



THE CITY OF
MORGANTOWN
WEST VIRGINIA

Strategic Plan

2020-2022





MORGANTOWN CITY COUNCIL

2019 - 2021



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

The City of Morgantown's 2020-2022 Strategic Plan serves as the road map to guide the vision of City Council in making the community a more vibrant and welcoming community. The Plan outlines our goals and objectives to help us make significant, measurable and attainable improvements.



MORGANTOWN 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 and Connections

Morgantown has improved the community's health, well-being, and safety through sustained, collaborative relationships with public, non-profit, and private sector partners.



Excellent, Equitable City Services

Morgantown is committed to creating a safe community that treats all people equally. We provide excellent services by operating efficiently, consistently, and transparently, and seek to continuously improve in response to community needs and priorities.



Transportation and Infrastructure

Morgantown has developed a coordinated focus to create an accessible and active transportation system through innovative partnerships.



Fiscal Stability

Morgantown is fiscally stable with a diverse and successful local economy built by capitalizing on its existing resources to support new investment and redevelopment.



Vibrant Downtown

Morgantown has a safe, welcoming, and lively downtown that provides unique experiences to residents and visitors, promotes mixed-use development, fosters entrepreneurship, and encourages investment.



Strong Neighborhoods

Morgantown uses innovative incentives, development policies, and community engagement to connect strong, unique neighborhoods and expand attainable workforce housing.



Arts and Culture

Morgantown utilizes arts and culture strategically to enhance quality of life and spur economic development by supporting artists and local art organizations, creating opportunities for residents and visitors, and maximizing City-owned facilities that support arts and culture.



Welcoming and Inclusive Community

Morgantown is a healthy, inclusive community that welcomes people with diverse backgrounds to fully participate and value City life.



Emergency Planning and Resiliency

Morgantown recognizes the importance of preparing for local, regional, and national events that may have adverse impacts on the community's health, safety, and well-being.

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ATTRACTIVE AMENITIES

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



PRIORITIES

1. Expand available amenities and create new opportunities at the recently renovated Hazel Ruby McQuain Park.
2. Create new public green spaces throughout the city by acquiring new property, revitalizing existing properties, and maximizing partnerships with private property owners.
3. Invest in family friendly resources along the city's Rail-Trail system and promote economic investment along the riverfront.
4. Strengthen the importance on cleanliness and safety of the riverfront.
5. Increase recreational opportunities with BOPARC.

ATTRACTIVE AMENITIES

OBJECTIVE 1: Expand available amenities and create new opportunities at the recently renovated Hazel Ruby McQuain Park.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|---|-----------------------|----------------------|--|
| Make rental equipment such as kayaks, paddle boards, and bicycles available at Hazel Ruby McQuain Park. | | 2022 | Programs and Services |
| Install children and adult play elements like swings, climbing sculptures, and slides. | | 2021 | Facility and Infrastructure Improvements |
| Create regular programming including food truck evenings, movies, yoga, dancing, and festivals to make the park lively at all times of day. | | 2020 | Programs and Services |
| Complete build out of Ruby Amphitheater to make it a highly sought destination for concerts, weddings, and events. | | 2021 | Facility and Infrastructure Improvements |

OBJECTIVE 2: Create new public green spaces throughout the city by acquiring new property, revitalizing existing properties, and maximizing partnerships with private property owners.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|--|-----------------------|----------------------|--|
| Finalize and implement recreation plans at the Flegal Dam and Cobun Creek Reservoir. | | 2021 | Facility and Infrastructure Improvements |
| Identify blighted areas that could be repurposed into green space. | | 2020 | Plan Development |
| Establish a funding source for the Land Reuse and Preservation Agency to carry out its mission. | | 2021 | Plan Development |
| Determine what neighborhoods are lacking access to green space and prioritize property acquisition or private partnerships to create pocket parks. | | 2021 | Plan Development |
| Capitalize on new development to integrate publicly accessible green space and access to existing trail networks. | | 2022 | Plan Development |

OBJECTIVE 3: Invest in family friendly resources along the city's Rail-Trail system and promote economic investment around the riverfront.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|---|-----------------------|----------------------|--|
| Expand and promote access to the river for boating, river sports and fishing. | | 2022 | Facility and Infrastructure Improvements |
| Create better access to the Rail-Trail system using public transportation. | | 2020 | Plan Development |
| Work with Mon River Trail Conservancy to add water fountains, picnic tables, benches, pump tracks, and play areas along the Rail-Trail. | | 2021 | Facility and Infrastructure Improvements |
| Find a balance between shade trees for resting and opening up sight lines to the river. | | 2021 | Plan Development |

