



MORGANTOWN



2033

COMPREHENSIVE PLAN MORGANTOWN, WEST VIRGINIA

ADOPTED XX 2023



ACKNOWLEDGMENTS

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Rhodeside Harwell
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City Explained
JS Lane Company

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MORGANTOWN

The graphic for the 'MORGANTOWN 2033' logo is a horizontal blue bar. On the left side of the bar, there are white icons representing trees, buildings, and a person riding a bicycle. To the right of these icons are three white chevrons pointing to the right, followed by the year '2033' in a large, bold, white font.

2033

ADOPTED XX 2023



TABLE OF CONTENTS

Click a section title below to navigate to each.

1. INTRODUCTION	2
The Comprehensive Plan Process	5
What We Learned	9
How to Use the Plan	13
2. CURRENT CONDITIONS, STRATEGIES, AND ACTIONS	14
Regional Vision	16
Land Management	34
Transportation	88
Environment	106
Neighborhood & Housing	120
Community Facilities & Services	134
Economic Development	158
3. IMPLEMENTATION	182



INTRODUCTION



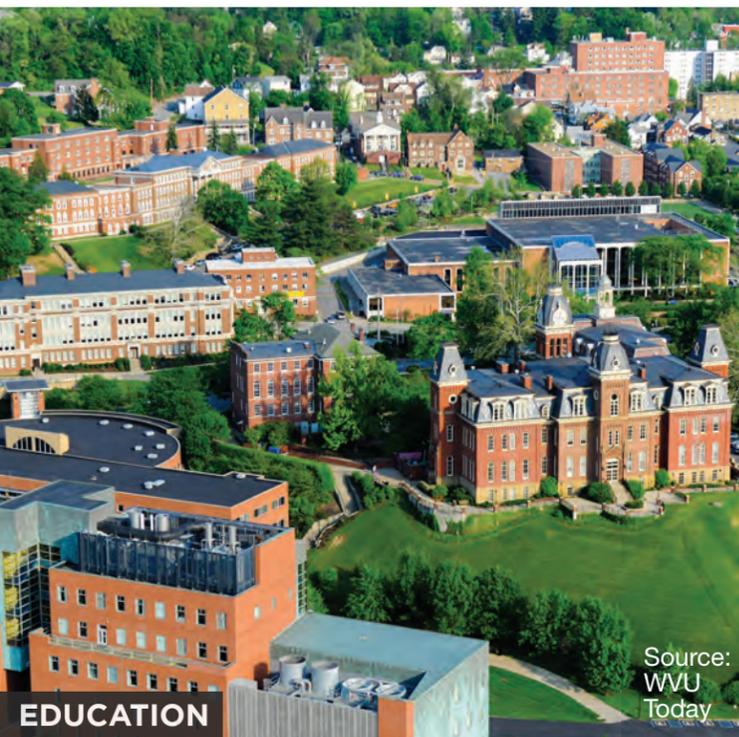
Source: Mountaineer Country

ARTS & CULTURE



Source: Main Street Morgantown

RECREATION



Source: WVU Today

EDUCATION

Morgantown...

- Is a **safe, welcoming** and **family-friendly** community.
- Has a small **town** feel, big **city** amenities
- Features a central location that provides **urban living** in proximity to the '**great outdoors**'
- Has quality **education** including local schools and WVU
- Is anchored by a historic and evolving **Downtown**
- Is recognized as a thriving local, regional, and national **business hub**
- Embodies abundant **arts, sports, and cultural resources**
- and **much more!**



Source: Rhodside Harwell

DOWNTOWN



Source: Google Earth

NEIGHBORHOODS

THE COMPREHENSIVE PLAN PROCESS

While Morgantown, West Virginia is best known as the home of West Virginia University, it is a vibrant city comprised of a compact and classic Downtown, strong neighborhoods, a public transit system with unique aspects, strong arts and culture, a rich variety of outdoor recreational opportunities, and a population that is actively engaged in ensuring a strong quality of life for all residents.

The Morgantown Comprehensive Plan establishes a “blueprint” for the future of the City as it envisions its needs for the next 20 years. Based on knowledge gained from the community through a year-long process, this document will guide policy-making in the City in accordance with the West Virginia State Code. The last Comprehensive Plan for Morgantown was completed in 2013.

As envisioned by the State of West Virginia, the Comprehensive Plan is intended to be a “living document” - one that establishes policies that can be used to guide decision making with regard to the City’s identified priorities. As such, this Plan will help determine how Morgantown will function, look, and thrive in the future across a variety of planning issues related to:

- Equity
- Environmental Sustainability & Resiliency
- Land Use
- Housing
- Transportation
- Infrastructure
- Community Services and Facilities
- Recreation
- Economic Development
- Community Design and Character
- Financing
- Historic Preservation
- Preferred Development/Focus Areas, and Community Renewal and/or Redevelopment

WHAT IS A COMPREHENSIVE PLAN?

A comprehensive plan is an official statement of the City’s vision for its future. It expresses the Morgantown community’s aspirations and goals, while articulating a corresponding set of policies and recommendations to guide future decisions regarding land use, development, and capital improvements.

WHY UPDATE THE COMPREHENSIVE PLAN?

Morgantown is a growing city that has experienced substantial changes since the City’s last Comprehensive Plan was adopted in 2013. Moreover, as required by West Virginia state planning rules, local governments must update their comprehensive plans every ten years. Updating the Comprehensive Plan presents an opportunity to account for these changes and to respond to regional growth pressures. It is also an opportunity to reflect on Morgantown’s last decade of changes while confirming and refining our aspirations for thriving in the coming decade and beyond.



Public Meeting #1

A PLAN THAT REFLECTS PUBLIC KNOWLEDGE, INTERESTS AND CONCERNS

To be effective, the Morgantown Comprehensive Plan must closely reflect and respond to the issues, needs and interests of the Morgantown community as it moves into the future. In order to ensure that the Morgantown 2033 Plan achieves this goal, an inclusive community involvement strategy was implemented over the one-year planning process in order to identify the community’s values, assets and issues of concern regarding the future. This strategy included:

The establishment of a **Citywide Steering Committee**, comprising 12 members and four regional advisors, that met three times throughout the planning process. Members and advisors are listed on the acknowledgments page.

A series of **Key Stakeholder Interviews** from December 2021 to February 2022 comprising more than 70 participants from the following representative groups:

- » City Council members
- » Downtown Morgantown
- » Community Services and Facilities
- » Neighborhood Coordinating Council
- » Transportation
- » Public Safety and Infrastructure
- » Housing
- » Community Development/Philanthropy
- » Arts and Culture
- » Recreation and Tourism
- » Economic Development -- Small Businesses
- » Economic Development -- Industrial Development
- » Historic Preservation
- » Generation Morgantown
- » Social Services
- » WVU Student Government
- » Morgantown High School Council
- » Green Team (July 2022)

Pop-Up Sessions at the WVU Student Center (more than 30 participants) and the Arts Walk Festival (more than 25 participants).

A Series of **Public Meetings**:

- » March 3rd, 2022 (In Person Meeting): 60+ participants
 - » March 5th, 2022 (Virtual Meeting): 35 participants
 - » August 10th, 2023 (In Person Meeting): 65+ participants
- (See meeting feedback results in the Appendix document)

An **On-Line Community Survey**:

- » March 3rd through 13th, 2022: 71 participants (See survey results at the end of this Chapter)

A series of **Planning Commission Meetings**:

- » March 10th and May 23rd, 2022 and July 13th 2023
- » Public Hearing scheduled for September 21, 2023

Two **City Council Meetings and a Public Hearing**:

- » September 26, 2023 - City Council Committee of the Whole
- » October 3, 2026 - City Council Regular Meeting - 1st Reading
- » November 8, 2023 - City Council Regular Meeting - 2nd Reading and Public Hearing

REGIONAL COLLABORATION

When it comes dealing with regional issues, we need to plan together, have dialogue and formulate reasonable solutions that benefit all stakeholders. A hallmark of the planning process was the multi-jurisdictional collaboration that built upon the region’s successes, rich history, and uniquely beautiful landscape. As a regional vision, Monongalia County will intentionally and authentically grow into a place that provides high-quality living for its residents. A focus on improvements to community infrastructure, an emphasis on quality design, and implementation of environmental protections will ensure that the region continues to be an attractive place to live, work, and play - while creating new meaningful connections for residents, workers, and visitors alike through employment, education, recreation, and tourism opportunities throughout the region.

The Morgantown planning team collaborated with Monongalia County’s planning team to address critical regional issues such as transportation, utility infrastructure, growth and land use, housing, and economic development-- particularly as these issues relate to areas along shared jurisdictional boundaries. The Morgantown planning team also collaborated with surrounding jurisdictions to create recommendations for the Metropolitan Transportation Plan (MTP 2050), which was developed concurrently with the Comprehensive Plan. As part of the process, Monongalia County communities came together to participate in a ‘Growth Choices Community Workshop,’ which was used to strategize where growth should occur in the region. In addition, the City participated in a ‘Comprehensive Plan Fair’ (September 2022) with surrounding jurisdictions to share Plan progress and garner feedback from the public on draft plan elements.

COMMUNITY ENGAGEMENT PROCESS TIMELINE

PROJECT KICK-OFF

Steering Committee Meeting #1
Meetings with City Staff

INFORMATION GATHERING & IDEA GENERATION

Stakeholder Interviews (December 2021-February 2022)
WVU Pop Up Meeting
Public Meetings (March 3rd & 5th)
Online Community Survey
Planning Commission Meeting #1

SYNTHESIS OF COMMUNITY ENGAGEMENT

Planning Commission Meeting #2
Steering Committee Meeting #2

REGIONAL COMPREHENSIVE PLAN FAIR

Comprehensive Plan Fair

PLAN DEVELOPMENT

Planning Commission Meeting #3
Steering Committee Meeting #3

ADOPTION

Public Meeting #2
Art Walk Festival Pop-up Meeting
Planning Commission Meeting #4 (Recommendation)
City Council Adoption

2021
 OCT '21
 DEC '21 - MAR '22
 MAY '22
 SEP '22
 MAY '23
 JUN '23 - SEP '23
 2023

WHAT WE LEARNED

Through this lively engagement process, we learned that, overall, many residents in Morgantown are proud and appreciative of its quality of life but still feel that significant issues need to be addressed to retain and attract businesses and residents.

Critical Priorities: Key Themes

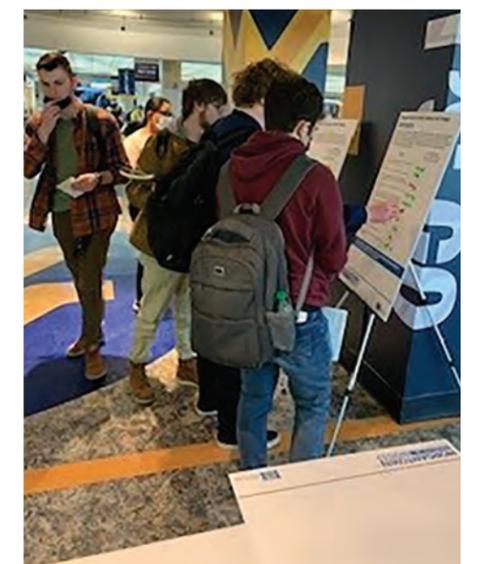
When asked about the overall critical priorities for implementing change, the key themes expressed were:

- Addressing truck traffic through neighborhoods and Downtown
- Enhancing aging infrastructure including road repairs and additional sidewalks, green space, and recreational trails
- Dedicating more resources to effectively serve the City's population
- Providing significantly more housing choices to increase affordability
- Creating new job opportunities to retain and attract new residents
- Preserving green space and natural resources, and
- Demonstrating effective support for equity in all of the City's initiatives

See the Appendix for more information regarding detailed community feedback received throughout the community engagement process.



Public Meeting #2



WVU Pop-up meeting



The Need for a Regional Vision

Residents and stakeholders recognized that the City of Morgantown cannot thrive in isolation, but must share its vision for the future with the region as a whole. This notion encompassed the following themes:

- Development of a regional way of thinking about issues such as transportation, development, and regional branding
- A continuing initiative aimed at building stronger local and state partnerships
- A cooperative effort to deal with the challenges of sprawl and the maintenance of high-quality development throughout the region
- Opening the door to regulatory mechanisms that will allow Morgantown to grow beyond its current boundaries through measures such as land annexation
- A concerted effort to enhance regional recreational opportunities



Land Management Issues

In addition to neighborhood and housing issues, there were ideas and opportunities expressed related to land management. These included:

- The need for a citywide vision that coordinates the overall appearance and aesthetics of Morgantown's different areas
- The strong desire for a safe and attractive Downtown that offers a diversity of amenities
- The exciting land use opportunities presented by the Wharf District and its adjacency to Downtown
- Developer preference to County development (immediately outside the boundaries of the City) for both employment and housing options



Key Transportation Issues

In response to the question, "What are the two most important transportation issues that the City needs to address in the next decade?" The majority of responses focused on:

- The need for improved pedestrian and bicycle infrastructure (86%)
- Poor connectivity throughout the city (47%)
- Traffic congestion (33%)
- Maintenance (33%)
- The need for better transit services (27%)



Environmental Considerations

The environment is of critical importance to the residents of Morgantown. With the emphasis on natural areas and outdoor recreation as major attractions for the city, the need to protect and enhance the Morgantown's environment both now and into the future. Concerns included:

- The active protection of existing natural resources and environmentally sensitive areas
- The need to encourage more outdoor activities through protection and enhancement of the City's natural resources, particularly in light of the growth in outdoor activities spurred by the COVID pandemic
- Recognition and response to issues of climate change and increased greenhouse gas emissions
- The creation of additional green jobs and green commerce to contribute to the economic development of the City
- Enhancement of stormwater management techniques to address issues of flooding in some areas of the City
- Exploration of sustainable energy opportunities



Achieving an Equitable City

Many of those who participated in the community engagement efforts emphasized interest in achieving a more equitable Morgantown - one that can be attractive to a wide range of socio-economic groups and can encourage graduating University students to remain in the City. Comments included:

- Enfold equity into all initiatives (housing, jobs, transportation, food access, etc.)
- Supporting affordable housing
- Providing access to multimodal transportation options
- Increasing access to mental health and addiction services
- Incentivizing a broad range of employment opportunities
- Support for livable wages



Community Facilities and Services

Morgantown's role in providing high quality community facilities and services was frequently mentioned as a significant asset by stakeholders. These include:

- A robust parks and trails system, including riverfront park amenities
- High quality public schools
- Strong and successful local athletics programs
- Upgrades/renovations underway to several significant citywide facilities including City Hall, Marilla Park Pool and other recreational amenities
- Low crime rates



Economic Development

Continued economic growth and development was recognized as a critical goal by both stakeholders and residents. The following points were noted:

- Morgantown is an education and healthcare hub for West Virginia; it should use this institutional base as a force for attracting and growing new business models
- The City already has a rich variety of businesses and enjoy a positive quality of life for the region
- The City has made significant investments in growing its arts and cultural amenities
- Technology and data sectors are important opportunities for growth
- Morgantown has a diverse employment base in healthcare, education and government services, but more should be done to expand on those opportunities by repurposing underutilized property and creating shovel (pad) ready sites for new business development
- Maximize the City’s competitive advantage by creating mixed use environments that are connected via transportation and other amenities



Neighborhood and Housing Issues

While many residents described the Morgantown as a “city of strong neighborhood pride and a sense of community”, there was also recognition of a number of serious issues --- many of which were identified in the 2013 Comprehensive Plan, and continue to be a concern in 2022. These include:

- The need for additional neighborhood retail and healthy food options
- The proliferation of vacant properties, as well as properties in need of rehabilitation and more stringent code enforcement
- The serious lack of affordable housing, which is forcing many to live in the County and commute into Morgantown on a daily basis
- A lack of housing options (e.g., one bedroom, multifamily, accessible units for older adults, etc.)
- A lack of programs that can support more housing affordability options

Many Thanks!

This Comprehensive Plan has been guided by the feedback received as a result of the extensive community input incorporated into this planning process. We wish to thank the many citizens of Morgantown for spending a significant amount of time with the Planning Team to share their goals, issues, and concerns for Morgantown - both today and over the next decade.

HOW TO USE THE PLAN: STRATEGIES, ACTIONS & IMPLEMENTATION

The planning team established recommendations for the Comprehensive Plan by reviewing community feedback and findings from analyzing existing conditions. Plan recommendations are organized into seven elements (or sections), including:

- Regional Vision
- Land Management
- Transportation
- Environment
- Neighborhoods & Housing
- Community Facilities & Services
- Economic Development

Each plan element includes an overview of current conditions comprising key issues and opportunities and a general vision followed by a series of goals and goal statements (which provide a more detailed description of the overall goal). Goals are followed by policies and a range of strategies and actions to implement each policy recommendation. The Implementation element provides an overview of priority strategies and actions, including time frame and responsible parties.



Sample strategies and actions component



CURRENT CONDITIONS, STRATEGIES & ACTIONS

REGIONAL VISION

VISION

The City will lead a collaborative regional approach that nourishes local and state partnerships, addresses interconnected infrastructure issues, encourages high-quality development, protects the region's rich natural resources, and enhances its recreational opportunities.

PRIORITY ACTIONS

- Minimize truck traffic impacts Downtown and in neighborhoods while improving the district's bicycle and pedestrian infrastructure.
- Incentivize revitalization efforts to establish Downtown as a live, work, and play destination.
- Create walkable, compact, and transit-accessible development patterns throughout the City.
- Protect natural resources while enhancing recreational opportunities.
- Build a strong regional workforce through local and regional collaboration.
- More coordination between Morgantown, the County, and neighboring municipalities in all elements of the comprehensive plan.

REGIONAL OVERVIEW

Morgantown has long been a healthcare, education, research, and cultural hub for West Virginia, but its history spans far beyond its founding. Originally the ancestral territories of the Shawnee, Lenape, Haudenosaunee, Cherokee, and other Indigenous peoples, British settler colonialists wrested control of the area that is known today as West Virginia. The British built several forts, including Fort Morgan, which was founded as “Morgan’s Town” in 1785 on the site we know today as Morgantown. West Virginia University (WVU) was founded as a land-grant institution in 1867, and the “University Hospital” was founded in 1960.

Today, Morgantown is comprised of over 30,000 residents, making it the third largest city in West Virginia and the largest city and employment center within the Morgantown-Monongalia metropolitan area. It is nestled along the Monongahela River in the rugged Appalachian Plateau, which offers a magnificent backdrop for recreation and breathtaking scenery for Morgantown’s residential neighborhoods, institutions, and businesses.



Historic Downtown Morgantown (Source: City of Morgantown)

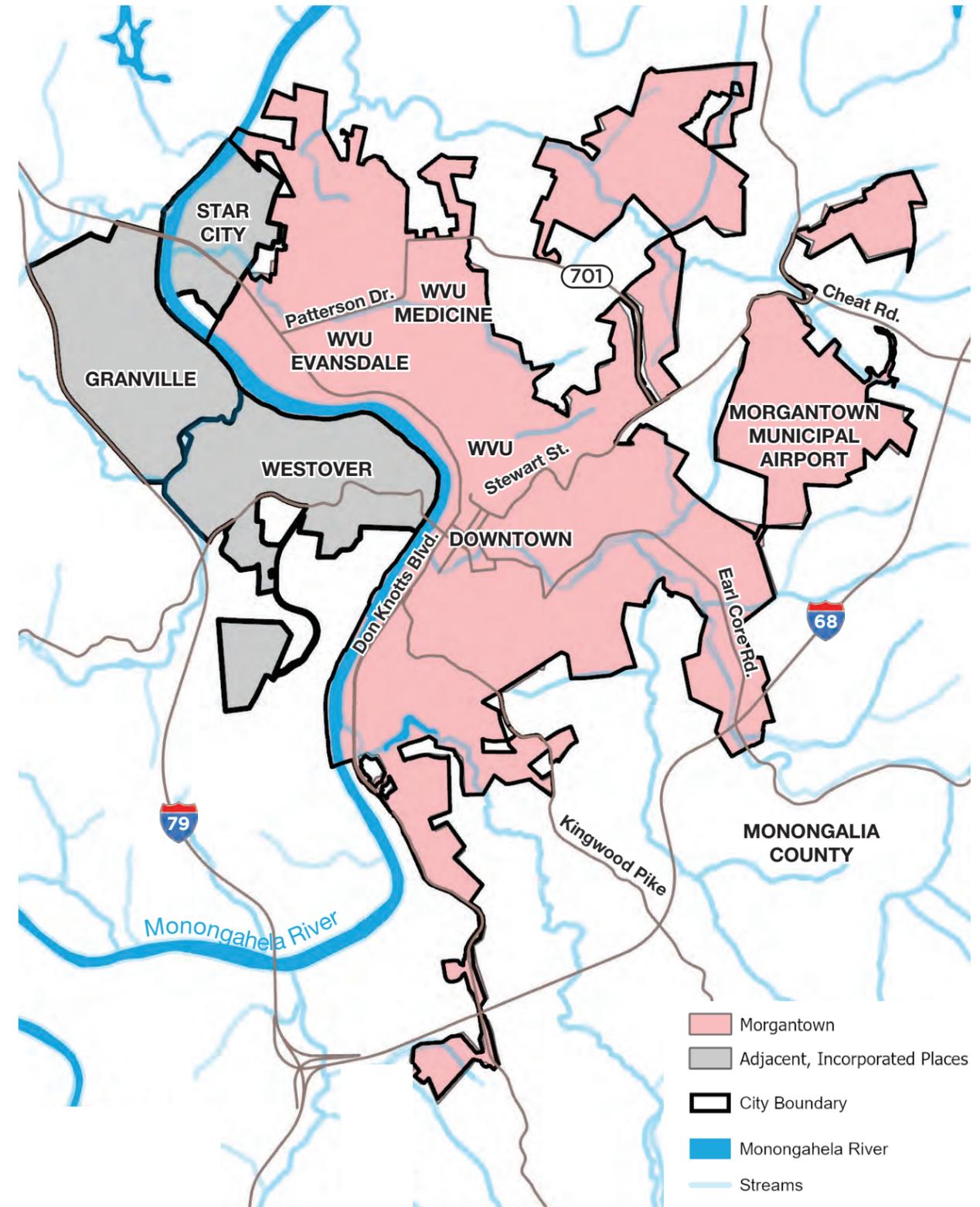


Figure RV-1: Morgantown and surrounding jurisdictions

West Virginia University (WVU) is a significant economic engine that brings highly regarded resources for higher education, as well as cultural activities, research, healthcare, and vibrant student life. WVU Medicine operates a large medical center in the city - and provides various health services for the region. Mon General Hospital operates an additional medical facility near the city, creating a cluster of strong healthcare and research facilities.

At the center of Morgantown is its historic Downtown, including the Riverfront, which comprises walkable streets for dining, shopping, people-watching, and community events. Downtown is a cultural center that contains the Historic Post Office (which hosts the Monongalia Arts Center and Morgantown History Museum), Metropolitan Theatre, Hazel Ruby McQuain Park and Amphitheater, Morgantown Farmer’s Market, Morgantown Hotel, public art, a variety of live music venues, and other assets that help enliven the district. Other attractions adjacent to Downtown include Core Arboretum and WVU sports venues (Mountaineer Field, WVU Coliseum). Unique residential neighborhoods - some of which host their own small business establishments - extend from Downtown to the city’s edges and serve as a source of pride for Morgantown’s residents.



CITY & REGIONAL OVERVIEW

<p>CITY OF MORGANTOWN</p> <ul style="list-style-type: none"> • Major regional population center and activity hub • West Virginia’s third largest city • 30,347 residents, excluding WVU students (2020) • Approximately 10 square miles 	<p>MONONGALIA COUNTY</p> <ul style="list-style-type: none"> • Four municipalities: Star City, Granville, Westover, and Morgantown • Majority of population is centered in and around Morgantown • 105,822 residents, excluding WVU students (2020) • 366 square miles
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Figure RV-2: City and regional overview; Downtown Morgantown, WV and the Monongahela River (Image Source: City of Morgantown) (Data Source: US Census 1990-2000)

Figure RV-2: Population trends

Geography	2000	2010	2015	2020	2030	2040	Change 2000 to 2020
Morgantown	28,272	28,272	30,708	30,347	31,017	31,818	7%
Charleston	53,421	51,400	50,566	48,864	46,014	43,243	-9%
Fairmont	19,264	18,690	18,773	18,416	17,081	16,089	-4%
Huntington	51,785	49,171	48,944	46,842	44,485	41,947	-10%
Parkersburg	33,317	31,492	30,991	29,738	28,302	26,671	-11%
Wheeling	31,294	28,486	27,894	27,052	23,636	20,854	-14%
West Virginia	1,803,000	1,852,944	1,842,000	1,793,716	1,837,675	1,846,781	-1%
Monongalia	81,907	96,189	104,681	105,822	116,538	126,591	29%

Sources: US Census 1990-2000; Monongalia: Woods & Poole and trend line forecast for municipal values 2030 through 2040; other forecasts: prior population 1990-2020. Growth rates based on prior trend data.

While West Virginia and peer communities have faced declining populations, Monongalia County and Morgantown demonstrate positive population increases throughout the forecast period of 2040. Driven by an economy that is more diverse than much of the rest of the state, Morgantown has enjoyed the direct and indirect advantages of being the home of West Virginia University. Other economic drivers include government, hospitality, health (nursing is the most common profession in Morgantown), and education employment opportunities (source: Bureau of Labor Statistics, May 2020). While most growth is projected to occur outside the corporation limits of Morgantown, the City intends to encourage more infill and mixed-use development opportunities in the community, which should be attractive because these opportunities have access to transportation and other recreational amenities.

Morgantown’s median household income falls slightly below that of the state and Monongalia County. Nearly 1 in 3 residents live below the federal poverty line in the city. Morgantown is more diverse racially, generally younger, and has more college-educated residents than the state, county, or most of its peers (cities of similar size and/or economic composition compared to Morgantown in West Virginia, see Figure RV-2). Additionally, over 90% of households in Morgantown have access to a computer, and nearly 90% have a broadband internet subscription (a substantially higher rate than any other peer city).

Figure RV-3: Population characteristics

Geography	Avg. HH Size	White Alone	Youth (0-17)	Adults (18-64)	Seniors (65+)
Morgantown	2.4	78.2%	14.2%	76%	10%
Charleston	2.1	77.9%	23.9%	57%	19%
Fairmont	2.3	88.9%	27.3%	55%	18%
Huntington	2.3	85.3%	24.4%	60%	15%
Parkersburg	2.3	94.3%	26.3%	54%	20%
Wheeling	2.2	91.1%	25.0%	52%	23%
West Virginia	2.4	93.5%	25.3%	54%	21%
Monongalia	2.5	90.2%	21.2%	66%	13%

Sources: US Census 2015-2019 ACS; ESRI Business Analyst Online. Below (education): ESRI Business Analyst Online (from US Census Bureau data).

Figure RV-4: Population characteristics (continued)

Geography	Median HH Income (2014)	Bachelor's Degree or Higher	Broadband Access in Household
Morgantown	\$42,996	55%	88%
Charleston	\$43,344	39%	78%
Fairmont	\$43,319	29%	81%
Huntington	\$31,162	27%	69%
Parkersburg	\$35,778	16%	74%
Wheeling	\$44,119	31%	70%
West Virginia	\$46,711	21%	76%
Monongalia	\$52,455	43%	86%

Sources: US Census 2015-2019 ACS; ESRI Business Analyst Online. Below (education): ESRI Business Analyst Online (from US Census Bureau data).

55%
of Morgantown's residents have obtained a Bachelor's degree or higher

76%
of Morgantown's residents are between the ages of 18 and 64

REGIONAL VISION ISSUES & OPPORTUNITIES

- A regional mindset is needed around issues such as transportation, development, and branding.
- There is a need for local and state government partnerships.
- State policies limit city expansion opportunities, and the City's ability to manage some roads. Work with State to manage the roads.
- The City needs to continue to work with the County to solve issues such as sprawl and more higher-quality development along the city's edges.
- Regional outdoor recreation and non-motorized connectivity are needed.
- Taking advantage of proximity to major urban centers such as Pittsburgh and Washington, DC, is important.



Monongalia County Government Center, Morgantown, WV (Source: Rhodeside Harwell)

REGIONAL VISION STRATEGIES & ACTIONS

RV-1 COLLABORATE WITH NEIGHBORING JURISDICTIONS

Plan together, have dialogue, and formulate reasonable solutions that benefit all stakeholders when dealing with regional issues (see RV-2.1).

RV-1.1 Establish a reoccurring County and municipalities leadership meeting that is convened by the County Commission.

RV-2 ATTRACT HIGH-QUALITY DEVELOPMENT

Create walkable, compact, and transit-accessible development patterns to protect the environment, reduce commuting impacts, and enhance quality of life.

RV-2.1 Work with the surrounding municipalities and the County to identify strategies to facilitate sustainable growth patterns. Ensure that adequate community services serve future growth areas (See RV-1 and LM-1.10).

RV-2.1A Communicate with adjacent jurisdictions about development along Morgantown's boundaries for more unified and environmentally sustainable development patterns.

RV-2.1B Maximize available land through the development of walkable, mixed-use communities that are connected by transit (include transit and side paths/bikeways).

RV-2.1C Where a development project is slated, encourage connectivity between subdivision or access agreements.

RV-2.2 Collaborate with the Morgantown Utility Board to regularly evaluate utility service area boundaries to support city growth and annexation opportunities.

RV-2.2A Collaborate with the Morgantown Utility Board to regularly assess and prioritize improvements to the City's water, sanitary and stormwater infrastructure.

RV-2.2B Collaborate with the Morgantown Utility Board to identify potential stormwater issues related to climate change and evaluate if additional resources (financial or physical) are needed to mitigate them.

RV-2.3 Maintain open communication with WVU about future development and planning studies (see LM-1.2).

RV-2.3A Collaborate with WVU and other stakeholders to identify the highest and best use of University-owned land in the City limits, including opportunities to preserve green space or foster development opportunities. Areas for development should be planned with sidewalks, multimodal transportation, and establish active transportation corridors.

RV-2.4 Collaborate with public entities to explore adaptive reuse and redevelopment of local vacated buildings and properties (see ED-2.1 and LM-1.8).

RV-2.4A Establish partnerships with local government agencies, nonprofit organizations, and private stakeholders to identify vacant buildings and properties suitable for adaptive reuse and redevelopment.

RV-2.5 Continue to advance plans to update the City's Subdivision and Land Development Ordinance to streamline the review process and foster high-quality development standards (see LM-4.8).

RV-2.5A Conduct a comprehensive review and analysis of the current Subdivision and Land Development Ordinance to identify areas for improvement, including inefficiencies, outdated regulations, and opportunities for incorporating sustainable development practices.

RV-3 MITIGATE TRAFFIC IMPACTS

Mitigate traffic impacts on the health, safety, and livability of residents, visitors, and the environment in a coordinated and equitable manner.

RV-3.1 Prioritize transportation improvements in coordination with the Morgantown Monongalia Metropolitan Planning Organization (MMMPO), Monongalia County, and West Virginia Department of Highways (WVDOT) to reduce congestion and increase mobility options near major employers and growth areas.

RV-3.2 Ensure an equitable process in evaluating and implementing transportation projects (see T-1.1).

RV-3.2A Establish transparent criteria and metrics for prioritizing transportation projects based on factors such as safety, congestion, accessibility, and equity considerations.

RV-3.2B Engage with diverse community stakeholders, including residents, businesses, and advocacy groups, to gather input and ensure their voices are considered in transportation decision-making processes.

RV-3.3 Work with area stakeholders to minimize truck traffic on non-interstate highways (see T-2.1).

RV-3.3A Identify key industrial areas and work collaboratively with stakeholders to establish designated truck routes that minimize the impact on residential areas.

RV-3.3B Work with area stakeholders to identify ways to minimize the negative impacts, such as damage to roadway infrastructure associated with through-truck traffic on highly traveled roadways.

RV-3.4 Ensure that future development and related transportation improvements proactively address capacity and connectivity needs (see T-1.6).

RV-3.4A Consult the MMMPO's Metropolitan Transportation Plan (MTP) and Pedestrian/Bicycle Plan in all improvement/development projects.

RV-3.4B Consider access management, including consolidated driveways and multi-parcel shared vehicular access, as part of development proposals and streetscape projects.

RV-3.4C Establish zoning regulations that allow for increased building heights, higher floor area ratios, reduced parking requirements, and flexible land use designations in the proximity of PRT stations.

RV-3.4D Encourage WVU to operate the PRT year-round.

RV-3.4E Collaborate with Mountain Line Transit Authority and other stakeholders to promote the Grey Line bus route that connects communities in North Central West Virginia to Downtown Pittsburgh and the Pittsburgh International Airport.

RV-4 MAINTAIN AND ENHANCE COMMUNITY SERVICES

Build upon the Greater Morgantown Area's assets to retain residents.

RV-4.1 Optimize community services to support resident retention and promote well-being.

RV-4.1A Collaborate with Monongalia County Schools to explore and expand opportunities for community use of school facilities outside of school hours, facilitating access to facilities for appropriate purposes.

RV-4.1B Strengthen partnerships with the Morgantown Public Library to continue providing quality educational programming and services that meet the needs of residents, including children, students, and lifelong learners.

RV-4.1C Advocate for biannual Monongalia County social services roundtable, during which County-wide social service providers meet to identify and address regional needs.

RV-4.1D Consider establishing a social services task force that meets quarterly to discuss issues, develop action plans, and make recommendations to City Council and other governing bodies.

RV-4.1E Develop a regional strategy for sharing and/or consolidating emergency response services.

RV-4.1F Continue to work with area stakeholders to develop a regional transit plan that better serves peripheral development that is happening around (but not in) Morgantown.

RV-4.2 Ensure the development of premier regional attractions that support economic development goals.

- RV-4.2A** Collaborate with area stakeholders to strengthen and bring new events and programming to area venues.
- RV-4.2B** Celebrate the area's natural resources (including the Mon. River), trails, and open spaces as an essential brand of the city and region.
- RV-4.3C** Evaluate the city's parks and public facilities to determine opportunities to include new, unique, and exciting programs (e.g., dynamic playgrounds, signature civic art, riverfront activation, concerts, etc.).

RV-4.3 Work toward greater housing affordability and protect tenants' rights (see NH-1.5).

- RV-4.3A** Ensure the enforcement of the West Virginia State Code and citywide application of building/property codes.
- RV-4.3B** Seek funding and technical assistance from the West Virginia Affordable Housing Fund to make open landlord violations records more easily accessible by potential renters (see NH-2.4).
- RV-4.3C** Continue to encourage residents and business to utilize the City's new online service request app (SeeClickFix) to address non-emergency concerns.
- RV-4.3D** Work with state partners to investigate additional state funding opportunities for purchasing, rehabilitating, and demolishing structures that can't be salvaged.
- RV-4.3E** Work with area non-profits and other stakeholder groups to identify, acquire and re-purpose foreclosed properties.



WVU's Organic Research, Education and Outreach Center, Morgantown, WV (Source: WVU Today)

RV-5 BUILD A STRONG REGIONAL WORKFORCE

Collaborate with local and regional partners to build a strong regional workforce.

RV-5.1 Hold quarterly meetings (every three months) between local and regional partners to create new educational and workforce training opportunities for students and the general public (see ED-1.3).

RV-4.1A Raise public awareness of educational and workforce training resources by creating a webpage of program links (e.g., Workforce WV, Region 6- Planning and Development Council) on the City's website.

RV-5.2 Ensure regional capacity to support all identified sectors of employment growth.

RV-5.2A Coordinate with the Morgantown Area Partnership to evaluate economic development opportunities based on regional assets and regional/national trends.

RV-5.3B Contribute to a regional network of employment training programs through coordination with Workforce WV and the Morgantown Area Partnership.

RV-5.3 In partnership with ongoing regional efforts, continue to implement business recovery strategies to address small business and service industry impacts from COVID-19.

RV-5.4 Capitalize on regional assets such as the Morgantown Municipal Airport, the Morgantown industrial park, and the future I-68 Commerce Park to support economic development goals (see ED-1.1 and 1.2).

RV-5.4A Collaborate with area stakeholders, when appropriate, to support economic development projects or initiatives that have a local and regional impact.

RV-5.5 Continue to participate in regional and state programs and initiatives.

- RV-5.5A** Advocate for the continuation and expansion of the Ascend West Virginia state program.
- RV-5.5B** Celebrate the success of the Ascend WV Program. Comport with studies that show how remote worker programs are successful if they integrate remote workers into the community.
- RV-5.5C** Celebrate regional assets centered around outdoor recreation as part of the City's marketing initiatives.
- RV-5.5D** Work with stakeholders, including the Mountaineer Country CVB to market Morgantown's quality of life, arts and culture, urbanity, and natural resource-focused context as a draw to attract and maintain talent.



Milan Puskar Stadium, WVU (Source: City of Morgantown)

RV-6 ENHANCE RECREATIONAL OPPORTUNITIES

Enhance the Greater Morgantown Area's access to a variety of quality recreational opportunities.

RV-6.1 Embrace the regional Mountaineer Country brand.

RV-6.1A Market (as part of citywide branding initiatives) the city's geographic position as a dynamic and culturally rich urban center amongst the scenic natural resources of the region (e.g., the Monongahela River, Dorsey Knob Park, Cheat Lake, etc.).

RV-6.2 Continue to support and build upon the strong regional trail network.

RV-6.3 Increase and enhance regional recreational activities and amenities (see CFS-2.6).

RV-6.3A Increase on-water and waterfront activation by developing amenities such as kayak canoe launches, boardwalks, and riverfront observation platforms/overlooks.

RV-6.3B Continue to support programs, initiatives, and amenities at the West Virginia Botanic Garden at Tibbs Run Reserve.

RV-6.3C Continue to collaborate with the Morgantown Utility Board and other stakeholder groups to develop and support opportunities for recreation at the new Flegal Dam and Reservoir. This includes making improvements to Cobun Creek Road.

RV-6.4 Explore additional ecotourism and outdoor recreation opportunities, such as the Mylan Park BMX facility.

RV-6.4A Support small entrepreneurs who provide housing, transportation, tourism guiding, provisions or other necessities to accommodate more ecotourism.

RV-6.4B Work with the MMMPO to plan and construct the Northern and Southern Greenbelt trails to provide additional outdoor recreation and non-motorized vehicular connectivity.

RV-6.4C Encourage the planning and implementation of an active recreation corridor connecting Mylan Park over I-79 to Star City.

