

# 9. Implementation

*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 chapter includes guidance on managing and using the Plan. It also includes a summary of objectives and strategies from each element.*

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## **A. 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. As stated in the Objectives and Strategies section, this should happen on a formal basis no less than 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.

**Vision for Collaborating...**

*Collaboration was a recurring theme in the public input for Crossroads. The Regional Vision (Chapter 2) captures this sentiment through the following statement:*

**An engaged community with leaders that embrace continued citizen participation and strong collaboration and cooperation among municipalities, the county, the State, WVU and major employers.**

## Community Relations

From the design of the planning process, to the Regional Vision, to the specific strategies in each Plan element, collaboration is a major theme throughout this Comprehensive Plan. The Plan's success depends upon continuing to nurture and improve relationships between local governments, citizens, businesses and institutions within Greater Morgantown. To address this topic, the 1998 Comprehensive Plan contained a chapter titled, "Community Relations." This Plan Update recognizes that these themes run through the entire plan and therefore emphasizes them here as a critical component of implementation.

Below is a summary of issues and strategies contained throughout this Plan that pertain to the related themes of:

- Participation and engagement from citizens;
- Leadership among citizens, the private-sector, institutions and government;
- Collaboration between private-sector, institutions and government organizations; and
- Progress in State legislative issues.

## Key Findings

**Limited resources.** There are limited financial resources at all levels of government to support the needs of the Greater Morgantown's diverse population. In recent years, the area has missed out on State funding opportunities because of local disagreements over priorities. There is currently no platform for sharing or discussing issues shared among area's local governments and encouraging consensus. The region could benefit from economies-of-scale by cooperating on municipal service delivery, capital improvement planning and finance, land use planning and regulation, taxing policy, governance, and other topics.

**Town-gown relationship.** As a college town, Morgantown (and the surrounding area) benefits immeasurably from West Virginia University. Likewise, the University benefits from a setting that is attractive to students, faculty, staff, their families, alumni and prospective philanthropists. However, like many town-gown relationships, there are ongoing challenges. Traffic impacts, conflicts between students and residents, and uncertainty over the University's growing land holdings and its fiscal impact are some of those challenges. Many of this Plan's strategies involve cooperation with WVU with the aim of promoting a mutually-beneficial relationship.

**Weak planning culture in Monongalia County.** The lack of county-wide zoning, development review and permitting requirements has allowed growth in the County to occur in haphazard patterns without adequate transportation improvements and has contributed to uncertainty in the real estate market. Urban growth impacts everyone in the region, yet some do not pay their fair share for the benefits of that growth. There is a need to educate local governments in the county that planning is essential for good stewardship of resources and is thereby an important part of good government.

**Challenges in State enabling legislation.** In West Virginia, municipalities only have those powers that are specifically granted by the legislature. While there have been recent improvements to State enabling in recent years, the planning toolkit that cities have is relatively limited compared to other states. For instance, lack of extraterritorial authority makes it difficult to control development outside of the city that negatively impacts the Morgantown Airport. Also the city is limited in its ability to raise revenue through special tax assessments or impact fees. Further, there are no precedents for joint local government cooperation.

### **Strategies that involve WVU**

Below is a list of this Plan's strategies that primarily involve collaboration with WVU.

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| <p>LM 10.8 Meet quarterly with WVU Administration and Facilities Planning Officials to evaluate off-campus impacts of University development plans, and likely changes in University policies that impact the City's Comprehensive Plan and tax base.</p> <p>TR 3.3 Evaluate opportunities of increasing ridership of the PRT by people not affiliated with the university.</p> <p>TR 3.4 Develop an alternative transportation ridership incentive program in conjunction with major employers and WVU.</p> <p>TR 4.1 Partner with WVU in developing a grade-separated pedestrian crossing at Grumbeins Island.</p> <p>TR 4.2 Lobby WVU to develop a parking garage at the Coliseum with grade-separated pedestrian crossing connecting WVU athletic facilities complex with WVU Evansdale campus.</p> <p>TR 4.3 Meet semi-annually with WVU to remain informed and provide input on their transportation and parking plan.</p> | <p>TR 4.4 Meet semi-annually with WVU to consider strategies for discouraging or limiting student automobile ownership and the impacts of those strategies.</p> <p>TR 4.5 Lobby WVU to develop park-and-ride facilities for students, employees and for use during special events as recommended in the Long Range Transportation Plan.</p> <p>TR 4.6 Lobby WVU to develop long-term storage parking for students off campus.</p> <p>TR 6.7 Study the feasibility of developing a bicycle and pedestrian connection between the Evansdale and Sunnyside neighborhoods in collaboration with WVU.</p> <p>NH 2.4 Expand partnerships with WVU to invest in revitalization efforts in targeted neighborhoods.</p> <p>NH 4.4 Develop a plan to address increases demand for affordable student housing resulting from higher price-points of newly constructed developments in collaboration with WVU.</p> |
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### **Other Collaborative Strategies**

Below is a list of this Plan's strategies that involve other collaborative efforts, leadership and public involvement.

