



THE CITY OF
MORGANTOWN
WEST VIRGINIA

Strategic Plan

2021-2023

Interim Report





MORGANTOWN CITY COUNCIL

2021 - 2023



Pictured from left to right: Dave Harshbarger - Sixth Ward; Brian Butcher - Seventh Ward; Deputy Mayor Danielle Trumble - Fifth Ward; Mayor Jenny Selin - Fourth Ward; Ixya Vega - Third Ward; Joe Abu-Ghannam - First Ward; Bill Kawecki - Second Ward.

The City of Morgantown's 2021-2023 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.

TABLE OF CONTENTS

Morgantown City Council.....	i
Strategic Goals.....	ii
Table of Contents.....	iii
Attractive Amenities.....	1
Cooperative Relationships and Connections.....	5
Excellent, Equitable City Services.....	9
Transportation and Infrastructure.....	13
Fiscal Stability.....	16
Vibrant Downtown.....	19
Strong Neighborhoods.....	22
Arts and Culture.....	25
Welcoming and Inclusive Community.....	28
Emergency Planning and Resiliency.....	31



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 (Task Leader)	Status	Est. Start	Evaluation
1. Make rental equipment such as kayaks, paddle boards, and bicycles available at Hazel Ruby McQuain Park. (Damien & Emily)	Total est. cost is \$240,000. Received \$120,000 grant from LW&C Fund. The remaining funding is from Capital Escrow. RFQ is going out soon. Anticipated construction date is Spring 2022. Exploring different options for operation of the facility.	2022	Programs and Services
2. Install children and adult play elements like swings, climbing sculptures, and slides. (Vincent)	Viewed similar cities with this infrastructure and exploring additional options.	2021 2023	Facility and Infrastructure Improvements
3. Create regular programming including food truck evenings, movies, yoga, dancing, and festivals to make the park lively at all times of day. (Vincent)	COVID pandemic has impacted full programming. Planning is being done to have full programming schedule for 2022 season.	2020	Programs and Services
4. Complete build out of Ruby Amphitheater to make it a highly sought destination for concerts, weddings, and events. (Vincent)	Acquired and installed gates for trail closure. Installed temporary signage and working on obtaining permanent signage. Anticipate upgraded seating in 2022. Furniture purchased for green room and fridge/freezer for depot. Installed sound/lighting to be hung from amphitheater roof. Installed signage for Police Substation. Seeking funding sources for additional improvements. Exploring ways to make restroom facilities available year-round.	2021	Facility and Infrastructure Improvements
5. Increase marketing for the Ruby Amphitheater about upcoming events and as a rental space. (Andrew and Vincent)	ARPA funds are being used to address this. Marketing Coordinator position is being created to assist with promotion of city events.	2022	Programs and Services

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 (Task Leader)	Status	Est. Start	Evaluation
1. Finalize and implement recreation plans at the Flegal Dam and Cobun Creek Reservoir. (Emily)	Working with OEDC to come up with Master Plan. Ongoing meetings with MUB. Recreational agreements are being negotiated.	2021	Facility and Infrastructure Improvements
2. Identify blighted areas that could be repurposed into green space. (Rickie / LRaPA)	ARPA funds being used to assist with this.	2020 2021	Plan Development
3. Establish a funding source for the Land Reuse and Preservation Agency to carry out its mission. (Rickie / LRaPA)		2021 2023	Plan Development
4. Determine what neighborhoods are lacking access to green space and prioritize property acquisition or private partnerships to create pocket parks. (LRaPA)	ARPA funds being used to assist with this. Evaluating underutilized city owned properties to see how to better use them.	2021	Plan Development
5. Capitalize on new development to integrate publicly accessible green space and access to existing trail networks. (Ryan)	Worked with WVU to allow for trail access from Reynolds Hall. Creation of the Spruce Street pocket park.	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 (Task Leader)	Status	Est. Start	Evaluation
1. Expand and promote access to the river for boating, river sports and fishing. (Damien)	ARPA funding for river trash cleanup.	2022 2023	Facility and Infrastructure Improvements
2. Create better access to the Rail-Trail system using public transportation. (Damien / Mel)	8th Street trailhead and transportation shelters installed. Researching new trailhead access point near NETL. Completion of Marilla Park connection trail.	2020	Plan Development
3. Work with Mon River Trail Conservancy to add water fountains, picnic tables, benches, pump tracks, and play areas along the Rail-Trail. (MRRTF and BOPARC)	Completed conceptual design of improvements to Mountaineer Heritage Park for a bicycle skills area. Working with State on acquisition of Mountaineer Heritage Park. Seeking funding for construction of improvements. Exploring year-round restroom availability at HRM Park.	2021	Facility and Infrastructure Improvements
Find a balance between shade trees for resting and opening up sight lines to the river. (MRRTF)	Exploring grant opportunity to eliminate invasive species that can block site lines.	2021	Plan Development