RV-7 PROTECT NATURAL RESOURCES

Protect Monongalia County's wealth of natural resources for current residents and future generations.

RV-7.1 Leverage partnerships with WVU, the County, and other stakeholders to understand how Morgantown's open space fits into a regional system (see E-1.2).

RV-7.1A Prepare a regional open space plan that identifies key programmatic themes, critical infrastructure, protection areas, and economic development opportunities.

RV-7.2 Ensure the protection of critical natural resources and parkland (see E-1.2).

RV-7.2A Work with the County, WVU, and other stakeholders to develop a Greenprint plan that includes issues such as champion trees, water quality resources, percent tree canopy designation, critical habitat, connected open space/parks, and other environmental indicators (see E-1).

RV-7.2B Establish benchmarks for county-wide tree canopy goals.

RV-7.2C Create a 'parks and open space' category in the zoning code to restrict the development of parkland in the city.

RV-7.3 Collaborate with local and state partners to implement environmental stewardship programs and events.

RV-7.3A Expand Arbor Day activities to include the distribution of tree saplings to elementary school students (Forth Grade Foresters Program).

RV-7.4 Explore sustainable energy industry opportunities through partnerships with WVU and other nearby research institutions*.

RV-7.4A Continue to participate in the H2 Twin Cities Initiative.

*See the Environmental element for additional recommendations.



Core Arboretum, West Virginia University (Source: WVU)



White Park, Morgantown, WV (Source: Mountaineer Country CVB)

LAND MANAGEMENT

VISION

Morgantown will be vibrant and welcoming, with safe, attractive, and dynamic neighborhoods and business districts offering a diverse mix of housing, business and entertainment opportunities. The City will update its policies to incentivize revitalization and redevelopment.

PRIORITY ACTIONS

- Establish architectural design guidelines for the Downtown district.
- Establish complete communities that are architecturally coordinated and connected by multimodal infrastructure.
- Continue ongoing public art initiatives to improve the aesthetics of parks, open spaces, and trails.
- Coordinate with WVU to ensure desired development patterns around/near the university.
- Update the zoning code and improve enforcement to meet Comprehensive Plan goals.
- Protect natural resources by requiring open space, stormwater management, and other environmental protection measures.
- Improve key corridors by engaging area stakeholders, investing in small businesses, and improving multimodal mobility.
- Protect historic architectural resources.

LAND MANAGEMENT OVERVIEW

Morgantown is the third largest city in West Virginia by population. The city and the surrounding region are sought-after places to live and work, contributing to its growth. Morgantown has a downtown anchored by small businesses, parks, trails, a nationally-acclaimed university, and surrounding neighborhoods with charm and historic character. Because most of the City of Morgantown and the immediate surrounding area is already built, future conditions will depend strongly on the existing patterns and character of development.



Kids Day, Morgantown, WV (Source: Mountaineer Country CVB)

Downtown & the Riverfront

Downtown is the identifiable center of Morgantown. The area's form is characterized by a gridded street pattern with short, walkable block lengths. Buildings generally range from two to twelve stories and are located close to each other and to the street. Downtown is a mixed-use district with a range of retail, office, institutional and residential activities, with many buildings containing multiple types of uses. The Wharf is an extension of Downtown toward the riverfront and is anchored by major recreational amenities, including Caperton Trail and Hazel Ruby McQuain Riverfront Park.

Pedestrian connections exist between Downtown and surrounding neighborhoods, including a trail/path under the S. High Street Bridge and Pleasant Street Bridge to the South Park neighborhoods. Safe and comfortable pedestrian and bicycle connections between the Wharf/Riverfront areas and Downtown are needed and desired by residents. Challenges for creating connections include constrained areas and corridor rights-of-ways not necessarily controlled by the City (e.g., University Avenue, Beechurst Avenue, etc.).



Figure LM-1: Downtown area attractions

Land Development Constraints

Overall, Morgantown’s approximately 10 square miles of land are primarily built-out with minimal undeveloped land to accommodate growth. Undeveloped land is generally either owned by WVU or constrained by topography or floodplain. Tax-exempt properties account for approximately one-third (33 percent) of the land area in Morgantown. These lands include government, utilities, religious, university, and miscellaneous tax-exempt properties. The quantity of tax-exempt land places a significant burden on the City’s remaining properties to produce sufficient tax revenues to cover the costs of operating city services, such as libraries, emergency response services, public transportation, utilities, and parks/recreation.

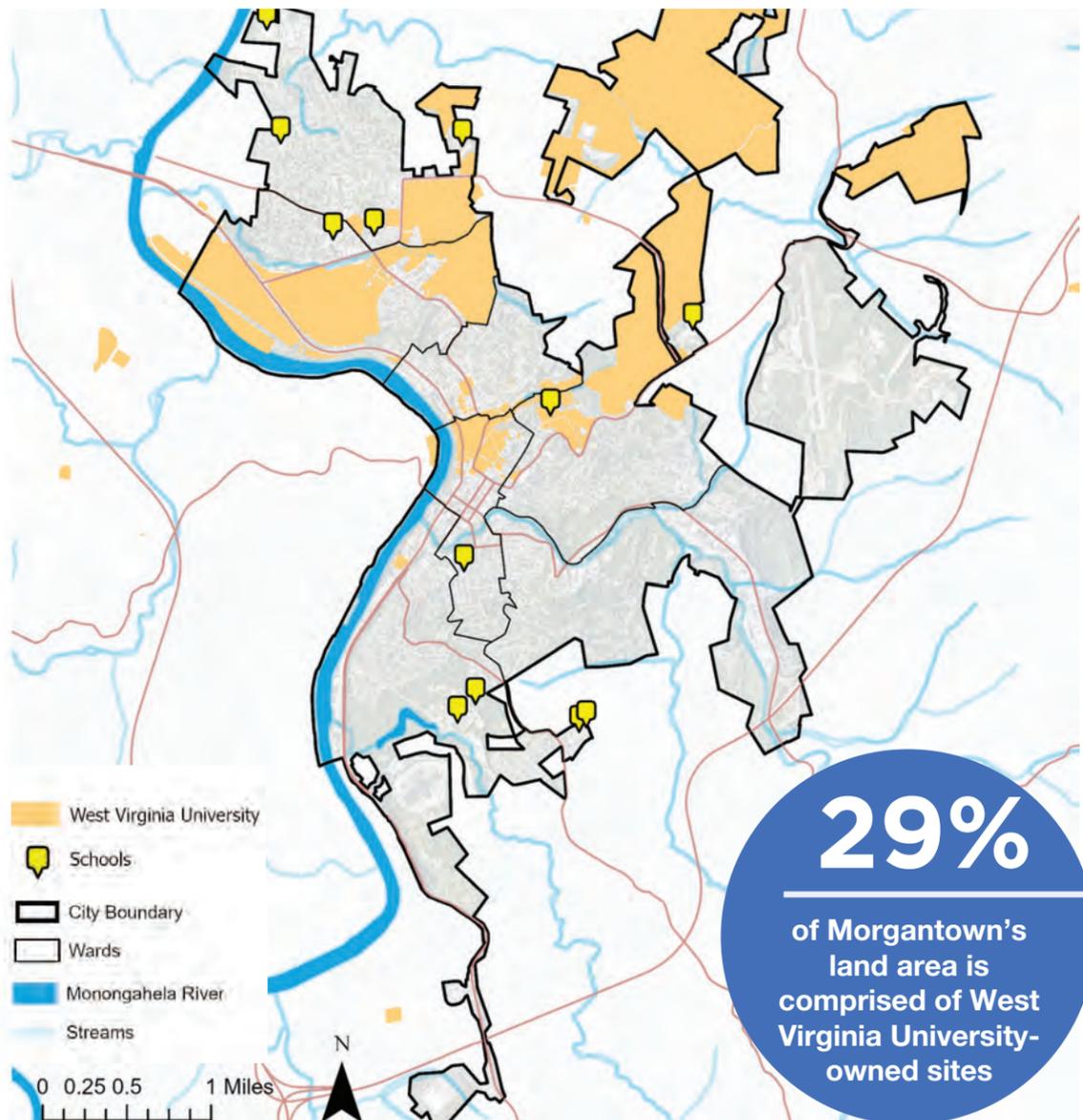


Figure LM-2: West Virginia University-owned land

Morgantown’s residential land makes up the second-most significant portion of land uses -- approximately 22 percent -- after WVU and other tax-exempt land. Most of the residential uses within the city are single-family (over 19 percent), with multi-unit uses occurring mostly near downtown and the WVU campuses. Neighborhoods near downtown are less homogeneous and feature a mix of residential types, including single-family, duplex, and multi-family buildings at various densities.

Most vacant land remains in a natural state with no signs of development, despite many being platted lots (due to environmental constraints and the recent demolition of structures). Underutilized sites include residential lots that contain unmaintained structures, sites with vacant buildings, and industrial brownfields. Mostly, these sites are isolated and small, which limits their development potential.

There are two fundamental options to capture growth in Morgantown: 1) encouraging redevelopment and intensification of already developed areas of the city, and 2) expanding outward through annexation. Annexation opportunities are limited due to state legislation that requires consent from 100% of landholders in an area targeted for annexation. Continued growth will necessitate infill, redevelopment, and potential land use intensifications, where appropriate. This must be done thoughtfully to preserve existing neighborhoods.

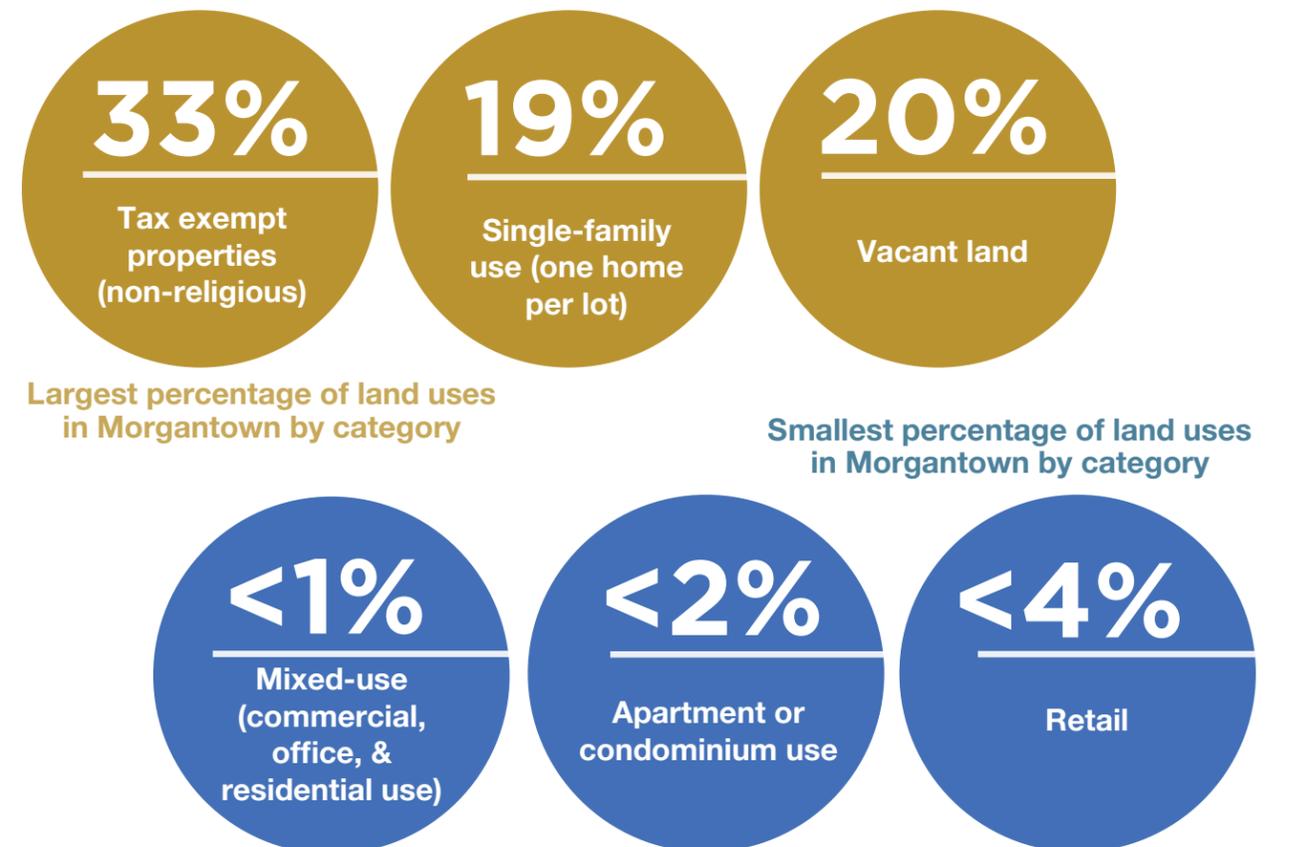
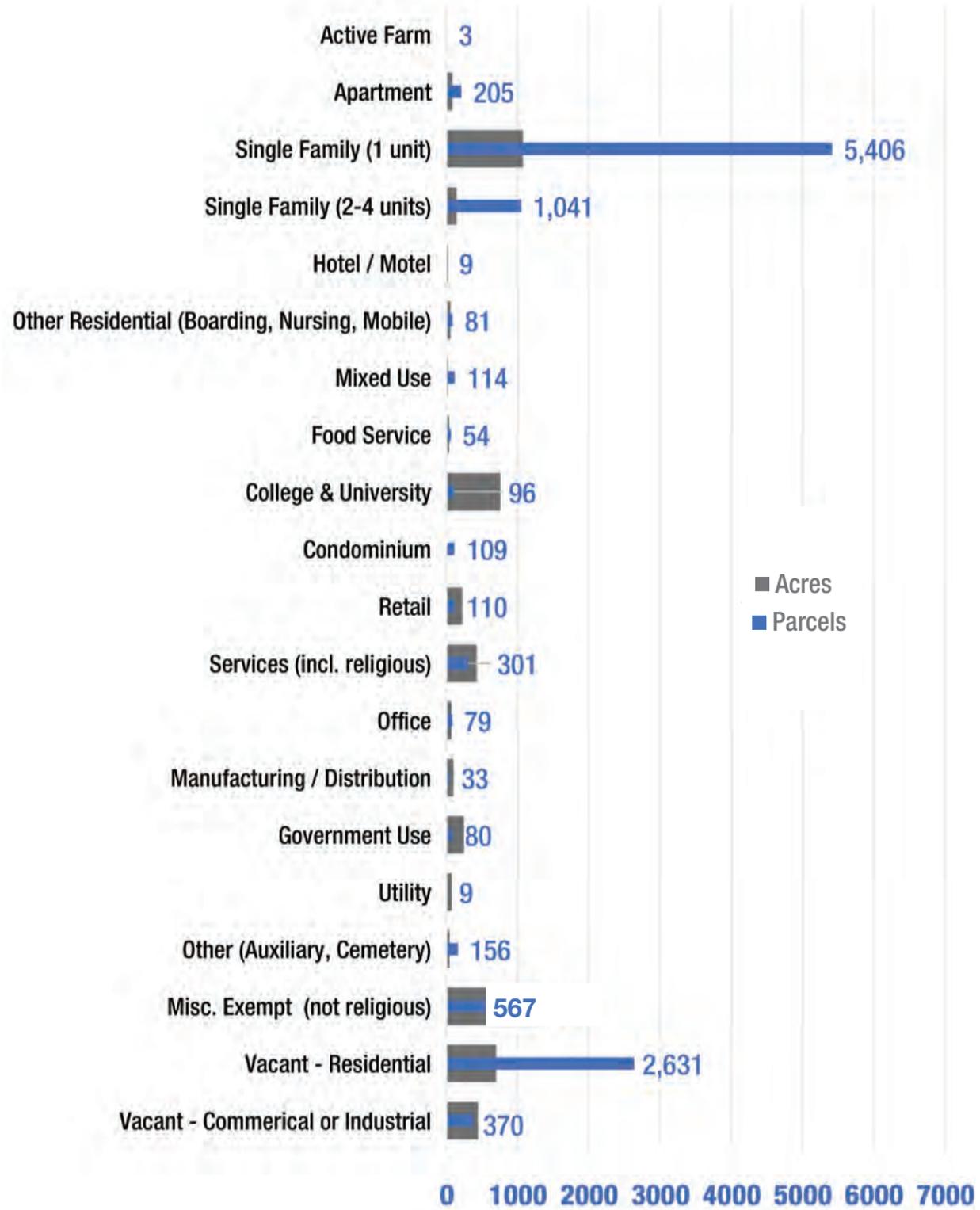


Figure LM-3: Morgantown land use statistics, includes tax exempt properties (Source: City of Morgantown GIS data)

Figure LM-3: Morgantown land use distribution by parcels and acres, includes tax exempt properties
(Source: City of Morgantown GIS data)



Downtown, Morgantown, WV (Source: Rhodeside Harwell)



PRT transit station and tracks, Morgantown, WV (Source: WVU)

Development on the Edges

The city is on the verge of becoming landlocked by development in unincorporated areas. This development doesn't conform to the standards of Morgantown's zoning in terms of use or design standards (most of the county has no zoning). In many cases, development in the county is more intense than nearby development in the city, with an abundance of high-density multi-family residential developments and large shopping centers. Also, the Morgantown Municipal Airport is nearly surrounded by unincorporated land without zoning but has room for expansion. The City cannot currently control development which may conflict with the airport. In addition, there is a significant amount of competing retail elsewhere in the County (much of its newer development).



Monongalia County Ballpark at the University Town Centre (Source: Mountaineer Country CVB)



Marriott hotel at the University Town Centre (Source: Mountaineer Country CVB)

LAND MANAGEMENT ISSUES & OPPORTUNITIES

- Multiple areas of the city are in need of redevelopment & revitalization.
- The City needs a vision that coordinates city aesthetics.
- Solidify the image of Downtown as a safe and attractive destination with diverse amenities.
- The Wharf District and riverfront areas are catalysts for growth.
- Steep slopes can limit new, much needed development.
- Recent county development, just outside City limits, is providing employment and housing alternatives to Morgantown.



Waterfront Place, Morgantown, WV (Source: Morgantown Marriott at Waterfront Place Hotel)

LAND MANAGEMENT STRATEGIES & ACTIONS

LM-1 COORDINATE LAND USE PATTERNS WITH PARTNERS, MAJOR LANDOWNERS, AND EMPLOYERS

Coordinate the actions of major landowners and employers such as WVU and Monongalia County Schools to establish land use patterns that contribute to the economic, environmental, and community vitality of Morgantown.

- LM-1.1 Work with the Morgantown Municipal Airport Authority to plan for compatible uses that can service existing and future users (see ED-1.1).
- LM-1.2 Continue to meet regularly with WVU to discuss on-going campus planning efforts, expansion goals, student housing needs, and potential partnerships (see RV-2.3).
- LM-1.3 Work with Monongalia County Schools to assist with selection of new school locations and adaptive reuse of vacated properties.
- LM-1.4 Collaborate with WVU, WVU Innovation Corporation, and stakeholder groups to develop and support strategies that foster new uses in the former Mylan Pharmaceutical manufacturing facility and surrounding areas.
 - LM-1.4A Work with WVU and the WVU Innovation Corporation to determine the feasibility of annexing the former manufacturing facility into the City.

- LM-1.4B Collaborate with area stakeholders to develop creative business development incentives to support investment and development of the former manufacturing facility.
- LM-1.5 **Work with area stakeholders to re-imagine the Greenbag Road Corridor.**
 - LM-1.5A Continue to support transportation improvements that improve safety, mobility, connectivity and overall aesthetics for pedestrians and motorists.
 - LM-1.5B Work with property owners to identify and evaluate opportunities to annex property into the City's corporation limits.
 - LM-1.5C Collaborate with area stakeholders to identify the highest and best use of property along the corridor and develop plans and incentives that encourage reinvestment in underutilized property.
 - LM-1.5D Evaluate the feasibility of conducting a small area plan for the corridor (that includes property in and outside the City's corporation limits) with area stakeholders.
- LM-1.6 **Re-envision the Riverfront Redevelopment Taskforce and potentially include the Downtown area.**



Mixed-use development with enhanced pedestrian amenities, South Bend, IN (Source: Rhodeside Harwell)

LM-1.7 Work with the US Army Corp. of Engineers (USACE) and stakeholder groups to ensure the Morgantown Lock and Dam can be operated daily (see T-1.8).

LM-1.7A If local operation of the lock and dam is not feasible, collaborate with the USACE to determine if closed campus or command center approach to operations would be viable.

LM-1.7B Work with local, state and national officials to make the business case for a closed campus or command center approach to lock and dam operations.

LM-1.7C Continue to work with the USACE to evaluate methods and identify resources that keep the Morgantown lock and dam clear of debris.

LM-1.8 Continue to inventory and evaluate City-owned land that can positively contribute to the Morgantown residents' quality of life (see RV 2.4).

LM-1.8A Continue to collaborate with the Morgantown Land Reuse Agency to re-purpose underutilized property in the community.

LM-1.8B Consider working with WVU and other stakeholder groups to establish a community garden program in the City of Morgantown.

LM-1.9 Coordinate with the Morgantown Parking Authority and WVU Transportation and Parking department to study parking utilization around the city (see T-2.4).

LM-1.10 Work with the County and other stakeholder groups to explore policies that encourage more harmonious development along the City's periphery, such as transfer of development rights (see RV-2.1).

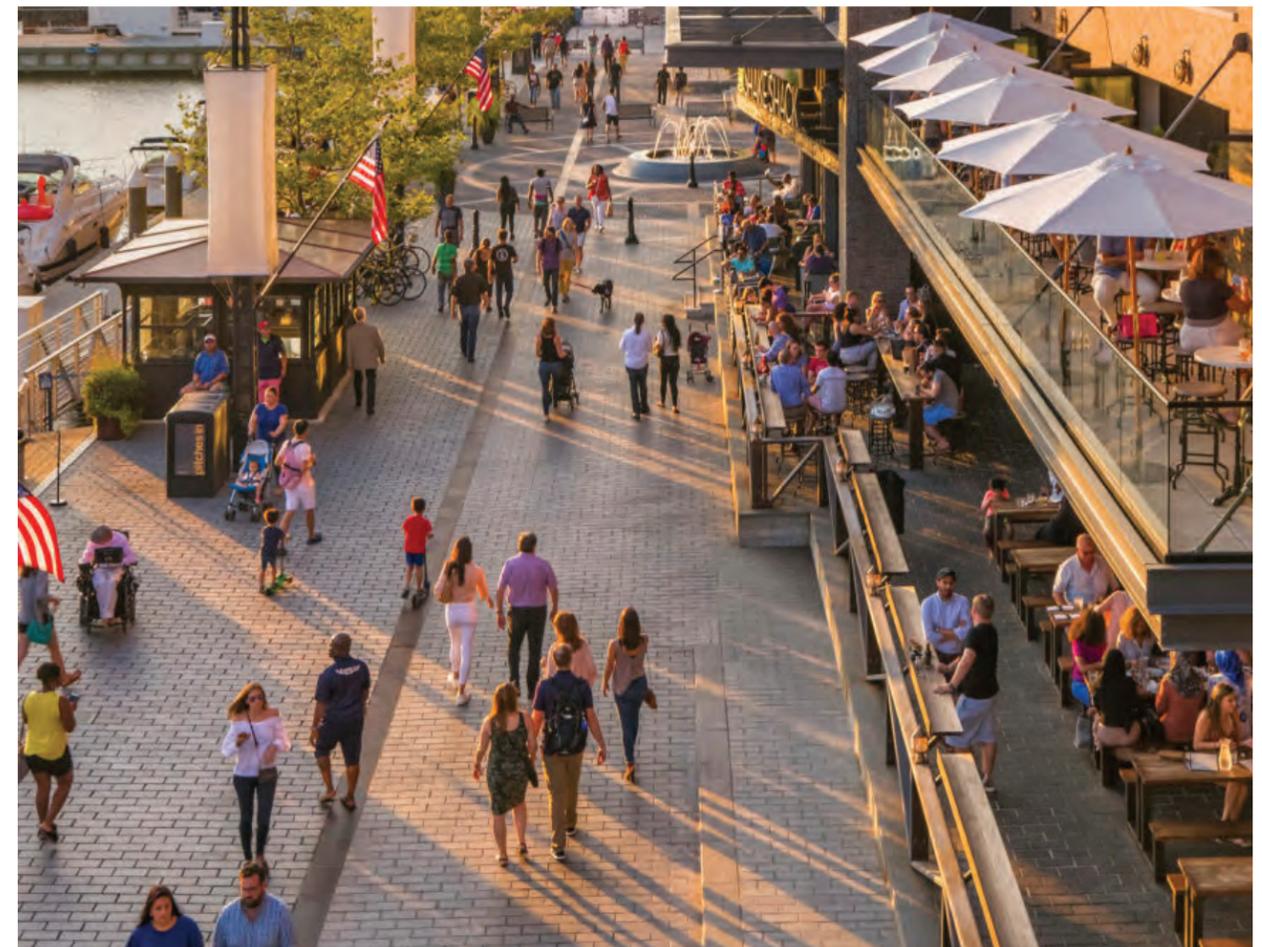
LM-1.11 Work with the State of West Virginia to make changes to the intra-city state roads that decrease non-local truck traffic and enhance the pedestrian experience (see T-2.1).

LM-1.12 Work with the Morgantown Area Parking Authority to better understand the demand, supply, economics, enforcement, and administration of parking in select neighborhoods and Downtown Morgantown.

LM-1.12A Consider developing off-street parking facilities in densely populated neighborhoods that are safe, energy efficient, environmentally friendly, and aesthetically pleasing.

LM-1.12B Where feasible, incorporate green stormwater management systems into existing and future capital improvement projects.

LM-1.12C Update the City's development standards for off-street parking to include green stormwater management systems where appropriate to do so.



Shared vehicular and pedestrian street, Washington, DC (Source: Perkins Eastman)

LM-2 REDEVELOP AND REVITALIZE

Encourage an expanded mix of land uses along corridors and within commercial districts in the city, focusing on Downtown, the Wharf District, and Riverfront.

LM-2.1 Promote the redevelopment of underutilized or functionally obsolete areas (see ED-2.1).

LM-2.1A Work more actively with private sector partners to use their expertise to physically and economically analyze underutilized properties and develop strategies for reusing them.

LM-2.1B Consider the use of eminent domain to obtain highly-underutilized and blighted properties.

LM-2.2 Encourage adaptive reuse of historic properties through promoting the repair, maintenance and revitalization of these sites.

LM-2.2A Continue to work with private sector partners to explore creative reuse options for historic facilities, such as the Warner Theater and Kerns Fort.

LM-2.2B Consider establishing design guidelines and an Architectural Review Committee to oversee the rehabilitation of historic properties and redevelopment of sites in historic neighborhoods.

LM-2.3 Create compact, walkable and mixed-use neighborhoods along corridors and within commercial districts through the reuse of aging commercial and multifamily residential properties.

LM-2.3A Establish zoning tools to facilitate compact, mixed-use settings where appropriate. Consider the scale and relationship of infill redevelopment to adjacent residential uses.

LM-2.3B Provide connections between and within districts throughout the City. See Growth Framework Opportunities, page 66 and 67.

LM-2.4 Encourage sustainable, energy efficient building designs and low impact development (see E-3.4 & E-3.6).

LM-2.5 Promote higher-intensity (where appropriate), transit-oriented development around PRT stations (in anticipation of the line's updates and expansion) (see T-3.2).

LM-2.5A Expand public access to PRT fare cards.

LM-2.6 Develop strategies and partnerships that can bring underutilized properties, including historic properties, parking areas, and commercial or industrial areas into productive and sustainable applications that will support increased residential, commercial, or a mix of uses.

LM-2.6A Inventory historic structures and places that should be protected. Identify and pursue opportunities for economically viable re-use of structures threatened by neglect and possible demolition.

LM-2.6B Ensure that zoning and other regulations support the appropriate reuse of buildings. Reconcile conflicting policies that hamper such reuse and drive development elsewhere beyond the city.

LM-2.6C Maintain active relationships with the development community to identify barriers for rehabilitating historic structures in the city as market conditions shift.

LM-2.6D Prioritize the addition of affordable housing through the reuse or reconfiguration of existing structures and large parking areas (see NH-1).

LM-2.6E Collaborate the BOPARC and other stakeholder groups to establish temporary or permanent pocket parks on vacant lots (where appropriate and financially feasible to do so).

LM-2.7 Consider reducing parking minimums at locations appropriate for high-intensity mixed use development that are transit accessible (see LM-5.5).

LM-2.8 Build upon recent development and public space activity along the Riverfront to incentivize public/private investment in this area.

LM-2.9 Continue to establish Downtown as an arts, cultural and entertainment center for Morgantown (see ED-2.8).

LM-3 DEVELOP AND IMPLEMENT FIVE SMALL AREA PLANS

Develop a limited, achievable number of small area plans that will guide growth and development in more detail (see LM-4.5).

LM-3.1 Five key focus areas for which small area plans need to be developed are:

1. Riverfront (includes the Wharf and Warehouse District)
2. Sabraton (Earl Core Road Corridor)
3. Lower Greenmont
4. WV Route 705 Corridor
5. Downtown



Seneca Center near the Riverfront area (Source: Rhodeside Harwell)

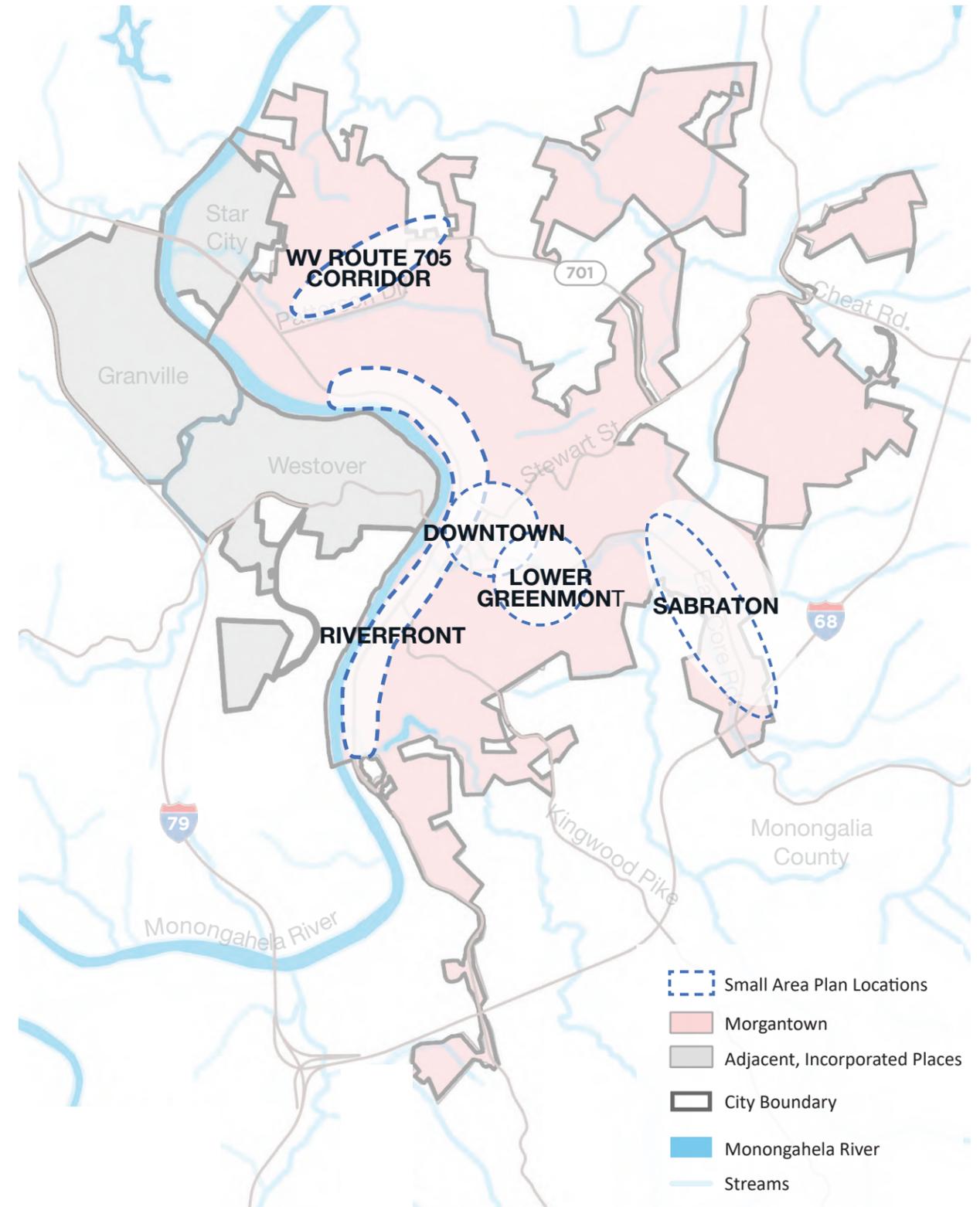


Figure LM-4: General Small Area Plan locations

LM-4 ENSURE AESTHETIC COORDINATION OF THE BUILT ENVIRONMENT

Utilize streetscapes, arts and culture elements, and development patterns to unify Morgantown while the City continues to diversify uses.

LM-4.1 Enhance sense of place in the public realm (see T-5).

LM-4.1A Consider elements such as public art, landscaping, high quality paving, and street furniture along corridors.

LM-4.2 Include 'Historic Preservation' as a zoning overlay.

LM-4.3 Identify opportunities for improved community branding and wayfinding, including Downtown Morgantown and major destinations (see T-5).

LM-4.3A Work with area stakeholders to develop a brand for the City of Morgantown.

LM-4.3B Move forward with plans to conduct a gateway and wayfinding study at the completion of this Comprehensive Master Plan Update (Morgantown 2033).

LM-4.3C Examine the recommendations from the Gateway/Wayfinding Master Plan and update the City's capital improvement program accordingly.

LM-4.3D Work with Neighborhood Associations to identify mural locations to enhance community branding initiatives (see ED-6).

LM-4.4 Develop a Pattern Book to guide the design aesthetic of development, redevelopment, and reuse within residential areas.

LM-4.5 Consider implementing design guidelines for the five focus areas within the city (see LM-3).

LM-4.6 Ensure a greater mix of 'by-right' uses in Downtown Morgantown using form-based code zoning principles.

LM-4.7 Work with neighborhood associations and business owners to identify improvement projects such as facade enhancements and property improvements that could be supported by the City.

LM-4.6A Work with the Neighborhood Associations and business owners to develop programs/initiatives that encourage reinvestment in the community.

LM-4.6B Promote cooperative efforts on part of residents, businesses and the city to share responsibility for care and maintenance of abandoned lots and structures.

LM-4.6C Engage urban design consultants and university programs to assist in preparing urban design visions for commercial sites.

LM-4.8 Evaluate the feasibility of overhauling the City's Zoning Ordinance to preserve community character, support a diverse mix of uses in select areas and maximize opportunities to invest in the community by adopting hybrid approach to form-based code and conventional (traditional) zoning practices (see RV-2.5).



Street-oriented retail development, Columbus, OH (Source: Google Earth)

LM-5 STRIVE FOR COMPLETE COMMUNITIES

Integrate commercial districts and neighborhoods through increased connectivity, coordinated aesthetics, access to outdoor recreation, and a greater mix of uses to meet all residents' needs.

LM-5.1 Update development standards to require high-quality pedestrian-scaled complete streets with sidewalks, street trees, and adequate lighting (see T-1.6 and T-5).

LM-5.2 Encourage context-sensitive-scaled commercial services, amenities, and mixed-use nodes in central locations within neighborhoods (see NH-1.1).

LM-5.2A Identify areas that lack access to amenities and services via transit, walking, or biking, and find ways to support those neighborhoods, either providing these amenities and services in closer proximity or enhancing multimodal connections.

LM-5.3 Encourage development practices that connect new construction and/or infill development opportunities to already developed areas in the community.

LM-5.4 Revise the City's development regulations so that new growth results in compact development patterns that foster pedestrian activity.

LM-5.4A Regulate building massing, design, frontages, and heights to encourage human-scale settings and a continuous street wall where well suited.

LM-5.4B Establish maximum block sizes.

LM-5.5 Revise development regulations to regulate the location and quantity of parking (see NH 1.2 and 1.3, LM-2.7).

LM-5.5A Minimize the placement of surface parking lots adjacent to roadways.

LM-5.5B Collaborate with the WVDOT-DOH to evaluate opportunities to consolidate and/or reduce curb cuts along major corridors through shared access agreements.

LM-5.5C Encourage on-street parking in locations with active uses, like ground-floor retail.

LM-5.5D Reduce parking requirements to minimize the amount of land devoted to this function.

LM-5.5E Encourage shared parking arrangements between adjacent properties and businesses when possible.

LM-5.5F Encourage the "greening" of parking lots using landscaped buffers along streets, bioretention facilities, and the planting of trees and other vegetation (green islands) within parking areas.

LM-5.6 Promote bicycle, pedestrian, and vehicular interconnectivity between adjacent commercial and mixed-use parcels to minimize use of adjacent roadways for short trips (see T-2.2).

LM-5.6A Work with area stakeholders to evaluate opportunities to improve bicycle and pedestrian infrastructure through road diets.

LM-5.7 Ensure an equitable distribution of neighborhood-serving amenities across Morgantown (see NH-1.1).

LM-5.7A In residential-only areas that lack neighborhood serving retail, consider applying a Neighborhood Commercial Overlay District to facilitate more neighborhood serving commercial uses on corner lots and within accessory structures or garages that face the street.

LM-5.7B Consider a citywide policy for residential areas for commercial uses in existing or former mixed-use buildings.

LM-6 PROTECT THE ENVIRONMENT & OPEN SPACE

Protect the environment, preserve open space, and upgrade parkland throughout the city.

- LM-6.1** Re-evaluate land use classifications to ensure that green space within City boundaries are preserved using land use tools.
- LM-6.2** Require new construction to employ context sensitive design to reduce impacts on existing site features and the natural environment.
 - LM-6.2A** Consider zoning classifications based on form and intensity (as defined by height and maximum size of structures).
 - LM-6.2B** Require that future zoning changes preserve and enhance natural resources and sensitive environmental areas, designated flood plain areas, steep slopes, rivers, and streams.
 - LM-6.2C** Expand requirements for tree canopy protection and, where necessary, replacement, and consider incorporating urban heat island analyses into this process.
- LM-6.3** Encourage green stormwater and graywater management (see E-3).
- LM-6.4** Create regulations that require future commercial development to include public space (i.e. walkways, pocket parks, seating areas, bicycles storage (origin) and racks (destination), etc.).
- LM-6.5** Limit impervious surfaces along Monongahela River by pairing new development with open space and environmental protection features.

