



THE CITY OF  
**MORGANTOWN**  
WEST VIRGINIA

# STRATEGIC PLAN 2017 - 2019

## FINAL REPORT





# MORGANTOWN CITY COUNCIL

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## 2019 - 2021



*Pictured from left to right: Ron Dulaney Jr.-Fifth Ward, Dave Harshbarger-Sixth Ward, Deputy Mayor Rachel Fetty-First Ward, Barry Lee Wendell-Seventh Ward, Jenny Selin-Fourth Ward, Mayor Bill Kawecki-Second Ward, Zack Cruze-Third Ward.*



Paul Brake  
City Manager



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Assistant City Manager



THE CITY OF  
**MORGANTOWN**  
WEST VIRGINIA

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

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

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

# 2017-2019 STRATEGIC PLAN OVERVIEW

## STRATEGIC GOALS

### ATTRACTIVE AMENITIES

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

### COOPERATIVE RELATIONSHIPS

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

### EXCELLENT CITY SERVICES

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

### QUALITY DEVELOPMENT

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

### FISCAL STABILITY

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

### TRANSPORTATION & INFRASTRUCTURE

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

### VIBRANT DOWNTOWN

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

### ANNEXATION

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

### ATTAINABLE HOUSING

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

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# MORGANTOWN RENAISSANCE ROAD MAP



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

# ATTRACTIVE AMENITIES

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



## OBJECTIVES

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

## OBJECTIVE 1: Continue to revitalize the riverfront.

Action Steps	Estimated Start Year	Comment/Status Update
Facilitate discussions with Transit Authority about relocation of transit hub from the Wharf closer to the central business district.	2018	Transit Authority moved the transit hub from the Wharf to its Westover Terminal.
Leverage Hazel Ruby McQuain (HRM) grant for redevelopment of waterfront.	2018	The city began renovation of the riverfront park with an expected completion date of spring 2020.
Expand the Monongahela River as a regional recreation and entertainment asset.	2019+	The city is working actively with the Mon River Revitalization Task Force to identify short and long-term collaborative efforts to revitalize the Monongahela Riverfront. City administration, through the Task Force, is guiding the land redevelopment planning process at the HRM Amphitheater/Riverfront Park. It is anticipated that this will be a catalyst to reinvestment in this important community asset.
Improve overall riverfront atmosphere (cleanliness, lighting, public amenities) and maintain programs that assist in the elimination of blighted properties.	2019+	MRTC recently received a RTP Grant from the WVDOH for \$125,000 to install lights along the Caperton Trail between the HRM Amphitheater and the Waterfront Hotel.
Promote infill and redevelopment in the Wharf District.	2019+	Tax credits for new construction and new businesses in the Wharf District have been adopted and forms and regulations have been established to encourage redevelopment of this commercial district. City administration is currently working with potential developer(s) on proposed projects.

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

Action Steps	Estimated Start Year	Comment/Status Update
Inventory and manage parks, facilities, and assets for current and future needs. Develop a strategic and capital improvement plan to offer broad recreational opportunities that encourages a healthy lifestyle.	2018	<p>430 Spruce Street was acquired by the LRaPA that will include the develop of a new pocket park between the building and Spruce Street. Approximately \$150,000 was included in the bond sale to develop the park, which is scheduled in 2020.</p> <p>The LRaPA underwent a visioning retreat in 2019 and prioritized, among others, the acquisition of properties to advance urban forest preservation, open space preservation, water quality protection, and the Mon Valley Green Space Coalition's greenbelt concept.</p> <p>The city hired a GIS Analyst in 2019 to conduct spatial analysis on existing parklands and identify potential gaps where parks should be within a half a mile or 10-minute walk from residential neighborhoods.</p>
Upgrade ice arena equipment as needed. Formulate project plan, kick-off, construction, and completion to utilize ice rink as a destination location.	2018	Site Assessment Report was conducted by The Mills Group. The report included cost estimates and considerations associated with possible improvements and recommended next steps.
Create a strategy regarding securing new facilities such as a YMCA, or community BOPARC recreation center, and family-friendly amenities.	2019+	<p>\$100,000 in CDBG funds allocated to reconstructing a playground at Marilla Park to provide ADA accessible play equipment and a rubber surface.</p> <p>Started the Play for All Playground Program, which seeks to transform aging play areas into more inclusive spaces.</p>
Support Health and Wellness Commission discussion and initiative.	2019	Provided support for assessment phase of Blue Zones Project.

