

6.0 Downtown Strategies

VISION / DEVELOPMENT THEME

A mixed-use housing district that provides a concentration of housing units along Deckers Creek and a mix of uses along Foundry Street that enhance the entertainment, retail, and recreational activity in this portion of downtown.

ACTIONS

- 6.3.1.6a Offer incentives to enable consolidation of parcels and consistency in development theme and pattern.
- 6.3.1.6b Create a detailed master plan, detailed design standards and guidelines and patterns.
- 6.3.1.6c Adopt and enforce Main Street Morgantown Urban Design Guidelines and Design Guidelines for Public Projects.

DESIGN GUIDELINES CONSIDERATIONS

General Intent / Goals

Dense pedestrian friendly mixed-use village with buildings that are aligned with the topography and along open space connections to Deckers Creek.

Planning Requirements

- Orient new residential buildings to the Deckers Creek Trail.
- Increase amount of buildings fronting Foundry Street.
- Allow for access to Deckers Creek from Foundry Street through openings between buildings.
- Create balance and harmony in the vertical and horizontal massing of buildings.
- Create a consistent architectural style and palette of materials.
- Areas characterized as “New Mixed-Use Development” in Figure 19 will offer retail/commercial on the ground floor and either office or residential on the upper floors.

Building Height

Building heights in the “Foundry Street Character Area” should be a maximum of six (6) stories and a minimum of three (3) stories along Foundry Street and ideally the heights will step down the hill so that the elevation along Deckers Creek is limited to three (3) stories max.

Setbacks

As described in the B-4 Zoning District.

Parking and Access

As described in B-4 Zoning District with the addition of the City offering an option for reduced required parking amounts for downtown residential developers as described under Transportation Section 6.4.2.



6.0 Downtown Strategies

Building Placement

- Buildings should be oriented along streets and open spaces along an established “build to line” so that an urban edge is created with the buildings.
- Buildings should exhibit continuity in the design of their facades.
- Buildings fronting streets and open spaces should have a well designed and scaled first floor with human scaled elements, doors, windows, awnings, and stoops.
- Buildings shall consider pedestrian scaled rhythms along the street and open space network and provide architectural breaks or interest every 30 - 50 feet of horizontal distance.

Materials

Materials should conform to the existing B-4 standards and be consistent with the materials chosen for the existing historic buildings within the “Foundry Street Character Area”. Materials, methods, treatment, and type for private projects should adhere to the Design Guidelines found under Section N of the Main Street Morgantown Urban Design Document. Materials, methods, treatments, and types for public projects should adhere to Main Street Morgantown’s Design Guidelines for Public Projects found in Sections II to V. Select materials and finishes for proposed new buildings that are compatible with historic materials and finishes found in the surrounding buildings that contribute to the special character of the historic district in terms of composition, scale, module, pattern, detail, texture, finish, color, and sheen.

Colors Palette

Warm and earth-toned colors will be encouraged predominantly. Brighter colors will be allowed but in limited accent areas.

Architectural Style

Encourage an architectural reference for the “Foundry Street Character Area” that draws inspiration from the many historic buildings that are part of the downtown core as described within the Main Street Morgantown Urban and Public Projects Design Guidelines. Existing building renovations, rehabilitations, and adaptive reuses should follow the Main Street Morgantown Urban and Public Projects Design Guidelines.



Inspirational imagery from Denver, Colorado of high quality residential units located along the Cherry Creek Trail.



6.0 Downtown Strategies



Location Map

Figure 19: Character area diagram for Foundry Street

6.0 Downtown Strategies

6.3.1.7 Character Area C7 – South High Street

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Direct linkage across bridge to High Street retail. • Adjacent to Chancery Hill neighborhood. • Proximity to Wharf District and riverfront. • Adjacent to Deckers Creek. • Touches the University Avenue “down slope”. • Steep topography allows tuck under parking. • Walkable distance from Morgantown High School. 	<p>CHALLENGES</p> <ul style="list-style-type: none"> • Does not respond to opportunity created by High Street linkage. • Poor mix of uses along University Avenue, which negatively impacts gateway experience. • The Prairie Avenue intersection at University Avenue is not aligned and has a significant slope transition, making it difficult for vehicles to access the Wharf District and riverfront. • It is unsafe and difficult for pedestrians and cyclists to cross over University Avenue to access the Wharf District and riverfront.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Realign and modify slope transition of Prairie Avenue intersection with University Avenue to better connect “South High Street Character Area” with the Wharf District. • Create pedestrian linkage to Wharf District to serve the residents of the Chancery Hill and South Park neighborhoods. • Promote redevelopment along University Avenue into higher density residential units and an appropriate gateway image into the central business district. • Integrate redevelopment along University Avenue with development along Foundry Street and the Wharf District to energize this section of town, especially for primary residents. • Promote smaller scaled mixed-use development at the South High Street and Prairie Avenue intersection that provides a node for the Chancery Hill neighborhood. 	



6.0 Downtown Strategies

VISION / DEVELOPMENT THEME

A mixed-use, primarily housing, district that capitalizes on the adjacency the Chancery Hill neighborhood, Deckers Creek Trail, the Foundry Street area, and the Wharf District as a way to breathe life into the southern portion of the downtown.

ACTIONS

- 6.3.1.7a Offer incentives to enable consolidation of parcels and consistency in development theme and pattern.
- 6.3.1.7b Create safe and easy access across University Avenue.
- 6.3.1.7c Create a detailed master plan, detailed design standards and guidelines, and patterns.
- 6.3.1.7d Rezone South High Street and upper Prairie Avenue areas to PRO or B-1

DESIGN GUIDELINES CONSIDERATIONS

General Intent / Goals

Dense, pedestrian friendly, mixed-use village with buildings that are organized on an urban street pattern and along open space connections to both the Creek and River. Infill buildings should be compatible with the existing historic fabric of downtown as per the Main Street Downtown District Design Guidelines.

Planning Requirements

- Consider the scale, massing, setbacks, and architecture of Chancery Hill when evaluating development plans.
- Link South High Street with University Avenue below Chancery Hill and align intersections across to the Wharf District and the riverfront.
- Consider placement of small convenience, retail, or pub to support Chancery Hill neighborhood.
- Utilize topography to provide tuck under parking.
- Areas characterized as “New Mixed-Use Development” in Figure 20 will offer retail/commercial on the ground floor and either office or residential on the upper floors.

Building Height

New buildings should be a maximum height of six (6) stories and a minimum height of three (3) stories to promote housing density and mix of uses along University Avenue. Building heights for South High Street and Prairie Avenue areas should comply with zoning classification changes.

Setbacks

- Given that the intent for the “South High Street Character Area” is for a residential mixed-use village, buildings should front onto pedestrian-friendly streets along a consistent “build-to-line”.
- Setbacks along South High Street should be setback consistent with the residential setbacks of Chancery Hill.
- Setbacks along Prairie Street should have a maximum setback of twenty (20) feet.
- Encourage buildings be spaced as close to each other as allowed by building and fire codes.



6.0 Downtown Strategies

Parking and Access

As described in the PRO or B-1 zoning districts where zoning classification changes are recommended. The City should offer an option within remaining areas for reduced required parking amounts for downtown residential developers as described under Transportation Section 6.4.2.

Building Placement

- Buildings should be oriented toward streets and open spaces along an established “build to line” so that an urban edge is created with the buildings.
- Buildings should exhibit continuity in the design of their facades and consistency in building style and materials.
- Buildings that front streets and open spaces should have a well designed and scaled first floor with human scaled elements, doors, windows, and stoops.
- Buildings should consider pedestrian scaled rhythms along the street and open space network and provide architectural breaks or interest every 30 - 50 feet of horizontal distance.