OBJECTIVE 4: Strengthen the importance on cleanliness and safety of the riverfront.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|--|-----------------------|----------------------|--|
| Develop a plan to add lighting along the entire corridor of the Rail-Trail. | | 2022 | Plan Development |
| Add signage identifying key points along trail and distance to amenities. | | 2021 | Facility and Infrastructure Improvements |
| Ensure the trails are kept clean and free of hazards by creating an "Adopt a trail" program to supplement BOPARC's maintenance. | | 2021 | Partnership and Collaboration |
| Create a regular and friendly police presence and expand security cameras at the Rail-Trail to deter illegal behavior and vandalism. | | 2020 | Facility and Infrastructure Improvements |

OBJECTIVE 5: Increase recreational opportunities with BOPARC.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|--|-----------------------|----------------------|--|
| Create a location based City Parks guide for residents and visitors. | | 2020 | Programs and Services |
| Continue to support BOPOARC in their improvements to parks and facilities. | | 2021 | Facility and Infrastructure Improvements |
| Assist BOPARC in implementing the Ice Arena upgrade plan. | | 2022 | Partnership and Collaboration |
| Determine and implement ways to ensure BOPARC is funded adequately. | | 2021 | Plan Development |



COOPERATIVE RELATIONSHIPS AND CONNECTIONS

Morgantown has improved the community's health, well-being, and safety through sustained, collaborative relationships with public, non-profit, and private sector partners.



PRIORITIES

1. Capitalize on strong relationships with the community stakeholders including the university to ensure Morgantown is a city for all of its diverse residents.
2. Promote collaboration with and engage the Monongalia County Commission so that community issues and solutions have buy in from all locally elected officials.
3. Utilize and amplify the non-profits and social service agencies within our communities.
4. Develop innovative partnerships and relationships at the state level to maximize Morgantown's potential.

COOPERATIVE RELATIONSHIPS AND CONNECTIONS

OBJECTIVE 1: Capitalize on strong relationships with the community stakeholders including the university to ensure Morgantown is a city for all of its diverse residents.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|--|-----------------------|----------------------|-------------------------------|
| Hold regular Community Coffee series to allow the public to meet with city staff in less formal settings. | | 2020 | Education and Outreach |
| Allow for more public input on projects by expanding open house opportunities on projects. | | 2021 | Education and Outreach |
| Reconvene “town and gown” organizations to facilitate more effective communication and create opportunities for partnerships. | | 2021 | Partnership and Collaboration |
| Lean on the work of local groups such as Main Street Morgantown, the Partnership, and local Foundations to help carryout city goals and initiatives. | | 2021 | Partnership and Collaboration |

OBJECTIVE 2: Promote collaboration with and engage the Monongalia County Commission so that community issues and solutions have buy in from all locally elected officials.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|--|-----------------------|----------------------|-------------------------------|
| Create opportunities for city and county elected officials to meet to discuss common issues and develop solutions that have buy-in from both groups. | | 2020 | Partnership and Collaboration |
| Provide regular written updates on city/county business to ensure each group knows what the other is working on. | | 2020 | Partnership and Collaboration |
| Look for opportunities to rely on the county to take the lead on a project and give credit to them when they do so. | | 2021 | Partnership and Collaboration |
| Foster a more active relationship with the Monongalia County Development Authority to help with economic development in the city. | | 2021 | Partnership and Collaboration |

OBJECTIVE 3: Utilize and amplify the non-profits and social service agencies within our communities.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|---|------------------------------|-----------------------------|----------------------------------|
| Create a list of social service agencies in town and what services they provide so that this information can be communicated by staff. | | 2020 | Outreach and Education |
| Determine the need for a Street Outreach Coordinator, either in house or funded within another agency, to provide direct assistance to our homeless population. | | 2020 | Inventory, Assessment, or Survey |
| Foster and support the Morgantown Community Resources project at the former Ramada Inn project and create a Sobriety Center within city limits. | | 2021 | Partnership and Collaboration |
| Develop a response team to assist the police to respond to domestic disputes, mental health crisis situations, or addiction related emergencies. | | 2021 | Programs and Services |

OBJECTIVE 4: Develop innovative partnerships and relationships at a state level to maximize Morgantown’s potential.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|---|------------------------------|-----------------------------|-------------------------------|
| Host more regular events with the state legislators. | | 2021 | Partnership and Collaboration |
| Work with the West Virginia Division of Highway to identify ways to improve maintenance and control of state roadways within the city limits. | | 2021 | Plan Development |



EXCELLENT, EQUITABLE CITY SERVICES

Morgantown is committed to creating a safe community that treats all people equally. We provide excellent services by operating efficiently, consistently, and transparently, and seek to continuously improve in response to community needs and priorities.