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| <p>LM 10.1 Conduct semi-annual meetings with the County, MMMPO and neighboring municipalities on regional land use and transportation issues.</p> <p>LM 10.6 Evaluate MUB's policies and obligations of sanitary sewer and water service expansion.</p> <p>TR 1.1 Develop and implement a Regional Parking Management Plan in partnership with the MMMPO.</p> <p>TR 1.3 Identify neighborhood parking problems that can be addressed cooperatively by the Parking Authority and/or other groups.</p> <p>TR 2.1 Develop and implement a Regional Truck Traffic Plan in partnership with the MMMPO.</p> <p>TR 2.4 Establish agreements with local trucking companies on preferred truck routes, which could include increasing weight limit on Interstate 68 between exist 1 (US 119) and 4 (WV 7), improvements to Greenbag Road as a designated truck route, reducing permitted weight on Walnut Street Bridge, etc.</p> | <p>TR 3.1 Meet semi-annually with Mountain Line Transit Authority and the MMMPO to evaluate bus route coverage and frequency.</p> <p>TR 3.4 Develop an alternative transportation ridership incentive program in conjunction with major employers and WVU.</p> <p>TR 6.2 Develop and implement a Regional Sidewalk Connectivity Plan in partnership with the MMMPO to construct, expand and/or connect sidewalk networks.</p> <p>TR 7.1 Continue sponsorship of and partnership with the MMMPO and maintain leadership roles on its policy board and advisory committees.</p> <p>TR 7.2 Develop an Access Management Plan in collaboration with the MMMPO.</p> <p>TR 7.3 Lobby the MMMPO for roadway capacity improvements as recommended in the MMMPO Long Range Transportation Plan.</p> |
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TR 7.4	Lobby the MMMPO for improvements to traffic control devices, traffic demand management strategies, and roadway and wayfinding signage as recommended in the MMMPO Long Range Transportation Plan (i.e., changing lights to signs etc.)	CF 6.4	Expand community policing activities for residents.
EN 1.1	Lobby state and federal environmental agencies to strengthen air quality standards.	CF 6.5	Establish a community ambassador program.
EN 2.5	Lobby for state regulation to protect water quality from current mining and extraction activities.	CF 7.1	Form a Safe Routes to School committee with Monongalia County Schools and the MMMPO to obtain funding and assistance in encouraging students to walk or bike on safe and accessible routes to school.
EN 6.4	Work with the Monongalia County Solid Waste Authority to expand residential and commercial recycling programming, particularly curbside single stream, throughout the greater Morgantown market.	CF 7.2	Designate a city-wide "Car-free" day where citizens are encouraged to walk, bike or use transit to get to their place of business.
NH 2.2	Form a task force to involve students in property maintenance and neighborhood issues.	ED 1.2	Lobby the state for a larger share of road improvement funds by demonstrating local revenue commitments to augment state investments.
NH 2.3	Conduct a semi-annual student-led neighborhood cleanup day.	ED 2.1	Maintain a leadership role on MAP/MCDA policy boards by prioritizing efforts to identify and understand issues facing local businesses and seek active opportunities to promote business growth, expansion, and diversification.
CF 2.4	Explore joint recreational programming with other community entities including West Virginia University and Monongalia County Schools.	ED 2.2	Prioritize transportation improvements in coordination with the MMMPO to reduce congestion and increase mobility options near major employers and growth areas.
CF 3.1	Hold annual meetings between the City, Monongalia County Schools and West Virginia University to create new educational opportunities for students and the general community.	ED 2.4	Continue to develop buildings at MAP business parks that are offered at reasonable market rates for sale as well as leasing to local businesses.
CF 3.2	Assist Monongalia County Schools with identifying appropriate sites for new schools that serve Morgantown's neighborhoods.	ED 2.5	Develop promotional material on the region's amenity package to help local companies recruit employees (particularly those with higher-degrees). The amenity package includes arts, culture, and recreation facilities; dining and entertainment; competitive cost of living; quality of life, etc.
CF 3.3	Encourage Monongalia County Schools to continue to make their facilities available for use by the community outside of school hours for appropriate purposes, while not interfering with the school's provision of quality learning programs.	ED 3.1	Develop a collaborative regional branding and marketing initiative.
CF 3.4	Lobby Monongalia County Schools to seek adaptive reuses for vacated buildings and properties through public-private partnerships.	ED 7.1	Hold annual meetings between MAP, property and business owners groups, WVU, Monongalia County Schools, and large employers to collaboratively ensure that existing workforce development and training initiatives are meeting the needs of employers in the region.
CF 5.1	Create an initiative or partnership to coordinate social services, policies, programs, and projects related to affordable housing, access to transportation, medical and mental care, literacy, job and life skills training, affordable childcare and after-school programming, and other needs.	I 1.4	Provide ongoing educational opportunities on innovative planning and development tools and best practices for the Planning Commission and City Departments.
CF 5.2	Conduct an annual social services roundtable where the city meets local social service providers to identify community needs and develop strategies to address those needs.	I 1.6	Form a task force to draft legislation and lobby the State legislature to enact legislation that supports those Comprehensive Plan objectives and strategies that require local empowerment to fully realize.

## **B. 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.

### **C. Objectives and Strategies**

Outlined below are five objectives and 17 strategies to help manage implementation of the Plan.

#### **Objective 1. Involve a wide variety of stakeholders in implementation.**

- I 1.1 Provide final copies of the Comprehensive Plan on the City web site and at libraries.
- I 1.2 Identify and engage non-government partners to assist with implementation.
- I 1.3 Establish a program to provide ongoing public education on the Comprehensive Plan Update through printed and electronic media, or face-to-face engagement.
- I 1.4 Provide ongoing educational opportunities on innovative planning and development tools and best practices for the Planning Commission and City Departments.
- I 1.5 Study the feasibility and regulatory constraints of forming a local council of governments to enhance coordination among municipalities, county government, and institutions.
- I 1.6 Form a task force to draft legislation and lobby the State legislature to enact legislation that supports those Comprehensive Plan objectives and strategies that require local empowerment to fully realize.

#### **Objective 2. Monitor and share implementation progress.**

- I 2.1 Prepare an annual report that summarizes the status of Plan implementation and outlines annual accomplishments and priorities.
- I 2.2 Hold a special public meeting on a regular basis to review the City's success in implementing the Plan.
- I 2.3 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 2.4 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.

**Objective 3. Provide resources for implementing the Plan.**

- I 3.1 Regularly update the City’s Capital Improvement Plans (CIPs).
- I 3.2 Prepare annual departmental work programs and budgets with awareness of the Comprehensive Plan.
- I 3.3 Identify and secure funds for prioritized initiatives (This could include grants, tax measures, bonds, private investments, public-private partnerships, etc.).

**Objective 4. Require concurrence with the Comprehensive Plan.**

- I 4.1 Require concurrence in rezoning and other major development approvals.
- I 4.2 Require staff reports to reference the Comprehensive Plan.

**Objective 5. Update the Plan at least every ten years.**

- I 5.1 Create a citizen committee to design the planning process.
- I 5.2 Prepare an updated Comprehensive Plan.

**D. Related Plans**

Throughout this document there are references to other plans that have been prepared for the City of Morgantown and are in use by various departments. The following table summarizes the these other relevant plans.