LM-7 IMPROVE EFFECTIVENESS OF DEVELOPMENT REGULATIONS AND PROCESSES

Improve effectiveness of development regulations and streamline the development processes to incentivize revitalization within city limits.

- LM-7.1** Adopt regulations that provide for an expedited development review and approval process in designated areas if proposals meet specific criteria.
- LM-7.2** Strengthen design standards (architectural appearance, building materials, landscaping, signage) and their enforcement in the zoning code.
- LM-7.3** Develop a new zoning district (e.g. Civic/Institutional) to be applied to property owned by WVU and considered a part of WVU's main campuses to provide a more predictable regulation of university-related development.



Mixed use infill development, Bentonville, AK (Source: The Cigar District)

- LM-7.4** Develop a policy for determining which types of development requests can be approved administratively rather than by the planning commission or board of zoning appeals.
- LM-7.5** Update the Zoning Code to reflect the Land Management Plan and Small Area Plan recommendations.
- LM-7.6** Use incentives and zoning to promote development in areas with existing infrastructure capacity to reduce the need for infrastructure extensions and to concentrate infrastructure improvements, which will reduce short-term and long-term operating costs.
- LM-7.7** Ensure the development process is equitable and inclusive of all Morgantown residents. Refer to the 2020 City of Morgantown Strategic Plan for Diversity, Equity, and Inclusion.



Trail-oriented mixed-use development, Atlanta, GA (Source: Atlanta Beltline Trail)

GROWTH FRAMEWORK & LAND MANAGEMENT RECOMMENDATIONS

HOW TO USE THIS SECTION:

The Land Management chapter will be consulted for any development proposal based on the following criteria. If a development proposal is inconsistent with recommendations, then it should be re-evaluated and adjusted (or satisfactory justification should be provided) before submission.

1. **Intent:** Development proposals will reflect the spirit and values expressed in the Land Management principles on pages 69-71.
2. **Location:** Development and revitalization projects should be compatible with the intent and guidance outlined in Growth Framework: Key Opportunities (pages 66-68). Development proposals will follow the Land Management Plan guidance (pages 72-73), which outlines community character goals for each area of the City. All development and revitalization projects should strive to enhance and protect the City's natural, built, and visual character.
3. **Pattern and Character:** Development proposals in growth areas will follow the preferred development types described on pages 74-77. Development in areas where growth is not intended should be compatible with the relevant Character Area description (pages 60-64).

GROWTH FRAMEWORK

The Growth Framework is a tool for City staff, elected and appointed officials, and the community at large to use in anticipating, evaluating, and making decisions regarding the intent, location, pattern, and character of future development and the timing of future infrastructure improvements. The critical elements of Morgantown's growth framework include the following:

- Build upon land use recommendations integrated within the Morgantown's citywide studies and Small Area Plans, and the 2021 Affordable Housing Plan.
- Ensure citywide, equitable opportunities for additional housing and enhanced community services.
- Increase opportunities for development near community amenities such as shopping, employment centers, parks/trails, riverfront, and transit.
- Explore the development potential of vacant or underutilized properties.
- Maximize multi-modal access to public open spaces, schools, WVU, and major employers.
- Increase access to transit, as well as walking and biking infrastructure, to help achieve the City's environmental goals and connect the community to jobs and amenities.
- Protect, preserve, and enhance natural and cultural resources.
- Ensure long-term economic sustainability of the City by planning for a wide range of commercial land use types.



Downtown Morgantown (Source: City of Morgantown)

GROWTH FRAMEWORK: EXISTING DEVELOPMENT CHARACTER TYPES

The Character Areas (defined by their existing attributes) describe several types of neighborhoods, districts and corridors that have similar attributes such as lot sizes and coverage, land use, density, street pattern and connectivity, and building design. Character Areas directly influence Land Management recommendations.

Development Character Type	Description
<p>URBAN CENTER </p> 	<p>Downtown Morgantown, the most dense area of the City. Downtown features a grid street pattern and mixed-use development that ranges from two to twelve stories in height.</p>
<p>MIXED-USE / MULTI-FAMILY </p> 	<p>These are high density areas composed of a variety of building types ranging from small two-story residential structures to large multi-story buildings. They have the largest mix of uses, including multi-family residential, retail, office, institutional and accommodation facilities.</p>

Figure LM-5: Existing development character types

<p>RIVERFRONT AREAS</p> 	<p>These areas are located along the Mon River. Don Knotts Blvd. and Beechurst Ave. are major corridors that define the edge of the riverfront area. The area includes a range of building types, from small one-story retail buildings to large multi-story buildings with a mix of commercial, hospitality, utility, and residential uses. Caperton Trail and Riverfront Park are significant amenities.</p>
<p>COMMERCIAL AREAS</p> 	<p>Consists of auto-oriented commercial areas dominated by single-story, single use buildings setback from the street and parking areas facing the street. These areas are typically located along corridors that are generally not pedestrian friendly due to lack of sidewalks, long block lengths and many vehicle access points (curb cuts) which create conflicts for pedestrians.</p>
<p>RESIDENTIAL: TYPE 1</p> 	<p>These areas encompass most of the city's historic neighborhoods and have the highest density of buildings on the smallest lots within walkable grids of streets. The district contains a mix of housing types ranging from older single family homes to small, multi-unit apartment buildings. In addition to residential uses, small-scale commercial uses may exist along major corridors.</p>

Figure LM-5: Existing development character types (continued)

<p>RESIDENTIAL: TYPE 2</p> 	<p>This district is primarily single-family residential but has small-scale, multi-family, and commercial uses. Multi-family buildings are single-family structures divided into multiple dwellings or small multi-unit complexes. These areas tend to include longer blocks and slightly larger lots. The area may include minor commercial and office uses, particularly clustered along higher-traffic corridors.</p>
<p>RESIDENTIAL: TYPE 3</p> 	<p>These areas generally have the lowest residential densities in the study area. These are primarily single-family residential with isolated minor multi-family, commercial, or civic uses. These areas are mostly connected to the city street network and other neighborhood areas but otherwise have a suburban character with limited access points (in some cases only one), large lot sizes, curvilinear streets, and long blocks.</p>
<p>AIRPORT / INDUSTRIAL</p>	<p>Includes the airport and surrounding light manufacturing and commercial areas.</p>
<p>WVU</p>	<p>This district contains the campuses of West Virginia University-owned campuses and agricultural lands.</p>
<p>UNDEVELOPED AREAS</p>	<p>Large undeveloped areas area that do not conform to other designations defined above.</p>

Figure LM-5: Existing development character types (continued)

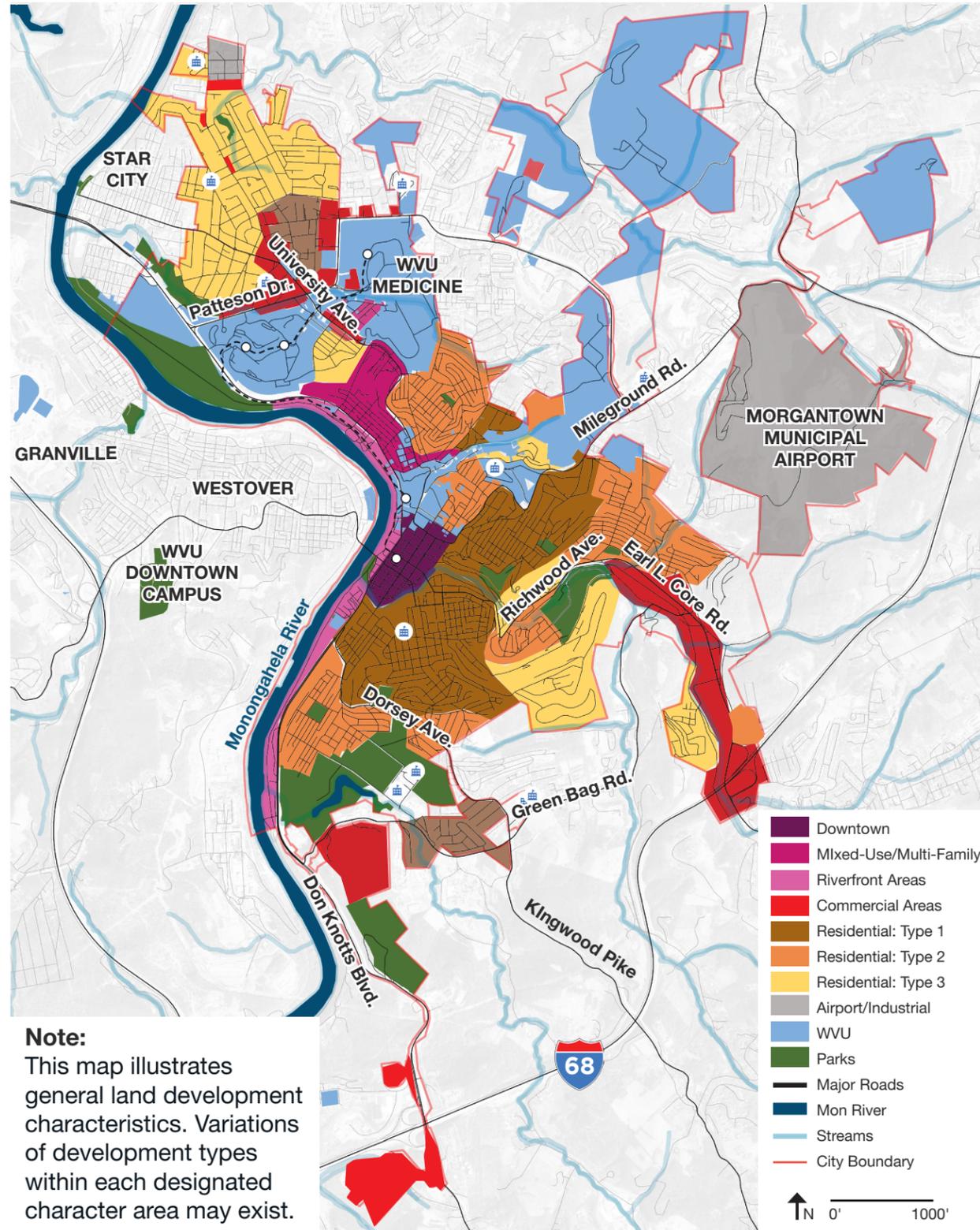


Figure LM-6: Existing development character areas

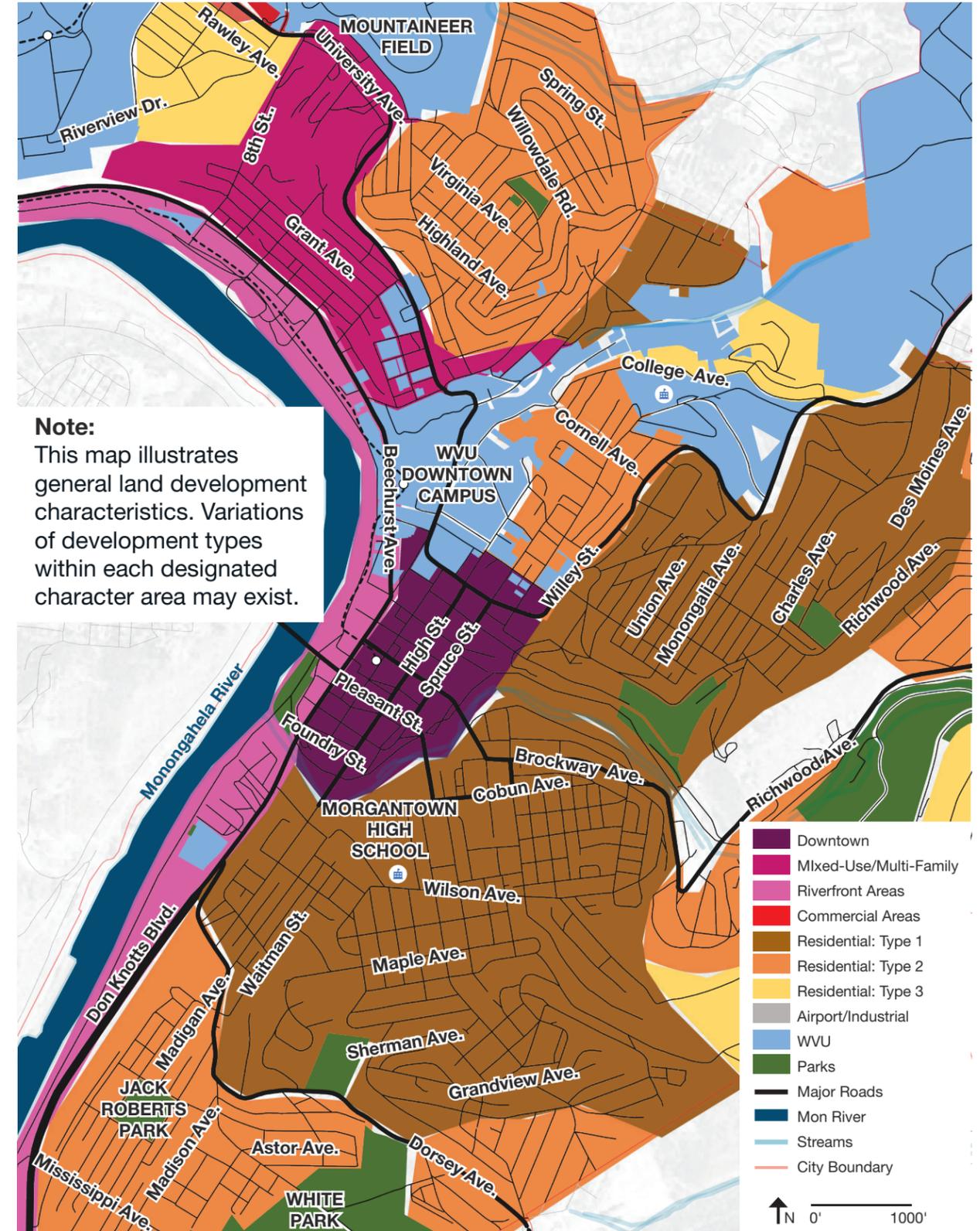


Figure LM-7: Existing development character areas - Downtown core

GROWTH FRAMEWORK: KEY OPPORTUNITIES

The Key Opportunity Areas identify and assign ten intentional growth categories across Morgantown based on existing land use, character areas, and the aspirations of residents, employees, business owners, and other area stakeholders as expressed throughout the comprehensive planning process. Along with the character areas, the Opportunity Areas shape Land Management recommendations.

- Strengthen** Downtown as a livable and dynamic center for Morgantown and the region
- Establish** the riverfront as a distinct destination for Morgantown and the region
- Preserve** existing neighborhoods and, where appropriate, encourage a mix of housing types
- Revitalize** major commercial corridors and underutilized sites to support walkable and attractive mix of commercial and residential uses
- Continue** to improve housing and neighborhood amenities to encourage a mix of students, residents, and residential building types
- Improve** the visual character of gateway corridors into the city and create walkable streets that are supported by transit and bicycle amenities
- Support** business and logistics centers to expand economic development opportunities
- Enhance** parks & open spaces, including access to regional trails and adjacent neighborhoods
- Implement** branded districts to enhance the sense of place, improve citywide wayfinding, and to encourage revitalization
- Leverage** the University as a significant employer and amenity to anchor existing and emerging mixed-use districts in the city

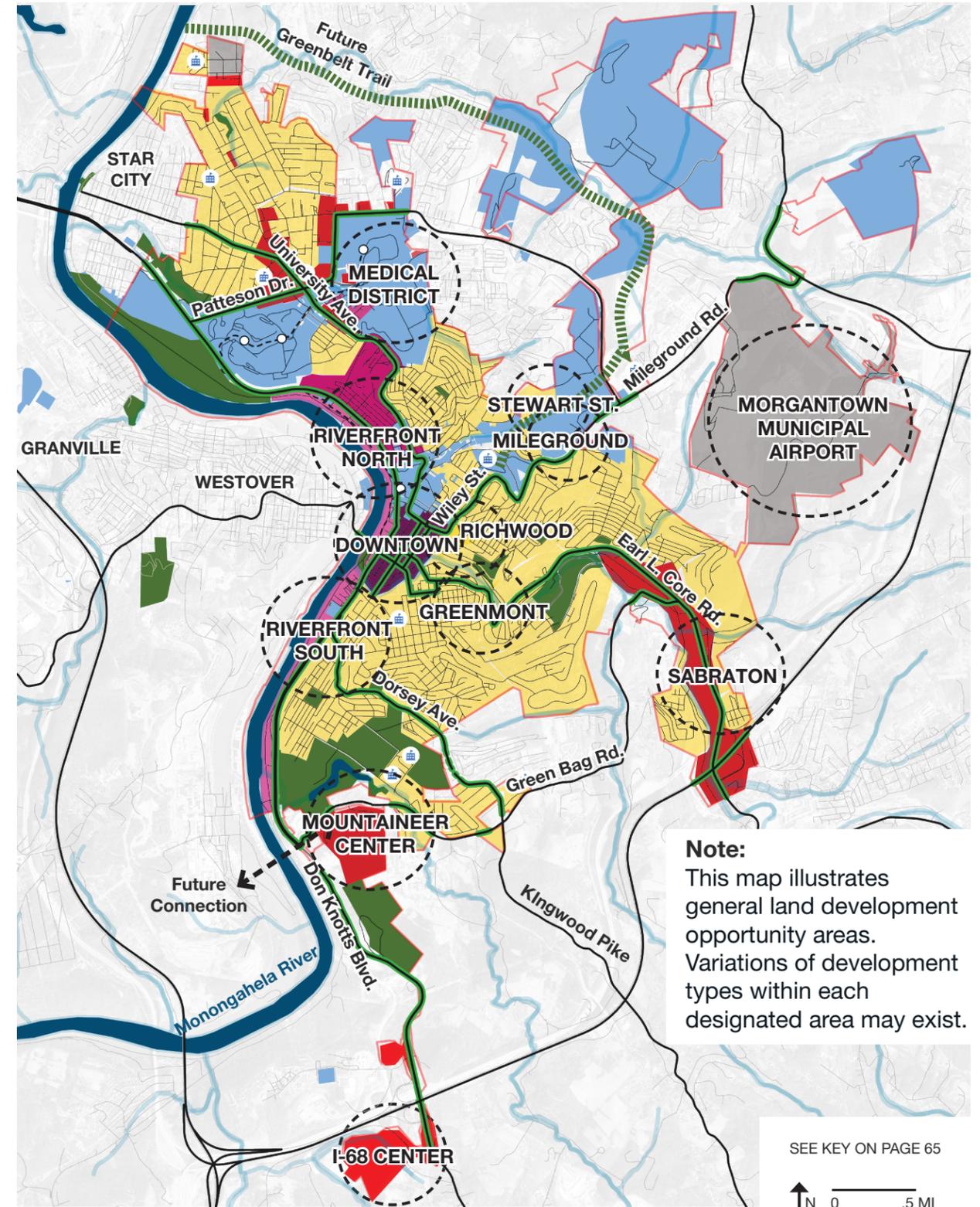


Figure LM-8: Growth framework concept

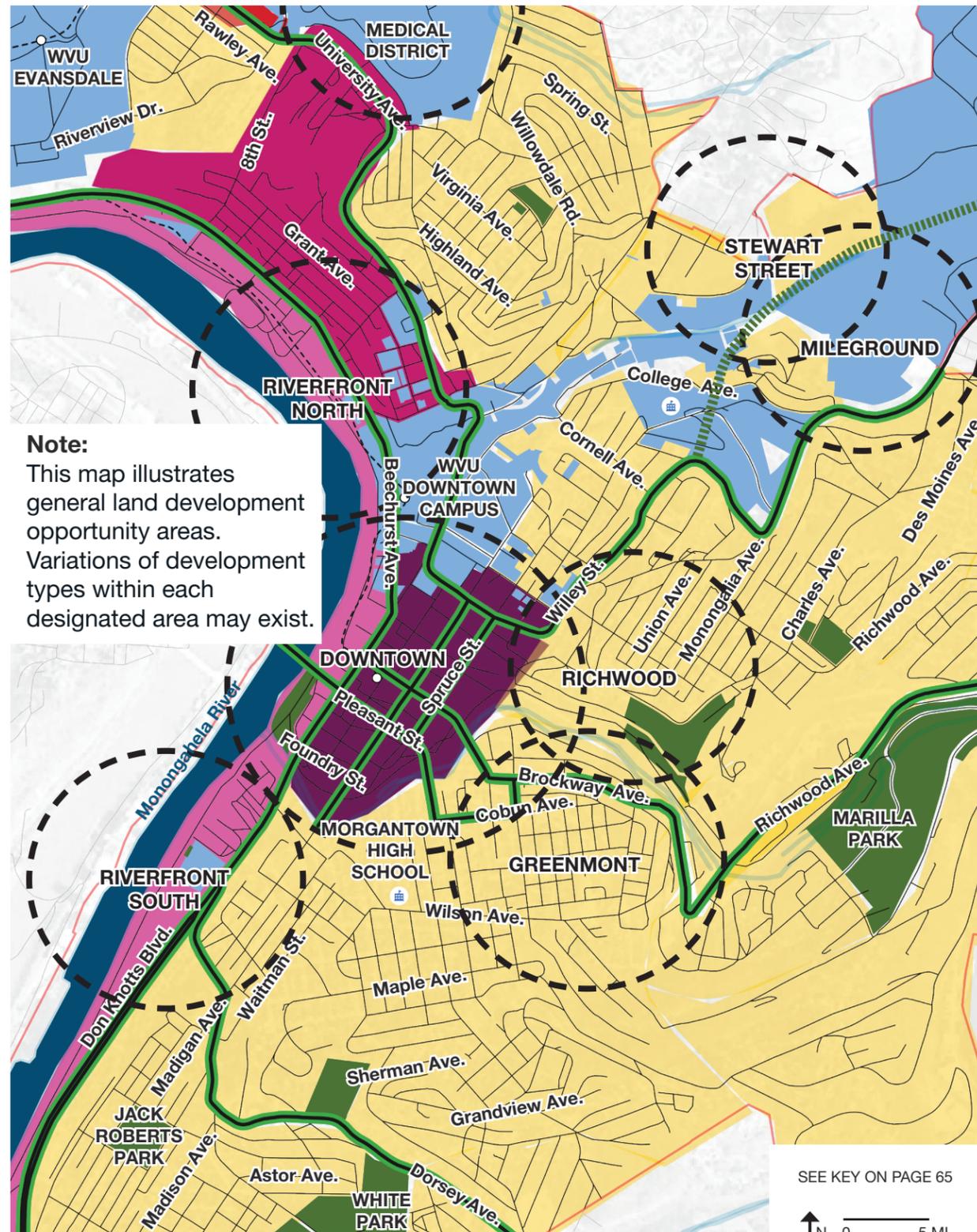


Figure LM-9: Growth framework concept - Downtown core

LAND MANAGEMENT PLAN

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

KEY LAND MANAGEMENT PRINCIPLES

SUPPORT NEIGHBORHOODS

- Foster walkable, bikeable, and transit accessible neighborhoods.**

While the region's topography is a challenge to creating an ideal level of connectivity, opportunities will be sought to increase safe travel options and decrease personal automobile use. Connected sidewalks, bicycle paths, and supporting amenities will be integrated into development and areas undergoing redevelopment.
- Encourage incremental “house-sized,” contextual infill within existing residential neighborhoods.**

The City will continue to invest in and encourage private investment in all neighborhoods that strengthen their existing character and value. Particular attention will be given to infill that blends with the size and form of the existing surrounding structures.

3. Increase opportunities to develop diverse housing options near schools, parks, shopping districts, and employment centers.

Complete neighborhoods include a variety of land uses (residential, commercial, civic, and recreational areas), building types, and housing types to increase access to amenities and services for diverse and multi-generational neighbors. A mix of residential dwelling types will be located within walking, and/or biking distance from amenities.

4. Include strategies that can help preserve existing structures, including the use of Accessory Dwelling Units (ADUs), building additions, transitioning larger single-family houses to apartments, etc.

Preserving and adapting existing structures retains the neighborhood character while increasing housing diversity (single-unit and multi-unit, detached and attached) and leading to increased ownership rates. Housing within Morgantown neighborhoods will offer options for ownership and rental occupancy at various price levels.

5. Allow for organic growth of commercial uses that people need close to where they live.

The growth of commercial uses will be encouraged through context-sensitive mixed-uses in neighborhoods to increase walking, rolling, and/or biking access to services such as barbers, groceries, and bakeries.

REVITALIZE COMMERCIAL CENTERS

6. Facilitate economic activity in the City and ensure the availability of sites for incremental business growth and expansion.

Facilitate economic activity in the City and ensure the availability of sites for incremental business growth and expansion. Ensure long term economic sustainability of the City by planning for a wide range of commercial land use types.

7. Support the redevelopment of “underutilized” gray-field sites along community corridors.

Community corridors are commercial areas located along - or encompassing - transportation facilities, such as the Mountain Line or PRT stops. It is preferable to accommodate growth within zones already appropriate for increased development

densities and are - or could be - transit accessible. Establish neighborhood business districts/corridors to support existing residential neighborhoods.

8. Provide opportunities to develop a variety of housing options near employment and community services.

Live-work environments allow residents to live in an urban setting within walking distance of employment and community services, reducing reliance on personal automobiles as the primary travel mode.

9. Develop buildings and public spaces that are human-scaled and contribute to placemaking & Morgantown's authentic community identity.

Development will be designed for the person, not the automobile. Buildings and public spaces will enhance the community's outdoor fabric through universal design, connection to the sidewalk and trail system, and celebration of community.

10. Promote and encourage design elements that enhance community livability such as active uses at the ground floor level along key street frontages.

Public and private areas are planned and designed to balance function, appearance, and affordability while prioritizing designs that activate buildings and public spaces at the street level (e.g., frequent doors and windows, public art, murals, etc.).

11. Encourage compact block and street networks and a built environment that facilitates walking, biking, and bus riding.

A connected street pattern or modified grid system is the preferred network for development and redevelopment. Well-connected streets will be designed with short blocks, including sidewalks, and integrate with the larger Morgantown-area bicycle network.

LAND MANAGEMENT PLAN: FUTURE DEVELOPMENT CHARACTER

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

Development Character Type	Description
<p>DOWNTOWN</p> 	<p>Includes a mix of housing, office, commercial, and civic uses located adjacent to one another or sharing the same building. Buildings are generally larger in scale than other mixed-use areas and contain more employment and commercial uses that serve the broader community. Buildings should be located near the street, with parking provided on-street, behind, or between buildings.</p>
<p>RIVERFRONT MIXED-USE</p> 	<p>Development near the Mon River should include a mix of residential, commercial, and employment uses that engage the riverfront and amenities such as the Caperton Trail and Hazel Ruby McQuain Park to facilitate trail-oriented development. Development near the river is encouraged to incorporate ecological sustainability best practices and contribute to the riverfront's sense of place.</p>

Figure LM-12: Future development character

<p>RESIDENTIAL MIXED-USE</p> 	<p>These areas comprise multi-family housing with ground floor activating commercial uses, particularly at/near street intersections, to engage the public realm (streets and parks). Buildings in these areas may be larger in scale, with massing that steps down toward lower-scale residential areas. Parking should be located at the rear/sides of buildings and be buffered from public amenities.</p>
<p>CORRIDOR MIXED-USE</p> 	<p>Corridor mixed-use areas are located along major gateway roads into the City and may comprise a mix of housing, office, commercial, and/or civic uses adjacent to one another or within the same structure (such as offices or apartments above ground-floor retail). Parking should be located behind or to the side of buildings and may be shared between multiple uses.</p>
<p>BUSINESS & TECHNOLOGY</p> 	<p>Buildings that range in height and scale that include office, research, light industrial, clean manufacturing, or warehousing activities with single or multiple tenants. May involve multiple large-scale buildings in a campus setting, but buildings should be in a walkable configuration with shared parking typically behind or to the side. A mix of supportive retail establishments and residential uses are encouraged to allow for a live-work environment.</p>

Figure LM-12: Future development character (continued)

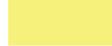
<p>HIGH-INTENSITY RESIDENTIAL </p> 	<p>Includes a mix of small, multi-unit buildings and single-family structures. Structures may vary considerably in form and density depending on the adjacent context (up to four stories). Density and height ranges may increase along major corridors and adjacent to Downtown. Limited neighborhood-serving commercial uses may be considered along major corridors where these uses exist.</p>
<p>MEDIUM-INTENSITY RESIDENTIAL </p> 	<p>Accessory commercial units will create opportunities for additional neighborhood-serving amenities convenient to area residents. Structures may range to three stories and comprise a mix of "house-scale" types. Opportunities for "house-scaled" multifamily housing may be considered when contextually appropriate. Ground floor retail may be considered at intersections and along major corridors, particularly where these uses have historically existed.</p>
<p>LOW-INTENSITY RESIDENTIAL </p> 	<p>Comprised of detached 1-2.5 story residential structures each intended for one family. Densities range from six to twelve units per acre. Accessory dwelling units should be considered to increase housing type diversity.</p>

Figure LM-12: Future development character (continued)

<p>WVU </p>	<p>Land owned by West Virginia University. Height and scale of structures should be compatible with adjacent neighborhoods.</p>
<p>OPEN SPACE </p>	<p>Includes formal parks, recreation areas, trails, natural open space, and farmland.</p>

Figure LM-12: Future development character (continued)

The matrix and descriptions below indicates the development types that are generally appropriate in each concept area.

Land Management Type	Compatible Use Types								
	SF	TF	MF	CI	C	AC	O	I	OS
Downtown									
Riverfront Mixed-Use									
Residential Mixed-Use									
Corridor Mixed-Use									
Business & Technology									
High-Intensity Residential									
Medium-Intensity Residential									
Low-Intensity Residential									
WVU									
Open Space									

- SF:** Single-Family Dwelling
- TF:** Two-Family Dwelling
- MF:** Multi-Family Dwellings (Apartments, Townhouses)
- CI:** Civic/Institutional (Schools, Government Buildings, Churches, Etc.)
- C:** Commercial (Retail, Restaurant and Accommodation)
- AC:** Accessory Commercial (Residential Compatible Retail and Restaurant)
- O:** Office
- I:** Industrial (Light Industrial/ Manufacturing, Warehouse)
- OS:** Open Space (Parks, Recreation Areas)

Figure LM-13: Appropriate development types

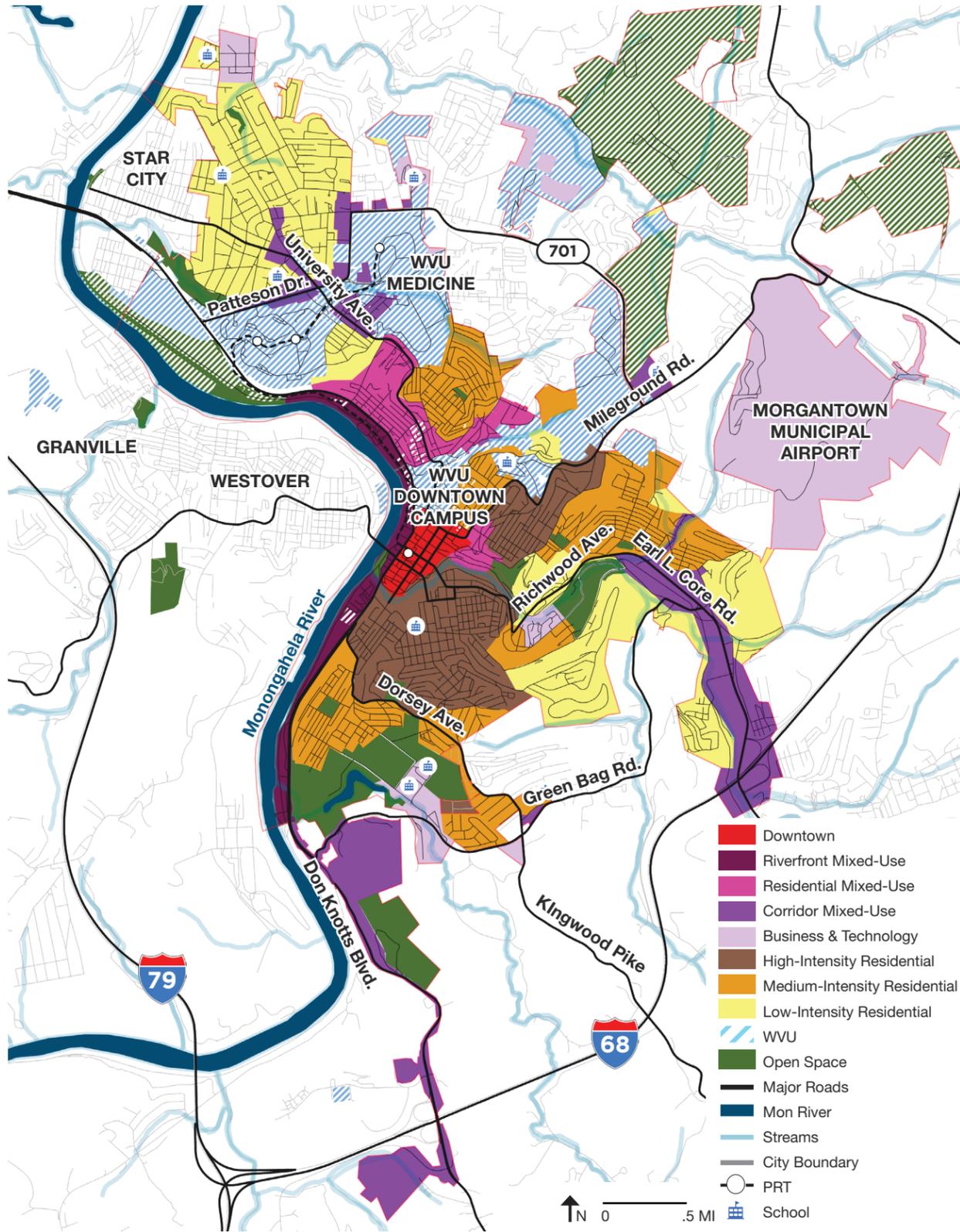


Figure LM-10: Land management plan

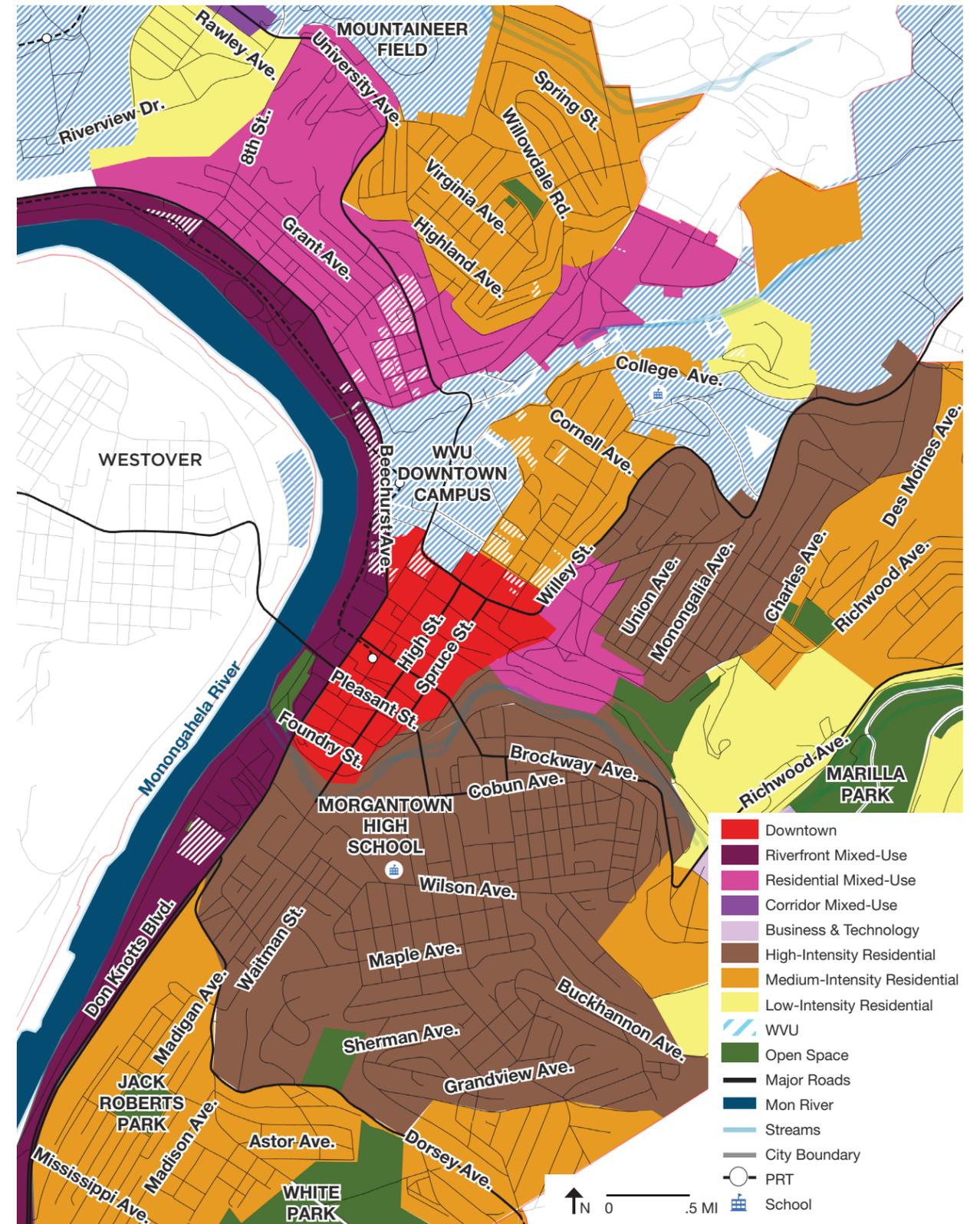


Figure LM-11: Land management plan - Downtown core

FOCUS AREA 1: RIVERFRONT

The Riverfront area is located between the West Virginia University Power Plant to the north and the Morgantown Water Treatment Plant to the south. The area is bounded on the west by the Monongahela River and on the east by Don Knotts Boulevard. This focus area encompasses the Monongahela River, which is a significant regional natural resource. The presence of the Caperton Trail, Hazel Ruby McQuain Amphitheater, and Waterfront Place has created a center of activity that should catalyze further transformation. The on-going planning of the WVU Power Plant on the northern end provides an opportunity for the partial reuse of the site to establish a northern anchor to the Riverfront.

