



City of Ravenswood, WV Comprehensive Plan

Adopted June 2018



Revitalizing Ravenswood Project Team

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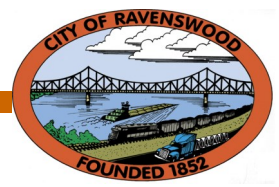


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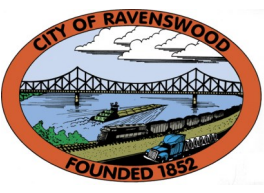
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Executive Summary

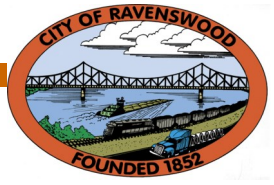
From August 2013 through December 2014, a team led by West Virginia University's Department of Public Administration faculty member, Assistant Professor Margaret Stout, and composed of students in the Master of Public Administration program and the Ph.D. in Human and Community Development program completed an outreach, action research, and service learning project that contributed to the development of this comprehensive plan. The draft document was later reviewed, amended, and adopted by the City of Ravenswood with assistance from the WVU Land Use and Sustainable Development Law Clinic. The Land Use Law Clinic worked on the existing and future land use maps, helped with the prioritization of recommendations, and reviewed the draft for legal compliance with Chapter 8A of the West Virginia Code.

Community members established a vision statement during a workshop hosted by WVU faculty member Assistant Professor Ashley Kyber of the Landscape Architecture program. The community vision "to bridge Ravenswood's past, present, and future." In this statement, the community expresses the value of its heritage while seeking to leverage the opportunities that contemporary approaches to governance afford. Thus, the mission of this comprehensive plan is "to sustain and enhance Ravenswood's heritage as a great place to live, learn, work, worship, and recreate."

The mission is contemplated in this comprehensive plan, as organized within the following components:

- Land Use
- Housing
- Economic Development
- Circulation
- Parks and Recreation
- Conservation of Open Space
- Cultural Heritage
- Public Facilities and Services
- Health and Safety





Each Component is organized in the following numbering format:

Goal #

1. Objective

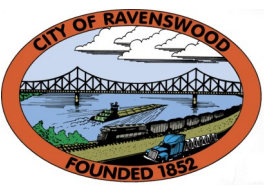
1.1 Action Step

- Supplemental and/or Explanatory Language

The combined goals of all components will work toward achieving the Comprehensive Plan's mission. Within some of the prioritized components, objectives and action steps work together to achieve each goal. Thus, each prioritized Component is designed to guide specific activities that will contribute to the vision and mission achievement.

Through a variety of participatory practices, city leaders, residents, business owners, and regional stakeholders worked together to develop the goals, objectives, and action steps included in each prioritized component. While WVU team members provided expertise to help inform the comprehensive plan process, the community members were leading the discussion for each component's purpose. The documents and activities informing the comprehensive plan process in Ravenswood include:

- Community Profile Report
- Civic Survey Results
- Community Conversations Report
- First Impressions Report
- Physical Inventory
- Public Engagement Plan
- Key Informant Interviews
- Community Planning Charrette



Required Objectives for a Comprehensive Plan	
<i>W. VA. Code §8A-3-4(b)(1)-(7)</i>	
Code Provision	Page(s)
Statement of goals and objectives	All Components
Timeline on how to meet short- and long-term goals and objectives	Implementation Matrix
Action plan with implementation strategies	Implementation Matrix
Recommendations of a financial program for necessary public funding	Implementation Matrix
Statement of recommendations concerning future land use and development policies	11-18, 41
A program to encourage regional planning, coordination, and cooperation	All Components
Maps, plats, and/or charts that present basic information on the land, including present and future uses	All Components





Required Components for a Comprehensive Plan

W. VA. Code §8A-3-4(c)(1)-(13)

Code Provision	Page #
Land Use	
Different land uses (residential, agricultural etc.)	12-13
Population density and building intensity standards	12-14
Growth and/or decline management	8-10
Projected population growth or decline	9
Constraints on development (including identifying flood-prone and subsidence areas)	24, 38
Housing	
Analyze projected housing needs and different types of housing needed (including affordable housing and accessible housing for persons with disabilities)	39-41
Identify the number of projected housing units and land needed	40
Address substandard housing	39-41
Rehabilitate and improve existing housing	40-41
Adaptive reuse of buildings into housing	41
Transportation	
Vehicular, transit, air, port, railroad, river, and any other mode	8, 42-43
Movement of traffic and parking	42-43
Pedestrian and bicycle systems	35, 42
Intermodal transportation	42-43
Economic development	
Analyze opportunities, strengths and weaknesses	9, 19-25
Identify and designate economic development sites and/or sectors	24-25
Identify types of economic development sought	19-24
Miscellaneous Components	
Infrastructure	14, 27, 32-34, 42
Public Services	32-34
Rural	9, 37
Recreation	26-31
Community Design	13
Preferred development areas	24
Renewal and/or redevelopment	12-14, 19-21, 23, 27, 35-37, 40-41
Financing	Implementation Matrix
Historic preservation	12-14, 19-20, 23, 27-30, 40-41, 46-47

Introduction

The Ravenswood Code of Ordinances (Title III) establishes the authority to create a comprehensive plan. Specifically, the City Council (comprised of the Mayor, Recorder, and Council Members) has the authority to enact, by ordinance, matters pertaining to planning and zoning (§ 31.12). The Code of Ordinances establishes a Planning and Zoning Commission (§ 33.01) that holds all the powers, rights, duties, immunities, privileges and responsibilities and shall be subject to all limitations and liabilities relating to municipal planning commissions.

The Ravenswood Code of Ordinances (Title XV) includes the Zoning Code (Chapter 152), adopted by reference. The Zoning Code provides requirements for zoning districts, nonconforming uses, signage, fences and walls, procedures and permits, variances, and the authorization of the Planning and Zoning Commission and City Council in the Code's adoption and amendment. Specifically, the Planning and Zoning Commission has the responsibility to make recommendations to the City Council. All zoning changes must be made in accordance with the Comprehensive Plan. The Zoning Code should be reviewed in light of the Comprehensive Plan to identify conflicts and amendments to either the Zoning Code or the comprehensive plan.

In various other ways, the Ravenswood Code of Ordinances covers issues that are related to Comprehensive Plan Components. Therefore, it is important to highlight that the Comprehensive Plan is a policy document while the Code of Ordinances is a legal document. A comparative analysis of the Comprehensive Plan and all relevant Ordinances should be completed in order to eliminate conflicts. Similarly, the Code of Ordinances should be reviewed in light of recent changes to the West Virginia State Code. For example, new provisions for addressing abandoned and dilapidated buildings could require amendment of the Building Code (§ 150.35).

The previous City of Ravenswood Comprehensive Plan was written in 1956. The plan's last update occurred in 1970 and contemplated development over the subsequent 20 years, up to 1990. Because a comprehensive plan should take the current and future





conditions into consideration, review and update is required to be completed every ten years in response to or in anticipation of environmental, economic, or social changes. This Comprehensive Plan considers each of these issues in a manner intended to be user friendly for the community.

Review, formal deliberations, and a public hearing must be held by the Planning Commission in order to make a recommendation to the City Council. This process will be most effective if informed by citizens, municipal staff, and land use attorneys.

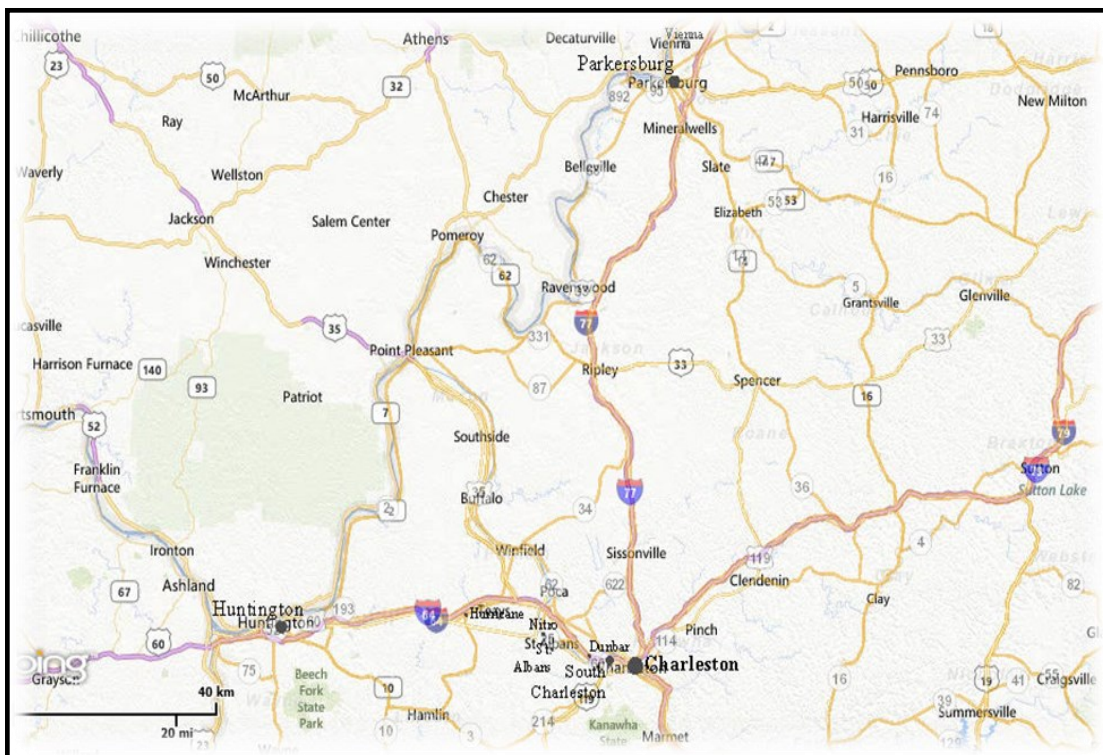
Context and Historical Background

The geographic, demographic, and economic context and historical trends are considered in the determination of goals, objectives, and strategies in each Component of the Comprehensive Plan. Highlights of data provided in a Community Profile are summarized here.