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

Action Steps	Status	Est. Start	Evaluation
1. Develop a plan to add lighting along the entire corridor of the Rail-Trail. (Damien)	Completed. A portion of the trail from Campus Drive to 8th Street has a lighting design plan completed and city staff is seeking funding for construction. Installed conduit to support lighting under Foundry Street on Deckers Creek Rail-Trail. Anticipated construction in 2022.	2021	Plan Development
2. Add signage identifying key points along trail and distance to amenities. (Damien)		2021 2023	Facility and Infrastructure Improvements
3. Ensure the trails are kept clean and free of hazards by creating an "Adopt a trail" program to supplement BOPARC's maintenance.		2021 2023	Partnership and Collaboration
4. Create a regular and friendly police presence and expand security cameras at the Rail-Trail to deter illegal behavior and vandalism. (Vanessa)	ARPA funds being used to establish a city ambassador program which will help with this. We have also established a police substation at the Hazel Ruby McQuain Park.	2020 2022	Facility and Infrastructure Improvements

OBJECTIVE 5: Increase recreational opportunities with BOPARC.

Action Steps	Status	Est. Start	Evaluation
1. Create a location based City Parks guide for residents and visitors. (Marvin and Mel)		2020	Programs and Services
2. Continue to support BOPOARC in their improvements to parks and facilities. (Mel)	Enhancing Woodburn community playground through CDBG funds. Once complete, BOPARC will take control of the playground. Anticipated construction 2022. Assisting with the design of upgrades to Marilla Pool. Anticipated construction 2022.	2021	Facility and Infrastructure Improvements
3. Assist BOPARC in implementing the Ice Arena upgrade plan. (Mel)	Anticipated design in 2021/2022 and anticipated construction start in 2023.	2022	Partnership and Collaboration
4. Determine and implement ways to ensure BOPARC is funded adequately.	Passed and implemented municipal sales tax with direct contributions to BOPARC.	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	Status	Est. Start	Evaluation
1. Hold regular Community Coffee series to allow the public to meet with city staff in less formal settings. (Andrew)	In the process of implementing the Morgantown Citizen Leadership Academy to directly engage residents in an informal setting. First class anticipated in first quarter 2022.	2020 2022	Education and Outreach
2. Allow for more public input on projects by expanding open house opportunities on projects. (Andrew)	Two public survey's were used in 2021 to gather public input on downtown improvements and the use of ARPA funds. Public engagement for the Runway Extension project is in full swing. Planning is currently underway for the public engagement component for the updated Comprehensive Plan.	2021	Education and Outreach
3. Reconvene "town and gown" organizations to Facilitate more effective communication and create opportunities for partnerships. (Kim and Emily)	Monthly meetings to coordinate with WVU on common projects and goals.	2021	Partnership and Collaboration
4. Lean on the work of local groups such as Main Street Morgantown, the Partnership, and local Foundations to help carryout city goals and initiatives. (City Council and city staff)	Various ARPA funded projects lean heavily on local group involvement. City employees and council are active participants on a variety of different boards and organizations.	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	Status	Est. Start	Evaluation
1. Create opportunities for city and county elected officials to meet to discuss common issues and develop solutions that have buy-in from both groups. (Kim, Emily and City Council)	Coordinated with county on COVID response discussions. Facilitated combined work session meeting. City administration regularly attends county meetings.	2020	Partnership and Collaboration
2. Provide regular written updates on city/ county business to ensure each group knows what the other is working on.		2020	Partnership and Collaboration
3. Look for opportunities to rely on the county to take the lead on a project and give credit to them when they do so. (City Council and city staff)	County is taking the lead on GIS, COVID and broadband initiatives.	2021	Partnership and Collaboration
4. Foster a more active relationship with the Monongalia County Development Authority to help with economic development in the city. (Kim and Emily)	Active with MCDA on Richwood Development project and the I68 Commerce Park	2021	Partnership and Collaboration