PRIORITIES

1. Create effective communication strategies that keep residents informed regularly and provide means to gain citizen feedback on projects and initiatives.
2. Modernize public facing department processes to create efficiencies and a more user friendly experience.
3. Facilitate and encourage development of staff and management to retain exemplary employees.
4. Focus on department level city services to identify gaps or overlaps and determine a plan to address them.

EXCELLENT, EQUITABLE CITY SERVICES

OBJECTIVE 1: Create effective communication strategies that keep residents informed regularly and provide means to gain citizen feedback on projects and initiatives.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|--|-----------------------|----------------------|------------------------|
| Create regular updates that are shared with the public and internally on each department's activities. | | 2020 | Outreach and Education |
| Utilize technology to hone in on the appropriate audiences for neighborhood projects and initiatives. | | 2021 | Outreach and Education |
| Provide updated methods to "Contact Us" on the city's website that includes photographs of staff. | | 2021 | Outreach and Education |
| Require city staff and Department Heads to take training on effective communication strategies. | | 2021 | Outreach and Education |

OBJECTIVE 2: Modernize public facing department processes to create efficiencies and a more user friendly experience.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|--|-----------------------|----------------------|----------------------------------|
| Identify a new system that allows for electronic submittal and tracking for permitting processes such as building permits, demo permits, grading permits, handicap parking requests, and more. | | 2021 | Programs and Services |
| Research software/programs to allow for multiple departments (both in and out of the city) to be notified about different steps of a project, triggering review/approval and more. | | 2021 | Inventory, Assessment, or Survey |
| Clearly define the role of Boards, Commissions, ad hoc committees, and departments to simplify review and approval processes for projects. | | 2020 | Practice Improvement |
| Investigate similar cities in how they run and operate departments to see if any best practices can be mimicked locally. | | 2022 | Inventory, Assessment, or Survey |

OBJECTIVE 3: Facilitate and encourage development of staff and management to retain exemplary employees.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|--|------------------------------|-----------------------------|----------------------------------|
| Conduct a compensation study to ensure staff are being compensated appropriately to retain hardworking and dedicated employees. | | 2021 | Inventory, Assessment, or Survey |
| Train management and supervisors on how to develop employees, identify and correct undesired behavior, and support the overall mission of their department and the city. | | 2021 | Outreach and Education |
| Seek additional input from the internally Health and Wellness commission on what changes employees would like to see to ensure Morgantown is a desirable place to work. | | 2021 | Inventory, Assessment, or Survey |

OBJECTIVE 4: Focus on department level city services to identify gaps or overlaps and determine a plan to address them.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|---|------------------------------|-----------------------------|----------------------------------|
| Review our Fire Department’s coverage area and determine if agreements can be made with local departments to increase efficiencies and provide a higher level of service. | | 2021 | Inventory, Assessment, or Survey |
| Take a deep dive and look at department’s requested needs and create a plan to address those needs to provide a higher level of city services. | | 2022 | Inventory, Assessment, or Survey |
| Develop a “feast or famine” program where Department Heads can assist one another when they are overloaded and overextended to catch up on backlog. | | 2022 | Programs and Services |
| Identify redundancies in services or positions and refocus those employees capacity elsewhere. | | 2021 | Inventory, Assessment, or Survey |



TRANSPORTATION AND INFRASTRUCTURE

Morgantown has developed a coordinated focus to create an accessible and active transportation system through innovative partnerships.



PRIORITIES

1. Utilize innovative partnerships, agreements, and programs with the West Virginia Division of Highways for roadways under their jurisdiction that are within city limits.
2. Implement infrastructure improvements focused on enhancing the pedestrian and cyclist network.
3. Coordinate with Mountain Line Transit Authority and West Virginia University to take advantage of public transportation available within our community.
4. Research new and innovative ways to improve transportation in and around our community.