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

Action Steps	Estimated Start Year	Comment/Status Update
Undertake a marketing and creative attraction plan for new and current attendees.	2019	City administration, supported by the Police and Fire Departments, plans to seek approval from the Division of Highways to expand pedestrian-only use of High Street during weekend evening hours.
Determine feasibility of an arts and culture division/team within the city. Expand operations of arts and cultural amenities.	2018	Advertised for new Director of Arts and Cultural Development position. The position is expected to be filled in early 2020.  Constructed new kitchen area and obtained license for alcohol sales at The Metropolitan Theatre to improve and expand concession menu.
Develop collaborative strategy with Main Street Morgantown to advance permanent and temporary public art and related programming.	2019	In addition to the Façade Improvement program, the city is actively working with Main Street Morgantown on signal box wraps in the downtown (through the WVDOH). Once the Director of Arts and Cultural Development position is filled, city administration will be working in close collaboration with MSM on additional visual arts and programming for Downtown Morgantown.

# COOPERATIVE RELATIONSHIPS

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



## OBJECTIVES

1. Leverage and expand intergovernmental relationships.

**OBJECTIVE 1: Leverage and expand intergovernmental relationships.**

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

# EXCELLENT CITY SERVICES

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



## OBJECTIVES

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

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

Action Steps	Estimated Start Year	Comment/Status Update
Proactively explore technology solutions for customers doing business with the city. Establish an internal IT committee.	2019	<p>Hired a full-time GIS Analyst, and work continues with a consultant to assist in implementing a full service GIS program.</p> <p>Hired an IT Manager to stabilize and secure the city's network and improve service efficiency.</p>
Instill a consistent and positive city image and brand within and beyond the community.	2018	<p>Launched monthly community e-newsletter which provides information related to municipal government, community events, and public safety.</p> <p>Launched social media accounts (Twitter, Facebook, Instagram, LinkedIn) for the Morgantown Police Department to provide a direct communication link with citizens.</p> <p>Created branding guidelines to ensure consistent use of the city logo and present a unified image.</p> <p>Authorized upgrades to Channel 15 to improve the quality of this under utilized asset.</p>
Build strong working relationships with community partners for more efficient operations.	2019+	<p>The Permit Parking Districts Ordinance was amended to improve administrative efficiency.</p> <p>City Code was amended to authorize administrative restrictions on street parking while still providing council authority to overturn administrative restrictions.</p> <p>The Solid Waste Ordinance was updated to provide more oversight and ensure community members were subscribing to the service.</p>
Focus internally on communication and incentives for a healthier workforce.	2019+	<p>Launched a city employee extranet webpage, which provides employees with easy access to city policies, HR forms, and more.</p> <p>Held a free wellness screening so that employees could get a snapshot of their health.</p> <p>Began a monthly employee newsletter "The Morgantown Insider" which includes a health and wellness section.</p> <p>Formed an internal Health and Wellness Committee made up of city employees to help promote a healthier workforce.</p>



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

Action Steps	Estimated Start Year	Comment/Status Update
Proactively engage with community partners (WVU nursing, hospitals, county, health dept.) about their level of support.	2019	The city is pursuing a multi-agency funding for community, provider and systems analysis and expert recommendations to address homelessness and substance use disorder issues in Downtown Morgantown. Expected to begin early 2020.
Initiate a pilot program in current city facility and obtain a medical supervision partnership.	2019+	The city has formed a coalition using the Community Based Logic model to develop strategies for the Drug Free Communities Grant.
Gather baseline data from area hospitals and measure progress.	2018	Through a potential funded and recommended study, background reports, analysis and supporting materials will be compiled to begin a starting point to measure future progress. Expected to begin early 2020.
Identify funding sources and potential locations for a long-term solution.	2019+	Grant applications are anticipated to be submitted to the Department of Justice's programs to assist communities in fighting the opioid crisis. The city is exploring other funding options through on-going litigation/potential settlement against opioid drug companies. Expected to begin early 2020.

**OBJECTIVE 3: Promote collaborative code enforcement.**

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

# FISCAL STABILITY

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



## OBJECTIVES

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

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

Action Steps	Estimated Start Year	Comment/Status Update
Review the Energy Assessment report for key findings and fund low-cost, high efficiency recommendations for municipal buildings.	2018	Budgeted \$50,000 for FY2020, in addition to the \$12,500 budgeted for FY2019 to implement Green Team initiatives. The FY2019 funds were used for lighting and air exchange improvements in the City Garage and Public Safety Building.
Partner with local utility providers on renewable energy opportunities.	2019+	Project Planned to identify all meters, label meters and establish base line of power usage. After a base-line is established the city plans to work on reduction of usage.
Implement energy efficient initiatives through area providers.	2019+	All the building related capital improvement projects will include aspects improving energy efficiency and/or use of renewable energy.