A small area plan should identify opportunities to activate the Riverfront by improving connectivity between the Riverfront and adjacent neighborhoods; providing greater access to the river for recreation; identifying locations for trail-oriented mixed-use infill; and planning a northern Riverfront anchor.

Opportunities & Challenges:

- Establish the Riverfront as a mixed-use district to live, recreate, celebrate, work, and shop.
- The Riverfront is a complementary and essential part of Downtown; improving one improves the other. Establish safe bicycle and pedestrian access between the Downtown core and the Riverfront.
- Orient future development to the River/Caperton Trail, existing streets, and alleys.
- Enhance the Caperton Trail and strengthen Monongahela River access and open space amenities. Provide premier arts and cultural opportunities at the Hazel Ruby McQuain Amphitheater. Ensure that the City’s riverfront becomes a “must-see” destination for residents and visitors alike.
- Creatively reuse the partially vacant Power Plant property to establish a catalyst for revitalization and activation at the Riverfront’s northern end.
- Improve the streetscape character of Beechhurst Avenue and Don Knotts Boulevard.



Scenic Trail, Cincinnati, OH (Source: Savana Willhoite)



Riverfront, Greenville, SC (Source: Google E.)

Note:

The general planning area shown include commercial properties along primary corridors. Focus Area boundaries are to be determined during the master planning process.

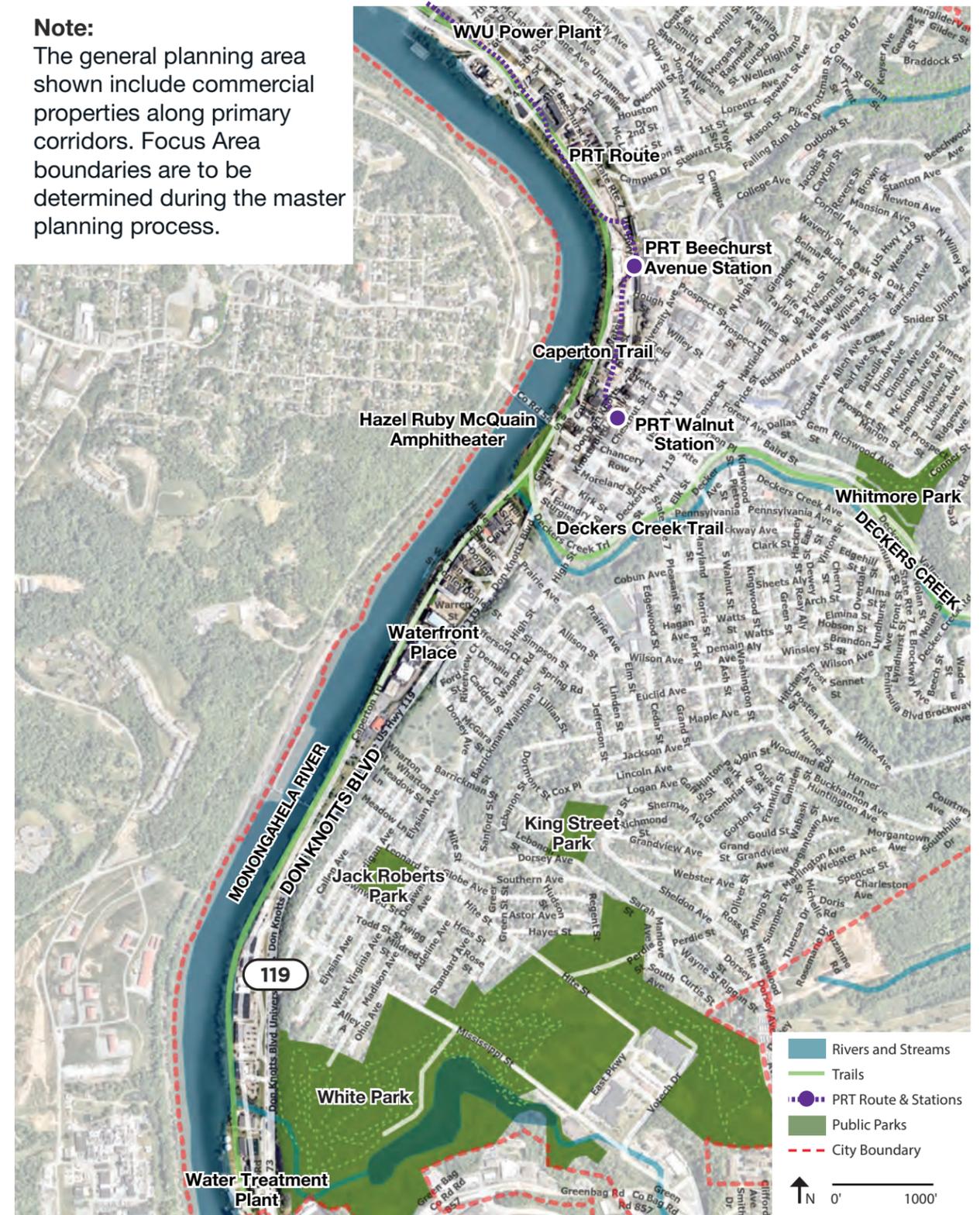


Figure LM-14: Riverfront focus area

FOCUS AREA 2: SABRATON (EARL CORE ROAD CORRIDOR)

Sabraton follows the Highway 7 / Earl L Core Road corridor from its entry point into southeast Morgantown at the I-68 exit up through the northeastern edge of Marilla Park area. The area is a key gateway into Morgantown that is currently defined by a range of low-density, disconnected, and automobile-oriented commercial development.

A small area plan should identify opportunities for increased multi-modal connectivity to Downtown and surrounding neighborhoods; safe, welcoming, and comfortable streetscapes for pedestrians and bicyclists; and higher-density mixed-use redevelopment.

Opportunities & Issues:

- Establish the Sabraton Focus Area as a gateway from I-68 into Morgantown, including enhanced streetscapes, mixed-use development, and district/citywide branding.
- Encourage vertical, mixed-use development that includes employment, commercial and residential uses. Orient development to existing/future streets, Deckers Creek Trail, and open space to emphasize the creation of an urban, walkable district. Prioritize large parcels with single ownership that may be easier to redevelopment.
- Build upon the many existing services in the focus area – such as grocery stores - to support additional residential and employment uses to establish a "complete community".
- Maximize/enhance the connections to Marilla Park and Deckers Creek Trail.
- Enhance the transit and para-transit network to improve access to both Downtown and WVU.
- The relatively flat corridor provides an ideal setting to demonstrate best-practice bicycle and pedestrian facilities.



Ikea Blvd., Charlotte, NC (Source: Google Earth)



Village at Leesburg, Leesburg, VA (Source: Visit Loudon)



Figure LM-15: Sabraton focus area

FOCUS AREA 3: LOWER GREENMONT

The Lower Greenmont area is located at the lower, northern end of the Greenmont neighborhood, along Brockway Avenue to the south and Deckers Creek to the north. This Focus Area is adjacent to Downtown and recreational amenities and comprises existing residential dwellings, vacant lots, and dilapidated properties.

A small area plan should achieve greater connectivity to the surrounding neighborhoods, trails, and green spaces, improve the safety and comfort of streets for pedestrians and bicyclists, maximize residential infill of vacant lots, and identify opportunities for neighborhood-serving commercial uses.

Opportunities & Challenges:

- Maximize ‘missing middle housing’ and neighborhood-scale mixed-use by adapting existing commercial buildings and infilling vacant sites
- Utilize the topography to tuck infill development into slopes to maximize intensity while retaining neighborhood scale.
- Enhance pedestrian and bicycle connections to Deckers Creek, Deckers Creek Trail, Morgantown High School, Whitmore Park, Downtown, and the surrounding neighborhoods. Additionally, increase the bicycle and pedestrian safety and comfort along Brockway Avenue.
- Maximize underutilized buildings along Deckers Creek, such as Wilson Works, as opportunity sites for mixed-use development.



Multi-unit residential infill, Minneapolis, MN (Source: Missing Middle Housing)



Neighborhood commercial use, Loveland, OH (Source: Hometown Cafe Loveland)

Note:

The general planning area shown include commercial properties along primary corridors. Focus Area boundaries are to be determined during the master planning process.



Figure LM-16: Lower Greenmont focus area

FOCUS AREA 4: WV ROUTE 705 CORRIDOR

The Suncrest/University area follows Patteson Drive, Van Voorhis Road, and Chestnut Ridge Road as they extend between Beechurst Avenue and the north side of Ruby Memorial Hospital. This focus area serves as a critical spine between the WVU Evansdale Campus to the west, neighborhoods to the north, and the Medical Campus to the east. Today, the corridor features auto-centric development patterns, lacks walkability and bikeability, and experiences regular traffic congestion.

A small area plan should take a people-centered approach that establishes the area as a walkable mixed-use district that provides a place to live, work, play and recreate for surrounding neighborhoods and employment centers.

Opportunities & Challenges:

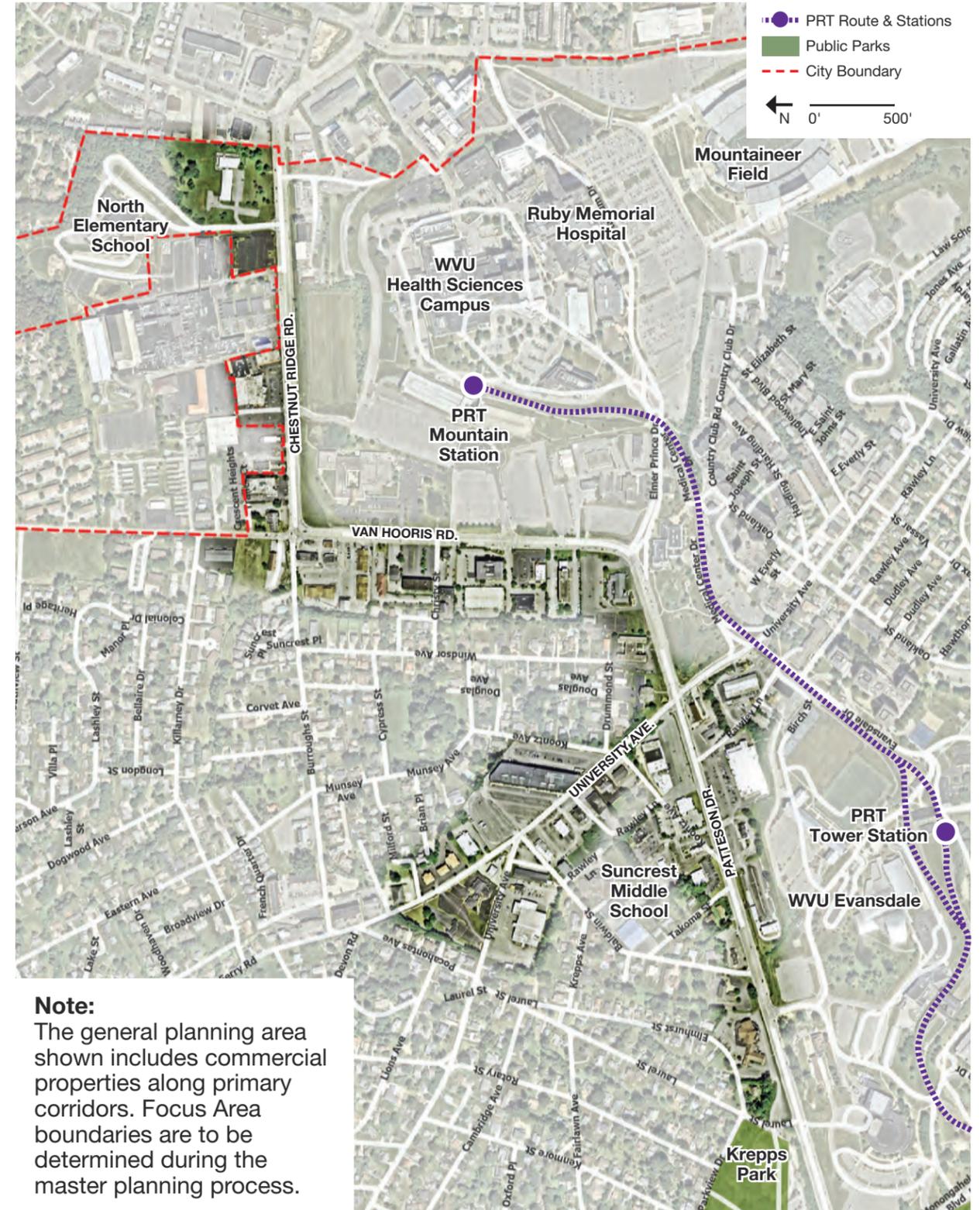
- Improve safe pedestrian and bicyclist connections to North Elementary School.
- Enhance the streetscapes along Patteson Dr., Van Voorhis Road, and Chestnut Ridge Road to improve the corridor's sense of place.
- Orient development to existing/future streets and open space to emphasize the creation of an urban, walkable district.
- Brand the area as a “Medical District” that complements Downtown and the Riverfront, creating three identifiable urban areas of Morgantown.
- Prioritize vertical mixed-use infill and redevelopment projects to maximize the corridor's flat land and access to a range of parks, existing neighborhood amenities, and the PRT. ‘Step down’ the scale of future redevelopment to adjacent neighborhoods.
- Coordinate with WVU to consider a mix of student and non-student housing options.
- Address flooding issues through improved stormwater management systems.



Retail district with a civic plaza, Riverdale, MD (Source: Rhodeside Harwell)



District branding, Columbus, OH (Source: Experience Columbus)



Note:
The general planning area shown includes commercial properties along primary corridors. Focus Area boundaries are to be determined during the master planning process.

Figure LM-17: WV Route 705 Corridor focus area

FOCUS AREA 5: DOWNTOWN

Downtown is bounded by Deckers Creek to the south and southeast, Monongahela River to the west, and WVU to the north. The Focus Area will benefit from public and private investment to bolster its status as the heart and soul of Morgantown. Downtown's historic buildings and mix of cultural, residential, and retail offerings provide a healthy foundation for revitalization.

A small area plan should center Downtown as a cultural entertainment district. It should feature beautiful and safe bicyclist and pedestrian connections to the Riverfront, activate public spaces, and maximize opportunities for adaptive reuse, infill, and redevelopment to intensify mixed-uses.

Opportunities & Challenges:

- Consider adaptive reuse of existing buildings, infill of underutilized sites, and redevelopment of dilapidated buildings to accommodate additional office, commercial and residential space.
- Encourage and assist in creating more outdoor gathering and dining spaces, including a Downtown-specific community public space.
- Strengthen synergies between Downtown and riverfront, including safer pedestrian crossings at University Avenue.
- Secure a small grocery to serve the area's residents and workers.
- Maximize mixed-use development around PRT stations.
- Celebrate the uniqueness of the PRT line with illumination, colorful murals, and other public art.



District branding, Worcester, MA (Source: Selbert Perkins Design)



Mixed use infill, Alexandria, VA (Source: Equity Residential)



Downtown Streetscape, Bethesda, MD (Source: Rhoadside Harwell)

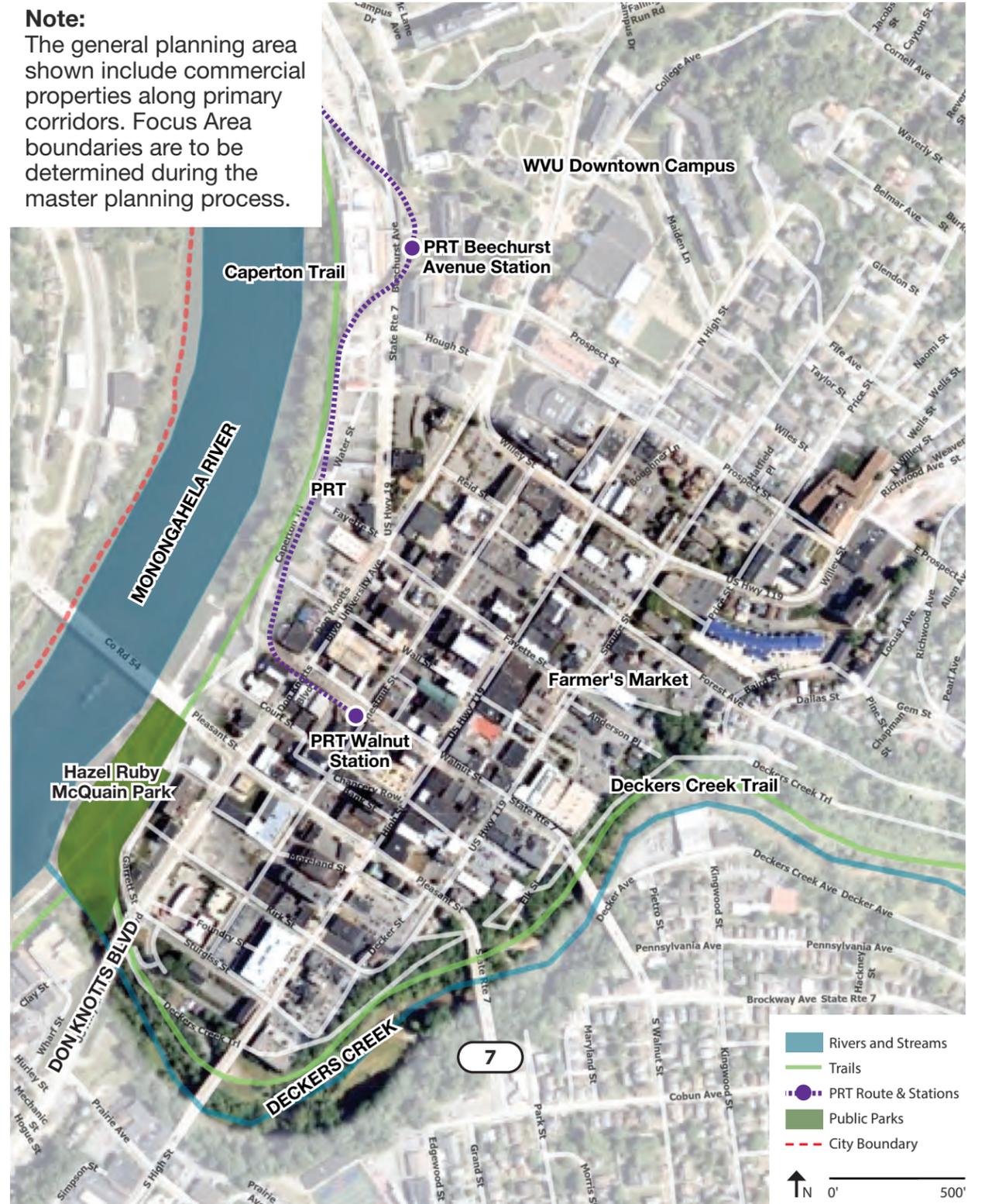


Figure LM-18: Downtown focus area

TRANSPORTATION

VISION

Morgantown will be an accessible city, working with its partners to offer a variety of convenient, safe, reliable, well-maintained and equitable transportation options. Enhanced transit, bicycle, and pedestrian networks will connect neighborhoods and business districts. In addition, the goal of minimizing traffic-induced air and noise pollution will be prioritized to improve residents' quality of life.

PRIORITY ACTIONS

- Limit through truck traffic in the City.
- Emphasize the creation of “human-centered” complete streets for the City’s primary gateway corridors.
- Identify gateway corridors and district branding opportunities through the development of a citywide wayfinding signage study.
- Utilize the PRT as a placemaking asset and unique transportation resource in the City.
- Support emerging transportation technologies such as electric vehicles.
- Improve multimodal transportation options, notably sidewalks and bike lanes.
- Expand the airport flight offerings for commercial and industrial use.

TRANSPORTATION OVERVIEW

The region's transportation network, which is overseen by the Morgantown Monongalia Metropolitan Planning Organization (MMMPO), is defined by two interstates, I-68 and I-79, which frame the Morgantown metropolitan area. I-79 is a major north-south artery that connects the Morgantown area with Pittsburgh (1 hour and 20 minutes) and western Pennsylvania to its north and the state capital Charleston (2.5 hours) to its south. I-68 is a major east-west artery that connects Morgantown to Western Maryland and major urban centers along the east coast of the United States (3.5 hours to DC; 3.5 hours to Baltimore; 5 hours to Philadelphia). These critical connections also provide access from surrounding areas to Morgantown.

US 19 (Beechurst Avenue) and the WV 705 corridor (Patteson Drive, Van Voorhis Road, Chestnut Ridge Road) are significant roadways in Morgantown that accommodate close to 40,000 vehicles per day. These corridors feature multiple travel lanes that are difficult to cross for pedestrians and lack adequate bicycle amenities. In addition, these corridors are defined by automobile-oriented development that promote sprawl and lack a sense of place as essential routes in the city. Gateway corridors into the city, such as Don Knotts Boulevard, Earl Core Road, Wiley Street, Beechurst, University Avenue and the WV 705 Corridor lack features such as street trees, consistent sidewalks, bike lanes, wayfinding, and aesthetic enhancements.

[Refer to the Morgantown Monongalia County Metropolitan Planning Organization's \(MMMPO\) Metropolitan Transportation Plan \(MTP\) for detailed transportation recommendations.](#)

Many of the city's primary roadways connect to local neighborhood streets. These local streets often include sidewalks; however, they may be discontinuous, narrow, and lack amenities such as streetlights. Introducing bicycle routes has been challenging due to narrow street widths and steep slopes. Limited street connections between neighborhoods are often a result of topographic and hydrological barriers; as a result, crosstown and regional traffic must rely on a limited number of connecting thoroughfares. As metropolitan and regional travel patterns have evolved with high growth along Morgantown's periphery, traffic has intensified on these routes.

Crashes have trended upward in the MMMPO area, although 2019 experienced a slight decline. Approximately one-third of all area-crashes occur within Morgantown's city limits. Along with its high traffic growth, University Avenue likewise stands out as a high crash corridor, with 8% of all reported crashes from 2015-2019 occurring along the roadway. Other higher-crash roads include Monongahela Boulevard and Patteson Drive.

Through-Truck Traffic

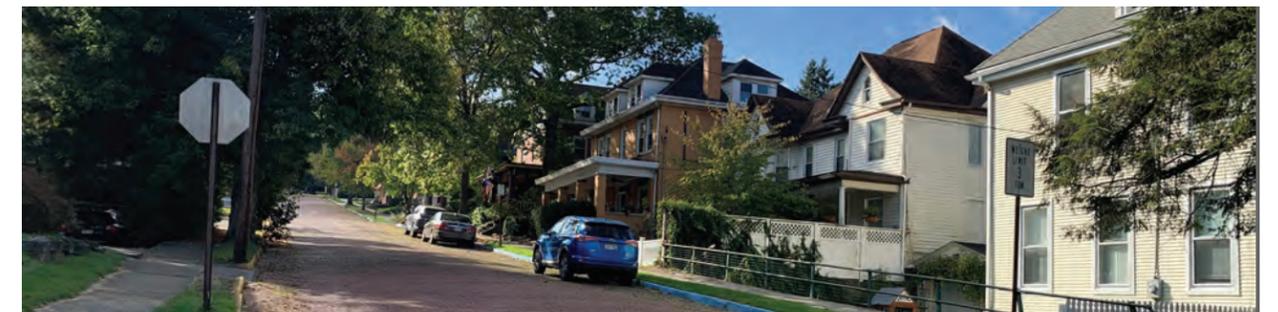
Through-truck traffic is a significant nuisance for area residents, business owners, and visitors. Many in-town roads are designated State thoroughfares, which allow for truck traffic to regularly pass through business and residential areas. This traffic has deteriorated streets and damaged supporting street infrastructure such as sidewalks, streetlights, and pedestrian crossing signals. In addition, through-truck traffic negatively impacts noise, water, and air quality in the city, decreasing the quality of life for residents. Pedestrians and bicyclists can experience negative impacts at crossings and along roadways. Major through-truck traffic routes in Morgantown include Powell Avenue, Brockway Avenue, Walnut Street, University Avenue, and Beechurst Ave (State Route 7, US 119, and US 19).

Transit

The Mountain Line Transit Authority (MLTA) is the primary provider of public transportation services within Morgantown and Monongalia County. MLTA operates 24 deviating routes, with 1 intercity route within the MPO area, with most of these routes operating around or connecting to downtown Morgantown. The Mountain Line Bus Depot recently moved from Morgantown to Westover. WVU also provides public transportation service within Morgantown and Monongalia County, offering a variety of shuttles and buses as well as a unique fixed guideway system known as Personal Rapid Transit (PRT). The PRT route includes a Downtown station.

Like many transit systems across the United States, ridership during the COVID-19 pandemic has declined. Total unlinked passenger trips across all lines for 2021 totaled just over 400,000, roughly half as many as 2019. Monthly ridership began to increase in January 2020 until the pandemic abruptly altered commuting patterns in March 2020. Since then, remote work and public perceptions regarding health concerns on-board public transportation have obscured ridership patterns.

MLTA current service does an adequate job of reaching those living in poverty, elderly, persons with disabilities, and zero-car households who are more dependent on transit service and have limited mobility options. Only one Census block group with multiple communities of concern lies outside of a 500-foot radius of fixed route service.



Park Street, Morgantown, WV (Source: Rhodeside Harwell)

Note:
Refer to the MMMPO MTP

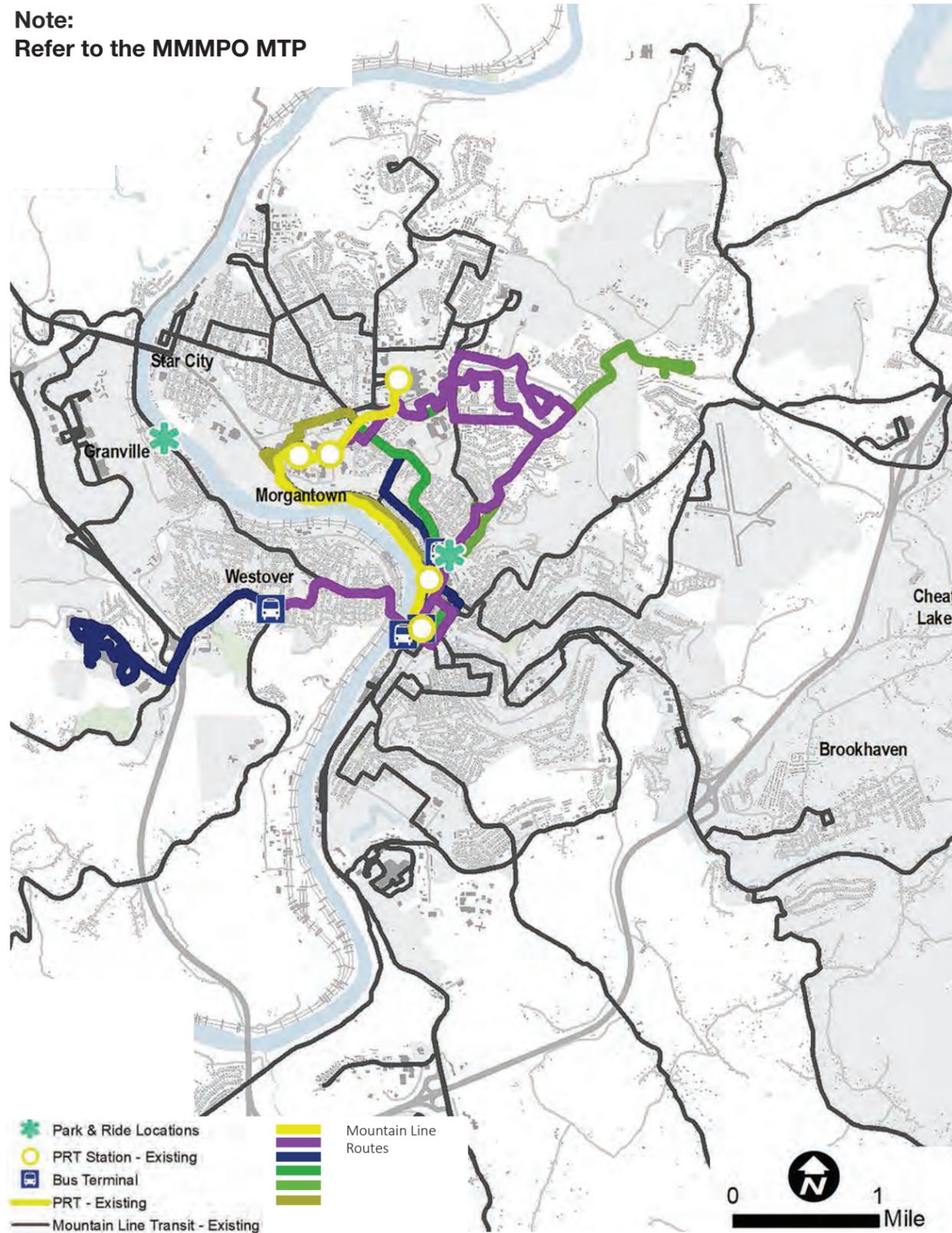


Figure T-1: MMMPO Morgantown Area Transit Service Map

Note:
Refer to the MMMPO MTP

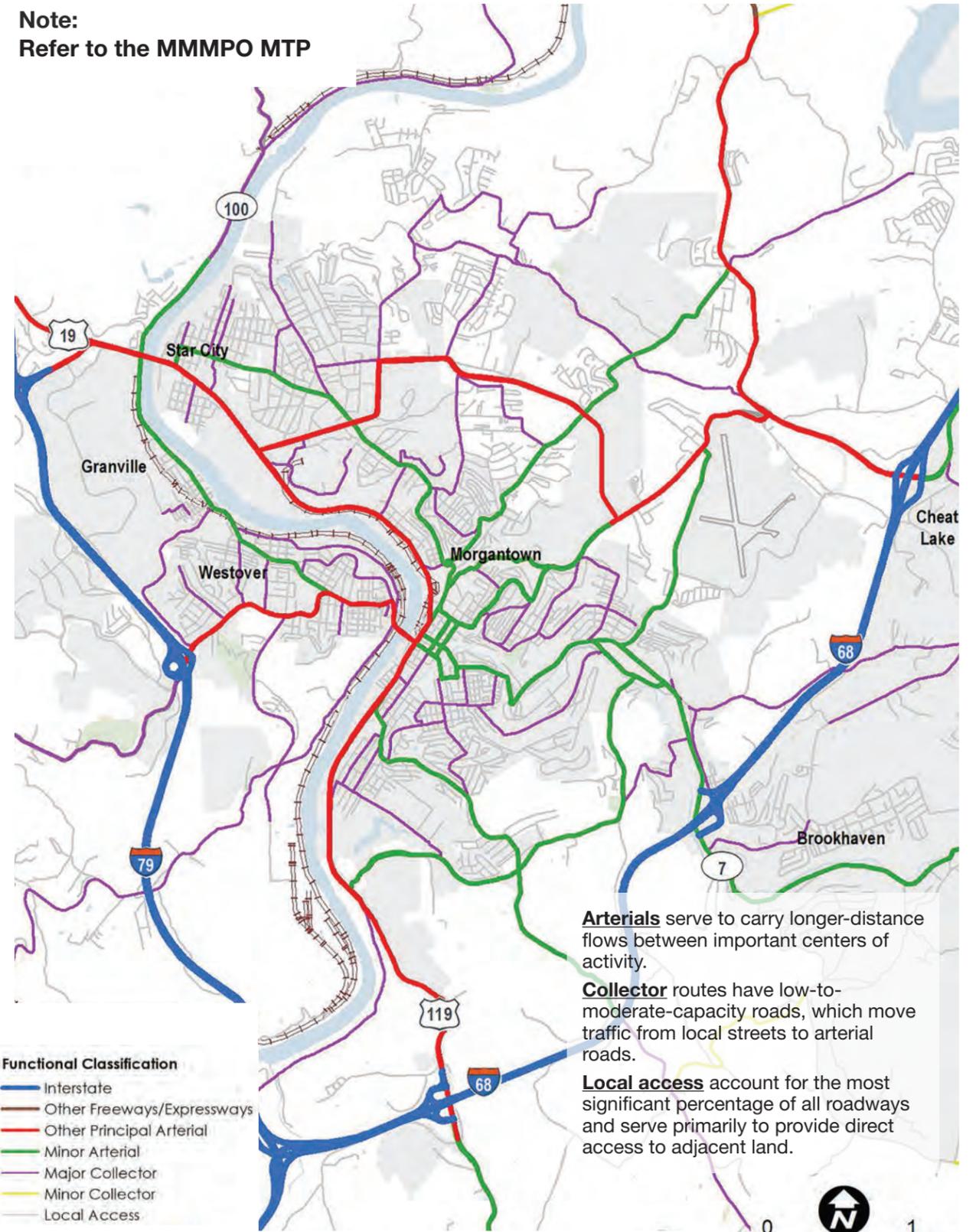


Figure T-2: MMMPO functional classifications

Note:
Refer to the MMMPO MTP

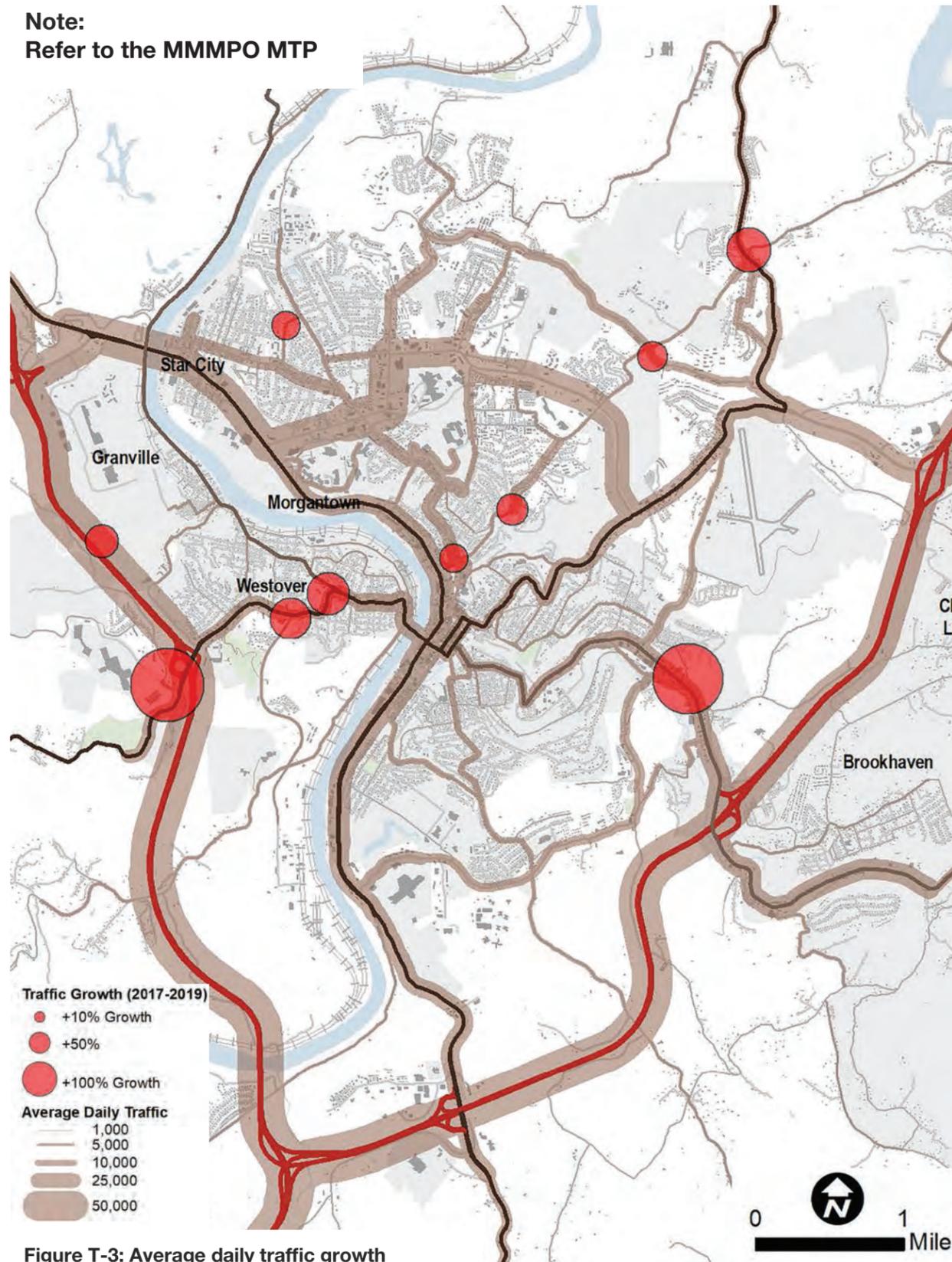


Figure T-3: Average daily traffic growth

Pedestrian and Bicycle Connectivity

While most regional trips are made via automobile, how people move continues to change. For the approximately 230 miles of roads within the MMMPO’s urban area, only 32% have sidewalks, and no roads outside of the urban areas surrounding Morgantown have sidewalks or pedestrian facilities. Morgantown is home to a growing network of sidewalks but lacks uniformity. Most sidewalks are concentrated in the downtown area, around West Virginia University, and in nearby neighborhoods; gaps in existing sidewalks become more significant outside the downtown area.

Trails have become a celebrated recreational amenity in the region. The Mon River Trail system traverses the county from the Pennsylvania border south towards Fairmont and the Marion County border, following the course of the Monongahela River. Within the Morgantown area, the trail becomes paved for over 5 miles and is known as the Caperton Trail. Connecting to the Caperton Trail, the Deckers Creek Rail Trail is a 20-mile trail that follows a northwest-to-southeast route eastward from downtown Morgantown, connecting to Preston County and Masontown. The Morgantown Monongalia County has prepared a Bicycle Plan to address issues of connectivity.

Air Transportation

The Morgantown Municipal Airport represents the largest airfield in Monongalia County, providing daily service to Pittsburgh, Washington, and other localities. The airport averaged 152 enplanements per day in 2019 and is the fourth largest of the seven commercial airports in West Virginia. The Airport Authority is currently undertaking a 1,001-foot runway expansion. Material removed to expand the runway will be used at the I-68 Commerce Park just north of the airport. The expansion will improve the safety of existing airport operations and may attract more service or carriers. It is not anticipated to attract larger commercial aircraft.

Water Transportation

The known dock locations in Monongalia County are located exclusively along the Monongahela River, including those used for bulk shipments of coal and limestone. The Morgantown lock and dam, located just south of the US 19, is one of nine structures along the Monongahela River that allows year-round navigation.