TRANSPORTATION AND INFRASTRUCTURE

OBJECTIVE 1: Utilize innovative partnerships, agreements, and programs with the West Virginia Division of Highways for roadways under their jurisdiction that are within city limits.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|--|-----------------------|----------------------|----------------------------------|
| Develop a municipal snow agreement and comprehensive maintenance program (similar to PennDOT's) to allow the city to provide a higher level of service to state roads. | | 2021 | Plan Development |
| Identify lower utilized roadways that WVDOH may be willing to turn over to city control. | | 2021 | Inventory, Assessment, or Survey |
| Focus on key pedestrian corridors along state routes and work with WVDOH to prioritize implementing more pedestrian infrastructure. | | 2021 | Partnership and Collaboration |
| Work with WVDOH to try and reroute truck traffic out of the downtown area. | | 2022 | Partnership and Collaboration |

OBJECTIVE 2: Implement infrastructure improvements focused on enhancing the pedestrian and cyclist network.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|--|-----------------------|----------------------|--|
| Create a sidewalk fund from in lieu of fees (for construction and repair) to be able to prioritize pedestrian accommodations on priority routes. | | 2020 | Programs and Services |
| Determine how to add bicycle accommodations along Route 705 and other key corridors. | | 2021 | Plan Development |
| Identify keys sidewalks where pedestrian scale lighting would be beneficial to the corridor and find funding sources for implementation. | | 2022 | Facility and Infrastructure Improvements |
| Fill in gaps in connectivity for sidewalks, paths, and trails. | | 2022 | Facility and Infrastructure Improvements |

OBJECTIVE 3: Coordinate with Mountain Line Transit Authority and West Virginia University to take advantage of public transportation available within our community.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|---|------------------------------|-----------------------------|--|
| Develop a way that publicly available transportation options are seamless; for example, between Mountain Line, the PRT, and downtown parking garages. | | 2021 | Plan Development |
| Initiate commuter incentive programs for employers and employees. | | 2022 | Programs and Services |
| Work with WVU to incentivize, or limit, the number of vehicles students bring to town or otherwise determine how traffic can be mitigated during the school year. | | 2022 | Plan Development |
| Install bus shelters at designated stopping points and allow for coordination with pedestrian and bicycle accommodations. | | 2021 | Facility and Infrastructure Improvements |

OBJECTIVE 4: Research new and innovative ways to improve transportation in and around our community.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|---|------------------------------|-----------------------------|--|
| Reassess 5-10 year paving plan and continue to implement it. | | 2021 | Programs and Services |
| Work with MUB to ensure drainage concerns are addressed to aid in the improvement to the overall roadway system. | | 2021 | Facility and Infrastructure Improvements |
| Complete basic renovations to the airport terminal and continue to focus on long term capitol projects to overhaul or replace it. | | 2022 | Facility and Infrastructure Improvements |
| Coordinate traffic lights with one another where possible. | | 2022 | Facility and Infrastructure Improvements |



FISCAL STABILITY

Morgantown is fiscally stable with a diverse and successful local economy built by capitalizing on its existing resources to support new investment and redevelopment.



PRIORITIES

1. Develop a budgeting process that allows for more stakeholder input and focuses on fully funding contingency and financial stabilization fund accounts.
2. Focus on creating new opportunities that generate an increase in revenue for the city.
3. Identify opportunities to realize cost savings and increasing operating efficiencies.

FISCAL STABILITY

OBJECTIVE 1: Develop a budgeting process that allows for more stakeholder input and focuses on fully funding contingency and financial stabilization fund accounts.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|---|-----------------------|----------------------|------------------------|
| Develop a budget calendar and present it to city council in November. | | 2020 | Practice Improvement |
| Identify opportunities in the budget process for public input. | | 2020 | Outreach and Education |
| Establish and maintain a 10% general fund contingency and work towards establishing a 30% financial stabilization fund. | | 2021 | Plan Development |
| Have department heads participate in responsible budget planning and development training prior to each budget year. | | 2020 | Practice Improvement |

OBJECTIVE 2: Focus on creating new opportunities that generate an increase in revenue for the city.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|---|-----------------------|----------------------|--|
| Identify areas that may soon be developed and create TIF districts to capture investment and support redevelopment in areas such as the Wharf, Downtown, Richwood Loop and more. | | 2021 | Plan Development |
| Work the Morgantown Area Partnership to take advantage of and promote development within our three Opportunity Zones. | | 2021 | Partnership and Collaboration |
| Determine if there is value in selling underutilized City owned property and work with owners of vacant or condemned properties to donate their property to turn around and sell. | | 2021 | Inventory, Assessment, or Survey |
| Complete the runway extension at the Morgantown Municipal Airport and the development of the I-68 Commerce Park. | | 2022 | Facility and Infrastructure Improvements |
| Update the Fire Fee process to assess rates by hazard classification and ensure funding for the Fire Department is stabilized. | | 2021 | Programs and Services |
| Continue to explore the annexation of properties through petition and other means. | | 2021 | Plan Development |