Regional Location and Character

As shown in Figure 1, Ravenswood, West Virginia, is in Jackson County in the southern half and the western edge of the state about midway between Parkersburg (about 30 miles) and Charleston (about 50 miles) and about 70 miles from Huntington.

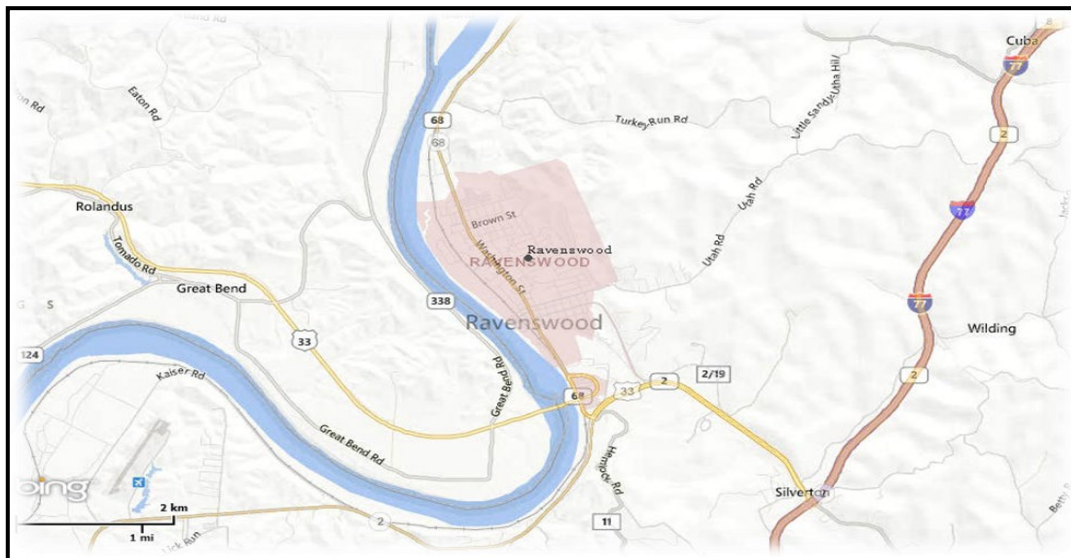
Figure 1: Regional Map



Jurisdictional Boundaries and Size

As shown in Figure 2, the City is bounded on the west by the Ohio River, on the south by Route 33, on the east by a deep ravine that empties into Lick Run, and to the north by the Turkey Run Lake Wildlife Management Area. The City spans 1.82 square miles, and the City's elevation is 550 feet.

Figure 2: Local Map



Natural Resource Characteristics

The key environmental characteristics in the area are the Great Bend of the Ohio River, where a Washington Lands park remains, and buildings associated with a historic lock and river ferry that no longer exist.

The Ravenswood area was historically an agricultural region. However, in the mid-1950s, the Kaiser Aluminum & Chemical Corporation company necessitated City development, beginning in 1957. Kaiser built schools, financed and provided expertise for city planning and operations, and recruited home builders in anticipation of 5,000 new workers at the company's plant just seven miles outside of town. For over 50 years, until the company's final plant closure in 2009, aluminum manufacturing was the primary industry and employer in the area. Today, parts of the plant have been reopened by Constellium Rolled Products Ravenswood, LLC, which employs over 1,000 workers.

Transportation

Being on the Ohio River, freight transport is available on the river as well as on the CSX



freight rail line that runs through Ravenswood. Direct access to Interstate 77 and the state highway system (Routes 2 and 33) exists. The Little Kanawha Bus is operated by the Little Kanawha Transit Authority located in Grantsville, West Virginia. The system provides demand response or shared ride public transportation services for residents of Jackson County and the City of Ravenswood.

Demographic Characteristics

Ravenswood's nearly two square miles lie within U.S. Census Bureau Tract 96330, which extends slightly beyond the jurisdiction's borders. On average, a census tract has a population of about 4,200 residents (USA.com). The Block Groups within the Tract are:

- WV0359633001
- WV0359633002
- WV0359633003
- WV0359633004

Ravenswood's population consists of 56% female and 44% male residents. This imbalance is likely due to longevity of women and an aging population. The median age is 42.4, with a median age of 44.7 for females and a median age of 38.7 for males. The median age of Ravenswood residents compares similarly with the average age in West Virginia at 41.1, whereas the national median age is 37, quite a bit younger than both the City and State medians.

Ravenswood households range from the traditional married family to nonfamily homes, the latter being the largest group at 48%. These householders may either be single or cohabitating adult roommates. Single parents head 15% of all households: 11% by a single mother and 4% by a single father. The traditional two-parent family is 35% of the household population.

About 87% of Ravenswood residents over 25 years of age have earned a high school diploma, while 23% have also earned a college or advanced degree.

Population Growth/Decline

According to the 2010 census, Ravenswood has a population of 3,876 residents. This size makes Ravenswood a

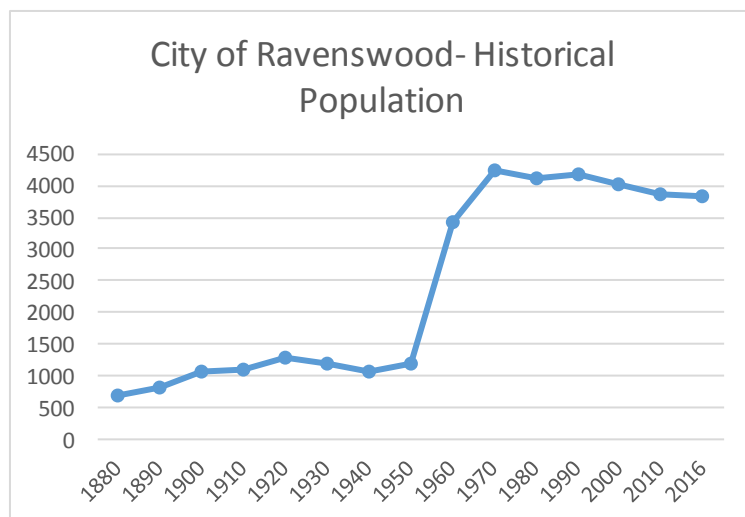




Class III city under the West Virginia Code. The state's Constitution enables the classification of cities based on population and the ability to treat cities differently based on these classes. Four classes have been established in the Code for municipal corporations. All classes are authorized to apply for the state's home rule pilot program. Classes I-III may incorporate or change their charter through popular vote. Only Class I cities, with a population of 50,000 or more, qualify as a federal Metropolitan Statistical Area. Statistical area designations are used in federal programs and funding to guide allocations and procedures. Research has not yielded anything in federal or state legislation that pertains specifically to a Class III city like Ravenswood.

A look at Ravenswood's population over the last 40 years shows a population decline of about 10% over the period. This mirrors trends in rural communities throughout West Virginia. Under the West Virginia Code, Ravenswood would remain a Class III city as long as its population stayed between 2,000 and 10,000.

The largest Ravenswood ever reached in population was 4,240 people in 1970. Notwithstanding a small increase in 1990, the population of Ravenswood has decreased since 1970 down to 3,825 (estimated in 2016). The WVU College of Business and Economics publishes "Population Trends in West Virginia through year 2030" for each county in West Virginia. Jackson County is supposed to hover at or slightly above 28,000 persons through 2030. Given the stagnation at the county level and the consistent decline in Ravenswood's population since 1970s, Ravenswood's population will likely either continue declining slowly or stagnate in the next 10 to 15 years.