Figure T-3: Local transportation statistics (Source: US Census 2015-2019 ACS)

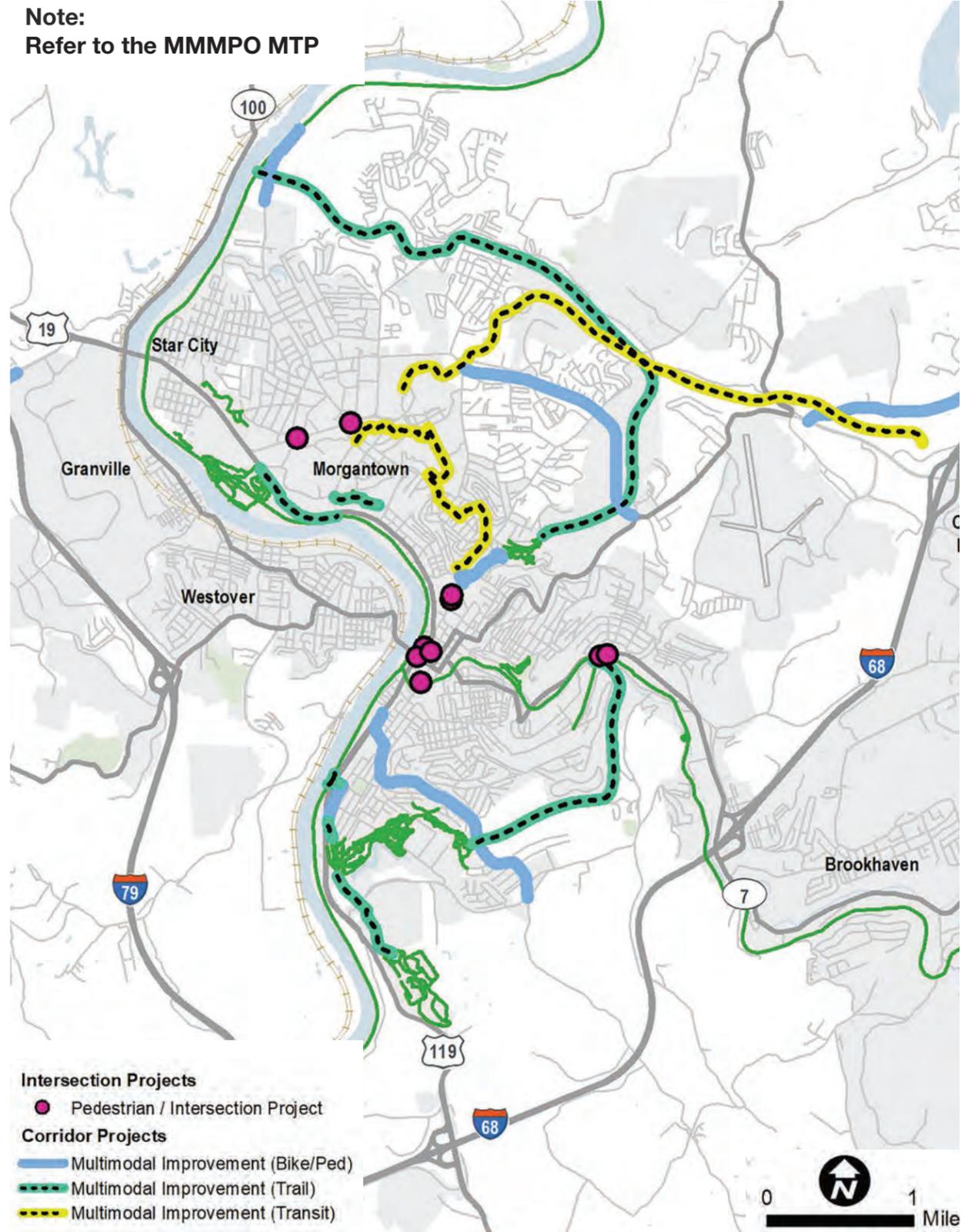


Figure T-4: MMMPO multimodal project needs by type

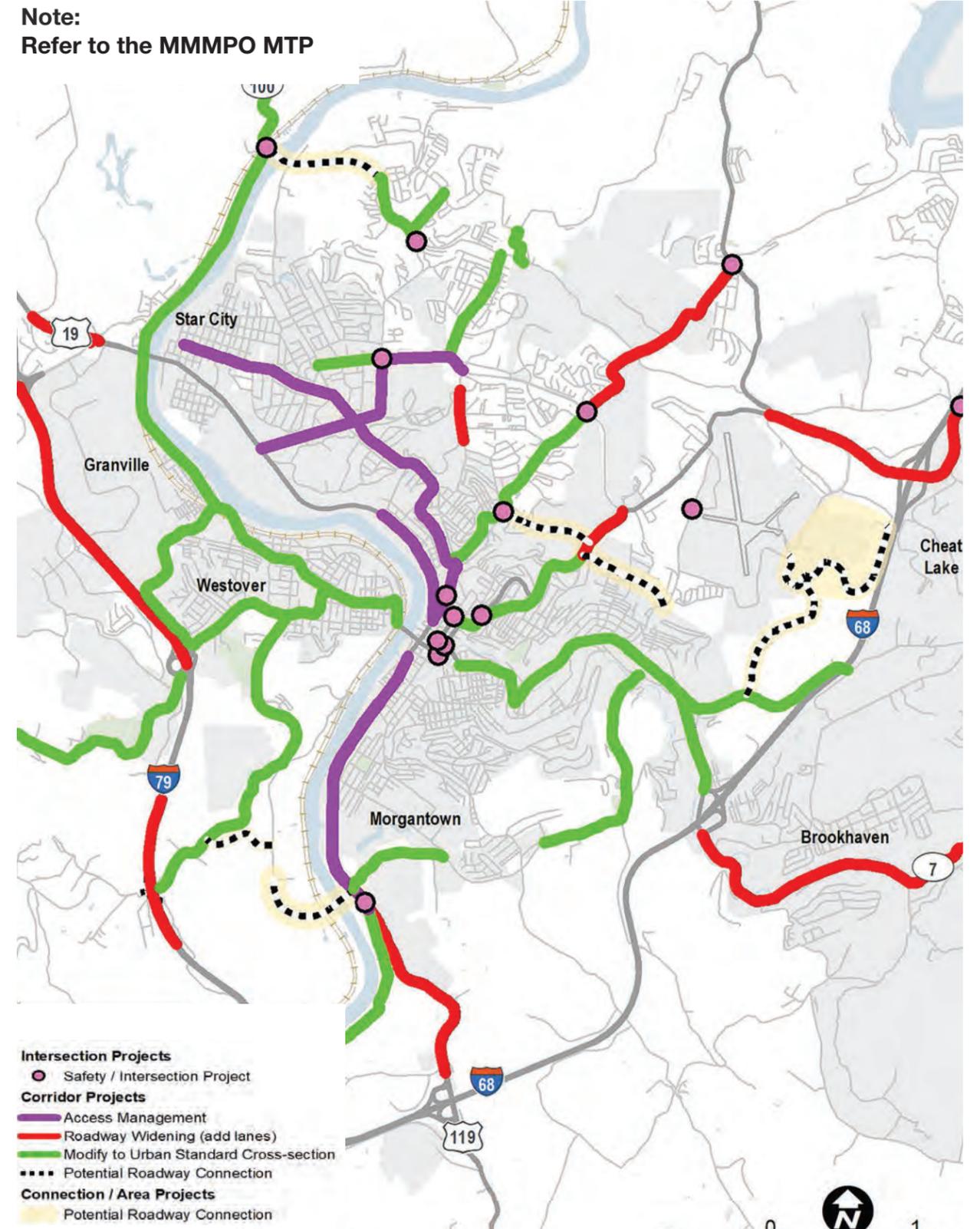


Figure T-5: MMMPO identified roadway project needs by improvement type

TRANSPORTATION ISSUES & OPPORTUNITIES

- Encourage the use and expansion of safe and reliable transit.
- Walkability/bikability throughout the City needs to continue to expand.
- Through-truck traffic on State roads reduces the quality of life of residents by creating noise and air pollution.
- Gateways and major corridors in/out of the City and downtown Morgantown need improvements.
- Amenities such as a bikeshare system, more/safer bike facilities, and electric vehicle charging stations are needed.
- Better-managed parking is needed Downtown and around schools.
- WVU’s Personal Rapid Transit system needs to be better utilized.



Downtown Morgantown, WV (Source: Rhodside Harwell)

TRANSPORTATION STRATEGIES & ACTIONS

T-1 LEVERAGE PARTNERSHIPS TO IMPROVE TRANSPORTATION OPTIONS

Collaborate with WVU, WVDOT, Monongalia County, MMMPO, the Airport Authority, Mountain Line, and other stakeholders to improve Morgantown's mobility options.

T-1.1 Improve access to key destinations for underserved or disadvantaged populations (see RV-3.2).

T-1.1A Improve access (transit, sidewalks, trails, and bike facilities) to employment centers and destinations that provide social services and medical care.

T-1.1B Improve access (transit, sidewalks, trails, and bike facilities) to job assistance, training, and retraining programs.

T-1.1C Continue to support programs that subsidize transit rates programs for people with disabilities, older adults, and students.

T-1.1D Include low-income riders and employees working shift-related schedules in subsidized transit rates program.

T-1.2 Strategically locate Mobility Hubs at convenient locations.

T-1.2A Continue to promote the installation of bike racks/storage, bus shelters with warming and/or solar charging stations and that incorporate crime prevention through environmental design (CPTED). Encourage rideshare, bike share, and car share development at mobility hub sites.

T-1.3 Encourage transit oriented development (TOD).



Pedestrian bridge, Louisville, KY (Source: ourwaterfront.org)

- T-1.4** Collaborate with regional partners to continually improve upon an accessible system for people of all ages and abilities.
- T-1.5** Promote the use of regional trail networks for commuting and special events.
 - T-1.5A** Work with regional partners to identify additional events (local, regional, and national) that utilize the regional trail network (e.g., Love to Ride USA, cycle races, trail running races, and festivals).
- T-1.6** Advocate for multimodal systems in all planning, design, and construction of transportation improvements (see RV-3.4 and LM-5.1).
 - T-1.6A** Prioritize pedestrian, bicycle, and transit amenities (such as sidewalks, bike lanes, and bus shelters) as part of ongoing transportation projects in the city.
 - T-1.6B** Determine the feasibility of a pedestrian bridge between Morgantown and Westover.
- T-1.7** Improve recreational access along the Monongahela River.
 - T-1.7A** Consider additional public access points that include piers, kayak/canoe launches, and a pedestrian bridges at key locations.
- T-1.8** Improve freight access along the Monongahela River.
 - T-1.8A** Support MMMPO's sponsorship of the 'River Highway' initiative.
- T-1.9** Work with the Airport Authority and area stakeholders to improve flight options at the airport (see ED-1.1).

T-2 ADDRESS SAFETY AND POLLUTION ISSUES

Address issues of transportation safety, noise pollution, and air pollution to ensure safe and comfortable networks and living environments for Morgantown residents.

- T-2.1** Coordinate with regional and state agencies to reduce through-truck traffic in residential and downtown areas (see RV-3.3 and LM-1.11).
 - T-2.1A** Improve truck access to key industrial areas.
 - T-2.1B** Promote alternative truck routes that reduce negative impacts in the city.
 - T-2.1C** Prioritize safe travel speeds within City limits through an enforceable traffic calming program and Complete Streets design.
- T-2.2** Continue implementing the Pedestrian Safety Action Plan and Bicycle and Pedestrian Transportation Plan recommendations (see LM-5.6).
- T-2.3** Require roadway safety improvements within the development / redevelopment processes.



Neighborhood sidewalks, Worthington, OH (Source: Google Earth)

- T-2.4** Expand the Blue Curb Program to include on-street zones for deliveries and rideshare drop off/pick up (see LM-1.9).
- T-2.5** Adopt a Vision Zero Policy targeting zero fatalities by 2030.
 - T-2.5A** Establish a revolving fund to fix two high-frequency crash intersections / locations each year. In partnership with the state, study and tailor these annual countermeasures proactively.
- T-2.6** Reduce automobile emissions and improve air quality.
 - T-2.6A** Investigate partnerships, locations and funding for electric vehicle charging stations.
 - T-2.6B** Investigate implementation of City fleet replacement with electric vehicles.
- T-2.7** Work with the Morgantown Utility Board and other stakeholders to reduce and mitigate stormwater impacts of existing and future transportation systems.
 - T-2.7A** Incorporate Low Impact Design (LID) best practices for managing stormwater runoff.
- T-2.8** Consider opportunities to move primary barge loading operations to existing facility north of the lock/dam to reduce truck traffic through the City.
- T-2.9** Establish a program to partner with property owners to conduct sidewalk maintenance.
- T-3** **IMPROVE MULTI-MODAL CONNECTIVITY AND CONSISTENCY**
 Improve multi-modal transportation (pedestrians, bicycles, transit) connectivity to increase accessibility and sustainability.
- T-3.1** Increase active transportation connectivity between neighborhoods, commercial districts, and trail networks.

- T-3.2** Expand access to the PRT system (see LM-2.5).
 - T-3.2A** Connect all sidewalks within 0.5 miles of the Downtown PRT station to improve walkability.
 - T-3.2B** Work with WVU to improve direct access to, and reliability of, the PRT system.
 - T-3.2C** Promote the use of the PRT card system as a citywide transportation amenity by initiating a campaign to help residents qualify for or purchase access to the system.
- T-3.3** Pursue partnership funding for an e-bike sharing system.
- T-3.4** Continue the City's Healthy Streets Initiative (see CFS-2.3D).
- T-3.5** Address bottlenecks and first-mile/last-mile access to transit service.
 - T-3.5A** Evolve the pilot micro-transit program into a permanent program with an expanded service area.
- T-3.6** Explore the feasibility of a multi-use path along WV Rt. 705.
- T-3.7** Adopt a Bridge Replacement Policy to include improved pedestrian and bicycle facilities.

T-4 BE ON THE FOREFRONT OF NEW TRANSPORTATION TECHNOLOGY

Build on Morgantown's existing infrastructure to capture new technology opportunities in transportation.

- T-4.1** Communicate with WVU on their research into emerging technologies in transportation and how it can effect positive change in Morgantown.
- T-4.2** Pursue partnerships with private and federal agencies researching new transportation technologies.



Downtown parklet, Morgantown, WV (Source: Rhodeside & Harwell)

T-5 IMPROVE GATEWAYS AND CORRIDORS

Improve the aesthetics and safety of major entrances into Morgantown and key transportation routes throughout the City (see LM-4.3 and 5.1).

- T-5.1** Develop a streetscape master plan that identifies improvements to streets citywide.
 - T-5.1A** Incorporate "Cool Streets" design elements (i.e. streetscape cooling techniques to reduce urban heat island impacts) to improve the comfort and experience of pedestrians during the summer.
 - T-5.1B** Implement placemaking strategies such as historic interpretation and civic art opportunities within the public realm.
 - T-5.1C** Where feasible, prioritize the undergrounding of overhead utilities to improve sidewalk accessibility and streetscape aesthetics.
 - T-5.1D** Use Neighborhood Branding Initiative (see ED-5) to create gateway art, consistent neighborhood signage, and to identify special places elements.
 - T-5.1E** Coordinate with adjacent communities to improve streetscape and wayfinding aesthetics that extend from the City.
 - T-5.1F** Develop and implement green stormwater infrastructure (see E-3.1).
- T-5.2** Update design standards to implement recommendations of the streetscape master plan.



ENVIRONMENT

VISION

Morgantown will sustain its unique access to outdoor recreational amenities. The city will continue to invest in its future by protecting its natural resources and environmentally sensitive areas, taking measures to address climate change impacts - like stormwater management issues - and reducing greenhouse gas emissions.

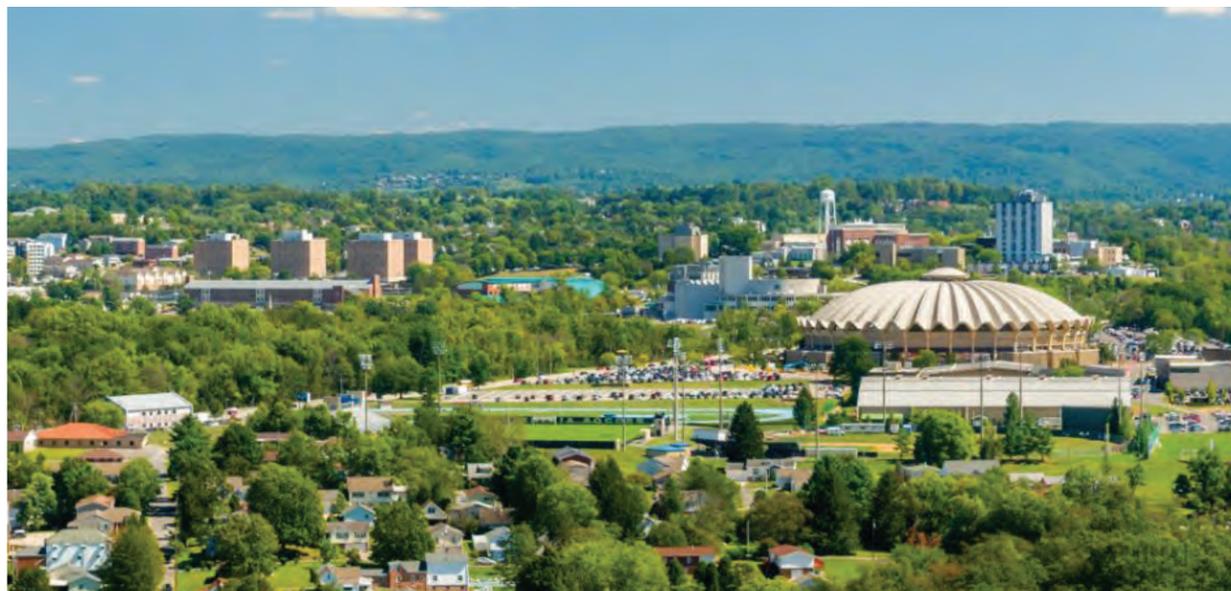
PRIORITY ACTIONS

- Address stormwater management concerns, such as separating stormwater from sewer infrastructure.
- Integrate green space into the built environment and include it in development standards.
- Protect the tree canopy and green spaces.
- Provide electric vehicle infrastructure.
- Encourage the development of clean energy resources.
- Work towards developing the North and South Greenbelts.

ENVIRONMENT OVERVIEW

Green space is critical public infrastructure for Morgantown and the region. The Morgantown area’s picturesque terrain of hills and valleys and its water features such as the Monongahela River, Decker’s Creek, and Cheat Lake provides an ideal setting for outdoor recreation and attractive sites for development. In addition, the area includes a lush tree canopy that extends into the city along waterways and natural features. Access to outdoor recreation is a significant asset of Morgantown and one that its residents and visitors value.

As growth pressures increase, protecting and enhancing the city's green spaces and natural systems, connecting these areas within and outside of its borders, and incorporating environmental sustainability into the City's actions will become increasingly necessary. The City has already designated some land as future protected green spaces and conservation areas. Still, there must continue to be a concerted effort to fund and plan for the expansion, enhancement, and maintenance of the complete green space system.



WVU Evansdale Campus, Morgantown, WV (Source: City of Morgantown)

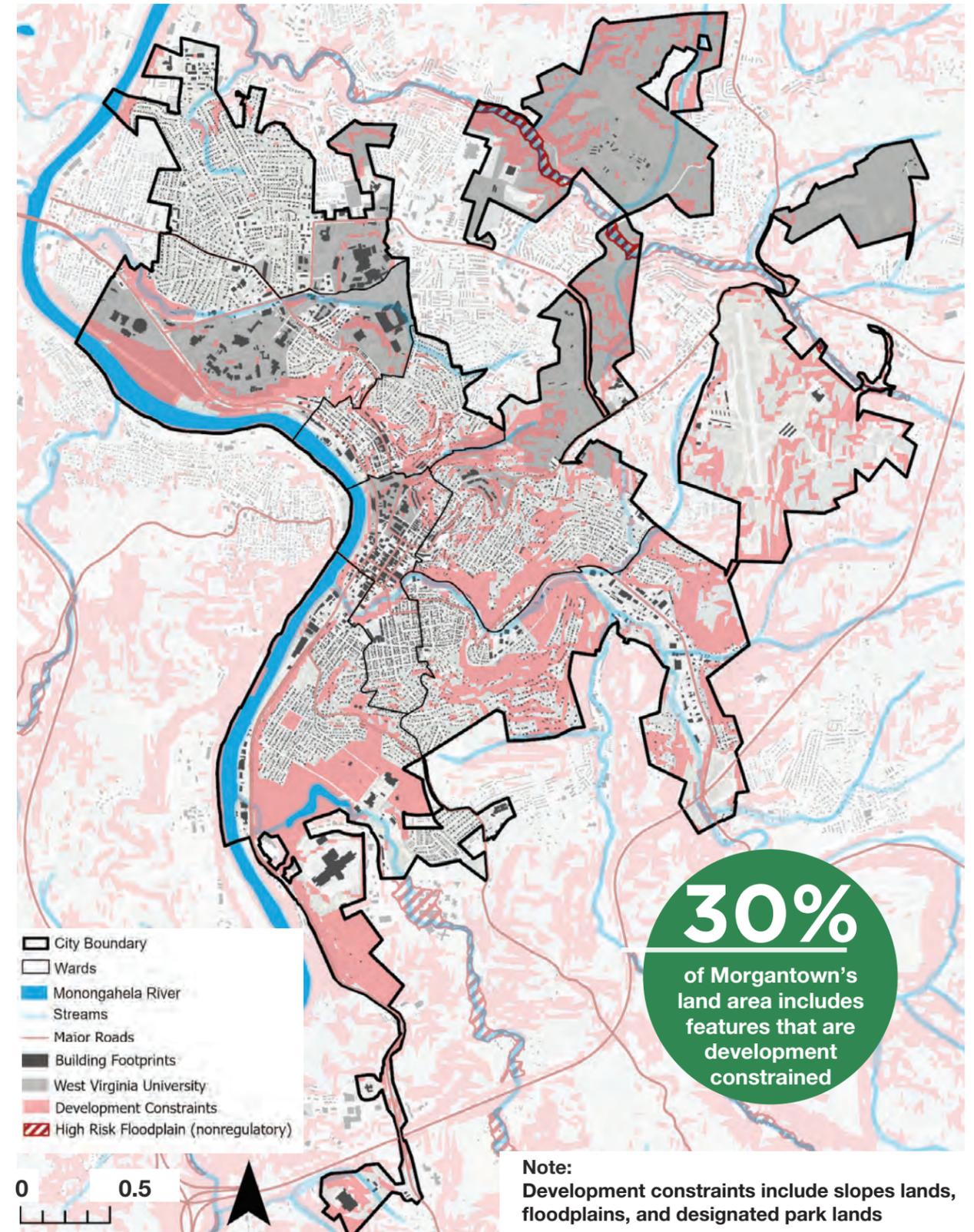


Figure E-1: Development constrained land (excludes WVU farmland)

Topography

Steep, rolling hills are a significant natural feature of Morgantown and the region, and the topography is a challenge to development. There is minimal undeveloped land in the city, and steep slopes generally constrain the land that remains. Steep slopes reduce the developable area of land or require significant engineering interventions to accommodate structures – both of which increase the construction costs.

Stormwater Management

Floodplain areas are the primary constraint to development in unincorporated areas. Flooding has occurred more frequently in the city, even outside designated floodplain areas. The increase in flooding in and around the city may be attributed to new development, changing climate, and the need to upgrade the city's aging infrastructure.

- Popenoe Run is an urban stormwater stream that experiences flooding and heavy erosion.
- Core Arboretum has many streams that are impacted by the volume of stormwater from the WVU Colosseum parking lot, affecting its sloping landscape.
- Deckers Creek at Deckers Creek Boulevard experiences frequent flooding during high-volume storm events. Deckers Creek at its release into the Mon River is a site where combined sewage outputs occur, have a foul smell, and release sewage into the Monongahela River.

Land Rehabilitation & Preservation

Adaptive reuse and revitalization of existing buildings and sites offer an opportunity to maximize available land within the city. In addition, Morgantown needs a far-reaching plan to preserve existing green spaces, views, the river and streams, water and air quality, and the tree canopy as growth pressures continue to increase.

Environmental Health

There are essential issues that affect the health of Morgantown's residents. Truck traffic through residential areas and commercial districts cause noise, air, and water pollution that negatively impacts community quality of life. Additional considerations such as climate change, drinking water safety, tree canopy restoration, energy conservation, air quality, watershed protection, waste management, and the remediation of contaminated sites all need to be addressed by the City.



Mon River and Morgantown area tree canopy (Source: Google Earth)



Core Arboretum, Morgantown, WV (Source: WVU)

ENVIRONMENT ISSUES & OPPORTUNITIES

- Natural resources create a unique identity for Morgantown.
- Natural resources and environmentally sensitive areas need to be protected.
- The City offers strong access to outdoor amenities and recreation; the COVID-19 pandemic has encouraged more outside activity.
- Address climate change and reduce greenhouse gas admissions.
- Create green jobs and encourage green commerce.
- Stormwater management, including flooding is an issue in some areas.
- Explore sustainable energy opportunities.
- Celebrate green space as critical public infrastructure for Morgantown and the region.



Open space and stormwater infrastructure, Morgantown, WV (Source: Rhodeside Harwell)

ENVIRONMENT STRATEGIES & ACTIONS

E-1 PROTECT NATURAL RESOURCES

Take steps to preserve Morgantown's unique natural resources, including waterways, viewsheds, topography, and tree canopy, for the enjoyment of current residents and future generations.

E-1.1 Consider adopting policies and development standards that protect area viewsheds in the community.

E-1.2 Identify and prioritize opportunities to preserve open space in the community from development pressures (see RV-7.1 and 7.2).

E-1.2A Coordinate with potential stakeholders to define programs and opportunities that identifies environmentally sensitive and significant lands.

E-1.2B Re-evaluate the land management classifications for environmentally sensitive, historic, and scenic lands (see LM-1.7).

E-1.2C Collaborate with stakeholders to identify sources of funding to preserve open space in the community.

E-1.3 Develop a conservation management plan that outlines strategies to preserve green space and natural resource amenities within the city.

E-1.3A Develop a Greenprint Plan that catalogs major greenway corridors, champion trees, and other key natural resources (see RV-6.2).

E-1.4 Ensure that all designated parkland is protected from development that is not related to recreational open space benefits.

E-1.5 Partner with WVU and neighboring municipalities to create a biannual Monongahela River cleanup day.

E-1.6 Protect existing slopes, viewsheds, and greenspace by acquiring easements.

E-2 STRENGTHEN NETWORK OF QUALITY PARKS AND RECREATIONAL AMENITIES

Leverage partnerships with WVU, Monongalia County, and surrounding municipalities to strengthen the network of parks and trails in the region to encourage non-motorized travel, provide equitable access to quality open spaces, and promote biodiversity (see LM-6.4).

E-2.1 Continue to work closely with the Morgantown Green Team to protect and enhance open space.

E-2.2 Leverage partnerships with surrounding municipalities and other stakeholder groups to develop a regional plan for open space preservation and enhancement (see RV-6.1).

E-2.3 Develop North and South Greenbelts by establishing linear parks, designating scenic easements, and recognizing preservation corridors.

E-3 MITIGATE CLIMATE CHANGE IMPACTS

Mitigate climate change impacts of flooding and diminishing biodiversity (see LM-6.3).

E-3.1 Develop and implement green stormwater infrastructure.



Elevated boardwalk, Dow Gardens, Midland, MI (Source: Dow Gardens Park)



Urban farm & open space, Houston, TX (Source: Visit Houston Texas)

- E-3.1A** Develop a Green Stormwater Management Program to define a menu of strategies to mitigate flooding risks. This should include a citywide runoff program.
- E-3.1B** When appropriate, include green stormwater infrastructure in streetscape improvement projects.
- E-3.1C** Require on-site green stormwater mitigation design practices for all new development.
- E-3.1D** Establish a small grant program to assist residents and small businesses in purchasing/constructing minor green stormwater infrastructure (e.g., rain barrels, rain gardens, green roofs, permeable paving).

E-3.2 Encourage 'cool street' streetscape design best practices in roadway improvement projects.

E-3.3 Preserve and enhance the tree canopy.

- E-3.3A** Work with the City Tree Board to evaluate the Community Forestry Code to address components of the updated Comprehensive Plan.
- E-3.3B** Evaluate opportunities for reforestation of City-owned parks and recreation lands.

E-3.4 Create a green building program to incentivize use of green building techniques that are energy efficient and environmentally friendly (see LM-2.4 and CFS-3.9).

- E-3.4A** Publicly acknowledge through an annual award the projects that demonstrate the greatest commitment to preserving Morgantown's green infrastructure.
- E-3.4B** Provide economic development incentives or expedited review if green standards are met.

E-3.5 Provide infrastructure to support vehicle electrification throughout residential and commercial areas.

E-3.6 Consider adopting policies or development standards that encourage or require permeable pavement materials for low-traffic parking areas and pedestrian plazas (see LM-2.4).

E-4 GREEN INDUSTRY AND INNOVATION

Encourage the creation of green jobs and green commerce practices, and explore sustainable energy opportunities.

E-4.1 Identify and support opportunities for ecotourism and outdoor recreation (see RV-5.3 and 5.4).

E-4.2 Explore sustainable energy industry opportunities in sectors such as hydrogen and geothermal through partnerships with WVU and other nearby research institutions.

E-4.2A Continue to pursue participation in the H2 Twin Cities Initiative.



Dorsey's Knob Park, Morgantown, WV (Source: City of Morgantown)

E-4.3 Encourage alternative energy generation.

- E-4.3A** Identify areas for solar panel installation and assemble a City Power Purchase Agreement to fund installations.
- E-4.3B** Update Zoning to accommodate alternative energy generation (i.e., small-scale wind and solar).

E-4.4 Meet regularly with WVU to remain informed, provide input, and collaborate on strategies identified in WVU's sustainability and strategic action plans.

E-5 IMPROVE THE CITY'S ENVIRONMENTAL HEALTH

Address environmentally degraded properties to support sustainable, contemporary uses and to ensure the "highest and best use" of Morgantown's limited land resources.

E-5.1 Apply for EPA funds to evaluate vacant properties for environmental contamination and register properties under brownfield classification.



White Park, Morgantown, WV (Source: City of Morgantown)

E-5.2 Assist property owners with application for EPA cleanup funds.

E-5.3 Work with the Morgantown Utility Board to maintain ground and surface water quality.

- E-5.3A** Monitor the quality of groundwater to minimize the potential of contamination to the drinking water supply.
- E-5.3B** Report possible groundwater contamination to the appropriate entities (WV Department of Environmental Protection and US EPA).
- E-5.3C** Continue to monitor surface water for possible contamination from Acid Mine Drainage sites.
- E-5.3D** Lobby for state regulation to protect water quality from current mining and extraction activities.

E-5.4 Formalize the Green Team as an appointed body by City Council with monthly reports.



Pole-mounted planter in Downtown Morgantown (Source: City of Morgantown)

NEIGHBORHOODS & HOUSING

VISION

Morgantown will preserve its unique neighborhoods while becoming more accessible to all socio-economic groups and increasing convenient resident access to retail and healthy food choices. The City will increase its supply of affordable, accessible and compatible housing options by prioritizing policies, programs, and funding to encourage missing middle and accessible housing, rehabilitation of aging properties, and the implementation of other infill opportunities.

PRIORITY ACTIONS

- Address through-truck traffic in neighborhoods, particularly along Brockway Avenue and Willey Street.
- Create complete neighborhoods with a mix of housing options and access to amenities, including green space.
- Increase "missing middle" housing supply.
- Create paths to homeownership.
- Reinvest in, and improve the management of deteriorating properties.
- Enforce codes to improve housing quality and the aesthetics of residential areas while increasing tenants' rights.

NEIGHBORHOODS & HOUSING OVERVIEW

Morgantown is a city of neighborhoods, each with its own unique sense of community, character, and pride. Residential areas vary by age of development. As of 2019, nearly 48% of the housing stock in a one-mile buffer around Morgantown was constructed in 1990 or later. In the City of Morgantown, less than 27% of housing was built in 1990 or later (over one-third was constructed in 1950 or earlier). Morgantown’s median age of housing structures lags behind West Virginia’s median, and Morgantown’s median housing prices (\$210,000) are considerably higher than those in the surrounding area (\$185,000). Older floor plan layouts and the need for renovations makes older homes less desirable for new users.



Figure NH-1: Morgantown housing statistics (Source: US Census 2015-2019 ACS)

The majority of homes in Morgantown (58%) are renter-occupied. Reliance on rental housing impacts both availability and cost (related matters) of housing, which consumes more than 30% of the total household income for a quarter of households in Morgantown (an indication of market and economic stresses). The median home value of \$210,300 (2019) is well above that of the City’s peer municipalities and 45% higher than the next peer (Charleston). Another 517 housing units (297 as rentals) will be needed through 2040 if other factors do not change the demographic composition or economy of the City.

The pace of construction of rental housing units has slowed in recent decades and fallen behind the construction of new owner-occupied housing units. Particularly affected are the workforce households—teachers, firefighters, first responders, and nurses —whose services are critical to the community but who are often forced to live elsewhere due to the lack of suitable and affordable housing options.

While many residents choose to walk in Morgantown, most homes still have access to a private vehicle, with owner-occupied structures tending to have more cars per household. Over 25,000 people commute into Morgantown on a daily basis. These commuters represent potential residents, including both renters and homebuyers.

Market demand for rental apartments and for-sale housing is rising. Vacancy rates are low for both housing types. West Virginia University owns approximately 3,500 apartment units within the City’s lands (as opposed to on-campus) according to available Morgantown parcel records, a factor to consider when thinking about the capacity of available rental units.



Sunnyside neighborhood, Morgantown, WV (Source: Rhodeside Harwell)

Figure NH-2: Housing demographics

Geography	At Least One Vehicle in HH (2019)	Median Year Home Built	Median Rent (2019)	Median Home Value (2019)	Owner-Occupied (2019)	Renter-Occupied (2019)
Morgantown	87%	1963	\$851	\$210,300	43%	58%
Charleston	82%	1957	\$735	\$145,800	57%	43%
Fairmont	89%	1947	\$754	\$110,900	56%	45%
Huntington	83%	1954	\$712	\$98,200	51%	49%
Parkersburg	83%	1955	\$674	\$91,100	60%	40%
Wheeling	83%	1945	\$658	\$110,100	62%	38%
West Virginia	91%	1974	\$725	\$119,600	73%	27%
Monongalia	91%	1984	\$834	\$204,400	58%	42%

Figure NH-2: Housing demographics (continued)

Geography	Housing Cost 30% or More Income	Housing Units Added (2014-2020)	Added Owned Housing Units (2020-2040)	Added Rented Housing Units (2020-2040)
Morgantown	25%	417	119	161
Charleston	26%	150	783	600
Fairmont	8%	64	322	258
Huntington	7%	141	532	511
Parkersburg	0%	31	383	252
Wheeling	9%	10	956	576
West Virginia	20%	11,089	13,175	4,990
Monongalia	29%	1,620	2,445	1,790

Sources: US Census Bureau 2015-2019
 Estimates: Housing Added forecasts based on demographic forecasts and current household size and own/rent propensity; Housing Cost from H+T Affordability Index and U.S. Census (West Virginia); Median Year House Structure Built, historic housing adds, and Housing Value from ESRI Business Analyst (2015-2019 ACS)

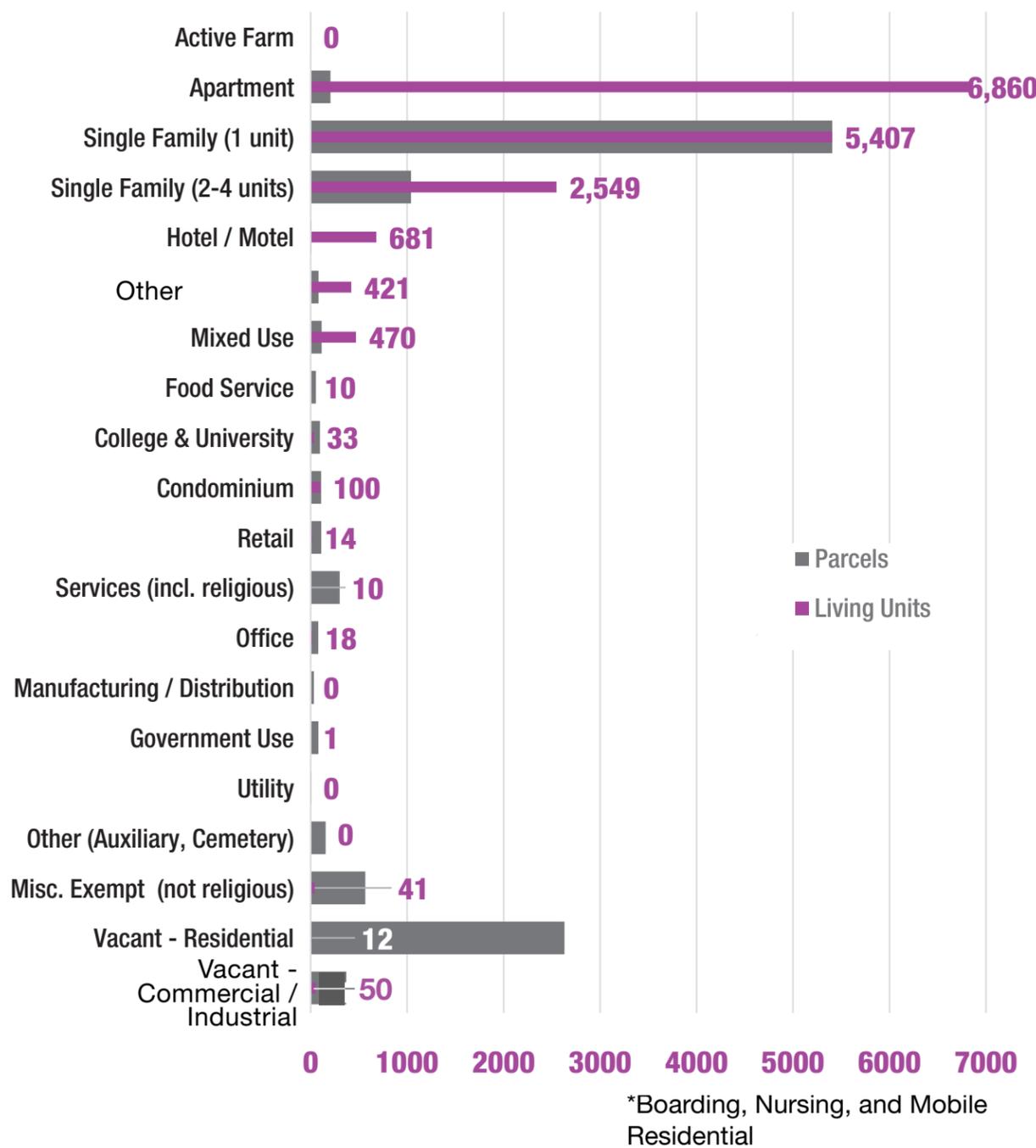
There are approximately 1,167 Housing Choice Voucher holders within the housing authority’s jurisdiction, and 637 households currently on the waiting list for additional vouchers. This reflects the continuing need for Housing Choice Voucher assistance and affordable rental housing alternatives.