Materials

Materials should conform to the PRO or B-1 zoning district standards and be consistent with the materials chosen for the existing historic buildings within the “South High Street Character Area”. Materials, methods, treatment, and type for private projects should adhere to the Design Guidelines found under Section N of the Main Street Morgantown Urban Design Document. Materials, methods, treatments, and types for public projects should adhere to Main Street Morgantown’s Design Guidelines for Public Projects found in Sections II to V. Select materials and finishes for proposed new buildings that are compatible with historic materials and finishes found in the surrounding buildings that contribute to the special character of the historic district in terms of composition, scale, module, pattern, detail, texture, finish, color, and sheen.

Colors Palette

Warm and earth-toned colors will be encouraged predominantly. Brighter colors will be allowed but in limited accent areas.

Architectural Style

Encourage an architectural reference for the “South High Street Character Area” that draws its inspiration from the existing historical residential architecture that is part of the character area as described within the Main Street Morgantown Urban and Public Projects Design Guidelines. Existing building renovations, rehabilitations, and adaptive reuses should follow the Main Street Morgantown Urban and Public Projects Design Guidelines.



6.0 Downtown Strategies



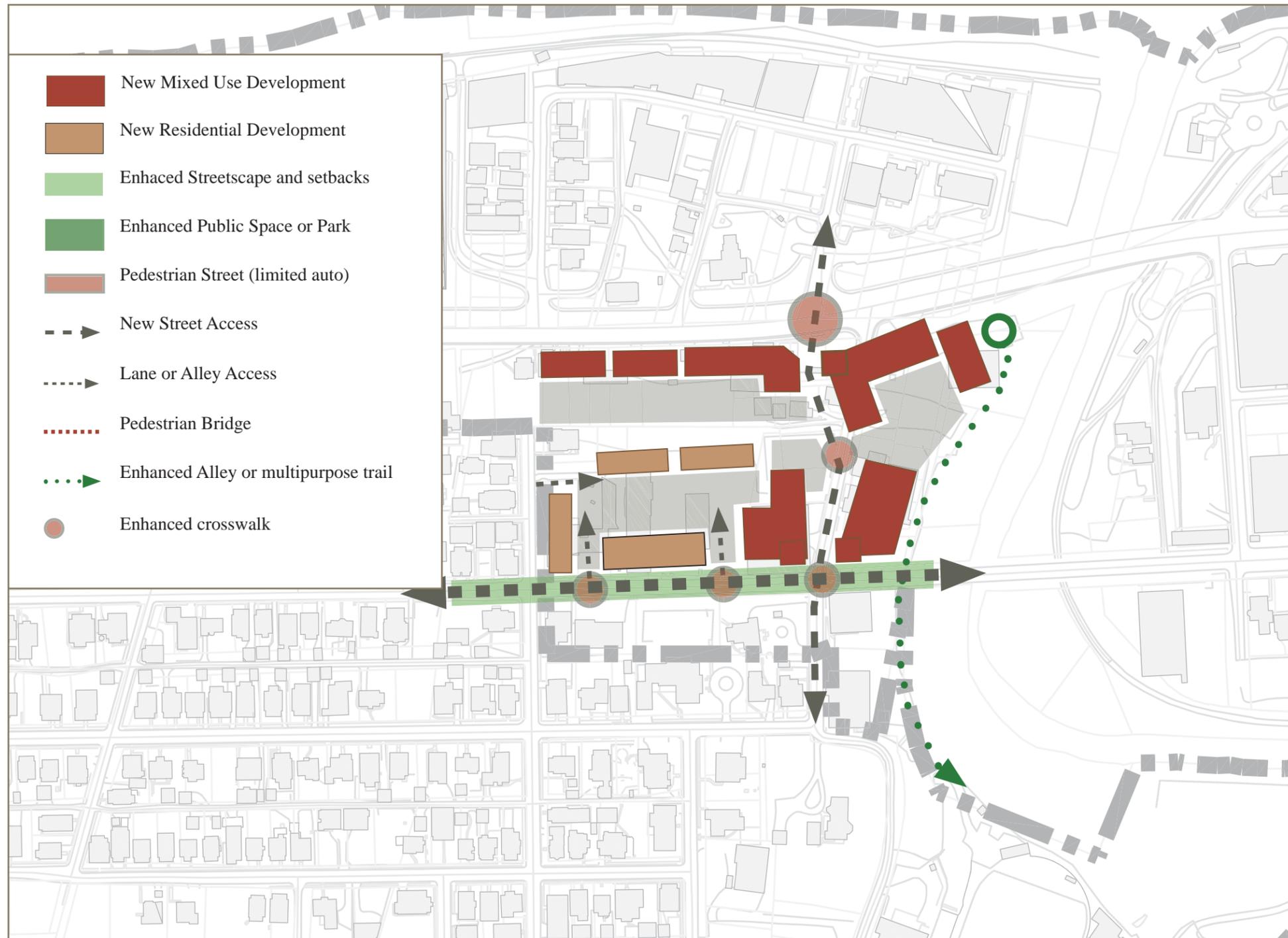
Inspirational Imagery of attached housing with alley loaded driveways, and pervious paving used for the alleyway.



Inspirational imagery depicting single-family residential homes and accompanying landscapes



6.0 Downtown Strategies



Location Map

Figure 20: Character area diagram for South High Street

6.0 Downtown Strategies

6.3.1.8 Character Area C8 – Cobun Avenue

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Connects downtown to South Park and Greenmont neighborhoods. • Located on attractive street and pedestrian friendly bridge to downtown. • Near Morgantown High School. • Sits above Deckers Creek. • Flat developable sites. • Adjacent to a quiet historic neighborhood that is still family friendly. 	<p>CHALLENGES</p> <ul style="list-style-type: none"> • Currently underutilized from a neighborhood gathering perspective. • Poor gateway to one of the best examples of an existing historic neighborhood in Morgantown. • The current uses allowed under the B-4 zoning do not necessarily fit with the existing or future needs or interests of the South Park neighborhood.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Create a future neighborhood center for the South Park and Greenmont neighborhoods. • Create a gateway into the neighborhoods. • Rezone to avoid future developments that will negatively affect the neighborhoods. 	

VISION / DEVELOPMENT THEME

The City and the South Park Neighborhood Association should develop a master plan for the “Cobun Avenue Character Area” that aligns with the future goals and aspirations the neighborhood residents

ACTIONS

- 6.3.1.8a Collaboration between the City and the South Park Neighborhood Association to create a master plan and guidelines for “Cobun Avenue Character Area” to avoid potential development that may adversely impact the neighborhood.
- 6.3.1.8b Rezone the “Cobun Avenue Character Area” to either B-1 or R1-A.

DESIGN GUIDELINES CONSIDERATIONS

General Intent / Goals

Consistency in scale and character to the South Park neighborhood.

Planning Requirements

Accentuate the gateway into and reinforce the identity of the South Park neighborhood.



6.0 Downtown Strategies

Building Height

New buildings should be a minimum of two (2) stories and a maximum of three (3) stories in height to be consistent with existing buildings in the “Cobun Avenue Character Area”.

Setbacks

Consistent with setback trends in the South Park neighborhood.

Parking and Access

As described in the B-1 or R1-A Zoning Districts

Building Placement

- Buildings should be oriented toward streets and open spaces along an established “build to line” so that an urban edge and gateway is created with the buildings.
- Buildings shall exhibit continuity in the design of their facades and consistency in building style and materials.
- Buildings that front streets and open spaces should have a well designed and scaled first floor with human scaled elements, doors, windows, and stoops.
- Buildings should consider pedestrian scaled rhythms along the street and open space network and provide architectural breaks or interest every 30 - 50 feet of horizontal distance.