OBJECTIVE 3: Identify opportunities to realize cost savings and increasing operating efficiencies.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|--|------------------------------|-----------------------------|----------------------------------|
| Focus on right-sizing the organization and possibly realigning city staff and departments. | | 2021 | Plan Development |
| Complete the compensation and classification study to ensure employee salaries are competitive and valuable employees are retained. | | 2021 | Inventory, Assessment, or Survey |
| Identify opportunities to cut costs, such as eliminating unused software, creating an internal health clinic, health incentives/surcharges, marketing vacant space and space for rent, and evaluating vendors. | | 2021 | Inventory, Assessment, or Survey |



VIBRANT DOWNTOWN

Morgantown has a safe, welcoming, and lively downtown that provides unique experiences to residents and visitors, promotes mixed-use development, fosters entrepreneurship, and encourages investment.



PRIORITIES

1. Facilitate programs that make our downtown more beautiful and clean.
2. Promote, encourage, and create regular downtown programming and events.
3. Encourage and foster unique businesses to locate and focus on reinvestment in Morgantown's downtown district.
4. Ensure the businesses and services in the downtown area are complementary of one another.

FISCAL STABILITY

OBJECTIVE 1: Facilitate programs that make our downtown more beautiful and clean.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|--|-----------------------|----------------------|--|
| Create more green space downtown. | | 2020 | Plan Development |
| Facilitate repairs, cleaning, and improvements to sidewalks and buildings. | | 2022 | Facility and Infrastructure Improvements |
| Identify key opportunities for public art/murals downtown. | | 2021 | Plan Development |
| Reevaluate the current litter pickup and cleaning practices to determine if they could be more effective. | | 2021 | Practice Improvement |
| Deter people from tossing clothing, trash, and other belongings in anything other than approved receptacles. | | 2021 | Plan Development |

OBJECTIVE 2: Promote, encourage, and create regular downtown programming and events.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|--|-----------------------|----------------------|-------------------------------|
| Create weekly reoccurring events, perhaps a Wednesday night "block party" where we close down the road, have live music, and people can eat outside. | | 2021 | Programs and Services |
| Have events that bring people of all ages and background together. | | 2022 | Programs and Services |
| Foster evening opportunities outside of the bar scene. | | 2022 | Programs and Services |
| Reengage Main Street Morgantown and other groups to create a programming schedule. | | 2021 | Partnership and Collaboration |

OBJECTIVE 3: Encourage and foster unique businesses to locate and focus on reinvestment in Morgantown’s downtown district.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|---|------------------------------|-----------------------------|----------------------------------|
| Work with the Morgantown Area Partnership to foster start-ups and entrepreneurs to locate in downtown. | | 2022 | Partnership and Collaboration |
| Investigate the benefit of having a city staff position focused on economic development. | | 2022 | Inventory, Assessment, or Survey |
| Reach out to building owners who historically have vacant storefronts and difficulty renting and help to determine how to get those rented. | | 2021 | Partnership and Collaboration |

OBJECTIVE 4: Ensure the businesses and services in the downtown area are complementary of one another.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|--|------------------------------|-----------------------------|-------------------------------|
| Explore ways to diversify the types of businesses, services, restaurants, and shops in the downtown, while ensuring they are cohesive and elevate one another. | | 2021 | Plan Development |
| Work with business owners to ensure adequate numbers of businesses, shops, and restaurants are open at all times, and that there aren’t “dark days”. | | 2022 | Partnership and Collaboration |
| If businesses or services don’t seem to best meet the needs of their clients downtown, work with that group to relocate them to a better location. | | 2021 | Partnership and Collaboration |
| Continue to work with the Morgantown Community Resources group to facilitate sustainable and holistic support for our residents who are experiencing homelessness, battling addiction and/or suffer from other mental disorders. | | 2021 | Partnership and Collaboration |



STRONG NEIGHBORHOODS

Morgantown uses innovative incentives, development policies, and community engagement to connect strong, unique neighborhoods and expand attainable workforce housing.



PRIORITIES

1. Support and encourage neighborhood events that allow for neighbors to socialize and get to know one another.
2. Empower neighborhoods to take an active role in local government through education, outreach, and communication.
3. Define and enhance neighborhoods through removal of blight, beautification projects, and connectivity.