However, if a large employer moves into the area or an industry develops in or around Ravenswood, the population might increase quickly and fairly significantly. Many of the recommendations in this plan hinge on increased economic development. The City could see a modest population increase once the goals and objectives of this plan are achieved.

Economic Characteristics

Ravenswood has experienced a decline in industrial employment in recent decades, particularly in the aluminum industry. Today, industrial employers include: Aracoma Ready Mix, Central In-



dustrial Maintenance, Constellium Rolled Products, Exco Resources Inc., and SDR/Star Plastics. The United Steel Workers Union is influential in the area due to aluminum manufacturing employment opportunities.

Considering the stability of the City's population between the years 2005 and 2010 and the current unemployment rate of 4.1% (2014), Ravenswood's economy appears to have stagnated. The unemployment rate is relatively low in comparison to West Virginia (7.5%) and the U.S. (7.9%). However, these statistics do not necessarily reflect employment at previous income levels.

There are 1,504 employed Ravenswood residents: 23% in educational services and health care and social assistance; 14% in arts, entertainment, recreation, and accommodation and food services; 14% in manufacturing; 12% in retail trade; 7% in finance, insurance, real estate, and rental and leasing; 7% in public administration; 6% in agriculture, forestry, fishing, hunting, and mining; 6% in construction; 4% in professional, scientific, management, administrative, and waste management services; 4% in transportation, warehousing, and utilities; 2% in wholesale trade; 2% in other services; and 1% in information.

The median household income in Ravenswood is \$32,225 per year. Compared to other local median incomes, Ravenswood's is 74.6% of Jackson County, 81.5% of West Virginia, and 61.1% of the U.S. median. This trend could be explained by the shift in employment away from manufacturing to service-oriented jobs. A decrease in median income is also typical of a community with an older population.

Even with the current trends, there is promise for the future of manufacturing in Ravenswood. Natural gas extraction from Marcellus shale is underway regionally, and its byproducts are used in synthetic rubber, plastics, lubricants, pharmaceuticals, antifreeze, fertilizers, and pesticides.

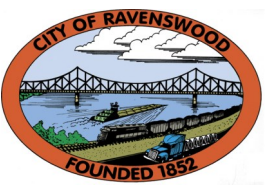
"Cracker" facilities separate and convert ethane to ethylene, which forms the building blocks of several petrochemicals. With one such facility anticipated within 25 miles of Ravenswood, the City is in a prime geographic location for mid-stream processing and downstream manufacturing activities.



Expansion of this industry in the Ravenswood area could provide more skilled worker jobs and land development in the area.

The next part of the Comprehensive Plan discusses the required Components. Some of these Components have specific goals, objectives, and action steps, all of which forms what is called an action plan. There are a series of recommendations that have been vetted and prioritized by the planning commission based off research, public input, and knowledge of the community. Some Components do not have a list of goals and objectives, and other Components have a list of goals and objectives that only partially addresses the Component's various aspects. However, in the Appendix, a document titled "the Parking Lot" contains recommendations for each Component and virtually all of each Component's aspects. These recommendations were analyzed and determined not to be the top priorities at this time. However, it is important to review the Parking Lot document periodically, as the community's priorities and needs may change over time.





Land Use Component

Land use can entail many different actions, including the initial development of vacant land, renovation or adaptive reuse of existing structures into housing, and redevelopment of a dilapidated structure. Land use policy determines how land may be developed in order to improve a community's overall well-being. A sustainable community can be created through well-developed land use practices, design guidelines, subdivision regulations, and zoning ordinances. Land use policy establishes the broad goals meant to guide the development process. Zoning ordinances, design guidelines, and building codes provide the detailed means for achieving those goals by regulating the types of activities that can be accommodated on a given piece of land and the ways in which buildings may be placed and constructed.

This component identifies the land uses that will support Ravenswood's development goals, with sensitivity to both environmental and social sustainability. It reflects the long-term goals of the community and describes the steps necessary to achieve the community's vision. It also considers current and future market conditions in order to prepare for growth and development proactively. As land is the principal asset of the City and property taxes are a principal revenue source for the City, this Component is critical to all other aspects of the Comprehensive Plan.

Ravenswood covers 1.82 square miles of Jackson County. The City's jurisdictional boundaries include both public and private property use for multiple purposes. These boundaries should accommodate anticipated residents and businesses from regional industry growth related to natural gas extraction and processing. While there is land available for infill development and more compact redevelopment of dilapidated properties, Ravenswood should consider annexation in areas that could accommodate future development. Annexation is a legal process by which land located outside of a municipality is incorporated into its jurisdiction. There are various methods of annexation in West Virginia. City officials, property owners, and all others involved in any annexation discussions should understand the annexation statutes in West Virginia.

New land use designations and configurations are proposed in the future land use map to organize land uses in a more integrated, flexible, and complementary manner. The land use categories previously used in the 1956 and the 1970 updated Comprehensive Plan are based on an older approach to planning. Revised land use categories should reflect the mix of traditional development in Ravenswood as well as contemporary sustainable development practices. The recommended land use categories are: open space, agricultural, civic and cultural, low density residential (3 du/acre), moderate density residential (9 du/acre), high density residential (15 du/acre), commercial, industrial, and mixed use. Flood plain and Historic District



boundaries should be considered for overlay districts with more ridged and particularized requirements in the zoning ordinance.

Before land use controls can be implemented or updated, this comprehensive plan must be adopted. After the adoption of the comprehensive plan, the City

can take steps to update the zoning ordinance and develop other land use regulations, if necessary. Specifically, updating the zoning ordinance consistent with the comprehensive plan may be an important initial implementation step for the City. The City should also ensure that zoning updates are compliant with Chapter 8A of the West Virginia Code which was enacted in 2004. When updating the zoning ordinance, the goals and overall vision of the community should be considered when establishing the types of districts, the uses permitted in the various zoning districts, and incorporation of any aesthetic or design guidelines.

Community design, which can include design guidelines in a zoning ordinance, allows a municipality to develop utilizing certain design criteria, such as façade improvements or a particular style of public signage. Community design might be influenced by the past, or it might focus on a new design and development pattern to change the way the community looks and operates. Ravenswood should analyze community design concepts when reviewing and updating the zoning ordinance.

Goal 1: Develop Effective Land Use Strategies

1. **Objective** - Review and revise land use policy and regulations on a five-year schedule, or more frequently in response to situational changes.

1.1 **Action Step** - Update the Zoning Ordinance for consistency with the 2017 Comprehensive Plan.

- The Planning Commission, with assistance from the Board of Zoning Appeals, reviews and evaluates the existing Zoning Ordinance and makes recommendations to City Council for any amendments to the zoning ordinance.



- The WVU Land Use and Sustainable Development Law Clinic could be a resource to help draft a revised Zoning Ordinance.
- Planning Commission with the City Council completes a “Study and Report on Zoning” prior to making substantial amendments to the zoning ordinance.
- City Council holds public hearings and considers the adoption of the revised Zoning Ordinance.

2. **Objective** - Develop land use policies and zoning regulations that fit contemporary development practices, preserve existing neighborhood character, and incorporate community design concepts.

2.1 **Action Step** - Consider drafting a zoning overlay district in collaboration with the Historic Landmarks Commission to preserve neighborhood character in the Historic District.

2.2 **Action Step** - Draft a low-density residential zoning district that preserves existing modern suburban neighborhood characteristics.

2.3 **Action Step** - Continue aesthetic improvements and develop unified themes and signage for welcome signs, businesses, and neighboring historic districts.

- Engage WV State University Extension faculty in beautification efforts.
- Develop partnerships between the City’s Parks and Recreation Commission, volunteers, and RHS art department students and teachers.

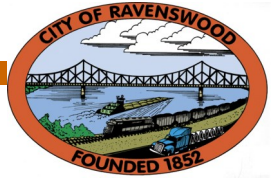
3. **Objective** - Incentivize infill development.

3.1 **Action Step** - Increase density or intensity of use through land use designation and zoning.

3.2 **Action Step** - Consider development incentives such as tax relief or infrastructure improvements.

3.3 **Action Step** - Employ BAD Building program techniques to clear and/or acquire blighted properties for redevelopment.

3.4 **Action Step** - Pursue public/private redevelopment partnerships.



4. **Objective** - Pursue annexation of adjacent unincorporated areas in Jackson County, West Virginia.

4.1 **Action Step** - Complete necessary research and understanding for annexation proceedings.

- City staff conducts a financial cost-benefit analysis to assess how property taxes and public service costs will be affected by annexation.
- City staff contacts affected property owners to initiate negotiations and assess interest.
- City staff makes a recommendation to the City Council.
- City Council decides whether to pursue annexation.

4.2 **Action Step** - Pursue annexation through a minor boundary adjustment.

- Majority of both qualified voters of territory and freeholders of territory petition the City Council for annexation.
- City Council reviews conditions and votes on petition for annexation.
- City Attorney draws up the new city limit boundaries when approved.
- City staff enters facts in the City record and forwards certificate to the County.
- County Commission considers and decides on the annexation request.