RELATED PLANS		
NAME	DATE	ORGANIZATION
2010 Downtown Strategic Plan Update	2010	City of Morgantown
MMMPO Long Range Transportation Plan	2010	MMMPO
Greater Morgantown Bicycle Plan	2011	City of Morgantown (Morgantown Bicycle Board)
Morgantown Pedestrian Safety Plan	2010	City of Morgantown (Morgantown Pedestrian Safety Board)
Parks and Recreation Masterplan	2008	BOPARC

### E. Summary of Strategies

The following table summarizes the objectives and strategies of all of the elements, including the Implementation chapter. The table is organized by element and indicates the desirable timeframe for completion. The timeframes are defined by the following:

- Immediate: by December 2013
- Short Term: 2014-2015
- Mid Term: 2016-2022
- Long Term: 2022-2030

FIGURE 10.1 COMPREHENSIVE PLAN IMPLEMENTATION

POLICY		TIMEFRAME	RESPONSIBILITY
<b>3. LAND MANAGEMENT</b>			
Efficient and attractive use of land resources that strengthens the quality, character, and upkeep of the built environment while balancing redevelopment and strategic expansion with open space preservation.			
<i>Objective 1. Strengthen Downtown.</i>			
LM 1.1	Update the Mainstreet Morgantown Design Guidelines to address specific considerations in each of the "Character Areas" that are identified in the 2010 Downtown Strategic Plan Update.	Short Term	Planning Division
LM 1.2	Rezone sites within the Downtown "Character Areas" as recommended in the 2010 Downtown Strategic Plan Update.	Immediate	City Council
LM 1.3	Increase the supply and quality of public space and infrastructure capacity through property acquisition and public/private partnerships.	Mid Term	City Council
LM 1.4	Create incentives for anchor retailers to establish commercial centers in the downtown area.	Immediate	Main Street Morgantown
LM 1.5	Create incentives for developers to build residential units downtown that will serve a broad age and socioeconomic range.	Short Term	City Council
LM 1.6	Create incentives to encourage the reuse of vacant and conversion of underutilized upper floors for new residential uses.	Short Term	City Council
LM 1.7	Create incentives that encourage the adaptive reuse of historic buildings.	Short Term	City Council
<i>Objective 2. Promote strategic infill and redevelopment of underutilized or functionally obsolete areas.</i>			
LM 2.1	Identify and prioritize sites for infill and redevelopment.	Immediate	Planning Division
LM 2.2	Create a land bank program to acquire and assemble parcels for redevelopment.	Mid Term	City Council
LM 2.3	Develop incentives to encourage the consolidation of parcels for redevelopment.	Immediate	City Council

FIGURE 10.1 COMPREHENSIVE PLAN IMPLEMENTATION

POLICY		TIMEFRAME	RESPONSIBILITY
LM 2.4	Continue capital improvements within existing tax increment financing (TIF) districts to encourage private investment.	Short Term	City Council
LM 2.5	Adopt a policy to pursue pay-as-you-go tax increment financing (TIF) and limit the use of long-term bond debt.	Immediate	City Council
LM 2.6	Prioritize capital improvements near infill or redevelopment sites to encourage private investment.	Short Term	City Council
LM 2.7	Adopt regulations that provide for an expedited development review and approval process in designated areas if proposals meet specific criteria.	Immediate	Development Services
<b>Objective 3. Facilitate the creation of residential areas with strong neighborhood qualities.</b>			
LM 3.1	Update development standards to require high-quality pedestrian-scale streets with sidewalks, street trees, adequate lighting, and tree lawns in newly developed residential areas.	Short Term	City Council
LM 3.2	Require major residential subdivisions to create a master plan that incorporates the principles of traditional neighborhood design including.	Short Term	City Council
LM 3.3	Permit small-scale neighborhood commercial services and mixed-use nodes in central locations within new planned unit developments (PUDs).	Immediate	Planning Commission
LM 3.4	Require street or multi-use path connections between new residential neighborhoods and existing developed areas wherever practical.	Short Term	City Council
<b>Objective 4. Guide new commercial/retail and office developments in a mixed-use pattern.</b>			
LM 4.1	Create design standards that orient commercial buildings in a way that helps to define the streetscape, with shared parking to the rear or side of buildings.	Short Term	City Council, BZA
LM 4.2	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.)	Short Term	City Council
LM 4.3	Revise zoning regulations to permit mixed-use development at appropriate scales in various zoning districts.	Short Term	City Council
<b>Objective 5. Encourage land use patterns that support improved transportation choice and efficiency.</b>			
LM 5.1	Incorporate “park-once” site design requirements to support mixed-use development.	Short Term	Planning Commission
LM 5.2	Permit higher density development in areas that are well-supported by existing or planned transportation infrastructure or transit services.	Short Term	City Council
<b>Objective 6. Improve community appearance, particularly at city gateways.</b>			
LM 6.1	Strengthen design standards (architectural appearance, building materials, landscaping, signage) and their enforcement in the zoning code.	Short Term	City Council
LM 6.2	Introduce form-based elements into the zoning code that are prescriptive, stating what is desired by the community.	Short Term	City Council
LM 6.3	Create design guidelines for targeted areas.	Short Term	City Council
LM 6.4	Strengthen code enforcement principles and practices throughout the City to keep pace with and facilitate growth and development.	Immediate	City Council, Code Enforcement Division