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

Action Steps	Status	Est. Start	Evaluation
1. Create a list of social service agencies in town and what services they provide so that this information can be communicated by staff. (Andrew)	Completed. List is posted on city's COVID-19 guidance page. Soon moved to a more permanent and stand alone spot on the website.	2020	Outreach and Education
2. Determine the need for a Street Outreach Coordinator, either in house or funded within another agency, to provide direct assistance to our homeless population. (Vanessa)	The ARPA city ambassador program will assist with this.	2020	Inventory, Assessment, or Survey
3. Foster and support the Morgantown Community Resources project at the former Ramada Inn project and create a Sobriety Center within city limits. (Emily)	Completed. Secured funding for the Sobering Center and in the process of making it operational.	2021	Partnership and Collaboration
4. Develop a response team to assist the police to respond to domestic disputes, mental health crisis situations, or addiction related emergencies. (Eric)	MPD is currently developing a Crisis Intervention Team. It is not yet operational, but training is scheduled and 12 officers on the team.	2021	Programs and Services

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

Action Steps	Status	Est. Start	Evaluation
1. Host more regular events with the state legislators. (Mayor and Kim)		2021	Partnership and Collaboration
2. Work with the West Virginia Division of Highway to identify ways to improve maintenance and control of state roadways within the city limits. (Kim and Damien)	Discussions are ongoing with WVDOH officials and with district 4 staff to coordinate use of High Street and maintenance of state roadways within 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	Status	Est. Start	Evaluation
1. Create regular updates that are shared with the public and internally on each department's activities. (Andrew)	Complete. The Communications Department sends out five e-newsletters directed at city employees and the general public they are: MCC Highlights (sent prior to each council meeting for general public, 424 subscribers) and Council Connection (sent following a council meeting for general public, 424 subscribers), Morgantown Insider (sent monthly to about 350 current and retired city employees), Morgantown Messenger (sent monthly to 1,184 community members), Met Theatre newsletter (sent monthly to 505 community members). Department heads meet weekly to discuss current and upcoming activities. Communications maintains 11 social media accounts and regularly provides updates on city activities and other organization activities. The City has 7,245 followers on Facebook, 10,967 on Twitter and 3,040 members on Nextdoor.	2020	Outreach and Education
2. Utilize technology to hone in on the appropriate audiences for neighborhood projects and initiatives.		2021	Outreach and Education
3. Provide updated methods to "Contact Us" on the city's website that includes photographs of staff. (Andrew)	Completed. City department head pictures are posted on each department page.	2021	Outreach and Education
4. Require city staff and Department Heads to take training on effective communication strategies. (John and Andrew)	City staff exploring options to enhance training programs for employees.	2021	Outreach and Education

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

Action Steps	Status	Est. Start	Evaluation
1. 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. (ARPA Tech Committee)	ARPA funds are being used for this improvement. Staff is compiling options.	2021	Programs and Services
2. 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. (ARPA Tech Committee)	ARPA funds are being used for this improvement. Staff is compiling options.	2021	Inventory, Assessment, or Survey
3. Clearly define the role of Boards, Commissions, ad hoc committees, and departments to simplify review and approval processes for projects. (Christine)	Regular board and commission training and orientation is being conducted.	2020	Practice Improvement
4. Investigate similar cities in how they run and operate departments to see if any best practices can be mimicked locally. (Kim and Emily)	This is ongoing. Department reorganization is an example of this. City administration looked at how other city's used ARPA funds and their process for gathering input.	2022	Inventory, Assessment, or Survey

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

Action Steps	Status	Est. Start	Evaluation
1. Conduct a compensation study to ensure staff are being compensated appropriately to retain hardworking and dedicated employees. (John)	Completed. Anticipated implementation on July 1, 2022.	2021	Inventory, Assessment, or Survey
2. 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. (John)	Completed. Conducted Department Head training on evaluation process and how to do them. Performance Eval process is now standardized.	2021	Outreach and Education
3. 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. (John)	Completed.	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	Status	Est. Start	Evaluation
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. (Eugene)	Complete. MOU’s are in place for mutual aid and continue to be utilized.	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. (Emily)	Completed. Enhanced and improved budget process and Capital Improvement Plan.	2021	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. (Department Heads)	Completed. Worked with Department heads to coordinate use of other department staff during times of high need. Finance provided staffing support for the airport following the departure of an airport employee.	2022	Programs and Services
Identify redundancies in services or positions and refocus those employees capacity elsewhere. (Kim and Emily)	Completed. Department’s have been reorganized to address this. City promotes cross training within departments.	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	Status	Est. Start	Evaluation
1. 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. (Damien)	Completed. Coordinated with district 4 for the removal of snow on certain state routes in city limits.	2021	Plan Development
2. Identify lower utilized roadways that WVDOH may be willing to turn over to city control. (Damien)	Ongoing discussions with WVDOH on coordination of use of roadways.	2021	Inventory, Assessment, or Survey
3. Focus on key pedestrian corridors along state routes and work with WVDOH to prioritize implementing more pedestrian infrastructure. (Drew)	Pedestrian Safety Initiative group is moving forward with planned improvements to Patteson Drive and the area in front of the Mountain Lair. Pedestrian improvements are also being planned along the Beechurst Corridor.	2021	Partnership and Collaboration
4. Work with WVDOH to try and reroute truck traffic out of the downtown area. (Kim and Emily)		2022	Partnership and Collaboration