4.3 **Action Step** - Pursue major annexation through an election process, when necessary.

- A petition by five percent or more freeholders of the municipality desiring to have territory annexed is required.
- Petitioners post a surety bond to pay the election cost.
- Officials order vote by qualified municipal voters and qualified voters of the additional territory.
- Officials hold election, and majority of legal votes cast in both the city and additional territory must favor proposed annexation.



Figure 3: Existing Land Use Map

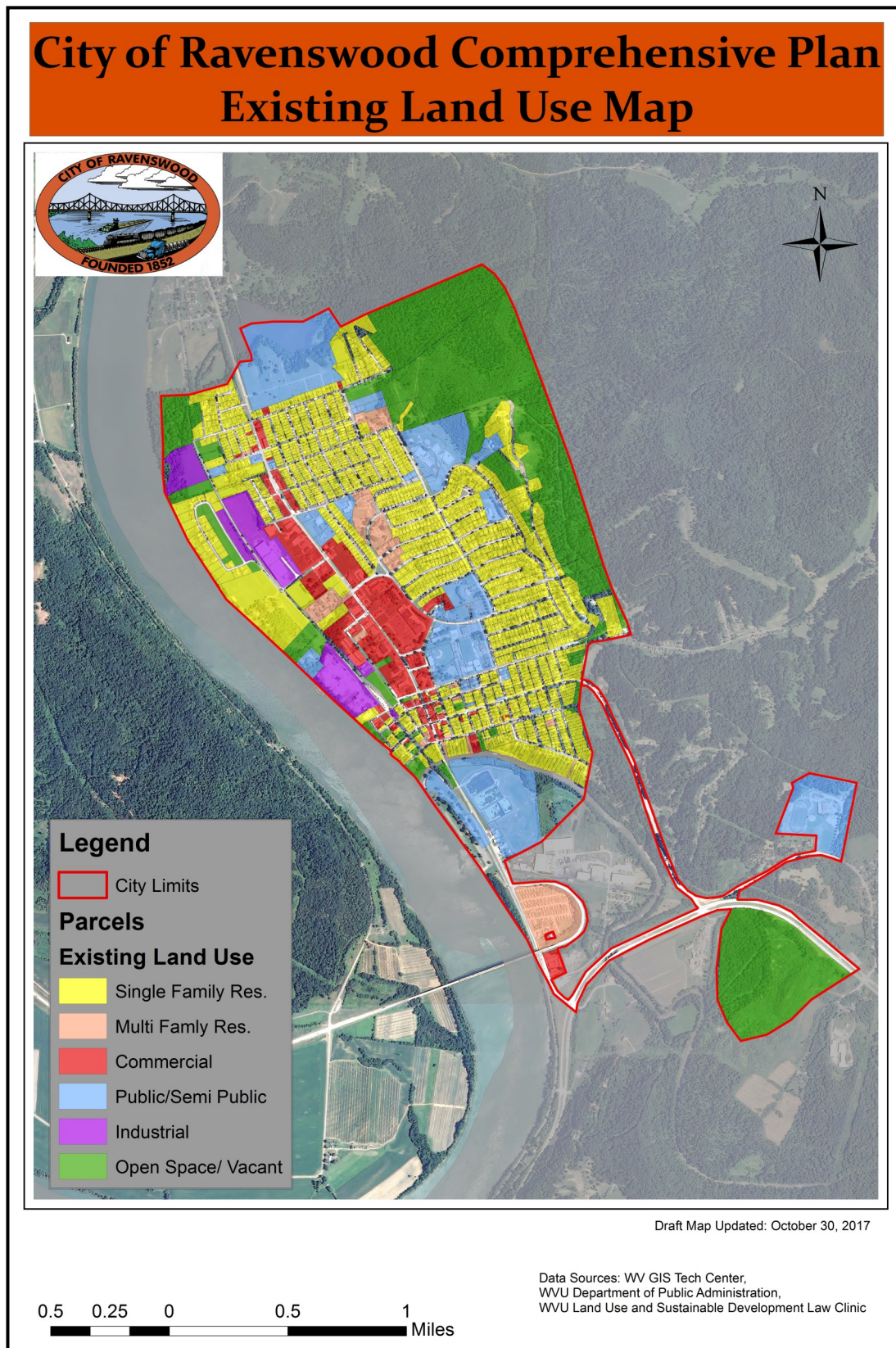
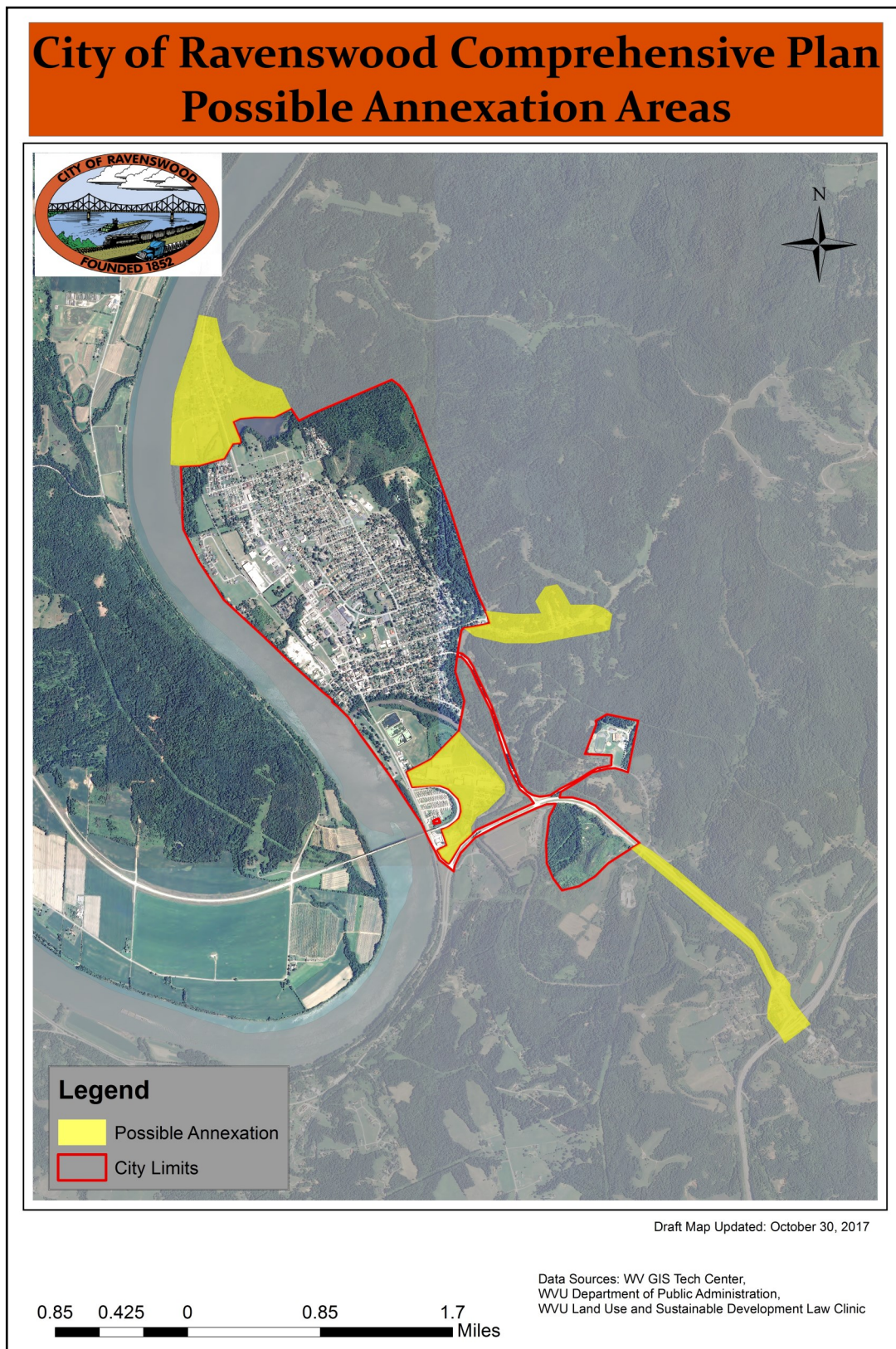