Materials

Materials should conform to the B-1 or R1-A Zoning District standards and be consistent with the materials chosen for the existing historic buildings within the “Cobun Avenue Character Area”. Materials, methods, treatment, and type for private projects should adhere to the Design Guidelines found under Section N. of the Main Street Morgantown Urban Design Document. Materials, methods, treatments, and types for public projects should adhere to Main Street Morgantown’s Design Guidelines for Public Projects found in Sections II to V. Select materials and finishes for proposed new buildings that are compatible with historic materials and finishes found in the surrounding buildings that contribute to the special character of the historic district in terms of composition, scale, module, pattern, detail, texture, finish, color, and sheen.

Colors Palette

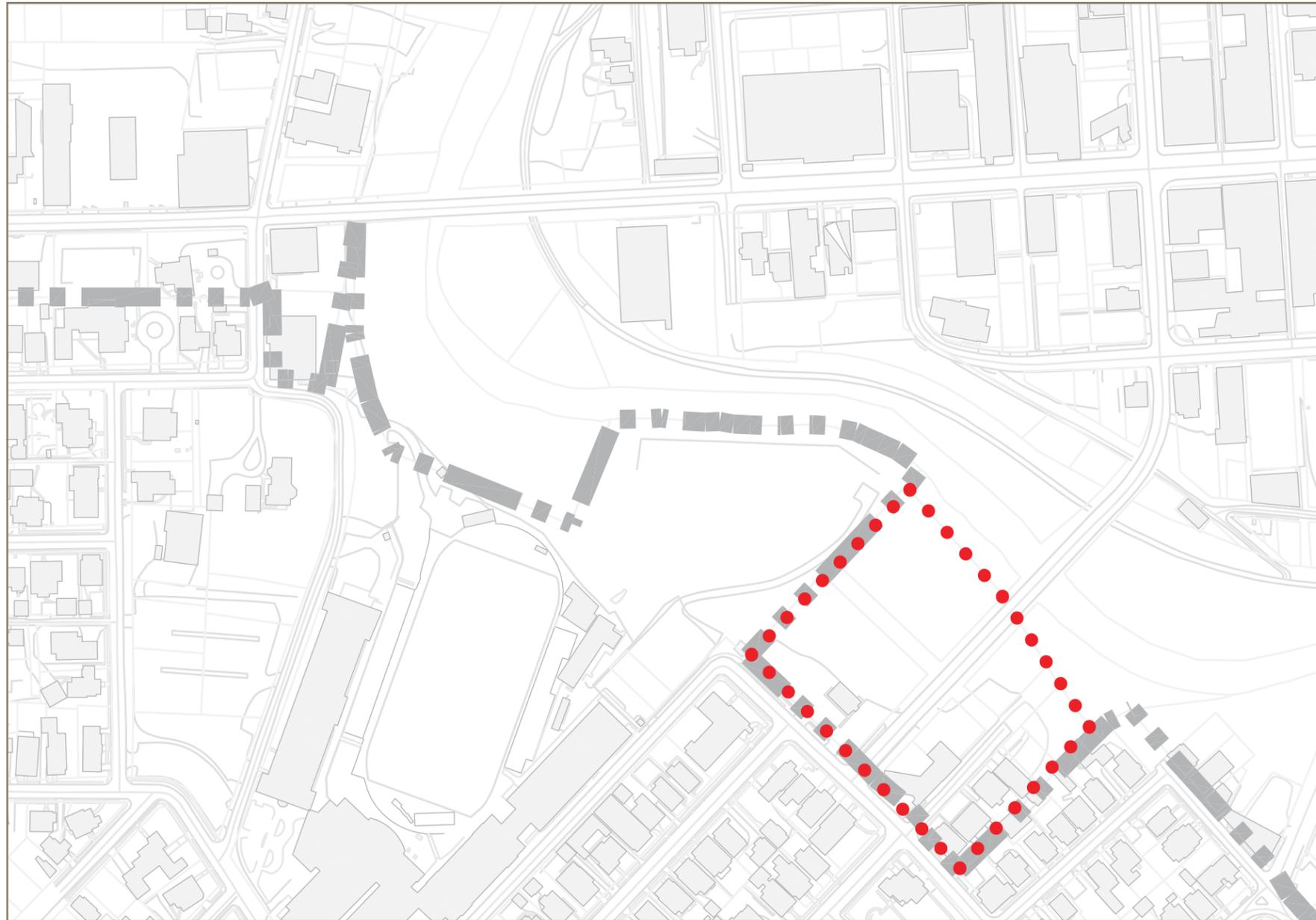
Warm and earth-toned colors will be encouraged predominantly. Brighter colors will be allowed but in limited accent areas.

Architectural Style

Encourage an architectural reference for the “Cobun Avenue Character Area” that draws inspiration from the existing historical residential architecture that is part of the character area and as described within the Main Street Morgantown Urban and Public Projects Design Guidelines. Existing building renovations, rehabilitations, and adaptive reuses should follow the Main Street Morgantown Urban and Public Projects Design Guidelines.



6.0 Downtown Strategies



Location Map

Figure 21: There is no current character area diagram or plan for this area. The team recommends that the South Park community create a plan for this particular area that aligns with the future goals and needs of the neighborhood.

6.0 Downtown Strategies

6.3.1.9 Character Area C9 – Deckers Creek

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Interesting historic industrial and warehouse buildings that could be adaptively reused. • Located along Deckers Creek Trail. • Tucked away because of the change in topography. • Highly visible from both bridges. • Interesting rock and geological formations along Deckers Creek. • Near existing dog park. 	<p>CHALLENGES</p> <ul style="list-style-type: none"> • Access is difficult. • Steep topography. • Neglected buildings. • Lack of sidewalks and streetscaping and poor lighting. • Lack of access to Deckers Creek Trail.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Arts and crafts district and artisan co-op similar to the successful “River Arts District” in Asheville, North Carolina. • Recreation-based housing development. • Create safer and easier vehicular access to this area. • Create a Deckers Creek creek-side park with easy access for the Greenmont neighborhood. • Increase accessibility to the Deckers Creek Trail through access improvements, signage, lighting, art, and other wayfinding means. • Construct a pedestrian bridge across Deckers Creek to connect Greenmont and South Park neighborhoods to the Deckers Creek Trail. 	

6.0 Downtown Strategies

VISION / DEVELOPMENT THEME

Retain the eclectic character of the neighborhood by preserving the historic buildings and closely spaced nature of the area. Capitalize on its adjacency to Deckers Creek Trail and its unique location in the downtown.

ACTIONS

- 6.3.1.9a Offer incentives to enable consolidation of parcels and consistency in development theme and pattern.
- 6.3.1.9b Create a master plan for the entire Deckers Creek corridor.
- 6.3.1.9c Create a master plan and specific design guidelines to ensure design continuity in the “Deckers Creek Character Area”.
- 6.3.1.9d Rezone areas adjacent to Decker’ Creek to PRO, and/or B-1. Rezone other areas to R-3.

DESIGN GUIDELINES CONSIDERATIONS

General Intent / Goals

New village that gains inspiration from historic Italian neighborhoods that existed in this location.

Planning Requirements

- Remove above ground utilities that are no longer functioning in order to create more vertical space for redevelopment.
- Create parks in the floodplain in order to help with stormwater management and to utilize unbuildable areas.
- Areas characterized as “New Mixed-Use Development” in Figure 21 will offer retail/commercial on the ground floor and either office or residential on the upper floors.