In the future, baby boomers will be looking to downsize from their large suburban homes and choose to age in place, while millennials will continue to prefer living in walkable and more urban environments. These trends mean an ever-increasing demand for smaller housing options in more compact forms, such as small-lot single-family homes, condominiums, and townhomes. In addition, there is a growing need for a wide range of housing options at all levels of affordability. As a result, Morgantown will need to expand its housing options to accommodate the differing housing preferences of residents at all stages of life.



Downtown mixed use development, Morgantown, WV (Source: Rhodeside Harwell)

Figure NH-3: Morgantown existing land use by parcels and living unit



NEIGHBORHOODS & HOUSING ISSUES & OPPORTUNITIES

- There is a strong sense of neighborhood pride and community.
- Celebrated historic architecture can be found throughout many neighborhoods.
- Multiple neighborhoods are within walking distance of Downtown & WVU.
- Neighborhood retail and healthy food should be convenient for residents.
- Several neighborhoods include a significant number of vacant properties.
- More aggressive policies are needed to mitigate building code deficient properties.
- There is a lack of affordable housing options within the city (both rentals and ownership units).
- Morgantown is missing a variety of housing types (e.g. one bedrooms, multi-family, accessible units for older adults, etc).
- There is a critical need for improved education and programs to support more affordable housing in the city.



South Park, Morgantown, WV (Source Rhodeside Harwell)

NEIGHBORHOODS & HOUSING STRATEGIES & ACTIONS

NH-1 INCREASE AFFORDABLE AND ACCESSIBLE HOUSING SUPPLY

Implement strategies that assist in creating a more balanced housing inventory that is safe, affordable, accessible, and connected to open amenities.

NH-1.1 Encourage mixed-use and mixed-income neighborhoods and housing developments throughout Morgantown (see LM-5.2 and 5.7).

NH-1.1A Support a variety of housing types within the city (missing middle / workforce housing).

NH-1.1B Significantly increase mixed use opportunities, particularly along the city's major corridors, in order to increase housing opportunities, access to food and shopping within walking distance of residents, and access to additional open space amenities.

NH-1.1C Explore opportunities to develop an inclusionary housing program in the city that supports increasing available, affordable housing.

NH-1.1E Support neighborhoods with healthy food sources and neighborhood supporting retail uses that ensures a high quality of life for all residents.

NH-1.1F Ensure equitable access to community amenities such as parks and recreational facilities, with the goals of reducing family isolation and enhancing neighborhood quality.

NH-1.1G Allow more residential classifications in commercial zones.

NH-1.1H Allow multi-unit dwellings and mixed-use development projects in the PRO (Professional, Residential, and Office District) Zone.

NH-1.1I Work with Monongalia County to explore opportunities for the incorporation of inclusionary zoning policies in the City and County.

NH-1.1J Update the City's vacant property registry to market available properties.

NH-1.2 Identify possible locations for shared off-street parking in residential areas to supplement the City's 'blue curb' program (see LM-5.5).

NH-1.3 Explore reducing or removing parking minimums in accessible neighborhoods adequately serviced by public transportation (see LM-5.5).

NH-1.4 Work with the Morgantown Land Reuse Agency, Housing Advisory Commission, and other stakeholder groups to develop policies and initiatives that support affordable housing in the community.



Missing Middle Housing

Missing Middle Housing: A range of house-scale buildings (such as duplexes, fourplexes, cottage courts, and courtyard buildings) provides diverse housing options and supports locally-serving retail and public transportation options. Missing Middle Housing is compatible in scale and form with detached single-family homes.

Housing density options (Source: Rhoadside Harwell)

NH-1.5 Ensure that Morgantown has affordable options for both rental and home-buying markets (see RV-4.3).

- NH-1.5A** Create a down payment assistance (DPA) program to increase home ownership in low- to moderate-income and disabled households.
- NH-1.5B** Increase the capacity for Section 8 Housing Choice Voucher assistance.
- NH-1.5C** Conduct annual campaigns to educate property managers about the Fair Housing Act and housing discrimination.
- NH-1.5D** Investigate creating an option of homeownership for Section 8 Voucher users by establishing a local Section 8 Voucher to Homeownership Program in line with HUD and West Virginia regulations.
- NH-1.5E** Foster collaboration and public-private partnerships with WVU to create rental housing to safely house more students and non-students. Consider the development of micro-units of as little as 250 square feet in certain areas.
- NH-1.5F** Explore an inclusionary housing ordinance that requires residential development projects of a certain scale to include housing options with a range of price-points.
- NH-1.5G** Establish a goal for accessible and affordable units to be built as part of new residential development in the city (e.g., a percentage of units per development).
- NH-1.5H** Encourage counter-cyclical investment strategies in the Land Reuse Agency, like buying dilapidated homes or properties when they become available and developing affordable housing in downcycles when people need construction jobs and labor and/or material rates are favorable.
- NH-1.5I** Seek HUD funding opportunities to maximize grant funding to support additional affordable housing in the city.
- NH-1.5J** Evaluate the feasibility of establishing a HOME Consortium Program with other units of local government through the US Department of Housing and Urban Development.

NH-1.6 Reestablish and secure funding for aging in place home accessibility updates.

NH-1.7 Pursue marketing and branding initiatives to encourage medical and institutional professionals to live within the City.

NH-1.8 Support and preserve homeownership by providing assistance to income-qualified owners to make necessary home repairs.

- NH-1.8A** Establish a funding mechanism (loans and grants) for modernizing housing.
- NH-1.8B** Develop a Community Toolshed that allows households to check out tools at no cost to make home repairs.
- NH-1.8C** Provide workshop training that will allow homeowners to carry out more of their own maintenance and repair work. Develop a marketing strategy to promote home maintenance programs.
- NH-1.8D** Offer a program that educates homebuyers on what is involved in financing and owning a home to increase their capacity to maintain and retain the home after purchase.
- NH-1.8E** Utilize neighborhood associations or other community organizations to organize volunteers to help correct code violations.
- NH-1.8F** Reduce housing operating costs through weatherization assistance and energy efficient building techniques, thereby allowing more money to be available for home maintenance.

NH-1.9 Incentivize living Downtown (see ED-2.8 and 4.2).

- NH-1.9A** Establish Downtown as an urban place, characterized by mixed-use development, an active riverfront, pedestrian-friendly design and transit access.
- NH-1.9B** Locate new housing near greenways increasing the opportunity for alternative means of transportation.

NH-1.10 Coordinate with surrounding jurisdictions to increase the regional supply of affordable housing options.

- NH-1.10A** Discuss opportunities to address regional housing issues as part of ongoing multi-jurisdictional meetings.

NH-1.11 Conduct a Accessory Dwelling Unit (ADU) feasibility study to identify opportunities and parameters in preparing a citywide ordinance.

NH-2 INCREASE TENANTS' RIGHTS AND PROPERTY OWNER / LANDLORD ACCOUNTABILITY

Implement strategies to ensure fair landlord-tenant transactions and safe, affordable, and accessible rental housing.

NH-2.1 Publicize state and WVU resources that provide help to tenants facing eviction.

NH-2.2 Establish a permanent eviction prevention fund to provide emergency rental assistance to lower income households in crisis.

NH-2.3 Continue to enforce public health and safety requirements and include adequate landlord accountability measures.

NH-2.3A Consider increased violation fees for rental properties.

NH-2.3B Enact just-cause eviction limitations.

NH-2.4 Increase tenants' rights protections (see RV-3.3B).

NH-2.4A Evaluate the functionality of current rental property violations reporting mechanism and take steps to improve ease of reporting.

NH-2.5 Lobby state legislature for changes to state law to allow for more streamlined processing of vacant and deteriorating properties.

NH-3 PRESERVE AND ENHANCE UNIQUE NEIGHBORHOOD CHARACTER

Celebrate the unique character of each neighborhood and re-energize distressed neighborhoods.

NH-3.1 Continue to prioritize code enforcement of rental and abandoned or vacant properties.

NH-3.1A Condemn abandoned properties.

NH-3.1B Re-evaluate the City's code enforcement approach and determine opportunities for improvement.

NH-3.1C Evaluate existing city ordinances with an equity lens to ensure issues related to public health and safety are adequately addressed.

NH-3.1D Prioritize code enforcement in residential neighborhoods (after a municipal code evaluation takes place).

NH-3.2 Develop a neighborhood branding initiative (e.g. street signs distinguishable by neighborhood and small public art installations) that builds upon the forthcoming city-wide brand to celebrate neighborhood identity (see ED-5.1, 5.2).

NH-3.3 Promote housing redevelopment and housing infill development that is aesthetically compatible with their surroundings.

NH-3.3A Expand the Design Review Committee's purview to include areas outside of the downtown B-4 district.

NH-3.3B Prepare a Pattern Book of housing types to ensure form compatibility within differing neighborhoods and commercial districts.

COMMUNITY FACILITIES & SERVICES

VISION

Morgantown seeks to build on recent investments in arts and cultural programming to boost Morgantown's vibrancy, attractiveness, and livability for local residents and regional visitors alike. The City will pursue opportunities to strengthen community-wide and neighborhood parks, enhance its aging infrastructure, and strengthen its safety and community support services.

PRIORITY ACTIONS

- Increase access to parks, open space, and trail networks.
- Establish and maintain robust public safety departments.
- Address the addiction crisis and increase coordination between social service agencies.
- Maximize the Morgantown Public Library as a community resource by expanding program opportunities at the facility.
- Invest in sustainable community resources such as recycling infrastructure and community garden programs.
- Improve amenities for the City's youth and continue to provide resources to address mental health issues, the unhoused population, and the ongoing addiction crisis.

COMMUNITY FACILITIES & SERVICES OVERVIEW

Morgantown is a historic city that, like similar cities, has aging infrastructure that needs refurbishment and replacement. Water, sewer, and stormwater infrastructure and services are maintained by the Morgantown Utility Board. The City is responsible for many public facilities and services provided in the community, including police protection, fire protection, emergency services, and parks and recreation facilities (City-owned). Responsibilities for the different categories are spread among multiple departments using in-house staff and equipment to build, operate, maintain, and replace infrastructure.

Board of Parks and Recreation

The City of Morgantown has seventeen parks and facilities offering approximately 340 acres of recreational opportunities, which include the Marilla Recreation Center, Wiles Hill Community Center, and Dorsey’s Knob Lodge. Parks, facilities, and community programs are managed by the Board of Park and Recreation Commissioners, which was formed in 1981. The Board is tasked with acquiring, maintaining, and operating programming for the parks within city limits, funded by both a General Operations Budget, Capital Projects Budget, and user fees.

In 2008, the Board analyzed existing facilities to execute a City-wide Master Plan. This Plan outlined the existing park facilities in detail and provided concept master plans for each site detailing potential improvements, operational costs, and recommended priority phasing. There are extensive community facilities available across the City’s parks which include: outdoor and indoor pools, wooded trails, dog parks, picnic areas, skate park, baseball fields, tennis courts, ice arena, and skating facilities, baseball and softball fields, hiking trails, disc golf course, pavilions, playgrounds, basketball courts, open green spaces, lodging, and an amphitheater. Several of the City’s facilities need upgrades to replace aging amenities or provide additional program opportunities.



Hazel Ruby McQuain Park, Morgantown, WV (Source: Rhodeside Harwell)



Utility box mural, Morgantown, WV (Source: Rhodeside Harwell)



Arts and Cultural Department

The Arts and Cultural Department strives to enhance the vitality of Morgantown and the quality of life for all residents by supporting an environment where arts and cultural organizations thrive, artists and culture bearers are celebrated and supported, and people of all ages enjoy opportunities for expressing and experiencing the arts.

From the historic Metropolitan Theatre to the newly renovated Ruby Amphitheatre at Hazel Ruby McQuain Park, the City of Morgantown supports cultural programs and services of all kinds and for people of all ages. The department is also leading the development of public artworks and murals across the City to strengthen the community's sense of place. Over the past two years, the City has provided unprecedented funding for arts and cultural programming.

Police Department

The City of Morgantown Police Department has 76 sworn police officers and 12 support staff (civilian). The Police Department operates four primary services – operations/patrol, dispatch/records, detective/criminal investigation unit, and special services. The department has several ongoing policing efforts related to community well-being, including a crisis intervention team, an LGBTQ+ Liaison, vacation checks, and community engagement programs. Since 2018, calls for services have steadily declined by approximately ~7,000 callers per year (from a high of 61,682 calls in 2018). Overall, there has been a downward trend of crime incidents in the City of Morgantown between 2009 and 2021.



Morgantown City Hall (Source: Rhodeside Harwell)

Fire Department

The City of Morgantown operates a paid fire department under the leadership of a Fire Chief, comprising 61 sworn members and a civilian administrative assistant. There are four facilities in Morgantown and three divisions serving the community. There were 2,483 incidents in 2019, predominantly concentrated in the downtown Morgantown area, down 13.44% from 2,579 incidents in 2018. Over 50% of calls averaged a 5-minute response time.

Morgantown Utility Board

The City of Morgantown Utility Board (MUB), a public utility, was created in 1987 under the Combined Waterworks and Sewerage Act (WV Code 8-20-1). The Board operates regional water, wastewater, and storm facilities serving Monongalia County with treatment plants located in Morgantown, Star City, and Cheat Lake.

The Board plans capital improvements to maintain or expand the different water, sewer, and storm systems. The Board may extend services at its discretion and has invested millions of dollars since its inception into upgrading its facilities and expanding service areas to respond to ongoing growth in Monongalia County. It also manages the planning, and funding allocations, for all phases of the different infrastructure systems: capital construction, operations, maintenance, and replacement, including the following (see next page):

- Water Treatment- The primary source of most drinking water is surface water from the Monongahela River, with approximately 9.5% coming from Cobun Creek Reservoir. On average, 10.5 million gallons of water are treated daily. However, the Water Treatment Plant has an immediate production capacity of 16 million gallons and can expand production to 24 million gallons daily to respond to future growth. Water treatment facilities are located in Morgantown.
- Wastewater Treatment- Waste Water Treatment Plants are located in Star City and Cheat Lake. Average flows of fully treated water are 10 million gallons at the Star City Plant and 750,000 gallons at the Cheat Lake Plant. The Star City Plant has the capacity to expand service up to 12 million gallons per day and is currently undergoing significant upgrades, with investments for the Treatment Plant and upgrades to the Popenoe Run Interceptor totaling \$101 million and which will bring the Plant capacity up to 20.8 million gallons per day.
- Stormwater Management- Stormwater flows within the City of Morgantown (and surrounding areas when required) are managed through a storm sewer system comprising almost 4,000 inlets and approximately 105 miles of storm pipe. Stormwater is directed to the Star City Wastewater Treatment Plant, the Monongahela River, and local streams.

Waste Collection

The City of Morgantown contracts directly with a solid waste collection provider, Republic Services, to collect and dispose of non-hazardous waste and recycling for residential and commercial properties, both public and private entities. The City and the Morgantown Utility Board periodically organize hazardous waste collections to collect materials such as batteries, paint, and chemical products.

Monongalia County Services

The County is responsible for many public facilities and services provided in the community, including police protection, emergency services (fire protection and Mecca 911), and parks and recreation facilities (County-owned). Responsibilities for the different categories are spread among multiple departments using in-house staff and equipment to build, operate, maintain, and replace infrastructure. The County Sheriff’s Office has 21 employees and primary facilities in Morgantown. Fire protection services are volunteer-based and spread throughout the County, with 15 facilities in Morgantown, Star City, Blacksville, Cassville, Granville, Wadestown, and Westover.

Monongalia County Solid Waste Authority (MCSWA)

The West Virginia Legislature created the Monongalia County Solid Waste Authority (MCSWA) in 1989 as a public agency per WV Code 22C-4-3. MCSWA was created to protect public health and welfare by delivering a comprehensive solid waste collection, processing, recycling, and disposal program managed mainly at the local level.



Morgantown Utility Board, Morgantown, WV (Source: Rhodeside Harwell)

MCSWA responsibilities include acquisition, construction, and operation of solid waste facilities; local and/or regional solid waste planning; siting approval of commercial solid waste facilities; coordinating public education and awareness; solid waste and litter control project coordination / management, and many other tasks consistent with WV Code.

A transfer station is located in the Morgantown Industrial Park, where commercial customers, haulers, and residents can use the station at a per ton cost. Waste is transferred to one of three landfills in Clarksburg, West Virginia, or Ohio County.

There are five authorized private sector waste haulers and two municipal waste haulers servicing the Mountaineer Transfer Station (MTS) (owned and managed by Republic Services).

Additional programming with state agencies is provided for items that do not meet conventional waste disposal or recycling requirements.

Recycling programs offered to Monongalia County residents include E-cycling, white goods, household hazardous waste, and tire amnesty. The Pollution Prevention Open Dump Program (PPOD) works to clean up and remediate illegal dump sites in the County.



Monongalia County government complex and civic plaza, Morgantown WV (Source: Rhodeside Harwell)

Monongalia County Schools

The Monongalia County Schools organization plans, builds, operates, and maintains public education facilities in Monongalia County. There are 18 schools in the district, serving approximately 39,500 households and 11,113 students (during the 2021-2022 school year). Of the facilities in the County, eight schools are considered to serve cities or municipalities within the County, with three schools considered suburban and seven considered to serve rural communities or unincorporated areas. Seven schools are located within Morgantown: North Elementary School, Mountainview Elementary School, Eastwood Elementary School, Mountaineer Middle School, South Middle School, Suncrest Middle School, Morgantown High School.

MMMPO and West Virginia Department of Transportation

Transportation in Monongalia County is guided by the Metropolitan Transportation Plan (MTP), which provides detailed information and data on the existing transportation infrastructure conditions and planning and makes policy recommendations for the Morgantown-Monongalia County service area to improve the transportation network's performance. The transportation network includes roadways, bridges, freight, public transit (Mountain Line Transit Authority, Personal Rapid Transit (PRT) System), WVU buses, Park and Rides, bicycle and pedestrian facilities, rail, aviation, and river ports. Updates to the MTP are led by the MPO, a federally designated agency that oversees transportation planning efforts for metropolitan areas that exceed a population of 50,000.

The Morgantown-Monongalia Metropolitan Planning Organization (MMMPO), is required to follow a formal set of regulations (per U.S. Code of Regulations 23 CFR 450.300(a) that Congress lays out as they authorize funding cycles for national multi-modal surface transportation efforts. The goals of the MTP need to balance the needs of the people, freight vehicles, the regional economy, and the environment. The updated MTP was adopted in June of 2022 and served as a guide for this Plan's recommendations.

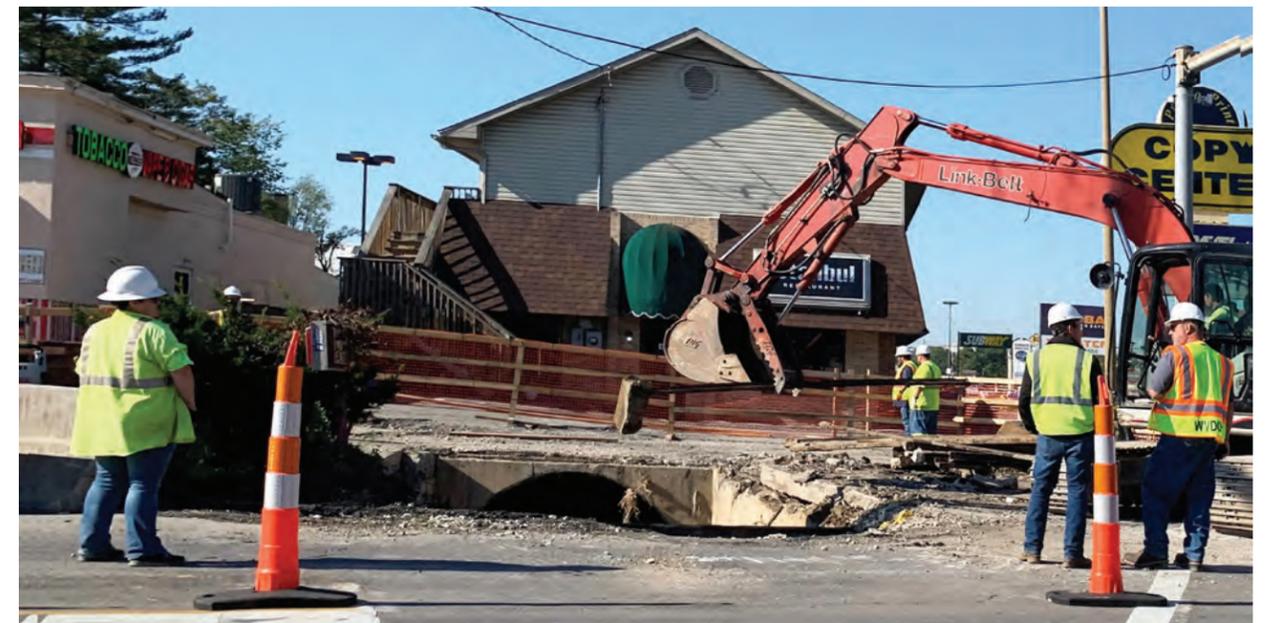
Supporting Plans & Ordinances

The Comprehensive Plan provides guidance for future development trends which should be further refined in operational plans or master plans, completed by both the City and different facilities or service providers after the Comprehensive Plan is adopted.

COMMUNITY FACILITIES & SERVICES

ISSUES & OPPORTUNITIES

- Investment and growth in the arts and cultural amenities have been substantial in the City.
- The Monongalia County School District features high quality schools in the city.
- Local athletics are a strong citywide asset and create a draw.
- The city has a robust parks and trails system including a new riverfront park.
- The renovation of City Hall is underway and upgrades to the Morgantown Ice Arena and Marilla Park are planned.
- A few areas of the city lack public green space.
- Aging infrastructure exists in the City.
- There are constrained budgets for public infrastructure improvements.
- The city experiences low crime rates.



Infrastructure improvements at University Avenue and Patteson Drive, Morgantown, WV (Source: Rhodside Harwell)

COMMUNITY FACILITIES & SERVICES STRATEGIES & ACTIONS

CFS-1 BROADEN EDUCATIONAL AND ENGAGEMENT OPPORTUNITIES

Coordinate community stakeholders to broaden the educational and engagement opportunities available for all community members.

CFS-1.1 Increase connectivity between schools and neighborhoods.

CFS-1.1A Evaluate safe auto and non-auto routes to schools and identify priority improvement corridors.

CFS-1.1B Implement crosswalk visibility and other improvements as identified by the Safe Routes To Schools evaluation.

CFS-1.1C Work with the Pedestrian Safety Board to implement the Pedestrian Safety Plan (see T-2.2).

CFS-1.1D Work with Monongalia County Schools to organize an annual Walk- or Bike-to-School Day.

CFS-1.1E Work with Monongalia County Schools to set up a Youth Bicycle Safety Clinic to conduct an in-class Biking and Walking Safety Program.

CFS-1.2 Encourage Monongalia County Schools to continue to make their facilities available for community use outside of school hours for appropriate purposes.

CFS-1.2A Work with Monongalia County Schools to maximize safe access from facilities to surrounding residential areas.

CFS-1.2B Identify opportunities to improve school recreation space as part of an update to the City's Recreation and Parks Master Plan.



Morgantown High School (Source: Morgantown High School Foundation)

CFS-1.3 Streamline coordination between education providers and community residents.

CFS-1.3A Facilitate annual meetings between the City, Monongalia County Schools, Monongalia County Tech Education Center, WV Junior College, WVU and other stakeholder groups to coordinate programming and identify new educational opportunities for residents.

CFS-1.3B Partner with area education providers to host an annual 'education fair' to share local resources with residents and area employers.

CFS-1.3B Ensure that upcoming educational events, educational opportunities, and local resources are announced to residents. Develop a community calendar of events or tap existing resources such as the Mountaineer Country's Planner to disseminate information.

CFS-1.4 Collaborate with Monongalia County Schools to assess where new schools will be constructed in the City of Morgantown and how older schools are closed and re-purposed.

CFS-1.5 Collaborate with Morgantown Public Library to broaden their educational, jobs training, arts, and cultural programming and services provided in Morgantown.

CFS-1.5A Assist the Morgantown Public Library in facilitating a community survey on library needs and wants.

CFS-1.5B Collaborate with Morgantown Public Library to conduct a service and space needs assessment.

CFS-1.6 Celebrate resources that tell the history of Morgantown.

CFS-1.6A Work with the Aull Center and the Morgantown History Museum to catalog historic buildings, locations, and features that should be preserved.

CFS-1.6B Identify opportunities for historical interpretation and art features

CFS-1.7 Continue to build strong relationships between the City’s Arts and Culture Department and art-focused organizations (for-profit and non-profit organizations) to leverage limited resources and realize shared goals.

CFS-1.7A Allocate continued funding to the Arts and Cultural Department for cultural programming, murals program, and arts grants.

CFS-1.7B Expand events and community programming at the Metropolitan Theatre and the Hazel Ruby McQuain Amphitheater. Consider partnering with a private entity to program and expand offerings at the Amphitheater.

CFS-1.7C Work with the Art Museum of WVU to create and promote town-gown arts programming for all ages.

CFS-1.7D Identify additional local and regional arts organizations/entities to partner with on programming and enhancement projects.



Mural, Morgantown, WV (Source: Mountaineer Country CVB)

CFS-1.8 Enhance senior services.

CFS-1.8A Promote the services and programming offered by Senior Monongalians through a community calendar and disseminate information at locations where seniors gather and socialize.

CFS-1.8B Promote the subsidized transit rates programs for older adults (see T-1.1).

CFS-1.8C Coordinate with Mountain Line to evolve the pilot micro-transit program into a permanent program with an expanded service area.

CFS-1.8D Work with Senior Monongalians to establish a free daily telephone calling program designed to help individuals who are living alone, aged, disabled or chronically ill maintain their independence and maintain connection to the community.

CFS-1.8E Reinforce community healthcare needs through partnerships with area hospitals to create more neighborhood-oriented facilities or in-home healthcare opportunities.



Aull Center, Morgantown, WV (Source: City of Morgantown)

CFS-2 STRENGTHEN THE PARKS AND RECREATION SYSTEM

Maintain and strengthen Morgantown's parks, recreational facilities, and programming.

CFS-2.1 Update the 2008 Parks and Recreation Master Plan.

CFS-2.2 Upgrade existing parks and recreation infrastructure.

- CFS-2.2A** Complete a system-wide needs assessment as part of an update of the 2008 Parks & Recreation Master Plan to evaluate existing park facilities and program offerings.
- CFS-2.2B** Incrementally replace/enhance outdated play and recreational facilities to establish an iconic park system that incorporates high-quality, dynamic elements that are distinctive in the region.
- CFS-2.2C** Ensure that the design, development, and redevelopment of park resources include elements that are accessible to residents of all ages and physical abilities.
- CFS-2.2D** Enhance trails with lighting, trash receptacles, seating, dog waste depositories, and other amenities that improve the safety and functionality of facilities.
- CFS-2.2E** Emphasize efficient park facility maintenance and management practices to provide for long-term sustainability and preservation of on-going investments.

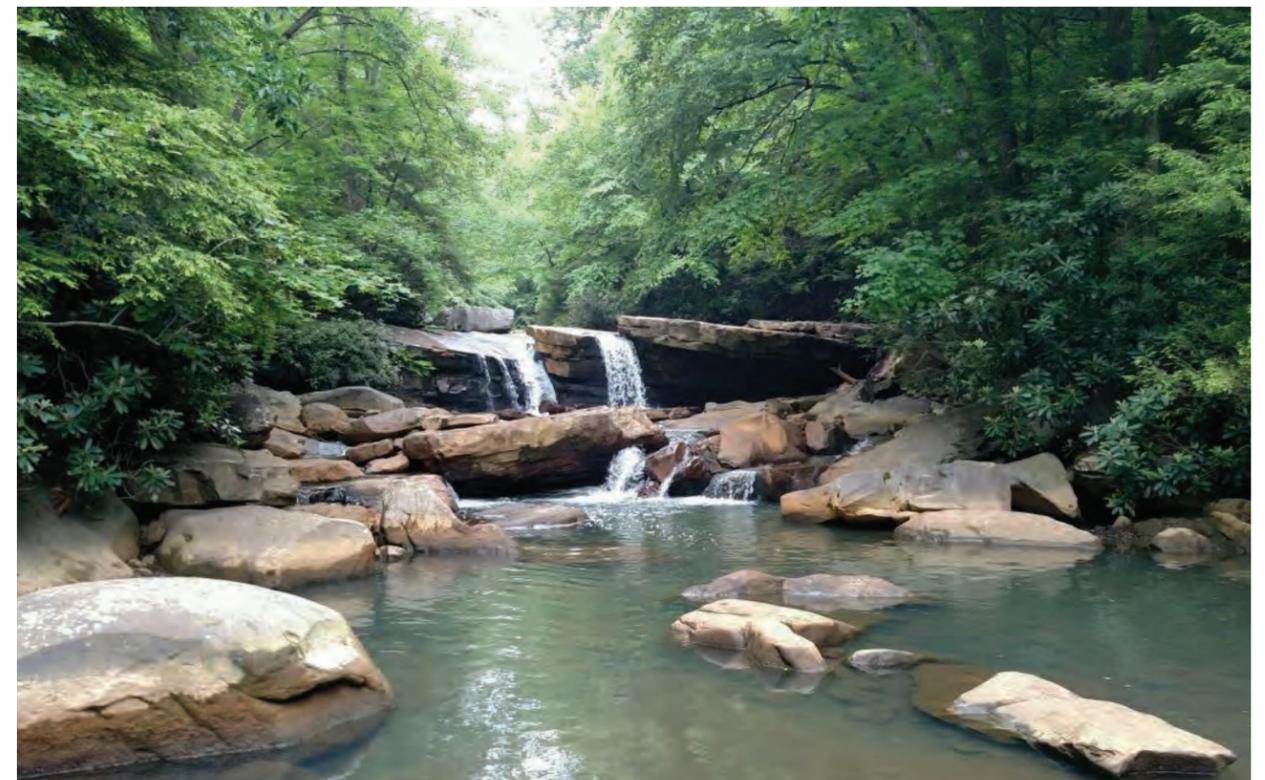
CFS-2.3 Ensure equitable access to parks.

- CFS-2.3A** Complete an equity mapping evaluation in the update to the 2008 Parks and Recreation Master Plan, including ADA compliance evaluation.
- CFS-2.3B** Upgrade parks to achieve ADA compliance for amenities and access from surrounding areas.
- CFS-2.3C** Fill gaps in the parks and open space network by improving connectivity and/or creating new neighborhood green spaces.
- CFS-2.3D** Continue to leverage the Healthy Streets Initiative to supplement the City's network of open spaces (see T-3.4).

- CFS-2.3E** Increase community interaction through 'multipurpose streets' to increase social, cultural, recreational and economic activity in neighborhoods. Promote block club activity and neighborhood parties and festivals.

CFS-2.4 Explore opportunities for community agricultural gardens, especially in neighborhoods without convenient, walkable access to a grocery store.

- CFS-2.4A** Identify potential locations for community agricultural gardens.
- CFS-2.4B** Identify organizations with whom the City can partner to implement and fund community gardens.
- CFS-2.4C** Incentivize establishing a nonprofit organization to manage the community garden system and expand the urban gardening program.
- CFS-2.4D** Work with Monongalia County Schools to determine opportunities to establish a gardening curriculum in schools.



Deckers Creek, Monongalia County, WV (Source: Friends of Deckers Creek)

CFS-2.5 Explore opportunities to pursue joint recreational programming with other local and regional entities, including West Virginia University, Monongalia County, and Monongalia County Schools.

CFS-2.6 Continue to promote and support local initiatives that encourage recreational activities (see RV-6.3).

CFS-2.6A Support the Monongalia County Tourism Advancement Fund initiatives including the Morgantown Event Advancement Fund.

CFS-2.6B Work with the Mountaineer Country Convention & Visitors' Bureau, Main Street Morgantown and other stakeholder groups to explore additional annual, semi-annual, and seasonal signature event opportunities. Opportunities may include youth/adult cycling and running events, on-water excursions and races, trail/river cleanups, scavenger hunts, hiking, camping, temporary/permanent art walks, and outdoor retreats.

CFS-2.7 Provide and program a variety of civic open spaces and amenities.

CFS-2.7A Include a broad range of community open spaces, as contextually appropriate, in new development and redevelopment.

CFS-2.7B Ensure that all civic open spaces are designed and programmed to be enjoyed by residents of all ages and ability levels.

CFS-2.7C Continue to support the current outdoor dining pedlet program.

CFS-2.7D Establish a program to explore opportunities for the programming and activation of underutilized sites, such as parking lots and vacant properties.

CFS-2.8 Bring stakeholders together to coordinate the planning, development and maintenance of sidewalk, trails and other connections.

CFS-2.8A Collaborate with potential stakeholders include the Mon River Trail Conservancy, BOPARC Trails, WVU Aspire, Mamba, Morgantown Land Reuse and Preservation Agency, Green Space Coalition and other City departments.

CFS-3 ENHANCE AGING INFRASTRUCTURE

Provide high quality utility and city services through new facilities, programming, and replacing aging infrastructure.

CFS-3.1 Ensure the 2033 Comprehensive Plan is the foundation for funding and scheduling of capital projects in the City's Five-Year Capital Improvements Plan (CIP), 2022-2027.

CFS-3.1A Highlight a 'statement of consistency' with the Comprehensive Plan as an important component of the CIP planning process. The requesting department will prepare the consistency review narrative, which will be reviewed by the City's Planning Department.

CFS-3.1B Include a low, medium, or high priority project ranking in the five-year CIP consistent with the plan implementation matrix prepared for the 2033 Comprehensive Plan.

CFS-3.2 Manage future growth and development in accordance with the City's Capital Improvement Plan (CIP).

CFS-3.2A Prioritize infrastructure investments in accordance with the City's existing and future Capital Improvement Plans (CIPs).

CFS-3.2B Coordinate with area service providers to identify needs and solutions that facilitate anticipated, long-term development changes or intensity depicted on the Future Land Use Map.

CFS-3.3 Advocate for "smart city technologies" in future capital improvement projects.

CFS-3.3A Consider opportunities to integrate technologies that link different information systems and allow for real time information-sharing.

CFS-3.3B Implement a citywide smart city technologies framework strategy. Smart city technologies can manage, monitor, analyze, plan and govern data for traffic management, street maintenance, trash collection, etc.

CFS-3.4 Explore new and expand existing local and regional partnerships for the ongoing provision and management of utility infrastructure and community services.

- CFS-3.4A** Continue to work with the City's wide range of state, regional, and local stakeholders to identify, prioritize, and fund capital improvements. Leverage stakeholders' individual investments in the City to maximize benefits for all.
- CFS-3.4B** Assess existing funding streams and identify new funding sources, grants, and programs that will assist the City in achieving long-term infrastructure maintenance and expansion plans.
- CFS-3.4C** Explore public-private partnerships to enhance the City's infrastructure, particularly as part of development/revitalization projects.
- CFS-3.4D** Engage in opportunities to implement innovative pilot initiatives that advance new technologies in partnership with WVU and area utility providers (e.g., regenerative power, solar-powered charging stations, etc.).

CFS-3.5 Promote and implement green stormwater infrastructure.

- CFS-3.5A** Develop a Green Stormwater Management Program to define a menu of strategies to mitigate flooding risks (e.g. curbside bioretention planters, bioretention swales, rain barrels, rain gardens, green roofs, permeable paving) (see E-3.1).

CFS-3.6 Encourage the separation of the City's combined sewer and stormwater systems.

- CFS-3.6A** Complete a feasibility study to determine opportunities for separating the City's combined sewer and stormwater systems. The study should include potential projects, phasing, and costs for implementation

CFS-3.7 Examine potential impact and locations for a municipal composting facility.

- CFS-3.7A** Conduct a municipal composting feasibility study to identify potential sites. The feasibility study should also identify funding opportunities, including grants (e.g., Rural Energy for America Program Renewable Energy Program) or partnerships with surrounding communities.

CFS-3.8 Expand Morgantown's recycling infrastructure and access.

- CFS-3.8A** Continue to support and promote the Recycle Right Initiative.
- CFS-3.8B** Consider re-engaging the Monongalia County Solid Waste Authority to work on collaborative goals.
- CFS-3.8C** Continue to expand accessibility for non-single-stream recycling - including batteries, waste materials, and light bulbs - to more than one MUB-sponsored event per year.
- CFS-3.8D** Continue to increase the accessibility of recycling bins co-located with public trash cans through expanded hours or drop off sites for people that do not have curbside service.
- CFS-3.8E** Partner with WVU to conduct a study about how best to engage students in recycling efforts. Consider participation in the WVU Housing Fair.

CFS-3.9 Explore alternative energy options (see E-4.3).

- CFS-3.9A** Identify city sites for municipal solar energy use.
- CFS-3.9B** Identify areas for photovoltaic and micro-turbine installation and consider a City Power Purchase Agreement with an energy provider to fund such projects.
- CFS-3.9C** Use the International Dark-Sky Association's outdoor lighting resolution and principles to develop a LED Streetlight Plan to enhance pedestrian lighting facilities and reduce energy use (see E-5.4).

CFS-3.10 Pursue Water harvesting, water reuse, and greywater use in municipal buildings.

- CFS-3.10A** Conduct a feasibility study to identify water reuse opportunities and potential funding mechanisms to implement recommendations.

CFS-3.11 Underground overhead utilities as feasible as part of ongoing streetscape and redevelopment efforts in the City.

CFS-3.12 Continue City representation on area boards and commissions that manage local and regional infrastructure facilities.