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

Action Steps	Status	Est. Start	Evaluation
1. Create a sidewalk fund from in lieu of fees (for construction and repair) to be able to prioritize pedestrian accommodations on priority routes. (Damien)	Continue to seek other funding sources for sidewalk construction replacement. Updated waiver process to allow for fee payments if waiver granted.	2020	Programs and Services
2. Determine how to add bicycle accommodations along Route 705 and other key corridors. (Drew)	Completed. ALTA pedestrian and bicycle plan was completed and will guide future improvements.	2021	Plan Development
3. Identify keys sidewalks where pedestrian scale lighting would be beneficial to the corridor and find funding sources for implementation. (Ped Safety Board)		2022	Facility and Infrastructure Improvements
4. Fill in gaps in connectivity for sidewalks, paths, and trails. (Drew)	Plans have been identified through the ALTA study.	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	Status	Est. Start	Evaluation
1. Develop a way that publicly available transportation options are seamless; for example, between Mountain Line, the PRT, and downtown parking garages. (MMMPO)		2021	Plan Development
2. Initiate commuter incentive programs for employers and employees.		2022 2023	Programs and Services
3. 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 2023	Plan Development
4. Install bus shelters at designated stopping points and allow for coordination with pedestrian and bicycle accommodations. (Drew)	Completed. Coordinated with Mountain Line to place bus shelters at several locations across town and this will continue.	2021	Facility and Infrastructure Improvements

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

Action Steps	Status	Est. Start	Evaluation
1. Reassess 5-10 year paving plan and continue to implement it. (Damien)	Completed. An annual paving plan is being used and updated. This is based off of a 5-year master plan, which is also updated regularly.	2021	Programs and Services
2. Work with MUB to ensure drainage concerns are addressed to aid in the improvement to the overall roadway system. (MUB)	MUB has committed funding for a drainage study to start in 2022.	2021	Facility and Infrastructure Improvements
3. Complete basic renovations to the airport terminal and continue to focus on long term capitol projects to overhaul or replace it. (Jon)	A number of basic renovation projects have been completed such as repainting the inside of the terminal, removing walls to improve flow, inside lighting and parking lot and apron lighting replaced with efficient led lights, renovated office spaces with new flooring, replaced static signs inside terminal with digital signs, replaced two entrance signs inside terminal with more modern ones, bid is out for ADA door replacements, in the process of updating the landscaping, both entrance marquees replaced. Waiting on bond approval for feasibility study to determine if city should continue investing in current terminal or replace the building.	2022	Facility and Infrastructure Improvements
4. Coordinate traffic lights with one another where possible. (Damien and Drew)	Using ARPA funds for a traffic light study.	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	Status	Est. Start	Evaluation
1. Develop a budget calendar and present it to city council in November. (Kim and Kevin)	Completed.	2020	Practice Improvement
2. Identify opportunities in the budget process for public input. (Kevin)	Completed. Presenting budget earlier in the process to provide increased opportunity for input. Established calendar for public agency requests for funding.	2020	Outreach and Education
3. Establish and maintain a 10% general fund contingency and work towards establishing a 30% financial stabilization fund. (Kevin)	Currently have \$6 million in stabilization fund and \$1.5 in GF contingency. Maintain a 2% in contingency and continue to work towards a fully funded financial stabilization.	2021	Plan Development
4. Have department heads participate in responsible budget planning and development training prior to each budget year. (Kevin)	Completed.	2020	Practice Improvement

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

Action Steps	Status	Est. Start	Evaluation
1. 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. (Jon and Ryan)	Exploring ways to capitalize on current TIFs in the Wharf, Downtown and Richwood Loop area. Working on the creation of a TIF district at the airport.	2021 2022	Plan Development
2. Work the Morgantown Area Partnership to take advantage of and promote development within our three Opportunity Zones. (Rickie)		2021	Partnership and Collaboration
3. 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. (Rickie and LRaPA)	Reviewing all the underutilized city owned properties. ARPA funds address vacant and condemned properties.	2021	Inventory, Assessment, or Survey
4. Complete the runway extension at the Morgantown Municipal Airport and the development of the I-68 Commerce Park. (Jon)	Construction has commenced on runway extension. On schedule to complete by 2025. MCDA is working on development of design plan for I-68 Commerce Park.	2022	Facility and Infrastructure Improvements
5. Update the Fire Fee process to assess rates by hazard classification and ensure funding for the Fire Department is stabilized. (Eugene)		2021	Programs and Services
6. Continue to explore the annexation of properties through petition and other means. (Kim and Emily)	Suncrest Elementary and Hazel's House of Hope were annexed into the city this year.	2021	Plan Development