Building Height

A maximum of four (4) stories and a minimum of two (2) stories in building height.

Setbacks Considerations:

As described in the PRO, B-1 and R-3 Zoning Districts.

Parking / Access

As described in the PRO, B-1 and R-3 Zoning Districts

Building Placement

- Buildings should be oriented toward streets and open spaces along an established “build to line” so that an urban edge is created with the buildings.
- Buildings should exhibit continuity in the design of their facades and consistency in building style and materials.



6.0 Downtown Strategies

- Buildings that front streets and open spaces should have a well designed and scaled first floor with human scaled elements, doors, windows, and stoops.
- Buildings should consider pedestrian scaled rhythms along the street and open space network and provide architectural breaks or interest every 30 - 50 feet of horizontal distance.

Materials

Materials should conform to the existing PRO, B-1 and R-3 Zoning Districts and be consistent with the materials chosen for the existing historic buildings within the character area. Material methods, treatment, and type for private projects need to adhere to the Design Guidelines found under Section N of the Main Street Morgantown Urban Design Document. Materials, methods, treatments, and types for public projects need to adhere to Main Street Morgantown's Design Guidelines for Public Projects found in Sections II to V. Select materials and finishes for proposed new buildings that are compatible with historic materials and finishes found in the surrounding buildings that contribute to the special character of the historic district in terms of composition, scale, module, pattern, detail, texture, finish, color, and sheen.

Colors Palette

Warm and earth-toned colors will be encouraged predominantly. Brighter colors will be allowed but in limited accent areas.

Architectural Style

Encourage an architectural reference for the "Deckers Creek Character Area" that draws its inspiration from the historical residential architecture that is part of the neighborhood and the existing industrial era buildings as described within the Main Street Morgantown Urban and Public Projects Design Guidelines. Existing building renovations, rehabilitations, and adaptive reuses should follow the Main Street Morgantown Urban and Public Projects Design Guidelines.



Inspirational imagery depicting a Rail-Trail example with pedestrian benches and shade trees over the trail, both which invite the user to rest along the trail.



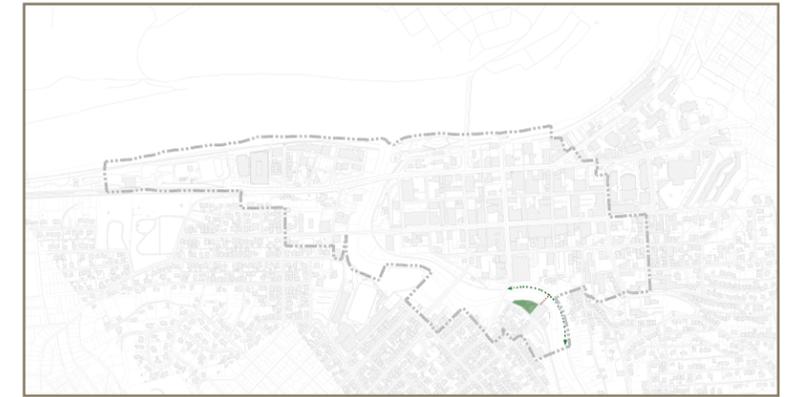
6.0 Downtown Strategies



Inspirational Imagery depicting an “Artist’s Co-op” District that adaptively reused abandoned and dilapidated warehouses along the French Broad River and is now called The River Arts District, located in Asheville, North Carolina.



6.0 Downtown Strategies



Location Map

Figure 22: Character area diagram for Decker's Creek

6.0 Downtown Strategies

6.3.1.10 Character Area C10 – Downtown Core

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Strong, cohesive core of historic commercial buildings. • Sizeable “captive market” of workers. • Convenient access from WVU campus. • Economically diverse mix of uses. • Mix of locally owned businesses and national retail chains. • Venues for live performances and film exhibition. 	<p>CHALLENGES</p> <ul style="list-style-type: none"> • Some insensitive storefront renovations and building demolitions have eroded streetscape rhythm and continuity. • Late-night and weekend bar scene leaves streets and sidewalks dirty and deters other visitors. • Sidewalk tree curbing creates hazards for pedestrians and limit space for outdoor dining and sales.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • More intensive ground floor retail uses along High Street below the Wall Street crosswalk • Intensify ground-floor uses on several side streets to improve retail "porousness" and make the district's retail core more visible from peripheral streets. • Create a node of community serving businesses on the lower end of High Street to support and encourage residential development. • Build on the district's proximity to the WVU campus to cultivate small industries related to or growing from areas of academic expertise and knowledge transfer. • Engage a broader range of Morgantown and regional residents in downtown activities and commerce. • Increase the downtown's internet presence. 	

VISION / DEVELOPMENT THEME

A physically distinctive historic commercial center with a broad and eclectic range of businesses that provides innovative entertainment and retail experiences to Morgantown residents and attracts visitors from throughout the region.

ACTIONS

- 6.3.1.10.a Intensify development of upper-floor market-rate housing, offices, and small “creative” industries.
- 6.3.1.10.b Intensify ground floor retail and restaurant development on High Street below the Wall Street crosswalk
- 6.3.1.10.c Create a small concentration of community serving retail shops and restaurants near the lower end of High Street to support existing and new residential development in this area.



6.0 Downtown Strategies

- 6.3.1.10.d Create new concentrations of specialty retail on key side streets.
- 6.3.1.10.e Collaborate with WVU and regional industrial development entities to develop small “creative” industries downtown.
- 6.3.1.10.f Develop a dynamic, customer focused website promoting downtown Morgantown and its businesses.
- 6.3.1.10.g Create a subsidiary organization for Main Street Morgantown to stimulate and assist historic rehabilitation and infill construction.
- 8.3.1.10.h Adopt and enforce Main Street Morgantown Urban Design Guidelines and Design Guidelines for Public Projects.

DESIGN GUIDELINES CONSIDERATIONS

Planning Requirements

- Protect downtown Morgantown’s historic buildings while also encouraging sensitive, high-value new infill development.
- Continue to enhance and beautify the various alleyways that run throughout the downtown to better serve as modes for pedestrian travel.
- Create visually attractive gateways throughout the downtown.
 - Gateway elements help set the stage for a visitor’s expectations of a place and can also enhance the identity of downtown and strengthen the sense of place.
 - Gateways may be created by larger landmark buildings, striking landscaping, monuments, public art, or special streetlights. In general, gateways should be visually creative and include an element of sufficient height and mass so as to be visible by motorists, lighted so as to be visible at night, and constructed of high quality materials that are in keeping with the historic architecture of downtown.
- Continue to encourage installation of public art, landscaping, furniture, lighting, and other street features that will create interest and delight within streets and public spaces.
 - Develop a comprehensive public art program for downtown to reinforce its role as the cultural heart of the city. The art program should also encompass street elements such as manhole covers, paving design, custom bases for light fixtures, bus shelters, and bike racks.
- Reevaluate the use of curbed street tree boxes and thoroughly access the benefits of flush tree grates, especially on sidewalks with widths less than 12 to 14 feet.
- Expand the downtown’s wayfinding system.
 - Continue to refine the downtown’s sign program, providing visitors with clear information and direction through the use of signs with consistent design characteristics unique to downtown Morgantown. The wayfinding system should encompass welcome, directional, identification, information, and regulation signs, with attention to the needs of pedestrians, bicyclists, and motorists. Signs should be integrated with landscaping and architecture whenever possible, and sign color should be readable during all seasons.