CFS-4 MAINTAIN SAFETY FOR ALL RESIDENTS

Maintain a compassionate, high quality level of safety for all Morgantown residents and visitors.

CFS-4.1 Continue to evaluate and enhance the City's Community Ambassador Program.

CFS-4.1A Evaluate the impact and effectiveness of the Community Ambassador Program and identify/implement areas of improvement.

CFS-4.1B Continually strengthen ambassador member training in violence prevention, homeless and mental illness sensitivity, bias/cultural diversity, trauma-informed de-escalation practices, and CPR/first aid.

CFS-4.2 Evaluate the need for expansion of police and safety facilities with the implementation of new land use policies and to improve safety Downtown.



Pedlet, Morgantown, WV (Source: City of Morgantown)

CFS-4.3 Adopt policies that promote Crime Prevention through Environmental Design (CPTED).

CFS-4.3A Revise the municipal code to include CPTED elements.

CFS-4.3B Conduct CPTED reviews as part of the normal site plan review processes.

CFS-5 SUPPORT HEALTHCARE FACILITIES AND SOCIAL SERVICES

Continue to provide community support services that enhance and increase people's access to healthcare facilities and social services.

CFS-5.1 Streamline coordination between area social services providers.

CFS-5.1A Support the establishment of productive and meaningful communication links between social service agencies. Conduct biannual social services roundtables, during which the City meets with local social service providers to identify and address community needs.

CFS-5.2 Support and coordinate programs working to end homelessness in the city.

CFS-5.2A Strengthen connections with the West Virginia Coalition to End Homelessness.

CFS-5.2B Work with transportation partners to increase access to Hazel House of Hope, grocery stores, and employment destinations (see T-1).

CFS-5.2C Work with potential stakeholders to identify additional funding sources to improve and expand Hazel House of Hope resources.

CFS-5.3 Continue to work with Hazel's House to explore possible locations in/near Downtown for a community services / mobility hub (see T-1.2) with public restrooms, phone charging, and the provision of immediate resources.

CFS-5.4 Provide resources to protect residents from the threats of alcohol and substance abuse.

- CFS-5.4A** Encourage programs that educate youth about the dangerous effects of alcohol, tobacco and other drugs.
- CFS-5.2B** Advocate for a continuum of services to ensure individuals diagnosed with mental illness have access to housing, food, transportation and follow-up care.
- CFS-5.2C** Provide residents of adult homes with programs and services that develop skills necessary to attain a degree of self sufficiency (Hazel's House of Hope).
- CFS-5.2D** Ensure an adequate police force to patrol areas prone to concentrations of substance abuse, such as Downtown, to improve the image of these areas, increase safety for visitors, and offer health resources to substance abusers.



Hazel's House of Hope, Morgantown, WV (Source: Hazel's House of Hope)

CFS-6 SUPPORT ARTS AND CULTURAL PROGRAMMING

Support and promote endeavors in furthering Morgantown's arts and cultural programming, and recreational and ecotourism opportunities.

CFS-6.1 Continue to fund arts and cultural programming throughout the city.

- CFS-6.1A** Identify partnerships with the arts community, to create safe and creative spaces for artisans.
- CFS-6.1B** Support efforts to redevelop the Historic Post Office (Monongalia Arts Center).
- CFS-6.1C** Explore opportunities for outdoor galleries, vacant storefront displays, and public art/murals throughout the City.
- CFS-6.1D** Establish and market “arts districts” as an approach to revitalizing neighborhoods where galleries and other arts venues are concentrated.
- CFS-6.1E** Capitalize on the presence of theaters, museums and other major arts venues as catalysts for neighborhood and regional development.
- CFS-6.1F** Use public art to strengthen the “sense of place” and highlight the heritage and character of Morgantown's distinct neighborhoods.



Mural, Downtown Morgantown (Source: Rhodeside Harwell)

ECONOMIC DEVELOPMENT

VISION

Morgantown will focus on strengthening its ability to retain and attract residents, visitors, and employers. The City will expand its education and healthcare sectors to create a diverse range of jobs. Morgantown will explore strategies to expand business opportunities Downtown, support locally-owned businesses and business districts city-wide, and future strong partnerships with the Morgantown Area Partnership, West Virginia University, Monongalia County Commission, and other community stakeholders.

PRIORITY ACTIONS

- Strengthen the city-wide brand that distinguishes neighborhoods/districts and places.
- Boost sense of place through public art.
- Increase mixed-use development for job creation.
- Support and attract small, local businesses in Downtown to ensure a to create a robust, diverse, and inclusive economy.
- Pursue public-private university partnerships.
- Continue to support remote workers and integrate them into the community.
- Expand the airport flight offerings for commercial and industrial use.

ECONOMIC OVERVIEW

Morgantown is located just one and a half hours south of Pittsburgh, accessible north and south by I-79 and east by I-68, providing a competitive advantage for economic growth. Morgantown is part of an urban corridor linked closely with growing cities like Bridgeport in north-central West Virginia. The area also has access to pristine natural resources such as the Monongahela River, Cheat Lake, and Coopers Rock. The surrounding area also has unparalleled natural beauty and a strong reputation for outdoor sports and recreation that increasingly attracts sports enthusiasts and tourists from around the country. The region’s natural beauty and available recreation assets contribute to the quality of life that is attractive to existing residents, students, entrepreneurs, and companies looking to locate to West Virginia.

Monongalia County is the primary economic engine for North Central West Virginia and is the fastest-growing metropolitan area in the region. The Morgantown Metropolitan Statistical Area (MSA) is home to over 140,000 people and nearly 6,000 businesses. The presence of West Virginia University provides stability and innovation that attracts entrepreneurial activity. WVU is also an anchor for marketing the region’s I-79 High Tech Corridor, including federal government research facilities and innovative companies. Healthcare has been a strong and growing source of employment in Morgantown. The future of this industry is recovering due to stresses from the COVID-19 pandemic, and it can support a range of allied services such as nursing, home care, and hospice niches. Morgantown’s workforce is aging (10% more workers are aged 55 and over in 2019 compared to 2002). An increase of 6,400 healthcare jobs in Monongalia County will be needed to support the aging population and economy.

The Morgantown Municipal Airport is a significant economic asset for the region. Today, the airport offers daily flights to Washington Dulles Airport and Pittsburgh International Airport in Pennsylvania, accessing nearly 1,000 connecting flights to domestic and international destinations. To further support functions at the airport, a runway extension project is underway to extend the current runway by 1,001 feet, creating a safer takeoff and landing space for outgoing and incoming flights. The expansion will make it possible for more planes to safely land and take off from MGW, which may interest additional commercial airlines in becoming airline partners. The future I-68 Commerce Park will be developed with the runway extension, further supporting economic development around the airport.



Downtown, Morgantown, WV (Source: Rhodeside Harwell)



Morgantown Municipal Airport, Morgantown, WV (Source: Morgantown Municipal Airport)

Morgantown’s workers earn more wages per worker than regional peer communities or communities in either the county or the state generally. One positive trend is the persistence of manufacturing and construction employment opportunities, which also provide higher wages compared to the faster-growing retail segments. The location and composition of workers over time have shifted (between 2002 and 2019) from inside Morgantown (down 3%) to just past the periphery of the city (40% increase within one mile of the city limits). In the same period, employees in Morgantown tripled, mostly in higher-paying health and education jobs.

Downtown is the city’s core business district. However, Downtown did not play a direct role in the tripling of employment in Morgantown between 2002 and 2019. The number of workers in Downtown increased by just over 1%, most in lower-paying retail and food service sectors. Downtown has a lot of potential. The district is conducive to development density, infill, and diversity, it is located near the riverfront and WVU, and there is a strong commitment by the community to improve on its cultural assets. Recent development along the river at the nearby Wharf District has provided additional amenities such as the riverfront park and convention center. Downtown encompasses a limited land area at a tenth of a square mile in size and constrained from growing out. In addition, access to a key asset, the riverfront, is often less than ideal. Major shopping districts such as University Town Center are located outside of the city limits in neighboring communities and draw retail activity away from Downtown.

Figure ED-3: Regional worker income 2019

Geography	Workers Under 29 Years	Workers Over 55 Years	Earns Less than \$1,250 / Month	Earns \$1,250 to \$3,333 / Month	Earns More Than \$3,333 / Month
Morgantown	25.7%	22.2%	18.3%	30.8%	50.9%
Charleston	23.6%	24.0%	24.7%	35.9%	39.4%
Fairmont	23.0%	22.1%	20.8%	35.0%	44.2%
Huntington	19.3%	26.3%	18.2%	36.6%	45.2%
Parkersburg	19.4%	26.5%	22.7%	37.5%	39.8%
Wheeling	19.4%	29.9%	23.1%	37.5%	39.4%
West Virginia	21.8%	24.8%	22.3%	35.9%	41.8%
Monongalia	26.9%	21.1%	21.5%	31.4%	47.1%

Source: US Census 2015-2019 ACS

While the area offers strengths, there are also challenges to its economic growth and development. Critical among these is the development cost, driven by a scarcity of developable land and a lack of infrastructure. While the interstate system effectively moves commuters from one part of the region to another, intra-city travel is challenging due to limited crossings along the Monongahela River. The area’s reliance on automobiles has resulted in traffic congestion. Winding mountain roads with steep drop-offs within an urban, inner-city context (especially in heavy snowfall) contribute to the impression that driving is difficult within Morgantown. As the region continues to experience population and employment growth, an improved road network can help direct traffic more efficiently.

The trend of businesses increasingly locating past the periphery of Morgantown impacts city infrastructure and revenues. Between 2002 and 2019, the U.S. Business Census indicated a 3.4% decline in workers living inside Morgantown, while the number of workers increased by 43% in the area between the city limits and one mile away (one-mile buffer). Meanwhile, nearby towns rely more than ever on Morgantown’s success: all three towns saw an increase in workers ending their commute in the city from 2002 to 2019, and all have Morgantown as their top place of employment, accounting for 30% to 47% of jobs.



WVU Innovation Center (formerly Mylan Pharmaceuticals) Morgantown, WV (Source: WVU)

The average age of Morgantown residents, like many other descriptors, is skewed by the presence of West Virginia University’s student population: approximately 30,000, according to WVU, putting it on the same plane as the city’s total population. An alternative indicator to population is the workforce, consisting of workers who live inside the city limits. This population has aged considerably between 2002 and 2019, with those workers aged 29 or younger decreasing by 12%; workers aged 30 to 54 dropping by 9%; and those aged 55 and older increasing by 48% (U.S. Business Census). Nearly 30% of the population in Morgantown lives below the federal poverty line, well above both state and national figures. While substance abuse, cancers, and mental health are top concerns, these fall into typical or better ranges when comparing Monongalia County to the state as a whole.

Monongalia County added approximately 12,600 jobs between 1998 and 2011, yielding a growth rate of 43.6% (or about 3.35% per annum). This growth surpassed the state’s annual employment growth rate of 0.4%. The Morgantown area has become a significant growth node for the state of West Virginia. The most recent data suggest that the job growth in the Morgantown Metro Area has exceeded the rate of job creation at the national level.

Employment has shifted away from Downtown Morgantown between 2002-2019

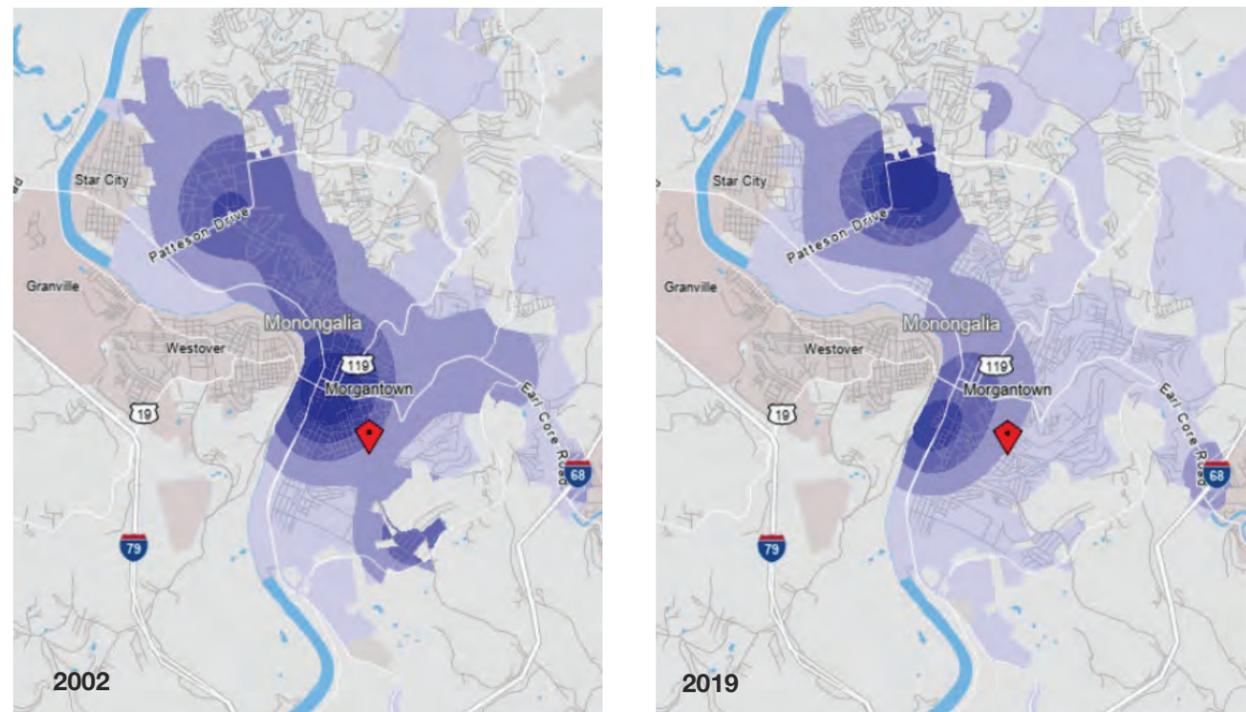


Figure ED-4: Employment shifts within Morgantown between 2002-2019 (Source: US Census data)

Tax-exempt properties account for approximately one-third (33%) of the land area in Morgantown. These lands include government, utilities, religious, university, and miscellaneous tax-exempt properties. The large percentage of tax-exempt properties in the city places a significant burden on the remaining properties, some of which are vacant, to produce sufficient tax revenues to cover the costs of operating the city services, including libraries, emergency response services, public transportation, utilities, and parks / recreation.

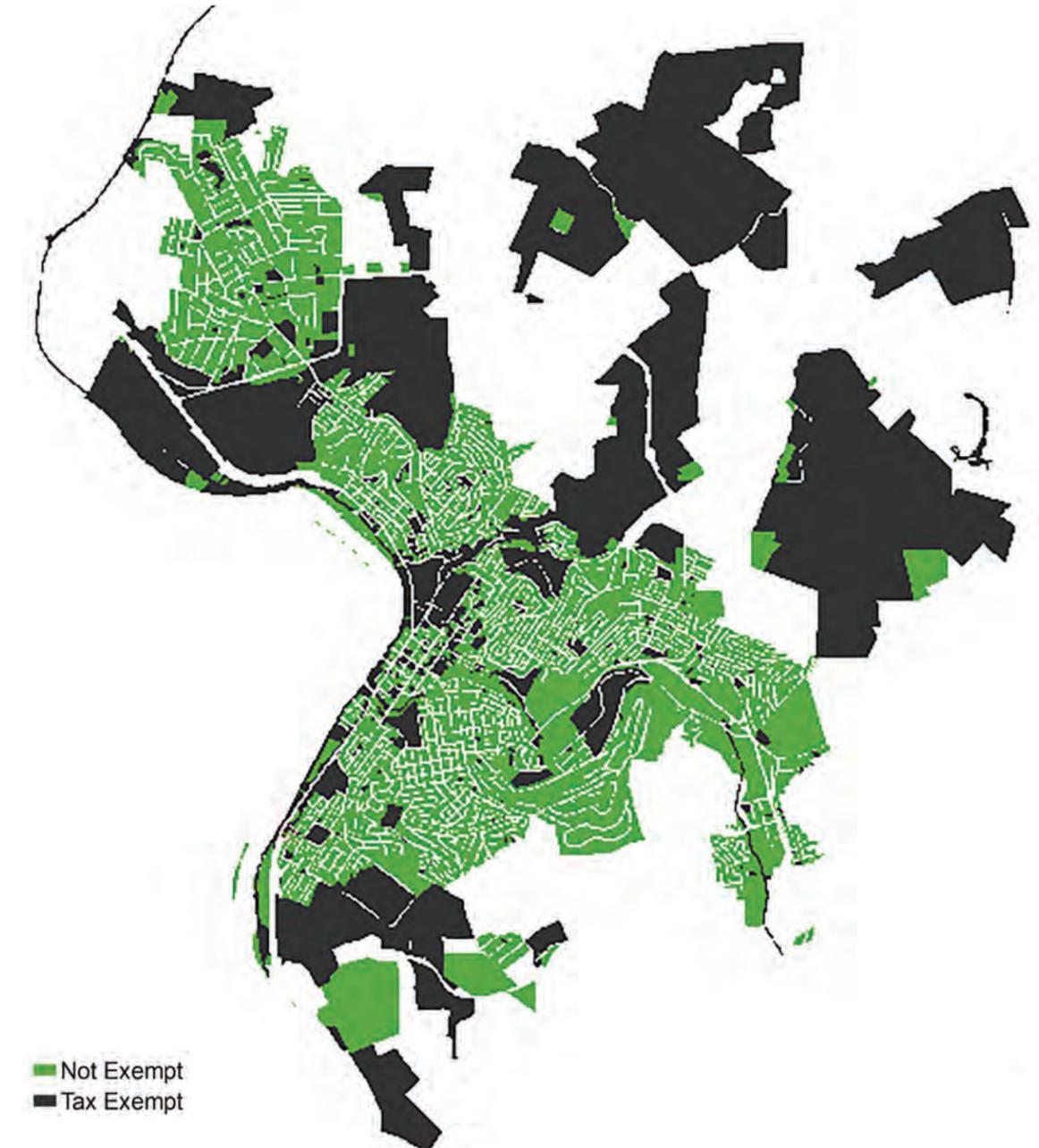


Figure ED-4: Exempt and non-exempt properties

ECONOMIC DEVELOPMENT ISSUES & OPPORTUNITIES

Based on existing conditions, the following are key issues and opportunities that inform strategies to improve economic development in Morgantown:

- Morgantown is an education and healthcare hub.
- The city has a variety of locally-owned businesses.
- There is a positive quality of life in the region.
- There have been significant recent investments in arts and cultural programming.
- Trails, natural resources and access to outdoor adventure establish a brand for the region and the city.
- There is a lack of diverse employment opportunities.
- Resilient business opportunities Downtown need to be incentivized.
- Strong partnerships with local education and workforce training centers should be established in the city.
- Build upon the successes of ongoing revitalization efforts in Sunnyside and Richwood as a model for determining strategies for energizing other neighborhood areas.



WVU Medicine, Morgantown, WV (Source: Rhodside Harwell)

ECONOMIC DEVELOPMENT STRATEGIES & ACTIONS

ED-1 EXPAND THE RANGE OF EMPLOYMENT OPPORTUNITIES

Strengthen Morgantown's competitive advantage in education, healthcare, and government related services, and diversify the mix of businesses and employment opportunities available.

ED-1.1 Explore opportunities to attract, expand or develop business opportunities at the Morgantown Municipal Airport and adjacent commerce park (see RV 5.4 and LM -1.1).

ED-1.1A Continue to advocate for and work toward the expansion of the runway at the Airport.

ED-1.1B Complete a market study to understand compatible business activity that serves typical Morgantown Airport users.

ED-1.1C Continue to promote commercial passenger service at the Morgantown Municipal Airport.

ED-1.2 Continue to coordinate with the Morgantown Area Partnership and other stakeholder groups to leverage grants and state and federal funding (see RV 5.4).

ED-1.2A Coordinate with the Morgantown Area Partnership to pursue joint City, WVU, and Mon Health partnerships to leverage grants and state and federal funding.

ED-1.2B Collaborate with community partners to realize the vision for the WVU Innovation Corporation.

ED-1.3 Facilitate connecting current and prospective employers with workforce training and re-training programs (see RV-5.1).

ED-1.3A Facilitate a quarterly or biannual meeting to discuss available/potential funding and training opportunities.

ED-1.3B Encourage WVU to partner with federal and state partners to develop a large adult retraining program with certificate degrees.

ED-1.3C In coordination with Workforce WV, local employers, Monongalia County Tech Education Center, West Virginia Women Work, WV Junior College, Human Resource Development Foundation (HRDF) Inc., Workforce West Virginia, WVU, and Monongalia County Schools, develop or expand training programs that allow for the smooth transition from student to intern to a full-time employee.



Active, central business district frontage, Asheville, NC (Source: Matador Network)

ED-1.4 Conduct an economic development analysis to evaluate Morgantown's strategic and competitive advantages, and identify emerging sectors of opportunity.

ED-1.4A Collaborate with the Morgantown Area Partnership and other stakeholders to develop a business retention, expansion and attraction program for the community.

ED-1.4B Work with WVU and other stakeholder groups to explore the viability of starting a Business Accelerator Program in the community.

ED-1.5 Work with state government, regional organizations, and adjacent jurisdictions to support transit-accessible employment in the greater Morgantown area.

ED-1.5A Work with Mountain Line to identify critical routes to existing and planned employment centers that increase convenience and safe access for area residents.

ED-1.5B Through the Morgantown Area Partnership, work with surrounding jurisdictions to coordinate land use planning efforts related to significant economic development projects.

ED-1.6 Incentivize remote workers to relocate to Morgantown.

ED-1.6A Increase participation in the ASCEND program. Facilitate quarterly meetings with program staff to learn more about their efforts and how the city can play a more active/supportive role for the program, as well as for potential new residents.

ED-1.6B Support reliable broadband internet.

ED-1.6C Continue integrating remote workers into the community and investigating their ongoing needs for co-working spaces.

ED-1.6D Encourage co-working spaces to help revitalize commercial areas (including Downtown) and live-work housing types in mixed use

ED-1.7 Consider strategies to retain WVU students after graduation.

ED-1.7A Establish a business incubator program/model to increase entrepreneurial opportunities and internships for residents, faculty, and students alike.

ED-2 SUPPORT AND REVITALIZE EXISTING COMMERCIAL DISTRICTS

Revitalize aging and underutilized commercial districts and improve their relationship with surrounding neighborhoods.

ED-2.1 Explore public-private partnership opportunities to encourage the revitalization of older commercial centers and designated focus areas (see RV-2.4 and LM-2.1).

ED-2.1A Evaluate the feasibility of establishing business improvements districts (BIDs).

ED-2.1B Maximize the use of private sector financial tools, using public sector tools where applicable, to offset some risk to enable more development to happen that would not occur without public sector involvement.

ED-2.1C Work with small businesses (existing and potential) to help finance start-ups or expansion into new neighborhoods through the use of loan guarantees or micro-loans.

ED-2.1D Identify incentives or requirements to support infill redevelopment projects that provide a mix of uses and opportunities for affordable or workforce housing.

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

ED-2.2A Improve the walkability and bikability along corridors through consolidated curb cuts, shared parking, and managed driveway access.

ED-2.3 Consider making improvements to the existing PRT system that encourages ridership and the development of more visually appealing infrastructure.

ED-2.3A Modify development regulations to permit and encourage denser, mixed-use infill development within a one-half mile radius of the

Downtown PRT station. Prioritize public access improvements in the form of sidewalks, intersection improvements, lighting, and barrier removal to walk access.

ED-2.3B Expand pedestrian infrastructure in the vicinity of PRT stations so employees and residents working or living within a half-mile of a PRT station can get there on foot or by mobility device.

ED-2.3C Consider locations along the PRT route for a mobility hub to host various services and transportation options at one centralized location. A potential location for the mobility hub could be Downtown or at the Health Sciences Campus.

ED-2.3D Use MaaS (mobility as a service) principles to streamline transit payment as the region experiments with the addition of micromobility options (e.g. Electric Bikeshare) and transit hub development.

ED-2.4 Complete the Focus Area plans, beginning with a Master Plan for Downtown and Waterfront/Riverfront (see LM-3).

ED-2.4A Develop a Downtown and Waterfront/Riverfront Plan that focuses on near-term strategic development with existing business owners, real estate development professionals, and other property owners to arrive at a specific set of targeted actions to expand existing businesses and attract complementary businesses and services to the area. The Downtown and Waterfront/Riverfront plan may be combined or each standalone. Plans should include an approach to connectivity plan that knits together neighborhoods.

ED-2.4B Encourage the formation of the 'Friends of the Waterfront' committee.

ED-2.5C Revitalize marina and waterfront operations (more docks). Work to provide more waterfront amenities such as lighting.

ED-2.5 Establish an "Innovation Zoning District" to allow a mix of light flex industrial, research, and commercial uses near the airport to revitalize existing blighted or underdeveloped commercial areas.

ED-2.6 Pursue zoning map amendments where appropriate to address potential conflicts and promote non-residential infill and redevelopment (see Land Management chapter).

ED-2.7 Continue to maintain a listing of available business locations and their amenities, in collaboration with the Morgantown Area Partnership and the I-79 Development Council.

ED-2.7A Work with the Morgantown Area Partnership to ensure that the database of available business locations and their amenities are adequately maintained and updated.

ED-2.8 Establish Downtown as a regional arts, cultural, and entertainment district (see LM-2.9 and NH-1.9).

ED-2.8A Continue efforts toward revitalizing Downtown Morgantown. Take advantage of Downtown's location to resources such as the riverfront, WVU, and historic neighborhoods through strengthening multimodal connections, district branding, and increased cultural programming.

ED-2.8B Collaborate with WVU to establish additional administrative uses Downtown that will bring additional activity and patronage to local businesses.

ED-2.8C Continue to support the Farmers Market as a significant local and regional draw. Identify additional, flexible uses at the Farmers Market location to establish it as a year-round draw (e.g., movable ice skating ring, festivals, outdoor concerts, etc.).

ED-2.8D Work with Main Street Morgantown and other stakeholder groups to develop an informational resource guide for new and existing businesses downtown that highlight incentive/assistance programs and how to navigate the City's business licensing/permitting processes.

ED-2.8E Make it easier and more predictable to do business in Downtown. Revise development/license review approval processes to limit and focus discretionary control and reduce approval times.

ED-2.8F Update the Zoning Code to allow for by-right development of desired land use types and intensities.

ED-2.8G Support the development of a market hall downtown which could be a destination anchor for Downtown.

ED-3 SUPPORT LOCALLY-OWNED BUSINESSES

Celebrate and support Morgantown's locally-owned businesses, while nurturing a culture of local entrepreneurship.

ED-3.1 Continue to collaborate with stakeholder groups to identify and prioritize efforts to understand and respond to local business issues.

ED-3.1A Work with Morgantown Area Partnership to establish a quarterly forum to learn more about and share information (issues, concerns, and opportunities) between the business community and City Administration. Consider establishing two working groups based on their location (geography) in the community.

ED-3.2 Expand the Monongalia County Development Authority's Morgantown Enterprise Center to provide additional office and incubation space to new small businesses (temporary use of vacant storefronts/office spaces) (see LM-5.3).

ED-3.2A Explore options for a business incubator locations and programs, particularly Downtown.

ED-3.2B Coordinate with Main Street Morgantown to reactivate vacant storefronts and offices to the greatest extent possible. This could help entrepreneurs test their market-strategies, create a stronger retail ecosystem, and improve the pedestrian experience downtown. Working with stakeholder groups, the spaces could be made available at a reduced rate to temporarily showcase (incubate) business opportunities.

ED-3.3 Collaborate with the Morgantown Area Partnership to establish a revolving loan to support small business development in the City of Morgantown and Monongalia County.

ED-3.4 In partnership with ongoing regional efforts, implement business recovery strategies to address impacts from COVID-19.

ED-3.4A Diversify Morgantown's economy by attracting technology and innovation enterprises and shifting the existing office supply to broaden its offerings to attract post-pandemic firms and workers.

ED-3.4B Create a robust plan for welcoming and sustaining small businesses is essential to grow diverse experiences and generate a broader range of jobs for Morgantown residents and investors.

ED-3.4C Recognize the increased impacts of online retail and food items. Explore creative solutions such as ghost kitchens, pop-up shops, and unique/dynamic in-person shopping experiences.



Market Hall, Shaker Heights, OH (Source: MKSK)

ED-3.5 Increase the number of small-, women-, and minority-owned businesses in Morgantown.

ED-3.5A Increase the number of contracts awarded to Small and Minority-owned Businesses, through increased outreach to these businesses in procurement processes. Reference the 2020 City of Morgantown Strategic Plan for Diversity, Equity, and Inclusion.

ED-3.5B Work with the Small Business Development Center and expand its reach.

ED-3.5C Understand challenges related to minority businesses and employees by hosting a "diversity in business" forum.

ED-3.6 Support the construction of a light manufacturing business incubator building in the city.

ED-3.6A Conduct a feasibility study to determine demand, market sector opportunities, funding, and best physical location. The facility may include maker, co-working, and event spaces.



Infill development in Downtown Morgantown (Source: City of Morgantown)

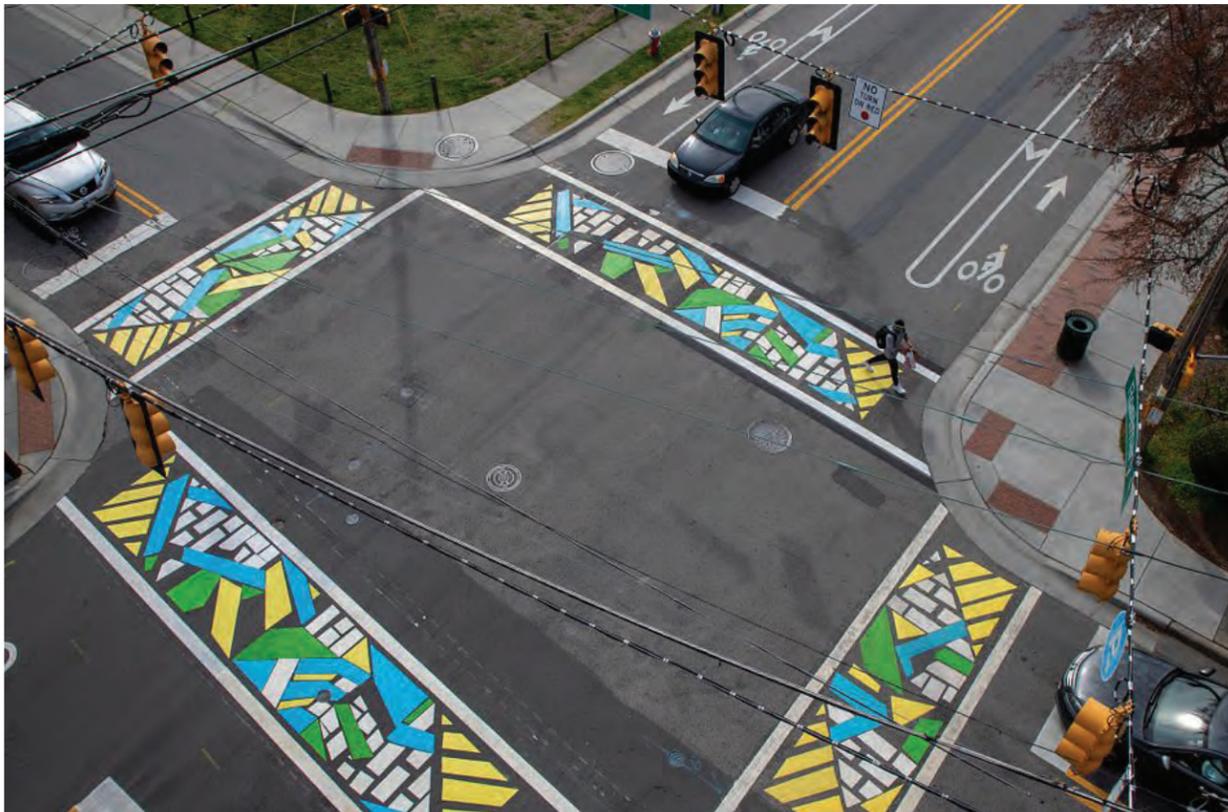
ED-4 MAINTAIN A HIGH QUALITY OF LIFE FOR RESIDENTS

Build upon Morgantown's assets to retain residents and current businesses.

ED-4.1 Continue to invest in public streetscape improvements, including upgraded sidewalks and crosswalks, pedestrian lighting, street furniture, and trash receptacles.

ED-4.1A Maximize funding through coordination with the MMMPO on ongoing/planned projects in the city.

ED-4.1B Prioritize projects that maximize access to transit and community amenities from residential areas and projects associated with community revitalization efforts.



Artistic intersection crosswalks, Chapel Hill, NC (Source: City of Chapel Hill)

ED-4.2 Pursue mixed use infill and creative reuse of buildings Downtown and on the waterfront to bring a variety of housing options close to employment opportunities (see NH-1.9).

ED-4.2A Develop and regularly update an inventory of vacant and underutilized properties in Morgantown.

ED-4.2B Sponsor a tour of vacant spaces downtown for interested residents, business owners, etc.

ED-4.2C Work more actively with private sector partners to use their expertise to physically and economically analyze underutilized properties and develop strategies for reusing them.

ED-4.2D Consider strategies such as rezoning, rehabilitation, reducing or removing off street parking requirements, and development incentives.

ED-4.2E Encourage adaptive re-use and potential increases in intensity of use for existing buildings, including historic structures, particularly in areas identified for higher intensity development on the Land Management Plan.

ED-4.3 Continue to ensure all residents and visitors feel welcome, regardless of race, ethnicity, religion, sexual orientation, gender identity, age, mental/physical disability, citizenship, or characteristics.



Adaptive Reuse, Princeton, NJ (Source: Groundswell Design Group)

ED-4.4 Continue to pursue activities and programs that support the Morgantown’s unhoused population.

- ED-4.4A** Assure that everyone with an emergency need for shelter has access to shelter.
- ED-4.4B** Encourage all homeless service providers and funders to adopt a housing -first policy that seeks to minimize shelter stays and stabilize individuals and families as soon as feasible within permanent housing linked to supportive services as needed.
- ED-4.4C** Continue to support the production of permanent supportive housing units that can offer the opportunity for long-term homeless persons to leave the shelter system. Housing units may include innovative types such as manufactured/modular housing and tiny homes.



Neighborhood-scale mixed-use development, Atlanta, Georgia (Source: Pinterest)

ED-4.5 Advocate for community wealth building strategies outside of employment and training, including housing programs that provide access to homeownership for lower-income residents.

- ED-4.5A** Increase the number of lots on which accessory dwelling units (ADUs) can be supported by adopting proposed Land Management Plan changes (see NH-1.11).
- ED-4.5B** Consider programs that encourage construction of 'missing middle' housing (duplexes, stacked duplexes, fourplexes, multiplex, cottage courts, etc.) that fit into the fabric and character of existing neighborhoods.
- ED-4.5C** Support the rehabilitation of low-income owner-occupied housing for energy efficiency and preservation of neighborhood form.



Accessory dwelling unit, Colorado (Source: Studio Shed)

ED-5 PROMOTE CITYWIDE BRANDING

Develop and promote citywide and neighborhood branding initiatives for a consistent and attractive image.

ED-5.1 Implement a citywide branding and marketing initiative that includes a community wayfinding program.

ED-5.1A Establish a refreshed city brand that can be used in promotional materials, letterheads and on city vehicles, buildings, etc.

ED-5.1B Encourage successful Morgantown businesses to become brand ambassadors for the city and region.

ED-5.1C Draw larger industry events and conferences to Waterfront Place.

ED-5.1D Host workshops, roundtables and mixers with developers, businesses, or neighboring cities.

ED-5.2 Develop a neighborhood branding initiative (e.g., street signs distinguishable by neighborhood) to celebrate neighborhood identity.

ED-5.3 Improve gateways into the City and Downtown.

ED-5.3A Encourage site designs incorporating building arrangements, uses, natural features, and landscaping that contribute to Morgantown's unique sense of place and character.

ED-5.3B Incorporate street trees and landscaping along streetscapes to provide shade, buffer pedestrians from traffic, and create a sense of enclosure.

ED-5.4 Celebrate the regional outdoor culture as embraced by the Mountaineer brand.

ED-5.4A Market, as part of citywide branding initiatives, the city's geographic position as a dynamic and culturally rich urban center amongst the scenic natural resources of the region (e.g., the Mon River, Dorsey Knob Park, Cheat Lake, etc.).

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IMPLEMENTATION

The Comprehensive Plan contains a variety of visions for the future, goals related to those visions, and strategies for reaching those goals. In order to focus the City's efforts on the community's most pressing needs, this chapter identifies a series of priority strategies for each element of the Comprehensive Plan. These strategies should be targeted for funding and staff resources, as well as for community reporting on progress.

IMPLEMENTATION OVERVIEW

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

Plan Management

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

Monitoring the Plan

The Comprehensive Plan should be monitored for implementation effectiveness and relevancy- this should happen formally, at least once per year.

Updating the Plan

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

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

How to Use the Plan

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

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

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

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

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

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

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

Responsible Party Abbreviations	
BOPARC	Morgantown Board of Parks and Recreation
FMHA	Fairmont-Morgantown Housing Authority
HAC	Housing Advisory Commission
MAP	Morgantown Area Partnership
MCS	Monongalia County Schools
MLRA	Morgantown Land Reuse Agency
MPA	Morgantown Parking Authority
MMMPO	Morgantown Monongalia Metropolitan Planning Organization
Mountaineer Country CVB	Mountaineer Country Convention and Visitors' Bureau
MSM	Main Street Morgantown
MUB	Morgantown Utility Board
USACE	United States Army Corps of Engineers
WVU	West Virginia University
WVDOH	West Virginia Division of Highways

IMPLEMENTATION STRATEGIES & ACTIONS

Following a series of goals and strategies for plan implementation are tables organized by each element of the Comprehensive Plan that indicate the desirable timeframe for completion and parties that should lead each recommendation. The timeframes are defined as the following:

- Short Term: 2024-2025
- Mid Term: 2026-2030
- Long Term: 2031-2033

I-1 PROVIDE A STRATEGIC AND COORDINATED APPROACH TO PLAN IMPLEMENTATION

Ensure the Plan's success by continually nurturing and relationships between local governments, citizens, businesses, and institutions while building awareness of plan recommendations and evaluating progress regularly.