FIGURE 10.1 COMPREHENSIVE PLAN IMPLEMENTATION

POLICY		TIMEFRAME	RESPONSIBILITY
LM 6.5	Simplify the development review and minor subdivision approval processes (i.e. expand administrative approvals).	Long Term	Planning Commission
LM 6.6	Require all commercial solid waste accounts to have dumpster enclosures; remove cans, totes, and dumpsters from view of or a distance from frontage streets.	Immediate	City Council
<b>Objective 7. Monitor and improve the effectiveness of the development regulations and the development process.</b>			
LM 7.1	Develop a new zoning district to be applied to property owned by WVU and considered a part of WVU's main campuses to provide a more fair and predictable regulation of university-related development.	Short Term	City Council
LM 7.2	Interview members of the development community to identify shortfalls in the zoning code or difficulties with the development review and approval process.	Immediate	Development Services
LM 7.3	Identify types of development requests that could be approved administratively rather than by the planning commission or board of zoning appeals.	Immediate	City Council
LM 7.4	Simplify the development review and minor subdivision approval processes (i.e. expand administrative approvals).	Immediate	City Council
<b>Objective 8. Encourage preservation of historic properties and adaptive reuse of existing buildings.</b>			
LM 8.1	Update Morgantown's National Register of Historic Places historic district listing, to ensure that all contributing properties are included and therefore eligible for historic rehabilitation tax credits and other applicable incentives.	Short Term	Historic Landmarks Commission
LM 8.2	Provide incentives to encourage the adaptive reuse of historic buildings.	Short Term	City Council, Historic Landmarks Commission
LM 8.3	Integrate regional historic preservation expertise into downtown decision-making, particularly with regard to property design development and site interpretation.	Short Term	City Council, Historic Landmarks Commission
LM 8.4	Form a development subsidiary of Main Street Morgantown to provide property owners with historic rehabilitation and New Markets tax credit technical assistance.	Short Term	Main Street Morgantown, City Council
<b>Objective 9. Expand areas of protected space.</b>			
LM 9.1	Adopt an open space dedication requirement for major subdivisions and planned unit developments (PUDs).	Short Term	City Council
LM 9.2	Identify opportunities to acquire additional park space or establish green corridors to expand and connect open space network.	Mid Term	BOPARC
LM 9.3	Allow vacant platted lots to be used for community gardens.	Short Term	City Council
<b>Objective 10. Promote orderly and well-managed regional growth patterns.</b>			
LM 10.1	Conduct semi-annual meetings with the County, MMMPO and neighboring municipalities on regional land use and transportation issues.	Immediate	City Manager
LM 10.2	Prepare educational material on development best practices and benefits of zoning.	Immediate	Planning Division
LM 10.3	Petition the County Commission and Assessor's Office to develop and maintain a detailed inventory of parcel data with existing land uses for the entire County using Geographic Information Systems (GIS) technology.	Mid Term	County Assessor
LM 10.4	Develop an annexation policy based on compatibility with the Comprehensive Plan.	Immediate	City Council
LM 10.5	Evaluate mutual benefits and legislative constraints of shared and/or consolidated services with neighboring municipalities, annexation, urban growth boundaries, and metro governance.	Mid Term	City Manager

FIGURE 10.1 COMPREHENSIVE PLAN IMPLEMENTATION

POLICY		TIMEFRAME	RESPONSIBILITY
LM 10.6	Evaluate MUB's policies and obligations of sanitary sewer and water service expansion.	Short Term	City Manager, MUB
LM 10.7	Establish strong incentives that promote growth within Morgantown over growth in unincorporated areas through sewer, water and stormwater services, municipal revenue formulas, and service and user fees. Emphasis should be on working toward equalizing revenue formulas across jurisdictional boundaries (such as taxation and fee structures).	Short Term	City Manager
LM 10.8	Meet quarterly with WVU Administration and Facilities Planning Officials to evaluate off-campus impacts of University development plans, and likely changes in University policies that impact the City's Comprehensive Plan and tax base.	Immediate	City Manager

#### 4. TRANSPORTATION

A balanced, safe, attractive well-connected transportation system that offers reduced congestion, supports and encourages desirable growth, and integrates private vehicles, public transportation, biking, and walking.

##### **Objective 1. Address neighborhood transportation issues in a manner that balances overall mobility with neighborhood integrity.**

TR 1.1	Develop and implement a Regional Parking Management Plan in partnership with the MMMPO.	Immediate	Parking Authority, MMMPO
TR 1.2	Expand a parking management programming in targeted areas such as residential permitted parking.	Short Term	Parking Authority
TR 1.3	Identify neighborhood parking problems that can be addressed cooperatively by the Parking Authority and/or other groups.	Short Term	Parking Authority

##### **Objective 2. Reduce presence of freight trucks within city limits.**

TR 2.1	Develop and implement a Regional Truck Traffic Plan in partnership with the MMMPO.	Short Term	City Manager, MMMPO
TR 2.2	Expand efforts to enforce weight limits, covered loads, and truck exhaust standards.	Short Term	Morgantown Police Department
TR 2.3	Evaluate the long-term viability of the Morgantown Energy Facility.	Mid Term	City Manager, WVU
TR 2.4	Establish agreements with local trucking companies on preferred truck routes, which could include increasing weight limit on Interstate 68 between exist 1 (US 119) and 4 (WV 7), improvements to Greenbag Road as a designated truck route, reducing permitted weight on Walnut Street Bridge, etc.	Short Term	City Manager

##### **Objective 3. Expand ridership and coverage of bus, PRT and other alternative transportation modes.**

TR 3.1	Meet semi-annually with Mountain Line Transit Authority and the MMMPO to evaluate bus route coverage and frequency.	Immediate	City Manager
TR 3.2	Promote citizens' awareness of existing transit services and commuter alternatives such as the carpool/vanpool programming.	Immediate	MMMPO, Mountain Line Transit
TR 3.3	Evaluate opportunities of increasing ridership of the PRT by people not affiliated with the university.	Short Term	City Manager, WVU
TR 3.4	Develop an alternative transportation ridership incentive program in conjunction with major employers and WVU.	Immediate	MMMPO

##### **Objective 4. Work with West Virginia University to manage university-related traffic.**

TR 4.1	Partner with WVU in developing a grade-separated pedestrian crossing at Grumbeins Island.	Mid Term	City Council
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FIGURE 10.1 COMPREHENSIVE PLAN IMPLEMENTATION