6.0 Downtown Strategies

- Some of downtown Morgantown’s existing signage is obscured or placed with too many other signs to be easily readable. This is a particular problem along University Avenue, as this is the main route along which people unfamiliar with downtown Morgantown are likely to enter the downtown.
- Areas characterized as “New Mixed-Use Development” in Figure 22 will offer retail/commercial on the ground floor and either office or residential on the upper floors.

Building Height

Minimum building height of two (2) stories and maximum of six (6) stories.

Setbacks Considerations:

As described in the B-4 zoning district.

Parking and Access

As described in the B-4 zoning district with the addition of the City offering an option for reduced required parking amounts for downtown residential developers as described under Transportation Section 6.4.2.

Building Placement

- Buildings should be oriented toward streets and open spaces along an established “build to line” so that an urban edge is created with the buildings.
- Buildings should also exhibit continuity in the design of their facades and consistency in building style and materials.
- Buildings that front streets and open spaces should have a well designed and scaled first floor with human scaled elements, doors, windows, and stoops.
- Buildings should consider pedestrian scaled rhythms along the street and open space network and provide architectural breaks or interest every 30 - 50 feet of horizontal distance.

Materials

Materials should conform to the existing B-4 standards and be consistent with the materials chosen for the existing historic buildings within the “Downtown Core Character Area”. Materials, methods, treatment, and type for private projects should adhere to the Design Guidelines found under Section N of the Main Street Morgantown Urban Design Document. Materials, methods, treatments, and types for public projects should adhere to Main Street Morgantown’s Design Guidelines for Public Projects found in Sections II to V. Select materials and finishes for proposed new buildings that are compatible with historic materials and finishes found in the surrounding buildings that contribute to the special character of the historic district in terms of composition, scale, module, pattern, detail, texture, finish, color, and sheen.

Colors Palette

Warm and earth-toned colors will be encouraged predominantly. Brighter colors will be allowed but in limited accent areas.



6.0 Downtown Strategies

Architectural Style

Encourage an architectural reference for the “Downtown Core Character Area” that draws its inspiration from the historical architecture that is part of this “Character Area” as described within the Main Street Morgantown Urban and Public Projects Design Guidelines. Existing building renovations, rehabilitations, and adaptive reuses should follow the Main Street Morgantown Urban and Public Projects Design Guidelines.



Inspirational imagery depicting an alleyway with soft lighting and numerous window boxes and planters.



Inspirational imagery depicting a space saving option for an urban tree grate.

6.0 Downtown Strategies



Figure 23: Character area diagram illustrating the strategic plan recommendations for the entire downtown district.

6.0 Downtown Strategies

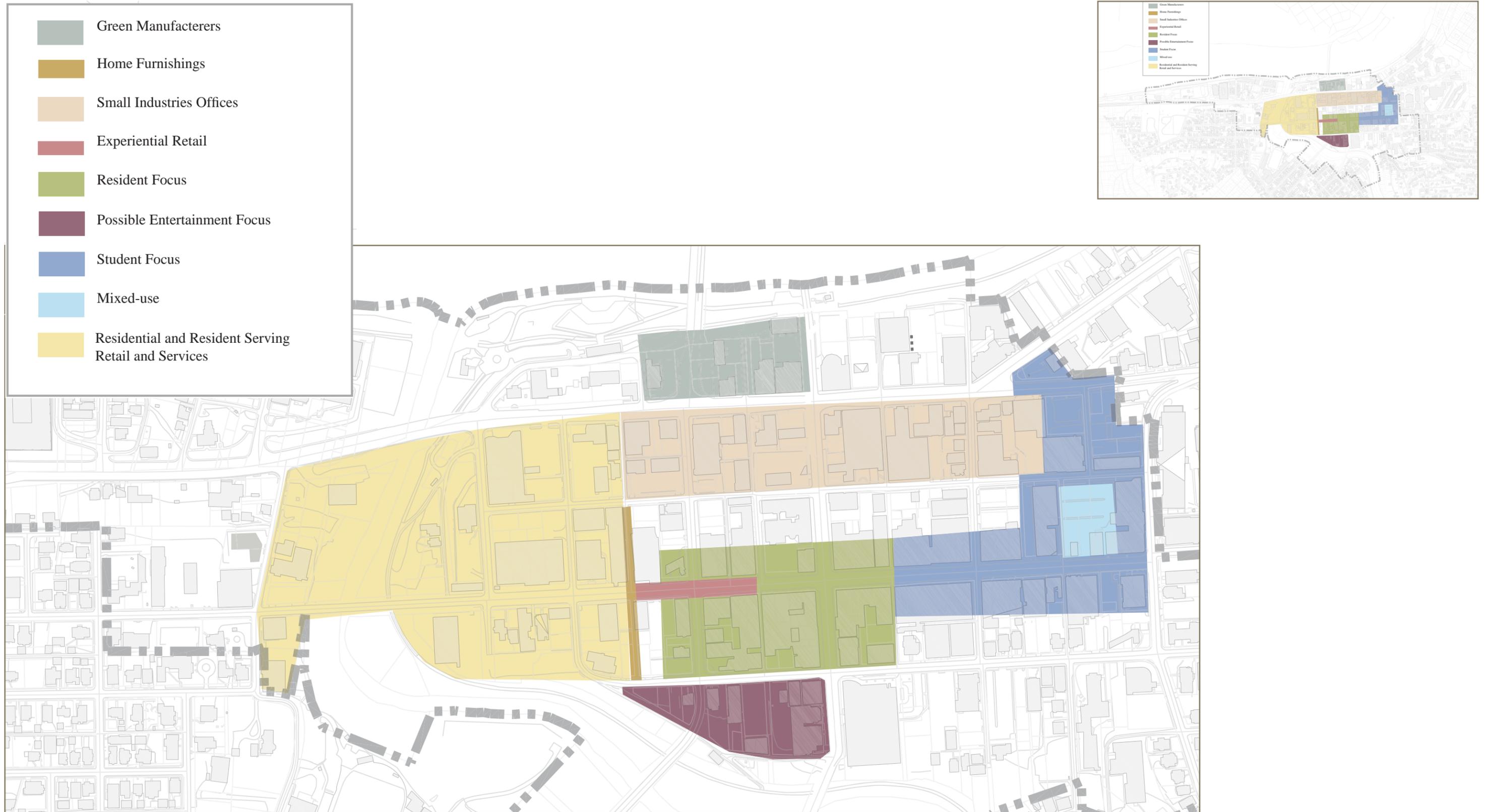


Figure 24: This diagram illustrates the various opportunity areas for specific retail, residential, cultural and service market areas.

6.0 Downtown Strategies

6.4 Transportation

Goal: Expand diverse and convenient choices for downtown access and mobility.

Objectives:

- Develop a multi-model and interconnected system of parking, circulation, and mobility.
- Incentivize the increase of residential housing within much of the study area through the adaptive reuse of underdeveloped historic buildings as well as through new construction by providing greater flexibility to residential developers in meeting minimum parking standards.
- Strengthen the presence, connectivity, and exploitation of the Deckers Creek Trail facility.
- Pursue satellite parking and shuttle linkages for longer-term and storage parking demand within the downtown.
- Maximize the availability and utilization of high turnover, on-street customer parking.
- Provide improved pedestrian connections between the riverside of University Ave and downtown.
- Provide improved pedestrian connection to access Decker's Creek from the Greenmont and South Park neighborhoods

Actions:

- 6.4.1 Manage access, mobility, circulation, and parking as one interconnected system, coordinated through a collaborative partnership between the City, the County, and private investments while at the same time expanding convenient choices for downtown access, circulation, and mobility.
- 6.4.2 With the assistance and support of the Morgantown Parking Authority, the City should implement an in-lieu of parking fee program for downtown residential developers. Reducing the economic, design, and return-on-investment burden that residential storage-type parking presents to developers should create opportunity for additional housing supply within the downtown. Although there appears to be room for residential growth given the current supply of public parking, the City will need the ability to plan for and fund additional public parking as demand increases from consequential residential growth. Examples of programs that should be studied in developing an effective approach for downtown Morgantown include, but are not limited, to State College, PA; Kirkland, WA; Palo Alto, CA; Berkeley, CA; and, Chapel Hill, NC.



