediate	Planning Commission
I 2.2	Hold a special public meeting on a regular basis to review the City's success in implementing the Plan.	Immediate	Planning Commission
I 2.3	Schedule meetings with the Planning Commission on a bi-annual basis to address the status of plan implementation and discuss other long-range planning issues.	Immediate	Planning Division
I 2.4	Develop a formal training program for commission and board members. Training should focus on land use law, meeting procedures, organizational dynamics and how to use the Plan.	Immediate	Planning Division
Objective 3. Provide resources for implementing the Plan.			
I 3.1	Regularly update the City's Capital Improvement Plans (CIPs).	Immediate	City Manager
I 3.2	Prepare annual departmental work programs and budgets with awareness of the Comprehensive Plan.	Short Term	City Manager
I 3.3	Identify and secure funds for prioritized initiatives (This could include grants, tax measures, bonds, private investments, public-private partnerships, etc.).	Immediate	City Manager
Objective 4. Require concurrence with the Comprehensive Plan.			
I 4.1	Require concurrence in rezoning and other major development approvals.	Immediate	Planning Division, Planning Commission
I 4.2	Require staff reports to reference the Comprehensive Plan.	Immediate	Planning Division
Objective 5. Update the Plan at least every ten years.			
I 5.1	Create a citizen committee to design the planning process.	Mid Term	Planning Commission
I 5.2	Prepare an updated Comprehensive Plan.	Mid Term	Planning Commission