POLICY		TIMEFRAME	RESPONSIBILITY
TR 4.2	Lobby WVU to develop a parking garage at the Coliseum with grade-separated pedestrian crossing connecting WVU athletic facilities complex with WVU Evansdale campus.	Immediate	City Council
TR 4.3	Meet semi-annually with WVU to remain informed and provide input on their transportation and parking plan.	Immediate	City Manager
TR 4.4	Meet semi-annually with WVU to consider strategies for discouraging or limiting student automobile ownership and the impacts of those strategies.	Immediate	City Manager
TR 4.5	Lobby WVU to develop park-and-ride facilities for students, employees and for use during special events as recommended in the Long Range Transportation Plan.	Immediate	City Manager
TR 4.6	Lobby WVU to develop long-term storage parking for students who live on and off campus.	Short Term	City Manager
<b>Objective 5. Increase bicycle use through infrastructure improvements and education.</b>			
TR 5.1	Implement the Morgantown Bicycle Plan.	Immediate	City Council
TR 5.2	Develop a bicycling education plan.	Immediate	Morgantown Bicycle Board
TR 5.3	Develop a traffic enforcement plan to improve bicycling safety and to reduce the perceived risk of bicycling in Morgantown.	Immediate	Morgantown Police Department, Morgantown Bicycle Board
TR 5.4	Implement a "Complete Streets" policy, to guide development review and approval, roadway maintenance, right-of-way improvements, and right-of-way expansion wherever practical.	Short Term	City Engineer
TR 5.5	Develop a feeder trail system that connects neighborhoods with the Caperton and Decker's Creek Trails.	Mid Term	City Council
<b>Objective 6. Encourage walking by expanding pedestrian networks and improving pedestrian safety and accessibility.</b>			
TR 6.1	Implement the Pedestrian Safety Plan.	Immediate	City Council
TR 6.2	Develop and implement a Regional Sidewalk Connectivity Plan in partnership with the MMMPO to construct, expand and/or connect sidewalk networks.	Short Term	City Engineer
TR 6.3	Construct new sidewalks where none exist in areas that have strategic opportunities to expand the connected sidewalk network and link significant destinations.	Mid Term	City Council
TR 6.4	Continue to require pedestrian walkways and sidewalks in all new developments that connect to the existing pedestrian network wherever practical.	Immediate	Planning Commission, Planning Division
TR 6.5	Reinstitute City Engineering and Public Works Department programming to systematically repair and/or reconstruct failing sidewalks and construct new sidewalk connections funded wholly or partly by adjoining property owners.	Short Term	City Engineer
TR 6.6	Install stairways at the end of bridges to provide access to pedestrian routes below bridges, with priority at strategic locations along Deckers Creek below the Walnut Street and University Avenue Street bridges.	Mid Term	City Council
TR 6.7	Study the feasibility of developing a bicycle and pedestrian connection between the Evansdale and Sunnyside neighborhoods in collaboration with WVU.	Long Term	City Council
<b>Objective 7. Support changes to the roadway network to alleviate traffic congestion.</b>			
TR 7.1	Continue sponsorship of and partnership with the MMMPO and maintain leadership roles on its policy board and advisory committees.	Immediate	City Council

FIGURE 10.1 COMPREHENSIVE PLAN IMPLEMENTATION

POLICY		TIMEFRAME	RESPONSIBILITY
TR 7.2	Develop an Access Management Plan in collaboration with the MMMPO.	Short Term	City Engineer, MMMPO
TR 7.3	Lobby the MMMPO for roadway capacity improvements as recommended in the MMMPO Long Range Transportation Plan.	Immediate	City Council
TR 7.4	Lobby the MMMPO for improvements to traffic control devices, traffic demand management strategies, and roadway and wayfinding signage as recommended in the MMMPO Long Range Transportation Plan (i.e., changing lights to signs etc.)	Immediate	City Council
<b>Objective 8. Support improvements to transportation service and access to Hart Field.</b>			
TR 8.1	Implement the 2012 Morgantown Municipal Airport Master Plan.	Immediate	Airport Director
TR 8.2	Pursue the proposed runway expansion project recommended in the 2012 Morgantown Municipal Airport Master Plan.	Mid Term	City Manager, Airport Director
TR 8.3	Implement advanced runway protection strategies.	Immediate	Airport Director, Planning Division
TR 8.4	Expand public transportation and taxi services for airport passengers.	Short Term	City Manager, Airport Director

## 5. ENVIRONMENT

Protected natural areas, efficient use of energy resources, healthy waterways and clean air.

### Objective 1. Support efforts to improve air quality locally and regionally.

EN 1.1	Lobby state and federal environmental agencies to strengthen air quality standards.	Short Term	City Manager
EN 1.2	Lobby state and federal environmental agencies to enhance the monitoring and enforcement of air quality standards.	Short Term	City Manager

### Objective 2. Maintain quality ground and surface water quality

EN 2.1	Monitor the quality of groundwater to minimize the potential of contamination to the drinking water supply	Short Term	MUB
EN 2.2	Report possible groundwater contamination to the appropriate entities (WV Department of Environmental Protection and US EPA)	Immediate	MUB
EN 2.3	Continue to monitor surface water for possible contamination from Acid Mine Drainage sites.	Immediate	MUB
EN 2.4	Identify treatment measures for Acid Mine Drainage contamination.	Short Term	MUB
EN 2.5	Lobby for state regulation to protect water quality from current mining and extraction activities.	Short Term	MUB, City Manager
EN 2.6	Meet regularly with WVU and WVDOH to collaborate on respective Municipal Separate Storm Sewer System (MS4) permitting, planning, and obligations.	Short Term	City Manager

### Objective 3. Protect environmentally significant areas and natural resources.

EN 3.1	Update subdivision regulations and site design standards for controlling soil erosion, surface water quality and sedimentation, and to minimize the removal of natural vegetation.	Short Term	City Council
EN 3.2	Adopt stronger regulations restricting development on steep slopes based on best practices.	Short Term	City Council
EN 3.3	Verify the presence of any significant natural features in development proposals and consider the quality of the feature to determine whether it should be protected, restored, or allowed to be altered.	Short Term	Planning Division

FIGURE 10.1 COMPREHENSIVE PLAN IMPLEMENTATION

POLICY		TIMEFRAME	RESPONSIBILITY
EN 3.4	Identify and survey areas for flood plain/wetland protection, habitat quality, connectedness, recreational opportunities, and pollution reduction capabilities.	Short Term	Planning Division, City Engineer, BOPARC, MUB
<b>Objective 4. Improve the urban tree canopy and greenway network.</b>			
EN 4.1	Develop urban forest management plan and policies that address protection or replacement significant trees on developing land.	Short Term	Urban Landscape Commission
EN 4.2	Establish standards for tree species located within and near public right-of-way and or easements.	Immediate	Urban Landscape Commission
EN 4.3	Examine paper streets (undeveloped right-of-way), utility-owned land and floodplains for potential acquisition and/or use as greenspace.	Short Term	City Engineer, Planning Division
EN 4.4	Establish pocket parks in every neighborhood.	Mid Term	BOPARC
EN 4.5	Plant shade trees in city parking lots.	Mid Term	City Engineer
<b>Objective 5. Promote energy conservation and "green" building.</b>			
EN 5.1	Update zoning and building codes to accommodate alternative energy generation (i.e. small-scale wind or solar).	Short Term	Development Services
EN 5.2	Create a Green Building Program that provides incentives for use of "green" building techniques that are energy efficient and environmentally friendly (using LEED or another best practice benchmark).	Short Term	Green Team
EN 5.3	Design and construct future city buildings and facilities using LEED standards.	Immediate	City Manager
EN 5.4	Incorporate LEED standards into renovations of city buildings and facilities.	Long Term	City Manager
EN 5.5	Meet regularly with WVU to remain informed, provide input, and collaborate on WVU's energy needs and strategies identified in WVU's Sustainability Strategic and Action Plans.	Short Term	City Manager
<b>Objective 6. Reduce solid waste generated in the city.</b>			
EN 6.1	Conduct a residential composting program that involves education and the coordination of local home composting supply providers.	Short Term	Public Works, Urban Landscape Commission, Green Team
EN 6.2	Evaluate the success of the Clean Community Concept recycling program.	Short Term	City Manager
EN 6.3	Establish a program to encourage recycling participation by commercial uses, which includes two-family and multi-family residential developments under the City's 2012 Solid Waste Contract.	Short Term	City Manager
EN 6.4	Work with the Monongalia County Solid Waste Authority to expand residential and commercial recycling programming, particularly curb-side single stream, throughout the greater Morgantown market.	Short Term	City Manager
EN 6.5	Study the feasibility of developing and implementing requirements for a certain percentage of construction and demolition waste to be recycled.	Short Term	City Council