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

Action Steps	Status	Est. Start	Evaluation
1. Focus on right-sizing the organization and possibly realigning city staff and departments. (Kim and Emily)	Completed. Realignments have been made in Code Enforcement and Public Works/Engineering.	2021	Plan Development
2. Complete the compensation and classification study to ensure employee salaries are competitive and valuable employees are retained. (John)	Completed. Anticipate completion by end of 2021.	2021	Inventory, Assessment, or Survey
3. 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. (Multiple)	ARPA funds being used to address this.	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.

VIBRANT DOWNTOWN

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

Action Steps	Status	Est. Start	Evaluation
1. Create more green space downtown. (Rickie)	Working with stakeholders to identify greenspace downtown.	2020	Plan Development
2. Facilitate repairs, cleaning, and improvements to sidewalks and buildings. (Damien, Main Street, Kevin)	ARPA funds are being used to address this (small business grants, façade improvement program, ambassador program, etc.). Established a regular power washing and sweeping schedule with Public Works.	2022	Facility and Infrastructure Improvements
3. Identify key opportunities for public art/murals downtown. (Vincent and Main Street)	Completed. Three murals painted downtown and 7 utility box wraps. With more being planned.	2021	Plan Development
4. Reevaluate the current litter pickup and cleaning practices to determine if they could be more effective. (Damien)	Completed.	2021	Practice Improvement
5. Deter people from tossing clothing, trash, and other belongings in anything other than approved receptacles. (Emily and Vanessa)	Working social service agencies and others to promote better behavior. City ambassador program will assist with this.	2021	Plan Development

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

Action Steps	Status	Est. Start	Evaluation
1. Create weekly reoccurring events, perhaps a Wednesday night "block party" where we close down the road, have live music, and people can eat outside. (Vincent and Rickie)	ARPA funds (City promotions and outdoor dining) are being used to assist with this. COVID has impacted this in 2021.	2021	Programs and Services
2. Have events that bring people of all ages and background together. (Vincent)	ARPA funds (City promotions and outdoor dining) are being used to assist with this. COVID has impacted this in 2021.	2022	Programs and Services
3. Foster evening opportunities outside of the bar scene. (Vincent and Ryan)	Market study is being conducted. Working with DOH on closure of High Street for events. Investigating how to remove barriers for flexible alcohol laws in the downtown area.	2022	Programs and Services
4. Reengage Main Street Morgantown and other groups to create a programming schedule. (Council and Administration)	Ongoing but regular and increased participation in this group.	2021	Partnership and Collaboration

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

Action Steps	Status	Est. Start	Evaluation
1. Work with the Morgantown Area Partnership to foster start-ups and entrepreneurs to locate in downtown. (MAP, Main Street, Kevin)	ARPA funds being used to address this (Small business assistance grants). MAP and Main Street Economic Vitality Committee is working to address this.	2022	Partnership and Collaboration
2. Investigate the benefit of having a city staff position focused on economic development. (Kim and Emily)	Completed. Determined outside agencies and current staff are adequately addressing this.	2022	Inventory, Assessment, or Survey
3. Reach out to building owners who historically have vacant storefronts and difficulty renting and help to determine how to get those rented. (Kevin and Main Street)	ARPA funds are being used to address this (small business assistance grants, etc.)	2021	Partnership and Collaboration

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

Action Steps	Status	Est Start	Evaluation
Explore ways to diversify the types of businesses, services, restaurants, and shops in the downtown, while ensuring they are cohesive and elevate one another. (Main Street)	Main Street is conducting a market study with participation by city staff.	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”. (Main Street)	Main Street is conducting a market study with participation by city staff.	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. (Emily)	In progress. ARPA funds being used to address this.	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. (Emily)	Provided some funding through budget last year and providing ARPA funds to assist social service agencies and non-profits. Took lead on creation of the Hope Hill Sobering Center.	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	Status	Est. Start	Evaluation
1. Promote public neighborhood block parties that close off local roadways and fit themes designated by neighborhood associations. (Kim and NCC)	Coordinate with neighborhood leaders at monthly coordinating council meetings and encourage events.	2021	Programs and Services
2. Provide easy to implement ideas for community engagement to neighborhood leaders. (Kim, Andrew and NCC)	Provided recommendations for connecting virtually during COVID. COVID has impacted this.	2021	Practice Improvement
3. Develop friendly competitions between neighborhoods. (Kim and NCC)		2021	Plan Development
4. Create regular events in each neighborhood that highlight its diversity and encourage participation among its demographics. (NCC)		2021	Programs and Services