6.0 Downtown Strategies

- 6.4.3 Identify and consolidate parking. As noted during the vision sessions and market survey, there is a perception that there is a lack of and/or an inability to find parking in the downtown. It appears that in some locations of the downtown, parking is adequate but is difficult to locate or identify. Rather than pursue an expensive and currently unnecessary program of adding more parking lots, consistent parking signage and identification of existing lots should be considered.
- 6.4.4 Minimize, where practicable, one-way streets. If downtown Morgantown is going to survive in the long run, traffic engineering must recognize and accommodate downtown revitalization. One-way streets and the loss of on-street parking throughout the downtown is a recipe for decreased pedestrian activity, reduced shoppers, economic decline, and the loss of revitalization opportunities and investment. On-street parking is the gold standard for retailing. Making the downtown easier to navigate will increase the exposure of the retail stores and result in greater sales and a larger, more varied customer base.
- 6.4.5 Study the feasibility of a downtown shuttle; use shuttle services to link parking with major downtown destinations and WVU.
- 6.4.6 Improve the downtown walking network through the upgrading and enhancing the existing alleyways.
- 6.4.7 Update rates, fee collection, lighting, and security in public parking areas. Build operating partnerships among the City, the County and the private sector.
- 6.4.8 Operate satellite park-and-ride and storage parking facilities in partnership with private land owners.
- 6.4.9 Create a bicycle and trails comprehensive plan in order to increase the access to Deckers Creek, which is severely limited and hard to find from downtown and surrounding neighborhoods.

The Creek and its close proximity is an enormous asset to the downtown as a whole and should become the direct link to the River from downtown and surrounding neighborhoods. To meet its full potential, users must have a better feeling of safety, particularly under the University and South High Street Bridges, which can be accomplished through stronger trailheads, wayfinding, improved lighting, and aggressive management and policing of trash, debris, and graffiti.

Another challenge in reaching the full potential of the Trail is the water quality of Deckers Creek, which has been degraded by numerous pollutants. There is already an active local non-profit group called "Friends of Deckers Creek (FODC)" that was started in 1995 in order to work towards remediating the Creek and enable people to "fish by 2010, swim by 2015." The City and the other jurisdictions along Deckers Creek need to take an active interest in the cleanup of the Creek in order to maximize the value and usability of this asset for the current and future generations.



6.0 Downtown Strategies

6.4.10 Increase the availability of existing parking for commerce by promoting higher on-street vehicle turn over to enhance and sustain commercial vitality. The management of public on-street parking should meet six primary objectives: 1) manages length of stay to increase vehicle turnover in front of retail businesses; 2) is customer-friendly, particularly for downtown visitors; 3) is convenient and easy-to-use; 4) is relatively inexpensive; 5) offers long term parking options for employees; and, 6) creates revenues that can be reinvested in expanding future downtown parking capacity.

Options, in addition to the successful programming operated by the Morgantown Parking Authority, include:

- A parking validation program and residential parking permit program.
- Parking “congestion” pricing designed to promote a switch from driving to alternative modes.
- Utilize Morgantown Parking Authority personnel to better enforce illegal parking (i.e., handicap spaces), keep loading zones clear, and mitigate travel lanes from being blocked by delivery trucks.

6.4.11 Encourage long-term parkers and customers, particularly merchants and employees, to better utilize existing downtown parking structures. Options include:

- Have the price of parking in downtown parking structures less than the cost of on-street parking in high use areas.
- Implement payment plans for lots and structures that encourage employees to park off-street instead of on-street in high use areas.

6.4.12 Identify a location along Brockway Avenue or an adjoining street to place a pedestrian bridge across Decker’s Creek to allow the South Park neighborhood easier access to the trail system.

6.4.13 Improvements for the University Avenue bridge pedestrian underpass need to include; better lighting, random police walkthroughs throughout the day and evening, and short colorful landscape plantings. The underpass walls should also be offered as a mural canvas for local artists to display paintings depicting some of the history and culture of Morgantown.

6.4.14 Create enhanced pedestrian crosswalks at these intersections along University Avenue; Foundry Avenue, Walnut Street, Fayette Street, Hough Street, and Willey Street. Crosswalk improvements should include where possible: installation of a center median to provide a refuge for slower pedestrians; an increase in the crossing time so that people who delay the start of their crossing to confirm the WALK interval will have sufficient time to cross before the signal indication changes; restrict vehicular right turns on red; clarifying the pedestrian crossing area by installing raised crosswalks with detectable warnings (truncated domes) installed at both ends; adding traffic and pedestrian signal indications where they do not already exist.

6.4.15 Build a pedestrian bridge at one or both of these intersections; between Foundry and Kirk Street (the bridge could also double as a sculptural gateway element into the downtown at this location), and at Walnut Street.

6.5 Marketing and Promotion

Goal: Nurture a sustainable and resilient downtown economy through active management of the downtown and its businesses.



6.0 Downtown Strategies

Objectives:

- Strengthen the marketing and promotional programming currently managed by Main Street Morgantown as well as merchant participation.
- Develop new activity, event, and business development strategies within the downtown that cater to broader clientele bases, particular residents.

Actions:

- 6.5.1 Provide more downtown entertainment-related activities geared towards a broader clientele and particularly residents. Specifically, animate the middle and lower sections of the downtown through visual merchandising, storefront window activity, and street activity.

Encourage businesses to incorporate entertainment into their operations by activating their storefront windows. For example, a tailoring business might place a sewing machine in the storefront window so that passersby can see someone sewing; a stockbroker might place a paper or electronic ticker machine in the storefront window, attracting attention from the sidewalk, etc.

- 6.5.2 Add businesses that augment entertainment venues currently available downtown, such as a bowling alley or a combination restaurant and small performance space for author readings, poetry slams, or other live activities.

- 6.5.3 Provide free wireless internet downtown.

- 6.5.4 Create a stronger link between downtown Morgantown and major WVU special events. For example, Main Street Morgantown and the City might close several blocks of High Street or Chestnut Street on the day of a home football game, erect a JumboTron-type screen, and invite people to avoid the traffic near the stadium and watch the game downtown.

- 6.5.5 Create a dynamic, customer-focused website that promotes the types of businesses and experiences available in downtown Morgantown.

Several organizations in Adams-Morgan, a neighborhood in Washington, DC, joined forces to create a successful website that allows people to search for activities, experiences, in-store events, and specific businesses without needing to navigate through an organization's website (<http://adamsmorgannow.com>). Each business is responsible for keeping information about its hours, calendar, and in-store events (i.e., special sales, the arrival of new merchandise, or in-store product demonstrations) through a simple to use interface.

- 6.5.6 Create a customer loyalty program to reward downtown workers and residents, residents of nearby neighborhoods, and other loyal shoppers for their ongoing patronage.