**6. NEIGHBORHOODS AND HOUSING**

Investment in all neighborhoods that improves blighted properties, aesthetics and mobility, and provides a broad mix of housing options.

**Objective 1. Preserve integrity of existing neighborhoods, particularly single-family areas while encouraging compatible infill development.**

NH 1.1	Research available programs and funding to support renovation of existing rental or single-family home-owner properties.	Short Term	Community Development Division
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FIGURE 10.1 COMPREHENSIVE PLAN IMPLEMENTATION

POLICY		TIMEFRAME	RESPONSIBILITY
NH 1.2	Pursue zoning map amendments where appropriate to address potential zoning conflicts in residential areas both to preserve existing residential areas where appropriate or promote infill and redevelopment (See Areas for Future Study in Appendix A).	Short Term	City Council
NH 1.3	Evaluate zoning to ensure that it promotes rehabilitation or adaptive reuse of existing buildings, and context-sensitive construction of dwelling units on infill lots.	Short Term	Planning Division
NH 1.4	Evaluate residential zoning classifications to determine whether permitted or conditional uses and other standards yield desirable development (particularly the residential types permitted within R1, R1A, R2, and R3 districts).	Short Term	Planning Division
NH 1.5	Continue to monitor and respond to housing market trends that may lead to studentification of stable, less transient single-family neighborhoods.		
<b>Objective 2. Improve conditions in neighborhoods surrounding Downtown and WVU</b>			
NH 2.1	Adopt zoning updates proposed in the Sunnyside Up neighborhood plan.	Immediate	City Council
NH 2.2	Form a task force to involve students in property maintenance and neighborhood issues.	Short Term	Code Enforcement Division, WVU, Sunnyside Up
NH 2.3	Conduct a semi-annual student-led neighborhood cleanup day.	Immediate	Sunnyside Up
NH 2.4	Expand partnerships with WVU to invest in revitalization efforts in targeted neighborhoods.	Immediate	City Manager
<b>Objective 3. Improve the safety and appearance of all neighborhoods.</b>			
NH 3.1	Require adequate and attractive street lighting to be incorporated as part of all new multi-family residential development, major subdivisions created for residential and/or mixed-use developments, and planned unit developments.	Short Term	Planning Commission
NH 3.2	Prioritize in the City's Capital Improvement Plan strategic, adequate, and attractive street lighting enhancements.	Short Term	City Council
<b>Objective 4. Promote the development of a broad range of housing types and prices.</b>			
NH 4.1	Provide incentives to developers to encourage development of alternative housing types (i.e. higher density, live-work, mixed-use) in designated growth areas.	Short Term	City Council
NH 4.2	Provide incentives to developers to make development more desirable to build moderately-priced housing.	Short Term	City Council
NH 4.3	Require residential development projects of a certain scale to include housing options with a range of price-points.	Short Term	City Council
NH 4.4	Develop a plan to address increases demand for affordable student housing resulting from higher price-points of newly constructed developments in collaboration with WVU.	Immediate	Planning Division, WVU
<b>Objective 5. Support housing assistance programs and ensure compliance with Fair Housing policies.</b>			
NH 5.1	Contribute to an internet-based regional registry of rental property owners or management companies where tenants can rate their experiences and share those experiences with others.	Short Term	City Manager
NH 5.2	Conduct a campaign to educate property managers about the Fair Housing Act and housing discrimination.	Immediate	Community Development Division
NH 5.3	Enhance plans review, approval, and permitting processes to ensure compliance with the Fair Housing Act and the Americans with Disabilities Act (ADA).	Immediate	Code Enforcement Division

FIGURE 10.1 COMPREHENSIVE PLAN IMPLEMENTATION

POLICY		TIMEFRAME	RESPONSIBILITY
NH 5.4	Provide public education of various Federal, State, County and local financial assistance programs for first time home-buyers.	Immediate	Community Development Division, Housing Authority
NH 5.5	Provide homebuyer and seller education seminars and publications.	Immediate	Housing Authority
NH 5.6	Provide incentives to encourage the development of affordable senior housing and assisted living developments within mixed-use and multi-family zoning districts.	Mid Term	City Council

**7. COMMUNITY FACILITIES AND SERVICES**

Highly desirable and competitive community facilities and services that promote the health and wellbeing of all of Morgantown’s residents.

**Objective 1. Maintain high quality utility services to meet the growing needs of the community.**

CF 1.1	Evaluate sanitary sewer, water service, and storm sewer capacity to determine if existing infrastructure is adequate to support increased development densities where recommended by the Comprehensive Plan.	Mid Term	MUB
CF 1.2	Evaluate water and sewer fees to ensure that such fees remain competitive with neighboring jurisdictions while supporting the cost of water and sewer infrastructure improvements.	Short Term	City Council, MUB
CF 1.3	Evaluate stormwater fees to ensure that such fees remain competitive with neighboring jurisdictions while supporting the cost of stormwater management infrastructure..	Short Term	City Council, MUB

**Objective 2. Maintain and expand the parks and recreational facilities and programming.**

CF 2.1	Implement and update the BOPARC Master Plan.	Immediate	BOPARC
CF 2.2	Evaluate how well the city’s parks and recreational facilities serve the needs of citizens, looking specifically at the quality of each park or facility and their accessibility to surrounding neighborhoods.	Short Term	BOPARC
CF 2.3	Explore the feasibility of developing a community recreational center that offers facilities and programming like fitness rooms; gymnasiums; swimming pools; sauna, whirlpool, steam rooms; tennis courts, racquetball/handball courts; weight training room; banquet/meeting rooms and kitchen; craft rooms; preschool/child care rooms; computer labs; teen center/game room; etc.	Immediate	City Manager, BOPARC
CF 2.4	Explore joint recreational programming with other community entities including West Virginia University and Monongalia County Schools.	Immediate	BOPARC
CF 2.5	Study alternatives for funding parks and recreational facilities and programming that includes, among others, cost-benefit analysis of existing programming, user-fee schedules, program and rental pricing, enterprise funds, revenue generating facilities, fund raising, sponsorships, public-private partnerships, financing capital projects, multi-jurisdictional consolidation of public recreation management, etc.	Short Term	City Manager, BOPARC