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

Action Steps	Estimated Start Year	Comment/Status Update
Seek alternative resource development such as grants, sponsorships and the establishment of foundations.	2019	Continually applying for grants through WV Division of History and Culture & EQT Foundation for the Met Theater. Both are ongoing resources. Working with the new federal program (NEA) for 2020 for outdoor festivals/murals/culture activities.
Identify funding sources for long-term financial sustainability for current and future needs.	2019+	Collaborated with BOPARC and the MRTC to identify opportunities to upgrade rail-trail amenities and identified continued funding sources from users.
Identify an appropriate funding model for inclusive programs for current and future needs.	2019+	Collaborate with new Arts Cultural Director, Met Theatre Manager and various city arts organizations to develop new programs and rejuvenate old programs to fit current and future needs for a City of Morgantown Cultural Trust Initiative

**OBJECTIVE 3: Institute tax and fee collection best practices.**

Action Steps	Estimated Start Year	Comment/Status Update
Develop methods to insure fees and charges are calculated and collected correctly.	2018	Entered into a service agreement in July 2018 with a firm which specializes in locating unlicensed businesses in the city and collecting past due business licensing fees and B&O taxes. So far, this has netted the city \$382,260 from 66 businesses in back taxes and fees.
Conduct and evaluate fees and charges for appropriateness to recoup cost of service(s).	2018	For FY2019, fees for services have been implemented for Code Enforcement, Fire Department, city Planning, and Engineering. For the first five months, fee collections have increased by \$25,815 or 85%.
Prepare long-term financial revenue and expenditure projections.	2019	Partnered with ClearGov to provide a Transparency Center. City departments will also utilize ClearGov's budgeting tool for the FY2021 budget. The Finance Department will also explore ClearGov's projecting tool, which will enable the city to project up to five years of revenues and expenditures.
Facilitate the exploration of a municipal sales tax.	2018	City Council adopted the Municipal Sales and Use Tax on May 21, 2019 for an effective date of July 1, 2020. The city has provided the WV State Tax Department the required information. The first quarterly payment is expected from the State in October 2020.

# MULTI-MODAL TRANSPORTATION AND INFRASTRUCTURE

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



## OBJECTIVES

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

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

Action Steps	Estimated Start Year	Comment/Status Update
Evaluate opportunities to prioritize mass transit (e.g., remove minimum parking requirements, etc.) and increase resources for bike and car sharing rentals.	2019	Engineering Department has engaged Mountain Line Transit on fixed bus shelters in the downtown. Working to develop a new bus shelter location at the northwest corner of Beechurst Ave. and Eighth St. to better connect the residents of the age-restricted multi-family Seneca Village Apartments development.
Amend city ordinance(s) for complete streets opportunities and remove any potential roadblocks.	2018	Since the 2016 enactment of Ordinance 16-42 instituting minimum bicycle storage requirements for all Developments of Significant Impact in the city, site plan approvals have resulted in 30 short- and 64 long-term bicycle storage spaces.
Review planned infrastructure and development for complete streets opportunities.	2019	Staff will be compiling recommendation(s) based on the completed MMMPO's Morgantown Regional Bike and Pedestrian Plan and creating policy initiatives. Although there is no singular design prescription for Complete Streets, the design and implementation will be unique and respond to the context that is appropriate for Morgantown. Anticipated timeline will be mid to late 2020.

**OBJECTIVE 2: Develop and sustain a comprehensive sidewalk program.**

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

# QUALITY DEVELOPMENT

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



## OBJECTIVES

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

## OBJECTIVE 1: Promote strategic community development.

Action Steps	Estimated Start Year	Comment/Status Update
Provide updates of the comprehensive plan implementation regularly. Leverage this as a resource and strategic document.	2018	Future study area No. 5 planning project was completed in 2019. Two "future study area" planning projects have been completed. Additional "future study area" projects will be completed and introduced in 2019.
Promote economic development strategies and engage area economic partnerships (MAP, MPO, MCDA, Sunnyside) for infill redevelopment opportunities.	2019	Created a new and expanding business tax credit program to promote new construction and businesses in the downtown area, as well as to create incentives for businesses near city boundaries to support annexation. Received approval of three federal designated Opportunity Zone areas. These three are among 55 designated zones statewide. This new federal tax incentive program is designed to encourage private investors to make capital investments in these zones.
Analyze and review downtown development and design standards.	2019+	19 amendments to the city's Planning and Zoning Code significantly advanced design standards for commercial, mixed-use, and multi-family development across all zoning districts. \$75,000 is budgeted in FY2019 to rewrite the city's Subdivision Regulations and adopt a State Code compliant Subdivision and Land Development Ordinance (SALDO).