I-1.1 Involve a wide variety of stakeholders in implementation.

- I-1.1A** Provide final copies of the Comprehensive Plan on the City website and at libraries.
- I-1.1B** Identify and engage non-government partners to assist with implementation.
- I-1.1C** Establish a program to provide ongoing public education on the Comprehensive Plan Update through printed and electronic media, or face-to-face engagement.
- I-1.1D** Provide ongoing educational opportunities on innovative planning and development tools and best practices for the Planning Commission and City Departments.
- I-1.1E** Form a task force to draft legislation and lobby the State legislature to enact legislation that supports those Comprehensive Plan strategies that require local empowerment to fully realize.

I-1.2 Monitor and share implementation progress.

- I-1.2A** Prepare an annual report that summarizes the status of Plan implementation and outlines annual accomplishments and priorities.
- I-1.2B** Hold a special public meeting on a regular basis to review the City's success in implementing the Plan.
- I-1.2C** Schedule meetings with the Planning Commission on a bi-annual basis to address the status of plan implementation and discuss other long-range planning issues.
- I-1.2D** Develop a formal training program for commission and board members. Training should focus on land use law, meeting procedures, organizational dynamics and how to use the Plan.
- I-1.2E** Provide ongoing educational opportunities on innovative planning and development tools and best practices for the Planning Commission and City Departments.

I-1.3 Provide resources for implementing the Plan.

- I-1.3A** Regularly update the City's Capital Improvement Plans (CIPs).
- I-1.3B** Prepare annual departmental work programs and budgets with awareness of the Comprehensive Plan.
- I-1.3C** Identify and secure funds for prioritized initiatives (This could include grants, tax measures, bonds, private investments, public-private partnerships, etc.).

I-1.4 Require concurrence with the Comprehensive Plan.

- I-1.4A** Require concurrence in rezoning and other major development approvals.
- I-1.4B** Require staff reports to reference the Comprehensive Plan.

I-1.5 Update the Plan at least every ten years.

- I-1.5A** Create a citizen committee to design the planning process.
- I-1.5B** Prepare an updated Comprehensive Plan.

REGIONAL VISION

Priority Strategy	Timeframe			Responsible Party
	Short	Mid	Long	
RV-1 Collaborate with neighboring jurisdictions				
RV-1.1	Establish a reoccurring County and municipalities leadership meeting that is convened by the County Commission.			Monongalia County Commission; City of Morgantown
RV-2 Attract high-quality development				
RV-2.1	Work with the surrounding municipalities and the County to identify strategies to facilitate sustainable growth patterns. Ensure that adequate community services serve future growth areas (See RV-1 and LM-1.10).			County and Municipalities Elected Officials; Planning Commissions and appropriate staff
RV-2.2	Collaborate with the Morgantown Utility Board to regularly evaluate utility service area boundaries to support city growth and annexation opportunities.			City of Morgantown
RV-2.3	Maintain open communication with WVU about future development and planning studies (see LM-1.2).			City of Morgantown; Monongalia County; WVU
RV-2.4	Collaborate with public entities to explore adaptive reuse and redevelopment of local vacated buildings and properties (see ED-2.1 and LM-1.8).			City of Morgantown; Morgantown Area Partnership; Main Street Morgantown; Morgantown Land Reuse Agency
RV-2.5	Continue to advance plans to update the City's Subdivision and Land Development Ordinance to streamline the review process and foster high-quality development standards (see LM-4.8).			City of Morgantown

Strategy	Timeframe			Responsible Party
	Short	Mid	Long	
RV-3 Mitigate traffic impacts				
RV-3.1	Prioritize transportation improvements in coordination with the Morgantown Monongalia Metropolitan Planning Organization (MMMPO), Monongalia County, and West Virginia Department of Highways (WVDOH) to reduce congestion and increase mobility options near major employers and growth areas.			MMMPO
RV-3.2	Ensure an equitable process in evaluating and implementing transportation projects (see T-1.1).			MMMPO; City of Morgantown (for City specific projects)
RV-3.3	Work with area stakeholders to minimize truck traffic on non-interstate highways (see T-2.1).			Morgantown; Monogalia County; Westover; MMMPO; Morgantown Area Partnership; WVU
RV-3.4	Ensure that future development and related transportation improvements proactively address capacity and connectivity needs (see T-1.6).			MMMPO; City of Morgantown; WVU
RV-4 Maintain and enhance community services				
RV-4.1	Optimize community services to support resident retention and promote well-being.			County and Municipalities (Officials and Staff)
RV-4.2	Ensure the development of premier regional attractions that support economic development goals.			County and Municipalities (Officials and Staff)
RV-4.3	Work toward greater housing affordability and protect tenants' rights (see NH-1.5).			Morgantown Housing Advisory Commission; Fairmont Morgantown Housing Authority
RV-5 Build a strong regional workforce				
RV-5.1	Hold quarterly meetings (every three months) between local and regional partners to create new educational and workforce training opportunities for students and the general public (see ED-1.3).			Local Workforce Investment Board; Regional Planning Commission; Monongalia County School District; WVU
RV-5.2	Ensure regional capacity to support all identified sectors of employment growth.			Morgantown Area Partnership; Local Workforce Investment Board; WVU

Strategy	Timeframe			Responsible Party
	Short	Mid	Long	
RV-5.3 In partnership with ongoing regional efforts, continue to implement business recovery strategies to address small business and service industry impacts from COVID-19.				City of Morgantown; Morgantown Area Partnership; WV Small Business Development Center
RV-5.4 Capitalize on regional assets such as the Morgantown Municipal Airport, the Morgantown industrial park, and the future I-68 Commerce Park to support economic development goals (see ED-1.1 and 1.2).				City of Morgantown; Morgantown Area Partnership; Industrial Park and County
RV-5.5 Continue to participate in regional and state programs and initiatives.				City of Morgantown
RV-6 Enhance recreational opportunities				
RV-6.1 Embrace the regional Mountaineer Country brand.				County and Municipalities
RV-6.2 Continue to support and build upon the strong regional trail network.				Morgantown; MMMPO; WVU; Morgantown Land Reuse Agency; Green Space Coalition
RV-6.3 Increase and enhance regional recreational activities and amenities (see CFS-2.6).				BOPARC
RV-6.4 Explore additional ecotourism and outdoor recreation opportunities, such as the Mylan Park BMX facility.				BOPARC; Mylan Park
RV-7 Protect natural resources				
RV-7.1 Leverage partnerships with WVU, the County, and other stakeholders to understand how Morgantown's open space fits into a regional system (see E-1.2).				City of Morgantown; Morgantown Land Reuse Agency; Greenspace Coalition
RV-7.2 Ensure the protection of critical natural resources and parkland (see E-1.2).				City of Morgantown; Morgantown Land Reuse Agency.
RV-7.3 Collaborate with local and state partners to implement environmental stewardship programs and events.				City of Morgantown; Morgantown Land Reuse and Preservation Agency
RV-7.4 Explore sustainable energy industry opportunities through partnerships with WVU and other nearby research institutions.				Morgantown Area Partnership; City of Morgantown

LAND MANAGEMENT

Priority Strategy	Timeframe			Responsible Party
	Short	Mid	Long	
LM-1 Coordinate land use patterns with partners, major landowners, and employers				
LM-1.1 Work with the Morgantown Municipal Airport Authority to plan for compatible uses that can service existing and future users (see ED-1.1).				City of Morgantown; Airport; MAP; County
LM-1.2 Continue to meet regularly with WVU to discuss on-going campus planning efforts, expansion goals, student housing needs, and potential partnerships (see RV-2.3).				City of Morgantown; WVU
LM-1.3 Work with Monongalia County Schools to assist with selection of new school locations and adaptive reuse of vacated properties.				City of Morgantown; MCS
LM-1.4 Collaborate with WVU, WVU Innovation Corporation, and stakeholder groups to develop and support strategies that foster new uses in the former Mylan Pharmaceutical manufacturing facility and surrounding areas.				MAP; City; WVU
LM-1.5 Work with area stakeholders to re-imagine the Greenbag Road Corridor.				City of Morgantown; MAP; MMMPO; WVDOH; Mountaineer Mall Ownership
LM-1.6 Re-envision the Riverfront Redevelopment Taskforce and potentially include the Downtown area.				City of Morgantown; MAP; WVU
LM-1.7 Work with the US Army Corp. of Engineers (USACE) and stakeholder groups to ensure the Morgantown Lock and Dam can be operated daily (see T-1.8).				City of Morgantown; MAP; MMMPO

Priority Strategy		Timeframe			Responsible Party
		Short	Mid	Long	
LM-1 Coordinate land use patterns with partners, major landowners, and employers					
LM-1.8	Continue to inventory and evaluate City-owned land that can positively contribute to the Morgantown residents' quality of life (see RV 2.4).				Morgantown Land Reuse and Preservation; City of Morgantown
LM-1.9	Coordinate with the Morgantown Parking Authority and WVU Transportation and Parking department to study parking utilization around the city (see T-2.4).				City of Morgantown; MPA; WVU
LM-1.10	Work with the County and other stakeholder groups to explore policies that encourage more harmonious development along the City's periphery, such as transfer of development rights (see RV-2.1).				Monongalia County and City of Morgantown Planning Commissions
LM-1.11	Work with the State of West Virginia to make changes to the intra-city state roads that decrease non-local truck traffic and enhance the pedestrian experience (see T-2.1).				City of Morgantown; WVDOH; MMMPO; MAP
LM-1.12	Work with the Morgantown Area Parking Authority to better understand the demand, supply, economics, enforcement, and administration of parking in select neighborhoods and Downtown Morgantown.				City of Morgantown; MPA; Neighborhood Associations
LM-2 Redevelop and revitalize					
LM-2.1	Promote the redevelopment of underutilized or functionally obsolete areas (see ED-2.1).				City of Morgantown; MAP; MSM
LM-2.2	Encourage adaptive reuse of historic properties through promoting the repair, maintenance and revitalization of these sites.				City of Morgantown; MSM
LM-2.3	Create compact, walkable and mixed-use neighborhoods along corridors and within commercial districts through the reuse of aging commercial and multifamily residential properties.				City of Morgantown

Priority Strategy		Timeframe			Responsible Party
		Short	Mid	Long	
LM-2.4	Encourage sustainable, energy efficient building designs and low impact development (see E-3.4 & E-3.6).				City of Morgantown; Green Team
LM-2.5	Promote higher-intensity (where appropriate), transit-oriented development around PRT stations (in anticipation of the line's updates and expansion) (see T-3.2).				City of Morgantown; WVU; MMMPO
LM-2.6	Develop strategies and partnerships that can bring underutilized properties, including historic properties, parking areas, and commercial or industrial areas into productive and sustainable applications that will support increased residential, commercial, or a mix of uses.				City of Morgantown; MAP
LM-2.7	Consider reducing parking minimums at locations appropriate for high-intensity mixed use development that are transit accessible (see LM-5.5).				City of Morgantown; WVDOH; MMMPO; MAP
LM-2.8	Build upon recent development and public space activity along the Riverfront to incentivize public/private investment in this area.				City of Morgantown; WVU; Campus Neighborhoods Revitalization Corporation
LM-2.9	Continue to establish Downtown as an arts, cultural and entertainment center for Morgantown (see ED-2.8).				City of Morgantown; MSM; Arts and Culture Commission
LM-3 Develop and implement five small area plans					
LM-3.1	There are five key focus areas for which small area plans need to be developed: Downtown and Riverfront (to be completed first), Lower Greenmont, WV Route 705 Corridor, Sabraton.				City of Morgantown
LM-4 Ensure aesthetic coordination of the built environment					
LM-4.1	Enhance sense of place in the public realm (see T-5).				City of Morgantown; MSM; Neighborhood Associations
LM-4.2	Include 'Historic Preservation' as a zoning overlay.				City of Morgantown

Priority Strategy	Timeframe			Responsible Party
	Short	Mid	Long	
LM-4.3 Identify opportunities for improved community branding and wayfinding, including Downtown Morgantown and major destinations (see T-5).				City of Morgantown; MSM; Mountaineer Country CVB
LM-4.4 Develop a Pattern Book to guide the design aesthetic of development, redevelopment, and reuse within residential areas.				City of Morgantown; Neighborhood Associations; Housing Advisory Commission
LM-4.5 Consider implementing design guidelines for the five focus areas within the city (see LM-3).				City of Morgantown; MSM; MAP; Greenmont Neighborhood Association
LM-4.6 Ensure a greater mix of 'by-right' uses in Downtown Morgantown using form-based code zoning principles.				City of Morgantown; MSM; MAP
LM-4.7 Work with neighborhood associations and business owners to identify improvement projects such as facade enhancements and property improvements that could be supported by the City.				City of Morgantown; Neighborhood Association Coordinating Council
LM-4.8 Evaluate the feasibility of overhauling the City's Zoning Ordinance to preserve community character, support a diverse mix of uses in select areas and maximize opportunities to invest in the community by adopting hybrid approach to form-based code and conventional (traditional) zoning practices (see RV-2.5).				Morgantown Planning Commission; Board of Zoning Appeals
LM-5 Strive for complete communities				
LM-5.1 Update development standards to require high-quality pedestrian-scaled complete streets with sidewalks, street trees, and adequate lighting (see T-1.6 and T-5).				City of Morgantown; MMMPO; WVDOH
LM-5.2 Encourage context-sensitive-scaled commercial services, amenities, and mixed-use nodes in central locations within neighborhoods (see NH-1.1).				City of Morgantown; Neighborhood Associations

Priority Strategy	Timeframe			Responsible Party
	Short	Mid	Long	
LM-5.3 Encourage development practices that connect new construction and/or infill development opportunities to already developed areas in the community.				City of Morgantown; Monongalia County
LM-5.4 Revise the City's development regulations so that new growth results in compact development patterns that foster pedestrian activity.				City of Morgantown; MAP
LM-5.5 Revise development regulations to regulate the location and quantity of parking (see NH 1.2 and 1.3, LM-2.7).				City of Morgantown MPA
LM-5.6 Promote bicycle, pedestrian, and vehicular interconnectivity between adjacent commercial and mixed-use parcels to minimize use of adjacent roadways for short trips (see T-2.2).				City of Morgantown; Morgantown Land Reuse and Preservation Agency; Green Space Coalition
LM-5.7 Ensure an equitable distribution of neighborhood-serving amenities across Morgantown (see NH-1.1).				City of Morgantown
LM-6 Protect the environment & open space				
LM-6.1 Re-evaluate land use classifications to ensure that green space within City boundaries are preserved using land use tools.				City of Morgantown; Morgantown Land Reuse and Preservation Agency
LM-6.2 Require new construction to employ context sensitive design to reduce impacts on existing site features and the natural environment.				City of Morgantown
LM-6.3 Encourage green stormwater and graywater management (see E-3).				City of Morgantown; Morgantown Utility Board
LM-6.4 Create regulations that require future commercial development to include public space (i.e. walkways, pocket parks, seating areas, bicycles storage (origin) and racks (destination), etc.).				City of Morgantown

Priority Strategy	Timeframe			Responsible Party
	Short	Mid	Long	
LM-6.5 Limit impervious surfaces along Monongahela River by pairing new development with open space and environmental protection features.				City of Morgantown; MPA; MAP; Riverfront Taskforce
LM-7 Improve effectiveness of development regulations and processes				
LM-7.1 Adopt regulations that provide for an expedited development review and approval process in designated areas if proposals meet specific criteria.				City of Morgantown
LM-7.2 Strengthen design standards (architectural appearance, building materials, landscaping, signage) and their enforcement in the zoning code.				City of Morgantown
LM-7.3 Develop a new zoning district (e.g. Civic/ Institutional) to be applied to property owned by WVU and considered a part of WVU's main campuses to provide a more predictable regulation of university-related development.				City of Morgantown; WVU
LM-7.4 Consult with WV state code to identify opportunities to streamline the processing of development requests administratively.				City of Morgantown
LM-7.5 Update the Zoning Code to reflect the Land Management Plan and Small Area Plan recommendations.				City of Morgantown
LM-7.6 Use incentives and zoning to promote development in areas with existing infrastructure capacity to reduce the need for infrastructure extensions and to concentrate infrastructure improvements, which will reduce short-term and long-term operating costs.				City of Morgantown
LM-7.7 Ensure the development process is equitable and inclusive of all Morgantown residents. Refer to the 2020 City of Morgantown Strategic Plan for Diversity, Equity, and Inclusion.				City of Morgantown

TRANSPORTATION

Priority Strategy	Timeframe			Responsible Party
	Short	Mid	Long	
T-1 Leverage partnerships to improve transportation options				
T-1.1 Improve access to key destinations for underserved or disadvantaged populations (see RV-3.2).				City of Morgantown; Mountain Line; MMMPO; WVDOH
T-1.2 Strategically locate Mobility Hubs at convenient locations.				City of Morgantown; Mountain Line; MMMPO
T-1.3 Encourage transit oriented development (TOD).				City of Morgantown; MAP; MMMPO
T-1.4 Collaborate with regional partners to continually improve upon an accessible system for people of all ages and abilities.				MMMPO
T-1.5 Promote the use of regional trail networks for commuting and special events.				Morgantown Land Reuse and Preservation Agency; Mon River Trails Conservancy; Friends of Deckers Creek; MMMPO
T-1.6 Advocate for multimodal systems in all planning, design, and construction of transportation improvements (see RV-3.4 and LM-5.1).				City of Morgantown; MAP; MMMPO; Mountain Line
T-1.7 Improve recreational access along the Monongahela River.				City of Morgantown; WVU; Mon River Trails Conservancy; Riverfront Taskforce
T-1.8 Improve freight access along the Monongahela River.				MAP; City of Morgantown; USACE
T-1.9 Work with the Airport Authority and area stakeholders to improve flight options at the airport (see ED-1.1).				Morgantown Airport Authority

Priority Strategy		Timeframe			Responsible Party
		Short	Mid	Long	
T-2 Address safety and pollution issues					
T-2.1	Coordinate with regional and state agencies to reduce through-truck traffic in residential and downtown areas (see RV-3.3 and LM-1.11).				City of Morgantown; MMMPO; MAP; WVDOH; WVU
T-2.2	Continue implementing the Pedestrian Safety Action Plan and Bicycle and Pedestrian Transportation Plan recommendations (see LM-5.6).				City of Morgantown; MMMPO
T-2.3	Require roadway safety improvements within the development / redevelopment processes.				City of Morgantown; MMMPO
T-2.4	Expand the Blue Curb Program to include on-street zones for deliveries and rideshare drop off/pick up (see LM-1.9).				MPA, City of Morgantown; Neighborhood Associations
T-2.5	Adopt a Vision Zero Policy targeting zero fatalities by 2030.				City of Morgantown
T-2.6	Reduce automobile emissions and improve air quality.				MMMPO; City of Morgantown
T-2.7	Work with the Morgantown Utility Board and other stakeholders to reduce and mitigate stormwater impacts of existing and future transportation systems.				City of Morgantown; MUB
T-2.8	Consider opportunities to move primary barge loading operations to existing facility north of the lock/dam to reduce truck traffic through the City.				City of Morgantown; MAP; USACE
T-2.9	Establish a program to partner with property owners to conduct sidewalk maintenance.				City of Morgantown
T-3 Improve multi-modal connectivity and consistency					
T-3.1	Increase active transportation connectivity between neighborhoods, commercial districts, and trail networks.				City of Morgantown; MMMPO; Morgantown Land Reuse and Preservation Agency

Priority Strategy		Timeframe			Responsible Party
		Short	Mid	Long	
T-3.2	Expand access to PRT system (see LM-2.5).				City of Morgantown; WVU; MMMPO; MAP
T-3.3	Pursue partnership funding for an e-bike sharing system.				City of Morgantown; MMMPO
T-3.4	Continue the City's Healthy Streets Initiative (see CFS-2.3D).				City of Morgantown
T-3.5	Address bottlenecks and first-mile/last-mile access to transit service.				City of Morgantown; MMMPO
T-3.6	Explore the feasibility of a multi-use path along WV Rt. 705.				City of Morgantown; MMMPO; WVDOH
T-3.7	Adopt a Bridge Replacement Policy to include improved pedestrian and bicycle facilities.				City of Morgantown;
T-4 Be on the forefront of new transportation technology					
T-4.1	Communicate with WVU on their research into emerging technologies in transportation and how it can effect positive change in Morgantown.				MMMPO; WVU
T-4.2	Pursue partnerships with private and federal agencies researching new transportation technologies.				MMMPO
T-5 Improve gateways and corridors					
T-5.1	Develop a streetscape master plan that identifies improvements to streets citywide.				City of Morgantown; MMMPO; WVDOH
T-5.2	Update design standards to implement recommendations of the streetscape master plan.				City of Morgantown

ENVIRONMENT

Priority Strategy	Timeframe			Responsible Party	
	Short	Mid	Long		
E-1 Protect natural resources					
E-1.1	Consider adopting policies and development standards that protect area viewsheds in the community.				City of Morgantown, Morgantown Land Reuse and Preservation; Neighborhood Associations
E-1.2	Identify and prioritize opportunities to preserve open space in the community from development pressures (see RV-7.1 and 7.2).				Morgantown Land Reuse and Preservation Agency; Greenspace Coalition
E-1.3	Develop a conservation management plan that outlines strategies to preserve green space and natural resource amenities within the city.				Morgantown Land Reuse and Preservation Agency; Greenspace Coalition
E-1.4	Ensure that all designated parkland is protected from development that is not related to recreational open space benefits.				City of Morgantown; Morgantown Land Reuse and Preservation Agency
E-1.5	Partner with WVU and neighboring municipalities to create a biannual Monongahela River cleanup day.				City of Morgantown; WVU; other municipalities
E-1.6	Protect existing slopes, viewsheds, and greenspace by acquiring easements.				City of Morgantown; Morgantown Land Reuse and Preservation Agency
E-2 Strengthen network of quality parks and recreation amenities					
E-2.1	Continue to work closely with the Mon Valley Greenspace Coalition to protect and enhance open space.				Morgantown Land Reuse and Preservation Agency; Greenspace Coalition

Priority Strategy	Timeframe			Responsible Party	
	Short	Mid	Long		
E-2.2	Leverage partnerships with surrounding municipalities and other stakeholder groups to develop a regional plan for open space preservation and enhancement (see RV-6.1).				Morgantown Land Reuse and Preservation Agency; WV Land Trust; Greenspace Coalition
E-2.3	Develop North and South Greenbelts by establishing linear parks, designating scenic easements, and recognizing preservation corridors.				Morgantown Land Reuse and Preservation Agency; MMMPO; Greenspace Coalition; WVU
E-3 Mitigate climate change impacts					
E-3.1	Develop and implement green stormwater infrastructure.				City of Morgantown; MUB
E-3.2	Encourage 'cool street' streetscape design best practices in roadway improvement projects.				City of Morgantown; WVDOH
E-3.3	Preserve and enhance the tree canopy.				Morgantown Tree Commission
E-3.4	Create a green building program to incentivize use of green building techniques that are energy efficient and environmentally friendly (see LM-2.4 and CFS-3.9).				City of Morgantown; MAP; Green Team
E-3.5	Provide infrastructure to support vehicle electrification throughout residential and commercial areas.				City of Morgantown
E-3.6	Consider adopting policies or development standards that encourage or require permeable pavement materials for low-traffic parking areas and pedestrian plazas (see LM-2.4).				City of Morgantown
E-4 Green industry and innovation					
E-4.1	Identify and support opportunities for ecotourism and outdoor recreation (see RV-5.3 and 5.4).				Mountaineer Country CVB

Priority Strategy	Timeframe			Responsible Party
	Short	Mid	Long	
E-4.2 Explore sustainable energy industry opportunities in sectors such as hydrogen and geothermal through partnerships with WVU and other nearby research institutions.				Green Team
E-4.3 Encourage alternative energy generation.				City of Morgantown; Green Team
E-4.4 Meet regularly with WVU to remain informed, provide input, and collaborate on strategies identified in WVU's sustainability and strategic action plans.				City of Morgantown; MAP; Green Team
E-5 Improve the city's environmental health				
E-5.1 Apply for EPA funds to evaluate vacant properties for environmental contamination and register properties under brownfield classification.				City of Morgantown; Morgantown Land Reuse and Preservation Agency
E-5.2 Assist property owners with application for EPA cleanup funds.				City of Morgantown; MAP
E-5.3 Work with the Morgantown Utility Board to maintain ground and surface water quality.				City of Morgantown
E-5.4 Formalize the Green Team as an appointed body by City Council with monthly reports.				City of Morgantown

NEIGHBORHOODS & HOUSING

Priority Strategy	Timeframe			Responsible Party
	Short	Mid	Long	
NH-1 Increase affordable and accessible housing supply				
NH-1.1 Encourage mixed-use and mixed-income neighborhoods and housing developments throughout Morgantown (see LM-5.2 and 5.7).				City of Morgantown
NH-1.2 Identify possible locations for shared off-street parking in residential areas to supplement the City's 'blue curb' program (see LM-5.5).				Morgantown Land Reuse and Preservation Agency; MPA
NH-1.3 Explore reducing or removing parking minimums in accessible neighborhoods adequately serviced by public transportation (see LM-5.5).				City of Morgantown; MPA
NH-1.4 Work with the Morgantown Land Reuse Agency, Housing Advisory Commission, and other stakeholder groups to develop policies and initiatives that support affordable housing in the community.				MLRA; HAC and Fairmont-Morgantown Housing Authority; City of Morgantown
NH-1.5 Ensure that Morgantown has affordable options for both rental and home-buying markets (see RV-4.3).				MLRA; HAC; Fairmont-Morgantown Housing Authority
NH-1.6 Reestablish and secure funding for aging in place home accessibility updates.				City of Morgantown
NH-1.7 Pursue marketing and branding initiatives to encourage medical and institutional professionals to live within the City.				City of Morgantown; MAP; Mountaineer Country CVB

Priority Strategy	Timeframe			Responsible Party
	Short	Mid	Long	
NH-1.8 Support and preserve homeownership by providing assistance to income-qualified owners to make necessary home repairs.				City of Morgantown
NH-1.9 Incentivize living Downtown (see ED-2.8 and 4.2).				City of Morgantown; MSM; MAP
NH-1.10 Coordinate with surrounding jurisdictions to increase the regional supply of affordable housing options.				FMHA
NH-2 Increase tenants' rights and property owner/landlord accountability				
NH-2.1 Publicize state and WVU resources that provide help to tenants facing eviction.				Local social service providers; WVU
NH-2.2 Establish a permanent eviction prevention fund to provide emergency rental assistance to lower income households in crisis.				Local social service providers
NH-2.3 Continue to enforce public health and safety requirements and include adequate landlord accountability measures.				City of Morgantown
NH-2.4 Increase tenants' rights protections (see RV-3.3B).				City of Morgantown
NH-2.5 Lobby state legislature for changes to state law to allow for more streamlined processing of vacant and deteriorating properties.				City of Morgantown
NH-3 Preserve and enhance unique neighborhood character				
NH-3.1 Continue to prioritize code enforcement of rental and abandoned or vacant properties.				City of Morgantown
NH-3.2 Develop a neighborhood branding initiative (e.g. street signs distinguishable by neighborhood and small public art installations) that builds upon the forthcoming city-wide brand to celebrate neighborhood identity (see ED-5.1, 5.2).				City of Morgantown; Neighborhood Associations
NH-3.3 Promote housing redevelopment and housing infill development that is aesthetically compatible with their surroundings.				City of Morgantown

COMMUNITY FACILITIES & SERVICES

Priority Strategy	Timeframe			Responsible Party
	Short	Mid	Long	
CFS-1 Broaden educational and engagement opportunities				
CFS-1.1 Increase connectivity between schools and neighborhoods.				City of Morgantown; Land Reuse and Preservation Agency; MCS
CFS-1.2 Encourage Monongalia County Schools to continue to make their facilities available for community use outside of school hours for appropriate purposes.				City of Morgantown; MCS
CFS-1.3 Streamline coordination between education providers and community residents.				City of Morgantown; MCS
CFS-1.4 Collaborate with Monongalia County Schools to assess where new schools will be constructed in the City of Morgantown and how older schools are closed and re-purposed.				City of Morgantown; MCS; Neighborhood Associations
CFS-1.5 Collaborate with Morgantown Public Library to broaden their educational, jobs training, arts, and cultural programming and services provided in Morgantown.				City of Morgantown; Morgantown Public Library
CFS-1.6 Celebrate resources that tell the history of Morgantown.				Morgantown Museum; Morgantown Public Library
CFS-1.7 Continue to build strong relationships between the City's Arts and Culture Department and art-focused organizations (for-profit and non-profit organizations) to leverage limited resources and realize shared goals.				City of Morgantown
CFS-1.8 Enhance senior services.				City of Morgantown; BOPARC; Monongalia County Health Department

Priority Strategy	Timeframe			Responsible Party	
	Short	Mid	Long		
CFS-2 Strengthen the parks and recreation system					
CFS-2.1	Update the 2008 Parks and Recreation Master Plan.				City of Morgantown; BOPARC
CFS-2.2	Upgrade existing parks and recreation infrastructure.				City of Morgantown; BOPARC
CFS-2.3	Ensure equitable access to parks.				City of Morgantown; BOPARC
CFS-2.4	Explore opportunities for community agricultural gardens, especially in neighborhoods without convenient, walkable access to a grocery store.				City of Morgantown; WVU
CFS-2.5	Explore opportunities to pursue joint recreational programming with other local and regional entities, including West Virginia University, Monongalia County, and Monongalia County Schools.				All parties listed, including BOPARC and Mylan Park
CFS-2.6	Continue to promote and support local initiatives that encourage recreational activities (see RV-6.3).				BOPARC
CFS-2.7	Provide and program a variety of civic open spaces and amenities.				BOPARC; MSM; City of Morgantown
CFS-2.8	Bring stakeholders together to coordinate the planning, development and maintenance of sidewalk, trails and other connections.				City of Morgantown
CFS-3 Enhance aging infrastructure					
CFS-3.1	Ensure the 2033 Comprehensive Plan is the foundation for funding and scheduling of capital projects in the City's Five-Year Capital Improvements Plan (CIP), 2022-2027.				City of Morgantown
CFS-3.2	Manage future growth and development in accordance with the City's Capital Improvement Plan (CIP).				City of Morgantown
CFS-3.3	Advocate for "smart city technologies" in future capital improvement projects.				City of Morgantown

Priority Strategy	Timeframe			Responsible Party	
	Short	Mid	Long		
CFS-3.4	Explore new and expand existing local and regional partnerships for the ongoing provision and management of utility infrastructure and community services.				City of Morgantown; Monongalia County; other municipalities
CFS-3.5	Promote and implement green stormwater infrastructure.				City of Morgantown; MUB
CFS-3.6	Encourage the separation of the City's combined sewer and stormwater systems.				City of Morgantown; MUB
CFS-3.7	Examine potential impact and locations for a municipal composting facility.				City of Morgantown
CFS-3.8	Expand Morgantown's recycling infrastructure and access.				City of Morgantown
CFS-3.9	Explore alternative energy options (see E-4.3).				Green Team
CFS-3.10	Pursue Water harvesting, water reuse, and greywater use in municipal buildings.				City of Morgantown
CFS-3.11	Underground overhead utilities as feasible as part of ongoing streetscape and redevelopment efforts in the City.				City of Morgantown
CFS-3.12	Continue City representation on area boards and commissions that manage local and regional infrastructure facilities.				City of Morgantown
CFS-4 Maintain safety for all residents					
CFS-4.1	Continue to evaluate and enhance the City's Community Ambassador Program.				City of Morgantown
CFS-4.2	Evaluate the need for expansion of police and safety facilities with the implementation of new land use policies and to improve safety Downtown.				City of Morgantown
CFS-4.3	Adopt policies that promote Crime Prevention through Environmental Design (CPTED).				City of Morgantown

Priority Strategy	Timeframe			Responsible Party	
	Short	Mid	Long		
CFS-5 Support healthcare facilities and social services					
CFS-5.1	Streamline coordination between area social services providers.				Local social services providers
CFS-5.2	Support and coordinate programs working to end homelessness in the city.				Morgantown Community Resources
CFS-5.3	Continue to work with Hazel's House to explore possible locations in/near Downtown for a community services / mobility hub (see T-1.2) with public restrooms, phone charging, and the provision of immediate resources.				City of Morgantown; MSM; Morgantown Community Resources; Mountain Line; United Way
CFS-5.4	Provide resources to protect residents from the threats of alcohol and substance abuse.				Monongalia County Health Department
CFS-6 Support arts and cultural programming					
CFS-6.1	Continue to fund arts and cultural programming throughout the city.				City of Morgantown

ECONOMIC DEVELOPMENT

Priority Strategy	Timeframe			Responsible Party	
	Short	Mid	Long		
ED-1 Expand the range of employment opportunities					
ED-1.1	Explore opportunities to attract, expand or develop business opportunities at the Morgantown Municipal Airport and adjacent commerce park (see RV 5.4 and LM -1.1).				City of Morgantown; Morgantown Airport Authority; MAP; County
ED-1.2	Continue to coordinate with the Morgantown Area Partnership and other stakeholder groups to leverage grants and state and federal funding (see RV 5.4).				City of Morgantown; MAP
ED-1.3	Facilitate connecting current and prospective employers with workforce training and re-training programs (see RV-5.1).				MAP
ED-1.4	Conduct an economic development analysis to evaluate Morgantown's strategic and competitive advantages, and identify emerging sectors of opportunity.				City of Morgantown and MAP
ED-1.5	Work with state government, regional organizations, and adjacent jurisdictions to support transit-accessible employment in the greater Morgantown area.				MAP; MMMPO
ED-1.6	Incentivize remote workers to relocate to Morgantown.				Ascend WV, MAP; City of Morgantown
ED-1.7	Consider strategies to retain WVU students after graduation.				City of Morgantown; MAP; WVU

Priority Strategy		Timeframe			Responsible Party
		Short	Mid	Long	
ED-2 Support and revitalize existing commercial districts					
ED-2.1	Explore public-private partnership opportunities to encourage the revitalization of older commercial centers and designated focus areas (see RV-2.4 and LM-2.1).				City of Morgantown; MAP
ED-2.2	Prioritize transportation improvements in coordination with the MMMPO to reduce congestion and increase mobility options near major employers and growth areas.				City of Morgantown; MMMPO
ED-2.3	Consider making improvements to the existing PRT system that encourages ridership and the development of more visually appealing infrastructure.				WVU; City of Morgantown; MMMPO
ED-2.4	Complete the Focus Area plans, beginning with a Master Plan for Downtown and Waterfront/Riverfront (see LM-3).				City of Morgantown; MSM; WVU; MAP
ED-2.5	Establish an "Innovation Zoning District" to allow a mix of light flex industrial, research, and commercial uses near the airport to revitalize existing blighted or underdeveloped commercial areas.				City of Morgantown; Airport Authority; MAP
ED-2.6	Pursue zoning map amendments where appropriate to address potential conflicts and promote non-residential infill and redevelopment (see Land Management chapter).				City of Morgantown
ED-2.7	Continue to maintain a listing of available business locations and their amenities, in collaboration with the Morgantown Area Partnership and the I-79 Development Council.				MAP
ED-2.8	Establish Downtown as a regional arts, cultural, and entertainment district (see LM-2.9 and NH-1.9).				City of Morgantown; MSM

Priority Strategy		Timeframe			Responsible Party
		Short	Mid	Long	
ED-3 Support locally-owned businesses					
ED-3.1	Continue to collaborate with stakeholder groups to identify and prioritize efforts to understand and respond to local business issues.				City of Morgantown; MSM; MAP
ED-3.2	Expand the Monongalia County Development Authority's Morgantown Enterprise Center to provide additional office and incubation space to new small businesses (temporary use of vacant storefronts/office spaces) (see LM-5.3).				MAP
ED-3.3	Collaborate with the Morgantown Area Partnership to establish a revolving loan to support small business development in the City of Morgantown and Monongalia County.				City of Morgantown; Monongalia County; other municipalities.
ED-3.4	In partnership with ongoing regional efforts, implement business recovery strategies to address impacts from COVID-19.				City of Morgantown; MAP
ED-3.5	Increase the number of small-, women-, and minority- owned businesses in Morgantown.				City of Morgantown; MAP
ED-3.6	Support the construction of a light manufacturing business incubator building in the city.				City of Morgantown; MAP
ED-4 Maintain a high quality of life for residents					
ED-4.1	Continue to invest in public streetscape improvements, including upgraded sidewalks and crosswalks, pedestrian lighting, street furniture, and trash receptacles.				City of Morgantown; WVDOH
ED-4.2	Pursue mixed use infill and creative reuse of buildings Downtown and on the waterfront to bring a variety of housing options close to employment opportunities (see NH-1.9).				City of Morgantown; MSM; MAP; WVU

Priority Strategy	Timeframe			Responsible Party
	Short	Mid	Long	
ED-4.3 Continue to ensure all residents and visitors feel welcome, regardless of race, ethnicity, religion, sexual orientation, gender identity, age, mental/physical disability, citizenship, or characteristics.				City of Morgantown
ED-4.4 Continue to pursue activities and programs that support the Morgantown’s unhoused population.				City of Morgantown; Local social service providers
ED-4.5 Advocate for community wealth building strategies outside of employment and training, including housing programs that provide access to homeownership for lower-income residents.				City of Morgantown
ED-5 Promote citywide branding				
ED-5.1 Implement a citywide branding and marketing initiative that includes a community wayfinding program.				City of Morgantown; MSM; Neighborhood Association Coordinating Council; MAP; Mountaineer Country CVB
ED-5.2 Develop a neighborhood branding initiative (e.g., street signs distinguishable by neighborhood) to celebrate neighborhood identity.				City of Morgantown; Neighborhood Associations Coordinating Council
ED-5.3 Improve gateways into the City and Downtown.				City of Morgantown; WDOH
ED-5.4 Celebrate the regional outdoor culture as embraced by the Mountaineer brand.				City of Morgantown; Mountaineer Country CVB

IMPLEMENTATION

Priority Strategy	Timeframe			Responsible Party
	Short	Mid	Long	
ED-1 Provide a strategic and coordinated approach to plan implementation				
I-1.1 Involve a wide variety of stakeholders in implementation.				City of Morgantown
I-1.2 Monitor and share implementation progress.				City of Morgantown
I-1.3 Provide resources for implementing the Plan.				City of Morgantown
I-1.4 Require concurrence with the Comprehensive Plan (zoning, major approvals, staff reports).				City of Morgantown
I-1.5 Update the Plan at least every ten years.				City of Morgantown