STRONG NEIGHBORHOODS

OBJECTIVE 1: Support and encourage neighborhood events that allow for neighbors to socialize and get to know one another.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|---|-----------------------|----------------------|-----------------------|
| Promote public neighborhood block parties that close off local roadways and fit themes designated by neighborhood associations. | | 2021 | Programs and Services |
| Provide easy to implement ideas for community engagement to neighborhood leaders. | | 2021 | Practice Improvement |
| Develop friendly competitions between neighborhoods. | | 2021 | Plan Development |
| Create regular events in each neighborhood that highlight its diversity and encourage participation among its demographics. | | 2021 | Programs and Services |

OBJECTIVE 2: Empower neighborhoods to take an active role in local government through education, outreach, and communication.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|--|-----------------------|----------------------|-------------------------------|
| Re-purpose the Neighborhood Coordinating Council with clear and measurable direction and action. | | 2021 | Partnership and Collaboration |
| Create collaborative planning opportunities and require some type of neighborhood outreach with certain size development projects. | | 2022 | Practice Improvement |
| Prior to elections, communicate clearly with residents what the role of a City Council member is, how to run to become one, how to participate in the election, etc. | | 2020 | Outreach and Education |
| Make city staff available to attend Neighborhood Association meetings when needed. | | 2021 | Outreach and Education |
| Charge, empower, and hold responsible the Housing Advisory Commission to oversee the implementation of strategies enumerated in the forthcoming Housing Needs Assessment Report prepared by Bowen National Research. | | 2021 | Programs and Services |

OBJECTIVE 3: Define and enhance neighborhoods through removal of blight, beautification projects, and connectivity.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|--|-----------------------|----------------------|----------------------------------|
| Help neighborhoods develop beautification and public art projects that they can lead and implement. | | 2021 | Programs and Services |
| Act on condemned and abandoned buildings, acquiring them and working with partners to redevelop them into affordable and productive residential properties or green space. | | 2021 | Practice Improvement |
| Have neighborhoods identify what they feel is missing in their neighborhood and work to fill those gaps. | | 2022 | Inventory, Assessment, or Survey |
| Create a more defined neighborhood map and focus on "annexation" where it makes sense for neighborhoods. | | 2021 | Inventory, Assessment, or Survey |
| Increase walkability through sidewalk construction and connect neighborhoods with each other and to commercial nodes. | | 2022 | Programs and Services |



ARTS AND CULTURE

Morgantown utilizes arts and culture strategically to enhance quality of life and spur economic development by supporting artists and local art organizations, creating opportunities for residents and visitors, and maximizing city-owned facilities that support arts and culture.



PRIORITIES

1. Coordinate and create an avenue for artists to showcase artwork throughout the city.
2. Utilize city-owned facilities and departments in supporting arts and culture in the community.
3. Advance and stimulate active and live art and cultural events within the city.

ARTS AND CULTURE

OBJECTIVE 1: Coordinate and create an avenue for artists to showcase artwork throughout the city.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|---|-----------------------|----------------------|-------------------------------|
| Become a Certified Arts Community, showing the city's commitment to arts & culture. | | 2020 | Programs and Services |
| Create places and opportunities for regularly changing art exhibits. | | 2021 | Programs and Services |
| Develop and implement a mural program. | | 2021 | Programs and Services |
| Better align the numerous arts groups within town. | | 2022 | Partnership and Collaboration |

OBJECTIVE 2: Utilize city-owned facilities and departments in supporting arts and culture in the community.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|---|-----------------------|----------------------|--|
| Strengthen and update the Morgantown History Museum. | | 2022 | Practice Improvement |
| Better utilize city facilities for public concerts, art and craft shows, and more. | | 2021 | Programs and Services |
| Provide art and cultural programs and services presented and produced by the city. | | 2021 | Programs and Services |
| Determine the feasibility and value in creating a Cultural Trust. | | 2021 | Inventory, Assessment, or Survey |
| Have an active involvement in the renovations to the Historic Post Office building. | | 2021 | Facility and Infrastructure Improvements |

OBJECTIVE 3: Advance and stimulate active and live art and cultural events within the city.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|---|------------------------------|-----------------------------|---------------------------|
| Invest in and program regular events that focus on arts, cultural events, activities, and experiences. | | 2022 | Programs and Services |
| Market The Metropolitan Theatre and Ruby Amphitheater for hosted free and ticketed events. | | 2021 | Outreach and Education |
| Use a wide variety of art when creating a program, with such things as jazz nights, dancing, and symphony. | | 2021 | Outreach and Education |
| Create a reoccurring festival type event in Morgantown. | | 2022 | Programs and Services |
| Host “open mic nights” where anyone can sign up to perform at The Metropolitan Theatre and the Hazel Ruby McQuain Park. | | 2022 | Programs and Services |



WELCOMING AND INCLUSIVE COMMUNITY

Morgantown is a healthy, inclusive community that welcomes people with diverse backgrounds to fully participate and value city life.