## OBJECTIVE 2: Encourage airport expansion and business retention.

Action Steps	Estimated Start Year	Comment/Status Update
Maintain and expand current lease agreements and methods to recruit further occupancy and increase tenancy.	2018	Leaseable office spaces are currently undergoing renovation to attract tenants. A web page is being created to showcase available space in the terminal building for lease and for developable properties around the airport. The Hertz lease is currently being renewed for a new five year term and a new insurance tenant is leasing space in the terminal. Expanded and renewed leases for retail and office spaces in the airport terminal building.
Proactively contact air charter carriers for increased reporting of enplanements.	2019	Staff is continually contacting private charter carriers using the airport for their enplanement data. Many of the operators are not willing to provide due to increased federal reporting requirements for all communities they serve.
Continue justification study to conduct runway extension proposal.	2018	The Benefit Cost Analysis (BCA) and the Environmental Assessment (EA) for the runway extension project have both received FAA concurrence. The Airport Capital Improvement Plan coordination is ongoing with the FAA to determine funding needed over the next several years.

# VIBRANT DOWNTOWN

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



## OBJECTIVES

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

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

Action Steps	Estimated Start Year	Comment/Status Update
Utilize the Main Street Market Data study. Encourage diversity in downtown development, businesses, and activities.	2018	City Administration worked with SunCap Properties to obtain approval for the redevelopment of the former Dairy Queen site at 461 High Street.
Promote infill of vacant areas to encourage and facilitate private investment downtown.	2018	Tax credits for new construction and new businesses in the downtown have been adopted and forms and regulations have been established to create a user-friendly process for applicants.  Secured federal designation for downtown Morgantown as one of three Opportunity Zones in the city.
Research tools for the entire downtown to fund public spaces, improvements, and new programming opportunities.	2018	The city is collaborating with Main Street Morgantown on a Façade Improvement grant/loan program.
Establish a stronger and more user-friendly internet presence, focused on engagement and destination.	2018	Free public access WiFi exists in a section of downtown (Spruce – High – Willey – Pleasant). The city is in the process of taking over management of this (currently DNG manages it). Administration is reviewing how much this is actually utilized to determine how best to move forward; however, it doesn't appear many folks are using it currently. We have designed/budgeted for wifi to be available in the Hazel Ruby McQuain Park once construction is completed, mostly in the amphitheater area.

# ANNEXATION

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



## OBJECTIVES

1. Expand opportunities for efficient and quality service delivery.

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

Action Steps	Estimated Start Year	Comment/Status Update
Design, adopt, and implement a blueprint for prosperity and border expansion. Present findings to decision makers for final action.	2018	Draft documents have been completed for the proposed annexation. City administration continues to work with Morgantown Area Partnership's Annexation Task Force on discussion and research on the impact prior to taking official action on annexation.
Provide analysis and support as necessary to evaluate target areas.	2018	Grossman Yanak & Ford LLP completed a Financial Analysis Report for the proposed minor boundary adjustment area.
Implement a community engagement campaign regarding annexation needs.	2018	While it was not a formal community engagement campaign, the city did use multiple methods to engage the community and stakeholders of the annexation process. Four (4) public open houses were held in July 2019, a webpage with information and resources related to the city's annexation plan was created, and television and radio interviews were completed which explained the annexation process and city services.

# ATTAINABLE HOUSING

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



## OBJECTIVES

1. Promote quality and diversification of housing.

**OBJECTIVE 1: Promote quality and diversification of housing.**

Action Steps	Estimated Start Year	Comment/Status Update
Research tools to increase affordable housing through inclusionary and incentive zoning practices.	2018	A draft "Zoning and Affordable Housing White Paper" was completed and circulated in March 2018.
Expand partnership with local housing authority to facilitate additional housing opportunities.	2018	Ongoing policy discussions made with Fairmont-Morgantown Housing Authority (FMHA) to restructure existing homebuyer and rehabilitation assistance programs funded through CDBG, which are anticipated to be reflected in the 2019-2023 CDBG Consolidated Plan currently underway.
Implement process improvement to increase ADA and FHA compliance.	2019	<p>66 accessible ramps were constructed in 2019 at intersections across the city as a part of the 2019 Paving Program, 95% of which primarily serve residential areas.</p> <p>The International Code Council is considered a safe harbor building code for ADA and Fair Housing Act accessibility standards. The Code Enforcement Department now has two ICC Accessibility Inspectors / Plans Examiners, which doubled staff capacity in this discipline.</p> <p>The Code Enforcement and Engineering Departments have developed a collaborative plans review and inspections process for site accessibility on new construction development projects.</p>
Identify and address home ownership and rental housing gaps.	2019	<p>\$30,000 is budgeted in FY 2019 to engage a firm to identify home ownership and rental housing market gaps and establish related policy and programming recommendations.</p> <p>Submitted an application through the State Farm Good Neighborhood Grant Program for additional funds to augment and expand the Housing Affordability Market Analysis project to include Senior Care and Special Needs Housing gap analysis.</p>



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