Figure 4: Proposed Annexation Map



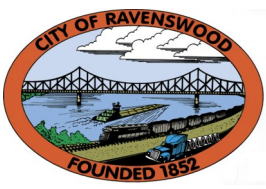
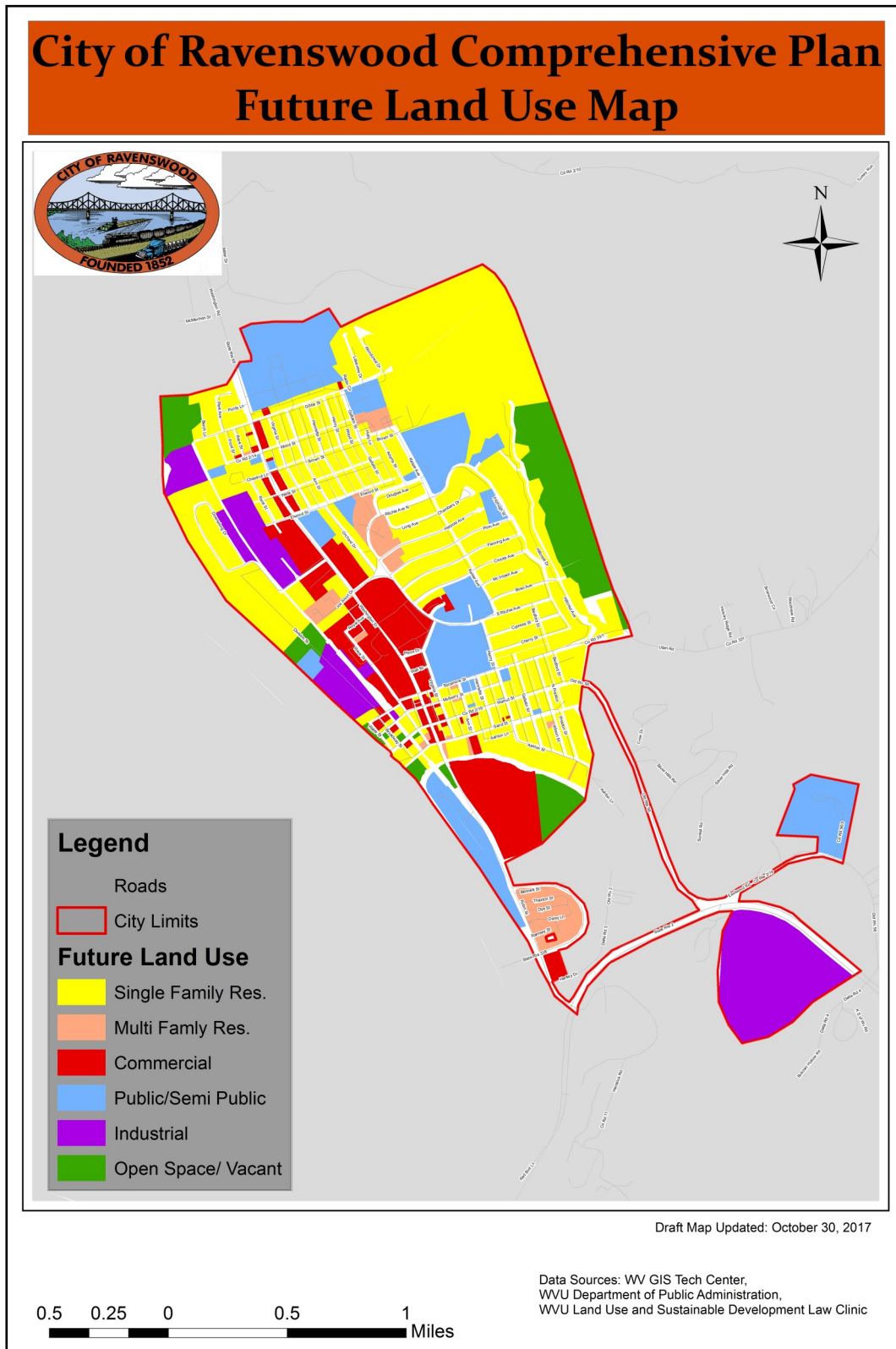


Figure 5: Future Land Use Map



Economic Development Component

Community economic development (CED) is a multidisciplinary approach that blends economics with a participatory process, considering both regional and local assets to address a community's economic needs. CED requires that communities think beyond short-run economic growth and consider the sustainability of their policy decisions. CED emphasizes the community's role in designing and pursuing its economic future and sustaining progress.

Effective CED recognizes the interaction between economic assets (space, resources, and markets) and socio-political assets (culture, institutions, and decision-making capacity). Contemporary approaches emphasize the importance of local markets, reducing imports, and promoting innovation and entrepreneurship. Development builds on the region's human and social capital, technological innovation, and local amenities. The success of CED is driven by relationships across the region as businesses, development entities, and the community at large learn and work together to achieve collective goals.

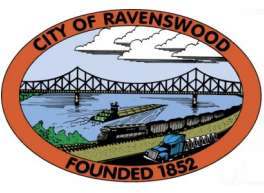
Ravenswood has experienced a decline in industrial employment in recent decades. Employment losses, the transition from a manufacturing to a service economy, and an aging population contribute to reduced household incomes. Fortunately the community's strong "blue collar" tradition also serves as an asset, contributing to the industrial skillset and work ethic of the area's workforce. Actively engaging local institutions of higher learning along with potential regional employers could improve workforce training opportunities for residents.

Ravenswood has several locational assets that place it in a prime position for economic development and redevelopment activities. The City is easily accessible by interstate and U.S. and State highways. Additionally, Ravenswood's central location in the state's Polymer Alliance Zone puts the community in a strategic location to take advantage of recent developments in the natural gas industry. Ravenswood also is unique in West Virginia in that it has relatively flat terrain, much of which is outside the Floodplain and conducive to development.

However, residents and leaders alike must realize that if they want to guide the future development of their community, they cannot rely solely on outside investment. Small business development should be encouraged through the creative use of incentives that recognize these economic actors' unique contributions to the community. These incentives should be directed at both basic goods and service businesses and tourism-oriented businesses that leverage Ravenswood's many historic and recreational resources.

In support of both types of business development, large industry and small business,





Ravenswood can transform brownfield sites. Abandoned or dilapidated buildings can be redeveloped, revitalized, and adaptively reused. The former Cope's Grocery Store, the old Kaiser dump, a former dry cleaner, the former Ravenswood Glass Novelty Company factory, the Hartley Oil building, various buildings on the former Kaiser Aluminum property, and the sewage treatment facility are all potential brownfields redevelopment and remediation sites due to the use of chemicals, metals, minerals, or bio-hazardous materials that threaten public safety or environmental health. Similarly, the historic Caldwell building, a variety of other historic downtown buildings, and the historic Lock Master's House are dilapidated but could be beneficial to Ravenswood, if renovated.

The City should work with various groups including the Jackson County Chamber of Commerce, the Jackson County Development Authority, and other business and economic development groups, to develop a diverse strategy for bringing in new businesses and retaining and expanding existing businesses.



For small businesses either in operation or potential new businesses, the City should encourage programs like a business incubator to utilize existing vacant space. The City should incentivize opening new businesses in Ravenswood's vacant space with reduced rent or reduced tax burden for a certain period.

The City should also work with the Ravenswood Development Authority to adaptively reuse and redevelop properties. Redevelopment could be geared toward new housing units, attracting new businesses, or expanding space for existing businesses.

Goal 2: Encourage an Economic Development Strategy that Grows Ravenswood's Employment, Wages, and Business Operations Tax Base

1. **Objective** - Increase the number of employers.

1.1 **Action Step** - Develop active partnerships with regional development entities.

- Working with the Jackson County Development Authority, Region V Planning and Development Council, and Polymer Alliance Zone to actively recruit skilled laborers.

2. **Objective** - Take advantage of natural gas and associated industry expansion.

2.1 Action Step - Engage in targeted industry recruitment efforts.

- Begin with Odebrecht, Antero, and Range Resources and other similarly situated companies.

2.2 Action Step - Maintain ongoing communication with key development players, including the WV Development Office.

2.3 Action Step - Advocate for education and workforce training programs with current and future employers, and local higher education institutions.

2.4 Action Step - Work with technical schools and local community colleges to provide the skills that will give Ravenswood and the surrounding areas a workforce that can attract business.



3. Objective - Market and brand Ravenswood as an attractive destination for developers and businesses.

3.1 Action Step - Work with marketing and branding experts that will develop a comprehensive branding and marketing approach.

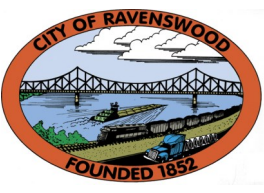
3.2 Action Step - Identify specific areas for future business/industry recruitment or expansion.

3.3 Action Step - Identify and inventory available properties for development.

3.4 Action Step - Develop City and regional marketing materials (electronic and hard copy) with special emphasis on available property, community and industry amenities, and incentives.

- Emphasize accessibility to Interstate 77 and proximity to urban centers in West Virginia and Ohio.

4. Objective - Create and employ incentives for property development.



4.1 Action Step - Modify existing local tax language, when permitted by state law, to include opportunities for local exemptions, including where vacant properties are utilized.

4.2 Action Step - Analyze the advantages and disadvantages of applying for the Home Rule Pilot Program especially in relation to providing incentives for property development.