**Objective 3. Support quality educational programs and facilities.**

CF 3.1	Hold annual meetings between the City, Monongalia County Schools and West Virginia University to create new educational opportunities for students and the general community.	Short Term	City Manager
CF 3.2	Assist Monongalia County Schools with identifying appropriate sites for new schools that serve Morgantown’s neighborhoods.	Immediate	City Manager
CF 3.3	Encourage Monongalia County Schools to continue to make their facilities available for use by the community outside of school hours for appropriate purposes, while not interfering with the school’s mission and success of delivering of quality learning programs.	Immediate	City Council

FIGURE 10.1 COMPREHENSIVE PLAN IMPLEMENTATION

POLICY		TIMEFRAME	RESPONSIBILITY
CF 3.4	Lobby Monongalia County Schools to seek adaptive reuses for vacated buildings and properties through public-private partnerships.	Immediate	City Manager
<b>Objective 4. Broaden efforts to reduce homelessness.</b>			
CF 4.1	Formally adopt the Community-Wide Plan To Reduce Homelessness prepared by the Morgantown/Monongalia Task Force On Homelessness.	Immediate	City Council
CF 4.2	Facilitate the creation of a Central Organization to Coordinate Community-Wide Action to Reduce Homelessness.	Short Term	City Council
<b>Objective 5. Provide appropriate social services and facilities to meet the changing needs of the community in concert with the City's Five-Year Consolidated Plan, Annual Action Plans, and Annual Performance Reports.</b>			
CF 5.1	Create an initiative or partnership to coordinate social services, policies, programs, and projects related to affordable housing, access to transportation, medical and mental care, literacy, job and life skills training, affordable childcare and after-school programming, and other needs.	Immediate	Community Development Division, allied agencies
CF 5.2	Conduct an annual social services roundtable where the city meets local social service providers to identify community needs and develop strategies to address those needs.	Immediate	Community Development Division, allied agencies
CF 5.3	Identify programs to assist special needs populations, particularly individuals and families suffering from substance abuse or severe and persistent mental illness, experiencing homelessness or are at-risk of becoming homeless, while removing barriers to independent living and promoting self-sufficiency.	Immediate	Community Development Division, allied agencies
CF 5.4	Conduct a campaign to raise awareness of social services.	Immediate	Community Development Division, allied agencies
CF 5.5	Develop a program, in partnership with public transit providers, to increase access to and utilization of public transportation by low-income individuals and families and employees working shift-related schedules	Immediate	MMMPO, Mountain Line Transit
CF 5.6	Prioritize in the City's Capital Improvement Plan the removal of barriers at all public facilities, including parks and recreation sites, that limits access and utilization by persons with physical, sight, and/or hearing impairments.	Short Term	City Council
<b>Objective 6. Continue to improve city services and community engagement.</b>			
CF 6.1	Evaluate solid waste collection services, schedules, and pricing to identify potential improvements or new services.	Short Term	City Manager
CF 6.2	Provide quarterly hazardous waste collection events. (Electronics, tires, appliances, hazardous liquids)	Immediate	Public Works, Monongalia County Solid Waste Authority
CF 6.3	Develop a regional strategy for sharing and/or consolidating safety services.	Short Term	City Manager, Morgantown Police and Fire Departments
CF 6.4	Expand community policing activities for residents.	Immediate	Morgantown Police Department
CF 6.5	Establish a community ambassador program.	Short Term	City Manager, WVU
<b>Objective 7. Encourage healthy lifestyles.</b>			
CF 7.1	Form a Safe Routes to School committee with Monongalia County Schools and the MMMPO to obtain funding and assistance in encouraging students to walk or bike on safe and accessible routes to school.	Immediate	City Engineer
CF 7.2	Designate a city-wide "Car-free" day where citizens are encouraged to walk, bike or use transit to get to their place of business.	Immediate	Pedestrian Safety and Bicycle Boards

FIGURE 10.1 COMPREHENSIVE PLAN IMPLEMENTATION

POLICY	TIMEFRAME	RESPONSIBILITY
CF 7.3 Create a Healthy Morgantown Initiative where the city partners with local institutions to promote awareness of healthy lifestyles and existing health services, develop wellness initiatives, and pursue grant funding.	Short Term	City Manager

**8. ECONOMIC DEVELOPMENT**

A regional approach to economic development and infrastructure investment that keeps Morgantown competitive and attractive to existing and new businesses, while strengthening the city's fiscal health.

**Objective 1. Promote investment in infrastructure.**

ED 1.1 Implement innovative strategies to diversify revenue and financing mechanisms that fairly, equitably, and expeditiously fund infrastructure improvements and expansions (examples include user-fees, business improvement districts, tax increment financing (TIF), public-private partnerships (P3s), impact fees, assessments, state and federal grants, etc.)	Short Term	City Manager
ED 1.2 Lobby the state for a larger share of road improvement funds by demonstrating local revenue commitments to augment state investments.	Immediate	City Council, City Manager, MMMPO

**Objective 2. Retain and grow existing businesses.**

ED 2.1 Maintain a leadership role on MAP/MCDA policy boards by prioritizing efforts to identify and understand issues facing local businesses and seek active opportunities to promote business growth, expansion, and diversification.	Immediate	City Manager
ED 2.2 Prioritize transportation improvements in coordination with the MMMPO to reduce congestion and increase mobility options near major employers and growth areas.	Mid Term	City Council, MMMPO
ED 2.3 Provide real estate incentives (e.g., tax abatements) tied to net employment creation and/or tax revenue impacts for existing companies that wish to expand locally.	Short Term	City Council
ED 2.4 Continue to develop buildings at MAP business parks that are offered at reasonable market rates for sale as well as leasing to local businesses.	Short Term	MAP
ED 2.5 Develop promotional material on the region's amenity package to help local companies recruit employees (particularly those with higher-degrees). The amenity package includes arts, culture, and recreation facilities; dining and entertainment; competitive cost of living; quality of life, etc.	Immediate	MAP