The Boston Main Street program has adopted a customer loyalty card that provides customers with special offers from participating businesses, a small rebate, and small contributions to the Main Street organization and to a nonprofit organization of their choice, which encourages local non-profits to help promote the loyalty card. Businesses can change their special offers as often as possible through a website interface, promoting their special offers through their own websites, in store displays, e-mail, snail mail, Twitter, Facebook, and other venues. Businesses pay a small fee to participate in the program.



6.0 Downtown Strategies

6.6 Housing and Redevelopment

Goal: Redevelop vacant and underperforming properties throughout the downtown and promote a variety of mixed-use housing in order to increase density and diversify the demographics of downtown residents.

Objectives:

- Increase the supply, diversity, range, and affordability of housing opportunities within the downtown.
- Increase the utilization of various tax credit programs that support the revitalization of existing buildings.
- Pursue the development of mixed-use and residential development along the Riverfront and Deckers Creek.
- Redevelop underutilized upper-floor spaces throughout the downtown to create 100-200 new housing units.

Actions:

6.6.1 Grow the downtown resident population by creating more, and a broader range of, housing opportunities. The following downtown and community-wide benefits are expected from the increase in housing:

- Boost the captive market for community-serving retail goods and services downtown that will support new downtown residents and the residents of nearby neighborhoods.
- Increase occupancy and mixed-uses of underutilized downtown buildings.
- 24/7/365 living, activity, commerce, and energy will create a safer downtown.

6.6.2 Encourage the reuse and conversion of underutilized upper floors for new residential uses.

One of the functions of the recommended development subsidiary of Main Street Morgantown will be to provide property owners with historic rehabilitation and New Markets tax credit technical assistance that can cover a portion of rehabilitation costs. Technical assistance could be in the form of raising awareness of and participation in these and other similar financing tools; involving several property owners in aggregating their properties to make tax credit financing more efficient; identifying potential local tax credit investors; and, providing pro bono rehabilitation financing assistance.

6.6.3 Stimulate infill development of mixed-use buildings on vacant lots throughout the downtown.

6.6.4 Redevelop the areas along the Monongahela River in order to attract revitalization and infill projects in the downtown.

6.6.5 New housing should support and integrate a diversity of age groups and income levels.



6.0 Downtown Strategies

6.6.6 Use development of new housing to better connect surrounding neighborhoods to the downtown.

Residents and workers in the surrounding neighborhoods pass through many of the downtown “Character Areas” when traveling to work, visiting businesses, and accessing recreational sites.

Developing housing along the Creek and the River will make these areas livelier and, in turn, will make the connections between the downtown and adjacent neighborhoods safer.

6.7 Policy

Goal: Strengthen the City’s role in collaboratively pursuing desired community, economic, and business development and infrastructure improvement investments.

Objectives:

- Update and enact downtown urban design guidelines so that they are current, clearly understood, implementable, and promote sustainable development.
- Create a methodology for downtown project review that is predictable and inclusive of community input.
- Leverage private and public funds for infrastructure improvement and business development investments.
- Revisit Planning and Zoning Code provisions that may hinder the expansion of entertainment offerings in the downtown.

Actions:

6.7.1 City and its partners develop standards that, in tandem with the two existing sets of Main Street Design Guidelines, can strengthen their collective capacity to stimulate sustainable, high quality downtown building rehabilitation, new infill development, and business development. The combined tools should also augment the design characteristics of the downtown’s edges and enhance existing architectural features.

6.7.2 Dedicate a larger percentage of Community Development Block Grant (CDBG) funds for economic development projects in downtown Morgantown.

Pursue CDBG funded activities that expand and develop micro-enterprise opportunities, particularly in historic downtown buildings.

Use CDBG funds to leverage private-sector loans and equity investments for the development of targeted downtown business clusters. For example, Winston-Salem, NC developed a model CDBG assisted “Restaurant Row” catalyst business program, which provided funding for start-up businesses and jobs for low and moderate income individuals.

Seek Continuum of Care grant funding from the U.S. Department of Housing and Urban Development (HUD) for homeless and transitional housing programming, which would allow additional CDBG funding for economic development projects.



6.0 Downtown Strategies

- 6.7.3 Provide a broader range of financial and regulatory incentives to businesses locating in the downtown and to property owners and developers interested in rehabilitating and developing property.

Streamline permit review and approval and other regulatory processes for building rehabilitation and new infill construction projects that conform to the applicable set of design guidelines.

Provide density bonuses for new mixed-use development in high priority downtown areas.

- 6.7.4 Use Tax Increment Financing (TIF) and dedicate a portion of construction business and occupation tax revenue generated by development within the downtown to fund specific public improvement projects (i.e., permanent shelter for the Farmers' Market; alley upgrades and pedestrian linkage improvements between the downtown, Deckers Creek, and the River; etc.).

- 6.7.5 Purposefully study the practicability of present zoning regulations relating to night clubs, private clubs, and private club restaurants within the B-4 District.

Although the current standard of 60 percent food to 40 percent alcohol for conditional use private club restaurants appears to have aided in cutting down on underage drinking and restrained the proliferation of night clubs catering primarily to college students, it may have also slowed the development of food service establishments serving the larger community. Relaxing this provision to 50/50 may bridge the entertainment gap between 5:00 PM and 11:00 PM. However, careful study is necessary to ensure that relaxing present standards do not undermine desired retail business development strategies that cater to broader clientele bases, particular residents.

- 6.7.6 Improve collaborative planning with Monongalia County to better manage the type, location, and quantity of retail and residential development taking place in the greater Morgantown region.

- 6.7.7 Develop a stronger, more active working relationship between WVU, Main Street Morgantown, and the City to carry out aligned Plan initiatives.

6.8 Downtown Safety

Goal: Enhance downtown safety by providing increased police presence and improved lighting and related facilities to make the downtown more accessible and attractive to a broader demographic in the evenings.

Objective:

- Remedy the perception of downtown being unsafe. Many downtown business and property owners feel that while police visibility is relatively good, enforcement is not as aggressive or consistent as it should be. Whether this is true or not, the perception is, by itself, a problem.

- 6.8.1 Increase the visibility and effectiveness of police presence downtown.

Consider providing downtown beat police with bicycles, Segways, and motorcycles to boost visibility and make it easier for them to quickly respond to requests for assistance.

Continue to diligently enforce laws and policies regarding serving alcohol to persons not of legal drinking age and to persons who appear to be intoxicated.



6.0 Downtown Strategies

Increase the enforcement of overcrowded and nuisance “house parties”.

Create a website where business owners and members of the public can anonymously and confidentially provide comments and concerns.

- 6.8.2 Create a new Business Improvement District (BID) downtown, using the funds to, in part, augment policing with on-the-street ambassadors.

Many of the nation’s Business Improvement Districts use their revenues to hire “ambassadors” who spend their days outside, offering directions and information to visitors, serving as friendly representatives of the downtown and its offerings, keeping public spaces tidy, discouraging panhandling, and promptly contacting police if there is a need.

- 6.8.3 Collaboratively seek funding opportunities that support the development of one or more drop-in centers for people experiencing homelessness that provides access to information, education, resources, and services.

The presence of the homeless increases the perception that downtown is unsafe or an unpleasant place to be, even if the vast majority of them do not pose a legitimate threat to public safety.

Homelessness is a complex issue, with a variety of causes. Partnerships between the City, Main Street Morgantown, downtown merchants, and social service providers working on continuum of care strategies is the best approach at identifying and implementing long-term solutions.

6.9 Economic Development

Goal: Strengthen downtown’s economic performance and diversify its economic uses.

Objective:

- Develop a rich diversity of destinations that will attract a critical mass of people to live, work, shop, and play.
- Increase residential density downtown to create new business development opportunities. Downtown residents typically spend three to four times more, on an annual basis, than downtown destination shoppers, making them clearly a prized retail market segment.