4.3 Action Step - Coordinate with county and state development authorities on development incentive programs including “Five-for-Ten” and the Economic Opportunity Credit.

4.4 Action Step - Explore legal avenues to claim previously improved, but underutilized or vacant properties.

- Use the WV LEAP Toolkit developed by the WVU Land Use Law Clinic.

5. **Objective** - Retain existing businesses and employers.

5.1 Action Step - Conduct a formal business retention and expansion (BR&E) plan to determine the needs of current employers in the community.

- Utilize a neutral, third party company to create the plan.

6. **Objective** - Increase the number of local businesses.

6.1 Action Step - Employ economic gardening strategies.

- Develop active partnerships with regional business networks, including the Jackson County and Mid-Ohio Valley Chambers of Commerce and the Jackson County Development Authority.

6.2 Action Step - Promote entrepreneurship.

- Encourage use of state technical assistance programs.
- Host crowd-funded entrepreneurship events.
- Encourage the development of K-12 level entrepreneurship programs in Jackson County.

- Offer City-owned vacant space as a temporary space for start-up businesses.

7. **Objective** - Reduce economic leakages.

7.1 **Action Step** - Conduct a market analysis and community surveys to determine retail needs, interests, and willingness to support local businesses.

- Pay special interest to the needs of retirees and fixed income residents.
- Target basic goods, services, and dining options.
- Explore opportunities for small specialty stores and alternative food outlets, including farm consignment.
- Create or adopt a “buy local” campaign to increase awareness of local retail options in the community.

8. **Objective** - Conduct employer and business recruitment.

8.1 **Action Step** - Research the demand for housing, commercial, retail, and industrial uses. Include the demand for businesses such as healthcare, technology, law, retail, insurance, and other basic goods and services.

8.2 **Action Step** - Contact The West Virginia Department of Commerce, Jackson County Chamber of Commerce, and the Jackson County Development Authority for information on market demand for business.

8.3 **Action Step** - Apply for grant funding from the U.S. Economic Development Administration for market feasibility studies.

9. **Objective** - Revitalize the downtown district and adjacent neighborhoods with increased tourism and visibility as a goal.

9.1 **Action Step** - Establish revitalization districts, prioritizing areas eligible for community devel-





opment and historic preservation funding.

9.2 Action Step- Develop and adopt mixed-use zoning districts to incentivize redevelopment and revitalization (see *Land Use Component*).

9.3 Action Step- Participate in the Main Street Program mentoring, capacity building, and technical assistance programs.

- Apply for OnTrac status with the West Virginia Department of Commerce Main Street Program.
- Seek funding and technical support from OnTrac/Main Street programs.

Preferred Development Areas

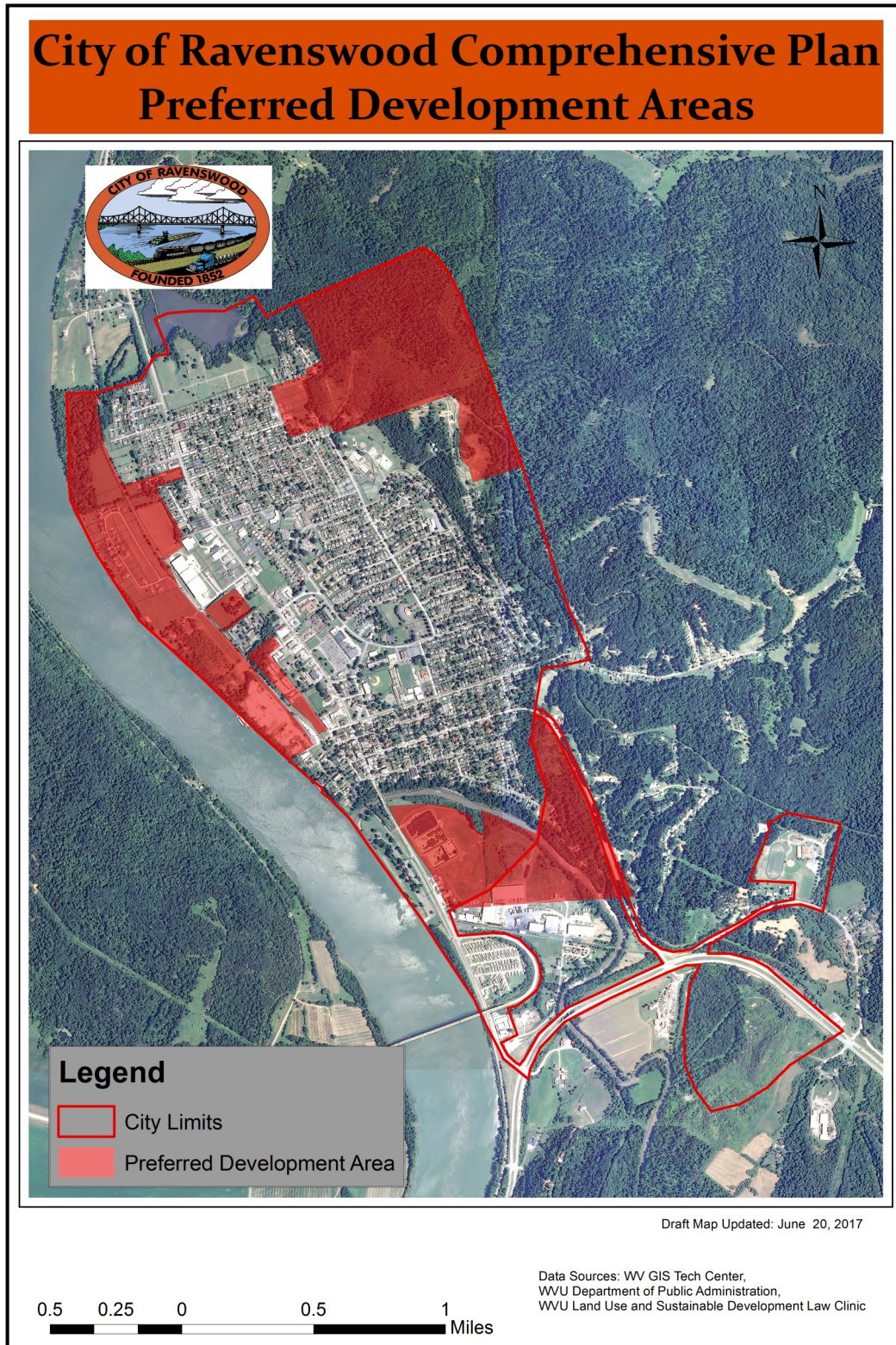
Areas preferred for future development include along the riverfront north of the park; the southern part of the City, especially near the sewer lagoon; and the largely undeveloped northeast corner of the City. All of these areas are either serviced by or close to existing water and sewer lines, and all of the areas are accessible (See Figure 6).

The area along the river is ideal for certain kinds of development; however, this area is within the floodplain, and so any development would need to conform with Ravenswood's Floodplain Ordinance. As a result, this area may not be ideal for residential or commercial development.

The same concerns apply to the development area identified in the southern portion of the City, near Sandy Creek. This sewer lagoon is nearby, making this area a less than desirable development site until the sewer lagoon is removed. The land is flat, easily accessible, and has the potential to be developed in a manner that mitigates flood damage concerns.

Lastly, the largely undeveloped northeast corner of the City has a higher gradient than much of the City, but does not appear to contain steep slopes (>15%). This area is out of the floodplain and, therefore, should be the focal point of future residential development in Ravenswood. Beyond these areas, the City should also encourage infill development in existing neighborhoods where there are large lots or where a dilapidated structure has been demolished.

Figure 6. Preferred Development Areas Map





Parks, Recreation, and Tourism Component

Parks are areas designed for either passive enjoyment or active use. They may include natural areas or developed areas with designed landscapes and pavement, seating, buildings and structures, and sporting facilities. This component will focus on developing areas for active recreational use and tourism opportunities. Meanwhile the Conservation of Open Space Component will focus on natural areas that may also be used for passive recreation, such as hiking, fishing, and bird watching, or for conservation purposes.

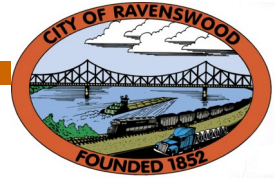
Park areas and recreation services are important contributors to community quality of life through aesthetic beauty and resulting community pride, environmental protection, and opportunities for active lifestyles and social interaction. Human interactions with nature are also proven to increase mental and emotional health. Parks and recreation opportunities often encourage tourists to visit the community. Together, these benefits improve property values and the community's marketability.



City of Ravenswood parks and recreation facilities include Riverfront Park, North Park, Treasure Island Park, Veteran's Park, and the soccer fields. Worth noting, some of these facilities, such as basketball courts and playing fields that involve shared community use, are maintained by the school district or nonprofit organizations.