**Objective 3. Capitalize on Morgantown's competitive advantages and attract new businesses to diversify the City's economic base.**

ED 3.1 Develop a collaborative regional branding and marketing initiative.	Immediate	City Manager, MAP, CVB
ED 3.2 Identify incentives that the city could offer to attract businesses in targeted industries.	Short Term	City Council

**Objective 4. Stimulate and support small business and entrepreneurial activity.**

ED 4.1 Expand the MCDA's Morgantown Enterprise Center (MEC) to provide additional office and incubation space to new small businesses that employ skilled workers and have good growth potential.	Mid Term	MAP
ED 4.2 Provide office and incubation space within Downtown for small businesses and start-ups.	Short Term	City Council, Main Street Morgantown
ED 4.3 Develop a technology incubation program that provides access to laboratory space, offices, tools, and business expertise, to facilitate the commercialization of local research and innovations in fields such as bioscience, information technology, and energy.	Short Term	City Manager, MAP, Main Street Morgantown, WVU
ED 4.4 Contribute to MAP's revolving loan fund for small businesses.	Short Term	City Council

FIGURE 10.1 COMPREHENSIVE PLAN IMPLEMENTATION

POLICY		TIMEFRAME	RESPONSIBILITY
<b>Objective 5. Provide desirable locations for business expansion.</b>			
ED 5.1	Maintain a listing of available business locations and their amenities, in collaboration with MAP and the I-79 Development Council.	Immediate	City Manager, MAP
ED 5.2	Continue to market available business expansion sites (with emphasis on offering building space at reasonable rates).	Immediate	City Manager, MAP, Main Street Morgantown, WVU
ED 5.3	Develop a specific target marketing plan for the Morgantown Airport Technology Park in concert with Federal Laboratories and other major employers that positions the park for technology tenants that are not already accommodated in the market.	Immediate	City Manager, MAP, Airport Director
ED 5.4	Expand infrastructure development from the West Virginia National Guard Readiness Center for Airport Technology Park economic development.	Short Term	City Manager, MAP, Airport Director
ED 5.5	Support the construction of a light manufacturing business incubator building in the Morgantown Airport Technology Park.	Short Term	City Manager, MAP, Airport Director
ED 5.6	Establish a relationship with a local real estate professional to track real estate trends in the various office, retail and industrial markets.	Short Term	City Manager, MAP, WVU
ED 5.7	Pursue zoning map amendments where appropriate to address potential zoning conflicts and promote non-residential infill and redevelopment in appropriate areas (See Areas for Future Study in Appendix A).	Mid Term	Planning Division, Planning Commission
<b>Objective 6. Strive for a balanced approach to economic development that considers the fiscal impacts of growth.</b>			
ED 6.1	Study the feasibility and regulatory constraints of diversifying municipal and county tax revenue formulas and tax incentives across the greater Morgantown market that promote fair, equitable, balanced, progressive, and competitive taxing policies.	Short Term	City Manager
ED 6.2	Consider the fiscal impact on city and county governments of any proposed major development or annexation.	Short Term	City Manager
ED 6.3	Use incentives and zoning to promote development in areas with existing infrastructure capacity, in order to reduce the need for infrastructure extensions, and to concentrate infrastructure improvements reducing short-term and long-term operating costs.	Short Term	City Council
<b>Objective 7. Support workforce development and training initiatives.</b>			
ED 7.1	Hold annual meetings between MAP, property and business owners groups, WVU, Monongalia County Schools, and large employers to collaboratively ensure that existing workforce development and training initiatives are meeting the needs of employers in the region.	Immediate	City Manager

## 9. IMPLEMENTATION

The Comprehensive Plan should be monitored for implementation effectiveness and relevancy. As stated in the Objectives and Strategies section, this should happen on a formal basis no less than once per year.

### Objective 1. Involve a wide variety of stakeholders in implementation.

I 1.1	Provide final copies of the Comprehensive Plan on the City web site and at libraries.	Immediate	Planning Division
I 1.2	Identify and engage non-government partners to assist with implementation.	Immediate	Planning Division
I 1.3	Establish a program to provide ongoing public education on the Comprehensive Plan Update through printed and electronic media, or face-to-face engagement.	Immediate	Planning Division
I 1.4	Provide ongoing educational opportunities on innovative planning and development tools and best practices for the Planning Commission and City Departments.	Immediate	Planning Division

FIGURE 10.1 COMPREHENSIVE PLAN IMPLEMENTATION

POLICY		TIMEFRAME	RESPONSIBILITY
I 1.5	Study the feasibility and regulatory constraints of forming a local council of governments to enhance coordination among municipalities, county government, and institutions.	Short Term	City Manager
I 1.6	Form a task force to draft legislation and lobby the State legislature to enact legislation that supports those Comprehensive Plan objectives and strategies that require local empowerment to fully realize.	Short Term	City Manager
<b>Objective 2. Monitor and share implementation progress.</b>			
I 2.1	Prepare an annual report that summarizes the status of Plan implementation and outlines annual accomplishments and priorities.	Immediate	Planning Commission
I 2.2	Hold a special public meeting on a regular basis to review the City's success in implementing the Plan.	Immediate	Planning Commission
I 2.3	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.	Immediate	Planning Division
I 2.4	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.	Immediate	Planning Division
<b>Objective 3. Provide resources for implementing the Plan.</b>			
I 3.1	Regularly update the City's Capital Improvement Plans (CIPs).	Immediate	City Manager
I 3.2	Prepare annual departmental work programs and budgets with awareness of the Comprehensive Plan.	Short Term	City Manager
I 3.3	Identify and secure funds for prioritized initiatives (This could include grants, tax measures, bonds, private investments, public-private partnerships, etc.).	Immediate	City Manager
<b>Objective 4. Require concurrence with the Comprehensive Plan.</b>			
I 4.1	Require concurrence in rezoning and other major development approvals.	Immediate	Planning Division, Planning Commission
I 4.2	Require staff reports to reference the Comprehensive Plan.	Immediate	Planning Division
<b>Objective 5. Update the Plan at least every ten years.</b>			
I 5.1	Create a citizen committee to design the planning process.	Mid Term	Planning Commission
I 5.2	Prepare an updated Comprehensive Plan.	Mid Term	Planning Commission