PRIORITIES

1. Create visual signs and gateways that welcome residents and visitors to Morgantown.
2. Foster programming and events that bring residents and visitors of all ages and backgrounds together.
3. Identify and foster ways for employees and residents to live out Morgantown's welcome statement.

WELCOMING AND INCLUSIVE COMMUNITY

OBJECTIVE 1: Create visual signs and gateways that welcome residents and visitors to Morgantown.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|---|-----------------------|----------------------|--|
| Create visible and exciting gateways and signage when entering city limits. | | 2021 | Facility and Infrastructure Improvements |
| Determine appropriate location for murals and artwork to be a friendly welcome to visitors. | | 2021 | Inventory, Assessment, or Survey |
| When entrances to the city are on roadways owned by WVDOH, work with them to facilitate placement of signage. | | 2022 | Partnership and Collaboration |

OBJECTIVE 2: Foster programming and events that bring residents and visitors of all ages and backgrounds together.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|---|-----------------------|----------------------|------------------------|
| Host annual welcoming events that align with the start of the new school year, geared at not only welcoming students and their parents, but also anyone who has relocated to Morgantown over the last year. | | 2022 | Programs and Services |
| Encourage all residents to participate fully in the social, cultural, governmental and economic life in the region, without discrimination. | | 2021 | Practice Improvement |
| Support international street fairs. | | 2021 | Programs and Services |
| Brand the city as an inclusive, arts, and outdoor recreation centered community. | | 2021 | Outreach and Education |

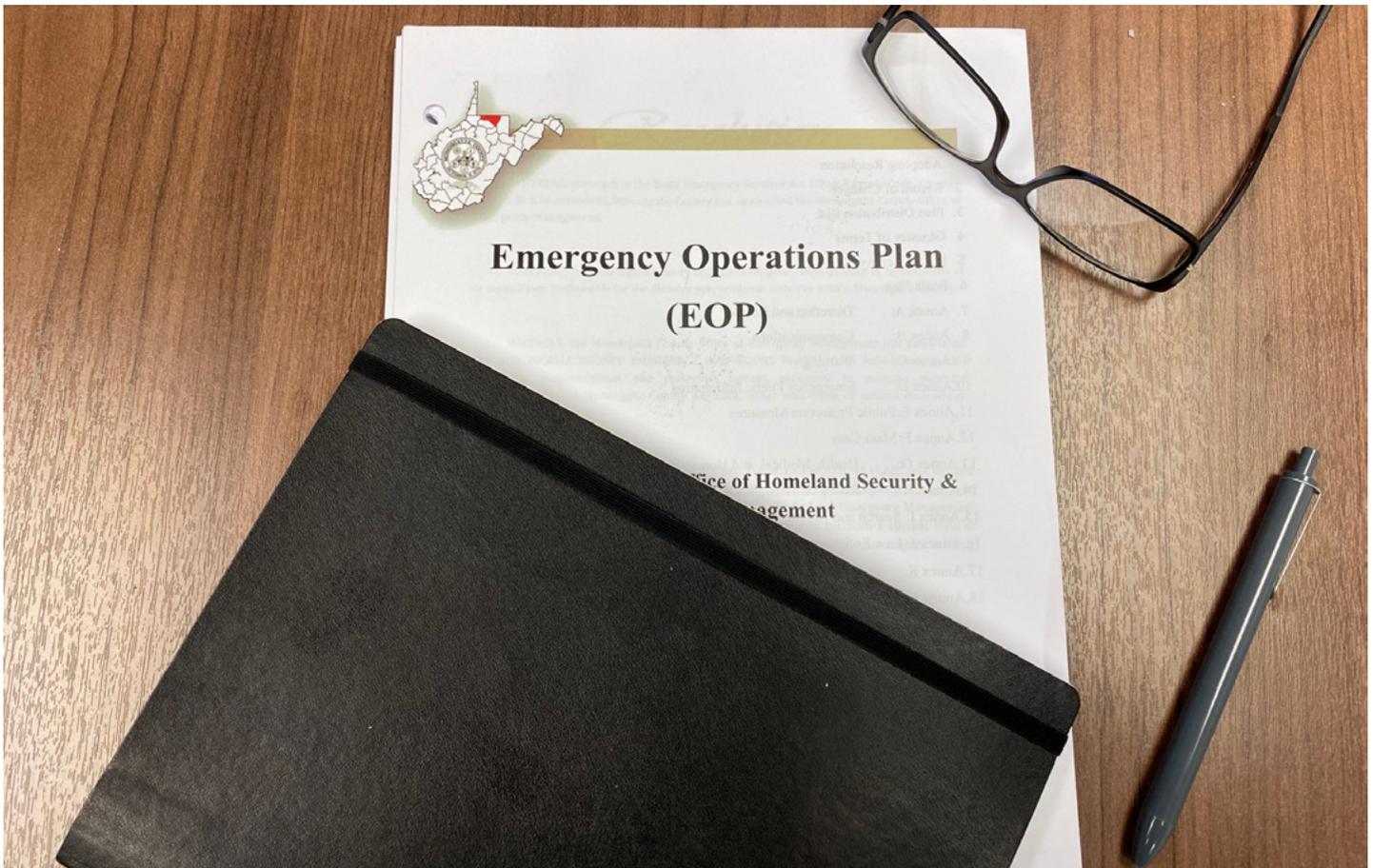
OBJECTIVE 3: Identify and foster ways for employees and residents to live out Morgantown's welcome statement.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|---|-----------------------|----------------------|-----------------------|
| Provide training for all city staff on inclusivity and sensitivity. | | 2021 | Practice Improvement |
| Support community efforts on race and social justice. | | 2020 | Practice Improvement |
| Facilitate the creation of a Citizen Police Review Board that works in close collaboration with the Morgantown Police Department. | | 2020 | Programs and Services |
| Expand recruitment avenues to allow for a more diverse pool for vacant positions within the city. | | 2020 | Practice Improvement |