City-owned parks and facilities are overseen by the Parks and Recreation Commission (PRC) with support from the Maintenance Department. It is vital that the PRC members and the Maintenance Department staff work closely to maintain an effective management team. Professional staff should be responsible for parks and recreation planning, budgeting, and service operations. Resident and/or user fees and property tax allocations must be sufficient to support administration and operations, even if grants and other charitable resources assist with construction or improvements. The City of Ravenswood should also consider partnerships with both for-profit and nonprofit service providers to maintain or enhance recreation opportunities.

One idea that encourages both recreation and tourism is the possible development of a park at Council Bluff, near the end of Sand Street. A pedestrian bridge could be developed across Sandy Creek to the edge of Riverfront Park. Other amenities in this area should be considered: interpretive signage and a monument to honor George Washington's campsite and council with Native Americans.



Special events serve to bring the community together and also to attract tourists. Several events have been discussed, including a Civil War Riverfront Reenactment, a diabetes run in the city, and reviving the riverboat race on the Ohio River. Events such as these take time and resources to plan. Positive coordination between City and event officials, who are often volunteers, can greatly improve the likelihood that events are successful.

Goal 3: Increase and Enhance Tourism and Recreation Opportunities

1. **Objective** - Improve aesthetics and expand waterfront amenities along the Ohio River and Sandy Creek.

1.1 **Action Step** - Install temporary aesthetic enhancements to screen the sewage lagoons until relocation is completed.

- The Ravenswood Parks and Recreation Commission works together with the Ravenswood High School art department and with DHHR to coordinate art projects to be used to screen the lagoon.

1.2 **Action Step** - Develop a marina and create water trail infrastructure.

- Relocate the sewage treatment facilities.
- Develop an RFP for public-private development of waterfront properties, including hotel and mixed uses but sensitive to and consistent with floodplain regulations.

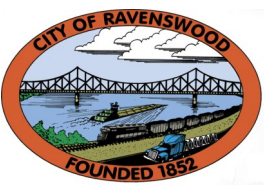
1.3 **Action Step** - Identify adaptive reuse strategies for historic properties.

- Prioritize the Lock Master's House along the Riverfront and the Caldwell Building – NYA Hall Community Building.

2. **Objective** - Increase visibility and visits from tourists.

2.1 **Action Step** - Develop regional tourism marketing efforts and partnerships.

- Work with Jackson County Chamber of Commerce and the Ripley Convention and Visitors Bureau (CVB).
- Network with other river towns (Pomeroy, OH, and Point Pleasant, WV), local parks (Buffington Island Memorial Park and Forked Run State Park), and regional tourism organizations (First Frontier Ohio River Heritage Trail).



- Develop special events to attract tourists.

3. **Objective** - Improve the amenities at Riverfront Park.

- 3.1 Action Step - Partner with appropriate permitting and administrative authorities to renovate the boat docks for better access to the Ohio River.
- 3.2 Action Step - Continue construction of the wellness path and connect park to the soccer fields behind the water treatment facility.
- 3.3 Action Step - Renovate the bathroom and replace the water fountains.
- 3.4 Action Step - Continue to renovate the Lock Master's House.

4. **Objective** - Develop the Ferry Landing Water Trail Station at the end of Walnut Street.

- 4.1 Action Step- Establish a collaborative project approach between the Parks and Recreation Commission and the Ravenswood Development Authority.
- 4.2 Action Step - Construct a dock or put-in area for non-motorized boats on the Ohio River at the old ferry landing site.
- 4.3 Action Step - Construct a small parking area and remove excess pavement.
- 4.4 Action Step - Install interpretive signage that explains the historic ferry use at the site and the flood markings on the tree bark.
- 4.5 Action Step- Obtain technical assistance for project design and implementation plans from West Virginia University faculty and students.
- 4.6 Action Step- Recruit volunteer assistance for grassroots marketing, riverfront clean-up, and small scale construction activities.

5. **Objective** - Raise sufficient revenues to support parks and recreation capital improvements,



maintenance, administration, and program operations.

5.1 Action Step - The PRC and Ravenswood Development Authority (RDA) should co-fund projects and programs.

- Seek private donations and grants.
- Host fundraising events.



- Charge minimal fees for certain services for parks programs and organizational use of facilities.
- Explore creating a Parks and Recreation Trust Fund.

5.2 Action Step - Develop and maintain an effective parks and recreation services management team.

- Maintain the PRC for parks and recreation planning, administrative oversight, and independent financial management.
- Actively engage citizens in planning for parks and recreation services.

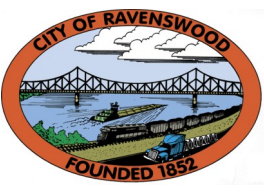
6. **Objective** - Preserve and enhance cultural heritage in Ravenswood for future generations, while strengthening civic pride in the community.

6.1 Action Step - Restore and adaptively reuse key historic buildings in a manner that preserves their historic integrity.

- Ensure the projects serve both residents and potential tourists.

6.2 Action Step- Create partnerships with owners, the BAD Buildings Program, the Historic Landmarks Commission, the Ravenswood Development Authority, the Jackson County Historical Society, local historian(s), or the Chamber of Commerce based on the needs of each project.

6.3 Action Step- Create budgets and seek funding/grants for each project.



6.3 Action Step - Increase civic engagement with the projects through outreach, education, and volunteer opportunities.

6.4 Action Step- Work with engineers to ensure buildings with public access are ADA compliant.

6.5 Action Step- Incorporate buildings into historic tour (see below) and add appropriate signage or markers.

6.6 Action Step - Develop historic and cultural sites as usable community space.

- Prioritize development of the Old Ferry Landing (Walnut Street), and the campsite of George Washington (Sand Street).

6.7 Action Step- Build trust with transparent communication between all stakeholders and the general public.

6.8 Action Step- Utilize community volunteers for clean-up and transformation of sites, therefore capitalizing on strong, positive citizen feelings towards the sites and increasing civic engagement.

7. **Objective** - Attract regional tourists to the revitalized historic Ravenswood district.

7.1 Action Step - Create Historic Ravenswood walking and/or driving tour(s).

- Select historic buildings and sites that are of interest to both residents and potential tourists.

7.2 Action Step- Determine the best route and alternatives.

7.3 Action Step- Determine method of conveying information (cell phone tour, downloadable PDF, brochure, interpretive signage at each stop, etc.). Create interpretive and/or way-finding signage

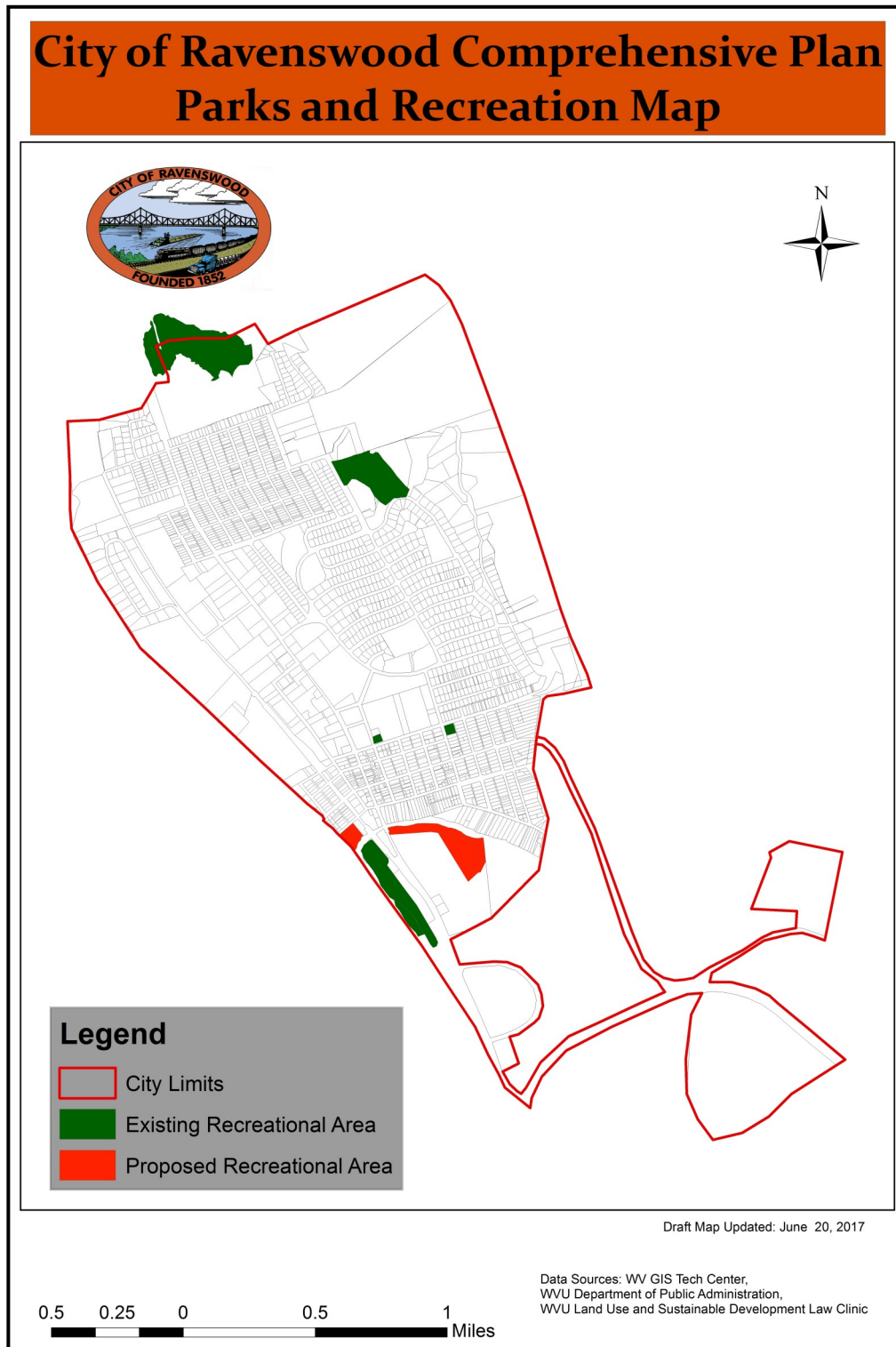
- Write descriptions for each site.