Actions:

- 6.9.1 Strengthen existing businesses by adding new product lines.

Adding new product lines provides a way to introduce new merchandise into the downtown and increase store sales while minimizing risk to the business owner.

A new product line could be added by the business itself, another business, or an entrepreneur could lease space within an existing business for a new product line, paying the business for the leased square footage and for providing in-store sales service. New product lines could be placed in downtown stores by one or more independent entrepreneurs and could provide an excellent way for Morgantown area residents and University students and recent graduates to launch their own businesses.

Successful product lines might eventually gain a large enough market share to be spun-off into an independent storefront space.



6.0 Downtown Strategies

6.9.2 Strengthen existing businesses by helping them develop new distribution channels.

Businesses can increase sales by finding new ways to reach current and new customers. For example, offering deliveries within the district and adjacent neighborhoods, selling things through online storefronts, and placing unique products in other downtown and regional businesses are all good examples of distribution channels that have helped downtown businesses in other communities expand their sales.

Downtown restaurants might increase their sales by selling food through mobile units within the community and region. For example, Koji, a Korean barbecue restaurant in Los Angeles, has developed a very successful mobile unit that travels through Los Angeles neighborhoods, announcing its next locations via e-mail and Twitter. Restaurants that develop popular menu items might also consider commercially packaging these items and selling them through downtown businesses and regional grocery stores.

6.9.3 Strengthen existing businesses by implementing Centralized Retail Management (CRM) strategies.

CRM is a technique used by thousands of shopping malls across the country in which the retailers are organized to function as a single unit. CRM includes coordinated days and hours of operation, common area maintenance, tenant location strategy, merchandising, customer service standards, joint advertising, etc. In a downtown of multiple property owners and business operators, a high degree of organization and commitment is necessary in order for CRM to succeed.

6.9.4 Create a property and business development subsidiary of Main Street Morgantown to play a catalytic development role, which will expand the City's capacity to proactively guide and stimulate development. This new subsidiary would work in tandem with the City to help property owners and developers rehabilitate existing downtown buildings, develop new infill buildings, and redevelop portions of the downtown and its edges with significant new development potential, and to help develop key new businesses and business clusters.

The new subsidiary would function like a historic preservation-based community development corporation that makes capital and technical assistance available for key building rehabilitation and new infill development projects in the downtown. The subsidiary would help property owners convert historic rehabilitation tax credits, New Markets tax credits and, possibly, low income housing tax credits into project equity.

There are a small, but growing, number of local Main Street programs with property development capacity. Good potential models for downtown Morgantown include Pittsburgh's Main Street on East Carson Street and its partner, the South Side Local Development Corporation; and Detroit's Southwest Detroit Business Association and its partner, the West Vernor Business Improvement District.

Seek initial funding to create the development entity from area foundations and from the U.S. Economic Development Administration.

Explore the option of earning referral fees from tax credit investors, for tax credit projects to support the development entity's ongoing operations.



6.0 Downtown Strategies

6.9.5 Actively cultivate clusters of new small industries in downtown Morgantown.

In recent years, a growing number of small industries – businesses that create software, conduct research, or are engaged in other creative endeavors – have sought out unique space in older, historic commercial districts. Publishing firms, research firms, crafts people, software engineers, consultants, website designers, product engineers, money market fund managers, and golf course designers are among the many thousands of small industries tucked away in downtowns. Firms like these are excellent tenants for upper floor and side street locations, providing new revenue sources for downtown property owners. Small industry employees increase the captive market of potential customers for the district's retail and service businesses.

The consulting team recommends working closely with WVU and with local and regional industrial development entities to identify opportunities to incubate and place small, creative industries in downtown Morgantown. The team particularly recommends building on centers of expertise at WVU, such as electrical engineering, software engineering, and environmental engineering to identify potential opportunities. Given the growth potential of environmentally friendly products in the years ahead, the team suggests focusing particular attention on development of a small cluster of “green” businesses that make products from recycled materials, repair household items, or create products that help with recycling and energy conservation and generation.

The National Business Incubation Association (NBIA) is a good source of information on establishing small business and industry incubators, including their publications *A Comprehensive Guide to Business Incubation* (Hayhow 1995) and *Bricks and Mortar: How to Find and Design the Best Business Incubator Facilities* (NBIA 1992).

The team also recommends examining CATI, the Center for Advanced Technology and Innovation, a program of the University of Wisconsin housed within the Racine County Economic Development Corporation. CATI obtains donations of unused patents from operations throughout the world, and then works with entrepreneurs to develop these patents into new products and services and bring them to market. The team believes a similar partnership with West Virginia University could be mutually beneficial for the University and for downtown Morgantown.

Seek funding from the U.S. Economic Development Administration to support an active small industry development program within Main Street Morgantown, offering generous incentives to stimulate development of an initial cluster of 6-10 small industries downtown.

6.9.6 Create a co-working space downtown (similar to Affinity Lab – www.affinitylab.com - or Independents Hall - www.indyhall.com) that offers low-cost office space with a shared conference room, kitchen, reception area, office equipment, and other amenities. Market this in collaboration with West Virginia University to alumni/alumnae and to faculty with independent consulting practices as well as to the general public.

6.9.7 Intensify retail offerings on High Street below the Wall Street crosswalk.

Retail offerings on High Street begin to thin below Wall Street and drastically below Walnut Street. This area should be a high priority for more intensive retail development.



6.0 Downtown Strategies

- 6.9.8 Encourage the development of several new restaurants that will provide a more upscale dining experience than is currently available downtown.

While new restaurants could be scattered throughout the downtown, a concentration near the middle to lower end of High Street should well serve future housing developed in that area. This location would slightly position the restaurants away from the nexus of West Virginia University student evening activity and provide opportunities for fine “tablecloth” and family-style dining and a coffeehouse.

- 6.9.9 Strengthen the residential service offerings for downtown residents and for residents of adjacent neighborhoods.

Two of the most important ingredients in a downtown’s success are a density of people and diversity of uses. Residential service offerings that appear lacking are small grocery store/market, pharmacy, hardware/variety store, day-care, DVD/video rental, bookstore (used), shoe store, bakery, photocopying, environmentally friendly dry cleaner, and fitness center. However, the density of housing downtown must increase to attract business development opportunities and entrepreneurs in these areas. The location of a residential service core should be between the connections to adjacent neighborhoods, new higher density downtown housing and low/mid High Street in order to be convenient to both downtown and neighborhood residents.

- 6.9.10 Develop a cluster of home furnishing stores (i.e. kitchen and bath accessories, household textiles, bed linens, affordable art, imported furnishings, decorative indoor plants, floor and wall treatments, glassware, specialty gardening and patio tools and furnishings, home tools for recycling and generating energy, home furnishings made from recycled materials, etc.), particularly located in the lower part of the downtown, with entrances visible from Spruce and High Streets.

- 6.9.11 Continue to cluster businesses that serve the West Virginia University community in the upper part of the downtown, along upper High Street and Willey Street.

This cluster should, in addition to the products and services it has traditionally offered (such as restaurants, banks, University-related apparel, and similar student-focused businesses), also offer products and services that might be of interest to university alumni/alumnae and visiting families. These products and services might include university memorabilia and collectibles, West Virginia crafts and specialized sporting goods, provided that these businesses operate online as well as in bricks-and-mortar locations here.

- 6.9.12 Continue to maintain (with consideration of the Responsibility Hospitality Institute’s 2008 recommendations) the strong commercial presence of the West Virginia University community in downtown Morgantown.