EMERGENCY PLANNING AND RESILIENCY

Morgantown recognizes the importance of preparing for local, regional, and national events that may have adverse impacts on the community's health, safety, and well-being.



PRIORITIES

1. Establish and maintain the ability to be financially stable through natural and manmade disasters as well as with unforeseen circumstances.
2. Update or create and publicize plans for communication, emergency services, and administration to ensure the city is able to continue to provide services during emergencies.
3. Be proactive and involved in regional preparedness and emergency plans.

EMERGENCY PLANNING AND RESILIENCY

OBJECTIVE 1: Establish and maintain the ability to be financially stable through natural and manmade disasters as well as with unforeseen circumstances.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|---|-----------------------|----------------------|----------------------------------|
| Establish Financial Stabilization Fund balances to be able to soften the blow of unanticipated financial impacts, such as COVID-19. | | 2021 | Practice Improvement |
| Create a sinking fund to allow for major repairs and maintenance needed for aging city facilities and equipment. | | 2021 | Practice Improvement |
| Identify ways to become less dependent on B&O taxes as revenue, thereby achieving financial resiliency. | | 2022 | Inventory, Assessment, or Survey |

OBJECTIVE 2: Update or create and publicize plans for communication, emergency services, and administration to ensure the city is able to continue to provide services during emergencies.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|---|-----------------------|----------------------|-------------------------------------|
| Create a Crisis Communication Plan that includes both internal and external communication strategies. | | 2021 | Plan Development |
| Review, update if needed, and publish first responder emergency plans. | | 2021 | Inventory, Assessment, or Survey |
| Develop a Continuity of Operations Plans for administrative staff. | | 2021 | Plan Development |
| Upgrade technology to allow for more mobile work environments. | | 2021 | Facility or Infrastructure Upgrades |

OBJECTIVE 3: Be proactive and involved in regional preparedness and emergency plans.

| Action Steps | Comment/Status Update | Estimated Start Year | Evaluation Measure |
|---|------------------------------|-----------------------------|----------------------------------|
| Ensure metro based plans, either through MECCA or at the County level are in place and up to date, and that the city's role is clearly defined. | | 2021 | Inventory, Assessment, or Survey |
| Communicate to city staff and the public about regional plans, and who will take the lead in response and communications. | | 2021 | Education and Outreach |
| Partipate in FEMA trainings for emergency responses to natural disasters. | | 2021 | Practice Improvement |



City of Morgantown
389 Spruce St.
Morgantown, WV 26508

South Park
Historic District