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

Action Steps	Status	Est. Start	Evaluation
1. Re-purpose the Neighborhood Coordinating Council with clear and measurable direction and action. (Kim and Emily)	Created a more effective agenda for the NCC monthly meetings.	2021	Partnership and Collaboration
2. Create collaborative planning opportunities and require some type of neighborhood outreach with certain size development projects. (Kim and Emily)	Using survey results and upcoming listening sessions to develop a plan on how to best accomplish this.	2022	Practice Improvement
3. 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. (Christine and Andrew)	Completed.	2020	Outreach and Education
4. Make city staff available to attend Neighborhood Association meetings when needed. (Kim and Rickie)	Completed. Improved participation in monthly meetings and more planned.	2021	Outreach and Education
5. 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. (Rickie and LRaPA)	ARPA funds are being used to address this. The vacant and dilapidated housing funding strategy will encourage collaboration with the Housing Authority and other housing agencies.	2021	Programs and Services

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

Action Steps	Status	Est. Start	Evaluation
1. Help neighborhoods develop beautification and public art projects that they can lead and implement. (Emily and Vincent)	The Department of Arts & Cultural Development is looking for art opportunities within neighborhoods.	2021	Programs and Services
2. Act on condemned and abandoned buildings, acquiring them and working with partners to redevelop them into affordable and productive residential properties or green space. (Kim, Rickie, and Emily)	ARPA funds are being used to address this.	2021	Practice Improvement
3. Have neighborhoods identify what they feel is missing in their neighborhood and work to fill those gaps. (Kim and Emily)	Creating a listening tour to get input and feedback from neighborhood leaders. Increased participation and function of NCC monthly meetings.	2022	Inventory, Assessment, or Survey
4. Create a more defined neighborhood map and focus on “annexation” where it makes sense for neighborhoods. (Ryan)	A neighborhood map has been created and is in the process of being finalized.	2021	Inventory, Assessment, or Survey
5. Increase walkability through sidewalk construction and connect neighborhoods with each other and to commercial nodes. (Kim, Damien, and Ryan)	8th Street sidewalk project was completed. Developing a strategy for sidewalk funding.	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	Status	Est. Start	Evaluation
1. Become a Certified Arts Community, showing the city's commitment to arts & culture. (Vincent)	Completed.	2020	Programs and Services
2. Create places and opportunities for regularly changing art exhibits. (Vincent)	Completed. Art at the Airport was put into motion.	2021	Programs and Services
3. Develop and implement a mural program.	Completed.	2021	Programs and Services
4. Better align the numerous arts groups within town. (Vincent)	Completed. Consolidation of various arts groups into the Cultural Arts Commission.	2022	Partnership and Collaboration

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

Action Steps	Status	Est. Start	Evaluation
1. Strengthen and update the Morgantown History Museum. (Emily, Vincent, and Andrew)	City recently took over operations and is currently working on a new website and newsletter.	2022	Practice Improvement
2. Better utilize city facilities for public concerts, art and craft shows, and more. (Vincent)		2021 2022	Programs and Services
3. Provide art and cultural programs and services presented and produced by the city. (Vincent)	Fourth of July event and end of season concert held. COVID impacted this.	2021 2022	Programs and Services
4. Determine the feasibility and value in creating a Cultural Trust. (Ryan and Vincent)		2021	Inventory, Assessment, or Survey
5. Have an active involvement in the renovations to the Historic Post Office building. (Emily)	City staff has toured the Historic Post Office and been actively engaged in conversations and regular meetings concerning it.	2021	Facility and Infrastructure Improvements

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

Action Steps	Status	Est. Start	Evaluation
1. Invest in and program regular events that focus on arts, cultural events, activities, and experiences. (Vincent)		2022	Programs and Services
2. Market The Metropolitan Theatre and Ruby Amphitheater for hosted free and ticketed events. (Vincent)	The Metropolitan Theatre has a new website and is currently getting a new marquee. The Hazel Ruby McQuain Park is in the process of getting a website. A marketing job position has been created through ARPA funds to help assist.	2021	Outreach and Education
3. Use a wide variety of art when creating a program, with such things as jazz nights, dancing, and symphony. (Vincent)	Held programs at the Hazel Ruby McQuain Park such as week Tai Chi classes, Library Storytime, and Shakespeare in the Park.	2021	Outreach and Education
4. Create a reoccurring festival type event in Morgantown. (Vincent)		2022	Programs and Services
5. Host “open mic nights” where anyone can sign up to perform at The Metropolitan Theatre and the Hazel Ruby McQuain Park. (Vincent)		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	Status	Est. Start	Evaluation
1. Create visible and exciting gateways and signage when entering city limits. (Damien)	Working with WVDOH to provide improved/enhanced gateways into the city. Branding options being discussed for implementation.	2021	Facility and Infrastructure Improvements
2. Determine appropriate location for murals and artwork to be a friendly welcome to visitors. (Vincent)	Completed.	2021	Inventory, Assessment, or Survey
3. When entrances to the city are on roadways owned by WVDOH, work with them to facilitate placement of signage. (Ryan and Damien)	Agreements with WVDOH are in progress.	2022	Partnership and Collaboration

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

Action Steps	Status	Est. Start	Evaluation
1. 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. (WVU and Vincent)	COVID has impacted this.	2022	Programs and Services
2. Encourage all residents to participate fully in the social, cultural, governmental and economic life in the region, without discrimination. (Andrew)	Creating the Morgantown Citizens' Leadership Academy. Rollout slated for early 2022.	2021	Practice Improvement
3. Support international street fairs. (Main Street, Andrew, and Vincent)	ARPA funds being used to address this. We currently support the International Street Festival.	2021	Programs and Services
4. Brand the city as an inclusive, arts, and outdoor recreation centered community. (Council and city staff)		2021	Outreach and Education

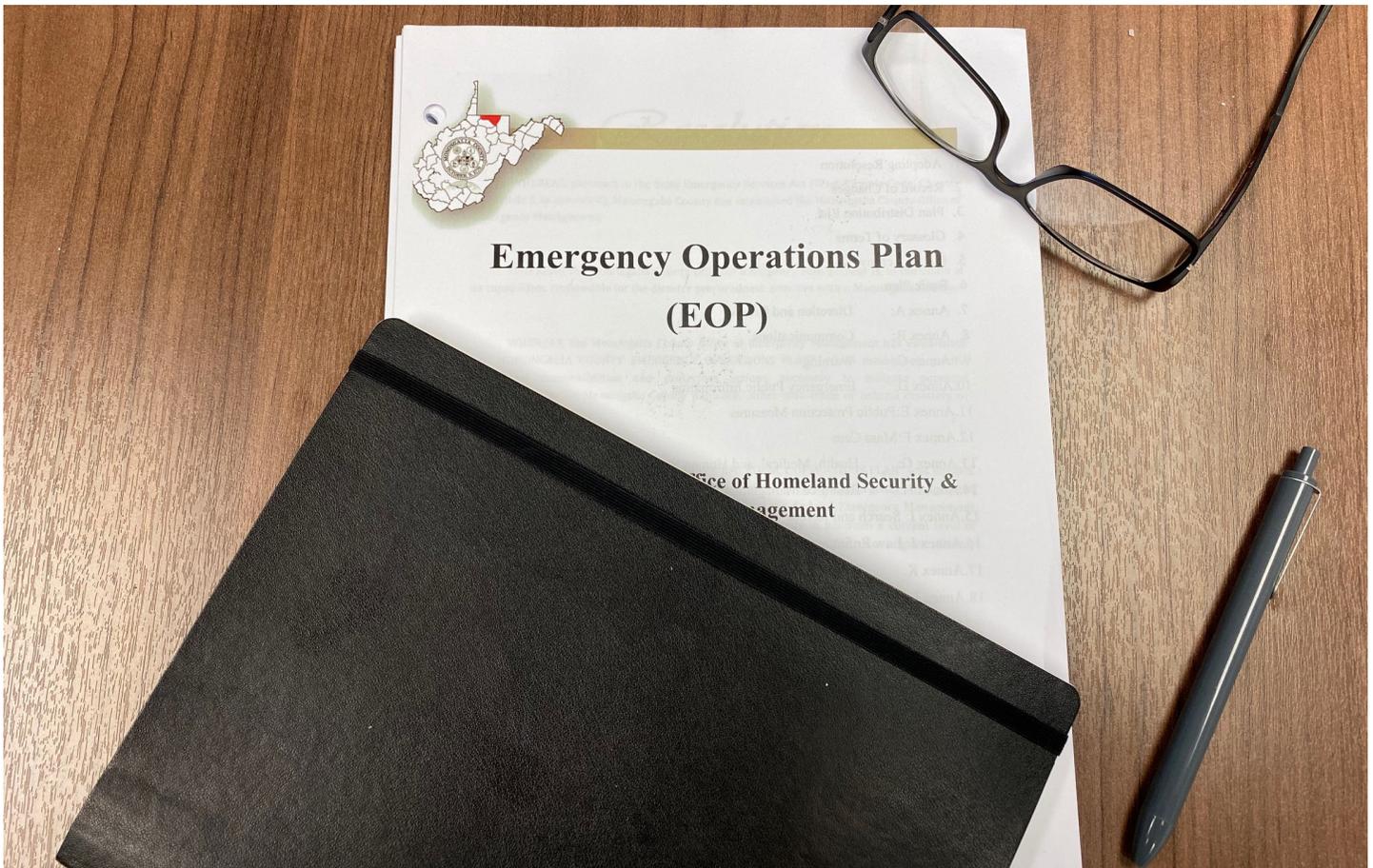
OBJECTIVE 3: Identify and foster ways for employees and residents to live out Morgantown's welcome statement.

Action Steps	Status	Est. Start	Evaluation
1. Provide training for all city staff on inclusivity and sensitivity. (Christine)	Completed.	2021	Practice Improvement
2. Support community efforts on race and social justice. (Council and city staff)	Created the Police Review and Advisory Board, Minority Liaisons Coordinating Council, regular support of HRC initiatives.	2020	Practice Improvement
3. Facilitate the creation of a Citizen Police Review Board that works in close collaboration with the Morgantown Police Department. (Mayor, Kim, and Eric)	Completed. Passed ordinance in 2021 and board is being formed.	2020	Programs and Services
4. Expand recruitment avenues to allow for a more diverse pool for vacant positions within the city. (John)	Minority Liaisons Coordinating Council is consulted on ways to improve this. Annual Reports are provided to HRC on employment practices.	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.

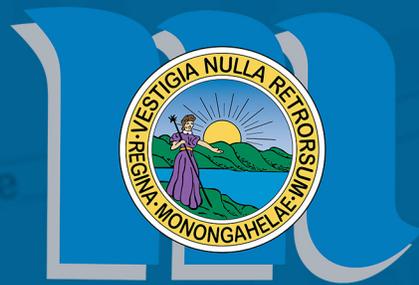
Action Steps	Status	Est. Start	Evaluation
1. Establish Financial Stabilization Fund balances to be able to soften the blow of unanticipated financial impacts, such as COVID-19. (Kevin)	Completed. \$6 million Financial Stabilization fund has been achieved.	2021	Practice Improvement
2. Create a sinking fund to allow for major repairs and maintenance needed for aging city facilities and equipment. (Kevin)	Completed. Process for creating a sinking fund has been implemented in the long term capital improvement plan.	2021	Practice Improvement
3. Identify ways to become less dependent on B&O taxes as revenue, thereby achieving financial resiliency. (Kevin)		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	Status	Est. Start	Evaluation
1. Create a Crisis Communication Plan that includes both internal and external communication strategies. (Kim, Eric, Eugene, and Andrew)	Meetings have been held with MECCA and internal emergency staff to evaluate our current crisis plan.	2021	Plan Development
2. Review, update if needed, and publish first responder emergency plans. (Kim, Eric, and Eugene)	Meetings have been held with MECCA and internal emergency staff to evaluate our current crisis plan.	2021	Inventory, Assessment, or Survey
3. Develop a Continuity of Operations Plans for administrative staff. (Emily, Eugene, and Eric)		2021	Plan Development
4. Upgrade technology to allow for more mobile work environments. (Andrew and Tim)	Completed. Hybrid meetings are now available in council chambers. CARES Act funds were used to replace aging laptops and other equipment. ARPA funds are being used to address this further.	2021	Facility or Infrastructure Upgrades

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

Action Steps	Status	Est. Start	Evaluation
1. 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. (Kim and Emily)	Completed through MECCA.	2021	Inventory, Assessment, or Survey
2. Communicate to city staff and the public about regional plans, and who will take the lead in response and communications. (Kim)	Working to better involve NCC in emergency issues.	2021	Education and Outreach
3. Participate in FEMA trainings for emergency responses to natural disasters. (Eric, Eugene, and Andrew)		2021	Practice Improvement



City of Morgantown
389 Spruce St.
Morgantown, WV 26508

South Park
Historic District