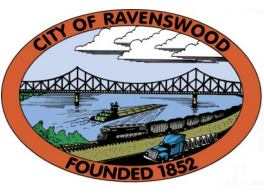
7.4 Action Step- Construct pedestrian facilities, including sidewalks, where needed.

7.2 Action Step - Develop and implement a targeted marketing campaign for the tour and sites through local, regional, and heritage tourism organizations.

- Make sure to include CVB and Chamber of Commerce.

Figure 7. Parks and Recreation Map





Public Facilities and Services Component

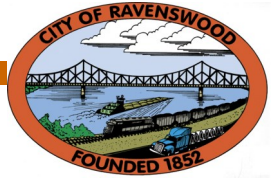
Public facilities and services can have a huge impact on the community's quality of life and can greatly dictate its future growth and development. This Component will focus on water, sewer, and solid waste management, as these are the primary services provided by the City of Ravenswood.

The majority of Ravenswood residents and businesses receive water from the municipal Water Department, which draws its water from wells. Regulation of public water systems is vested at the state level, with federal oversight from the Environmental Protection Agency. While Ravenswood's water system experienced water quality concerns in the past, resulting from a dry cleaning business, the state's Department of Environmental Quality successfully remediated the contamination. The water treatment system meets current demand but may not have the capacity to accommodate any growth in the area.

Sewer systems are often designed to handle wastewater from buildings and rain runoff from streets and other paved areas. In Ravenswood, both wastewater and runoff water flow into the same sewage pipelines, and the system is designed to overflow during high levels of precipitation. This means that on occasion, untreated sewage is discharged as effluent into Sandy Creek. To avoid this problem, wastewater and runoff systems can be separated and/or the treatment facility can be redesigned to ensure a minimum of secondary treatment of all effluent.

Some portions of both water and sewage lines in Ravenswood were constructed between 80 and 100 years ago. The need to resolve increasing maintenance issues is dire as sections of pipeline fall into disrepair. When other capital improvement projects such as streets and sidewalks are repaired, proximate sections of the water and sewer systems should be repaired or replaced as well.

Municipal solid waste, more commonly known as trash or garbage, includes everyday items that are thrown away, some of which are toxic and environmentally unsafe. Solid waste is collected by the Maintenance Department, taken to a transfer station, and moved to a landfill in Ohio. Because all forms of waste disposal carry a cost, current practices focus on reducing, reusing, and recycling. The City of Ravenswood currently does not provide recycling services. To both reduce solid waste management costs and improve the percentage of waste that is recycled, many municipalities contract with private companies that can provide these services at a lower cost through economies of scale. A cost-benefit analysis should be conducted to inform the decision regarding whether and how to implement a recycling program.



Capital Improvement Program

The town should develop a Capital Improvement Program (CIP). A CIP will help identify the means of financing, prioritize projects, and develop a timetable for the repair of existing municipal infrastructure including roads and sidewalks. When working on either repairs or new sidewalks, the town should ensure that the sidewalks are accessible to the fullest extent possible.

Goal 4: Provide Quality Public Services and Facilities

1. **Objective** - Ensure that the wastewater treatment facility complies with all federal and state regulations.

1.1 Action Step - Relocate treatment to a new, self-contained facility downstream from the existing location.

1.2 Action Step- Obtain technical assistance from Region 5, Appalachian Regional Commission (ARC), and the Mid-Ohio Valley Regional Council in Parkersburg.

1.3 Action Step- Obtain funding from the Environmental Protection Agency and Appalachian Regional Commission.

1.5 Action Step- Issue a municipal bond to fund the project.

1.6 Action Step - Reduce sewer system volume by requiring low-flow fixtures in new installations and replacements.

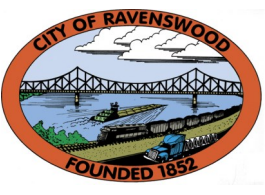
2. **Objective** - Separate the combined wastewater and stormwater systems.

2.1 Action Step - Obtain stormwater permits from the appropriate permitting authorities.

2.2 Action Step - Complete an engineering study to confirm which lines need replaced.

2.3 Action Step - Obtain technical assistance from Region 5 of the Appalachian Regional Commission and the Mid-Ohio Valley Regional Council in Parkersburg.

2.4 Action Step - Obtain funding from the Environmental Protection Agency and Appalachian Regional Commission.



2.5 Action Step - Issue a municipal bond to fund the project.

3. **Objective** - Ensure sufficient capital improvement and operating budgets for the Water Department.

3.1 Action Step - Consider adjusting the water rate according to Water Department budget analysis and recommendations.

- Obtain approval from the State Public Service Commission for any rate increase.

3.2 Action Step - Develop Capital Improvement Program (CIP).

4. **Objective** - Replace or repair dilapidated water delivery lines.

4.1 Action Step - Complete an engineering study , inventory, map, and to confirm which lines need replaced.

4.2 Action Step- Obtain technical assistance from Region 5 Planning and Development Council and the Mid-Ohio Valley Regional Council in Parkersburg.

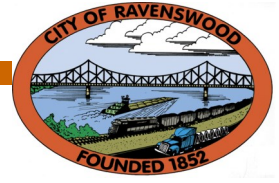
4.3 Action Step- Obtain funding from the Environmental Protection Agency and Appalachian Regional Commission.

4.4 Action Step- Consider issuing a municipal bond to fund the project.

5. **Objective** - Improve solid waste management services to include curbside recycling.

5.1 Action Step - Conduct a cost-benefit analysis for outsourcing recycling services.

- Examine results of the analysis to see if outsourcing proves to be more economically feasible.
- If it is more economical, initiate the RFP/RFQ process.



Safety and Health Component

Public health and safety are important issues to consider in comprehensive land use planning. A high quality of life makes a community attractive to both residents and businesses. While not all issues are under the purview of municipal government, many can be addressed through advocacy and collaboration. Regarding community health and safety, the City has identified issues and opportunities with healthcare and wellness, emergency preparedness, promoting healthy lifestyles, and safety concerns with dilapidated housing. Most of the ideas to address these issues were designated a low priority at this time and have been placed in the “parking lot.”

Community members noted a need for more healthcare providers and partnerships with hospitals and clinics to create programs for improving wellness. Improved communication with the elderly and youth about health issues is needed in the community. Community members also reported a serious substance abuse problem in Ravenswood, including use of methamphetamines, heroin, and prescription painkillers.

Community stakeholders have noted the lack of an emergency response and preparedness plan—something that is required by the federal Department of Homeland Security. The City should develop protocol for responding to emergencies by working with applicable agencies and organizations, including the police and fire departments and the Jackson County’s Emergency Services department. Addressing these issues will require coordinated efforts between Ravenswood’s public safety agencies, health-oriented government agencies, service providers, and other law enforcement and emergency response agencies.

The City can promote healthy lifestyles in a number of ways, such as developing and maintaining routes for safe bicycling and pedestrian travel. Funding sources for developing walkways, bicycle lanes, or trails might include the Safe Routes to School program and other alternative transportation or recreational sources.

Abandoned and dilapidated structures were also identified as being a huge safety concern in Ravenswood. Not only it is a concern from a health and safety standpoint, but these structures can further drug use and are eyesores that stymie redevelopment, growth, tourism, and investment.

Goal 5: Make Productive Use of Brownfields and BAD Buildings

1. **Objective** - Develop partnerships with redevelopment stakeholders.

1.1 **Action Step** - Develop relationships with possible development partners, including industrial, commercial, and housing builders.



2. **Objective** - Identify potential redevelopment properties using the “Decision Enhancer Tool” provided by the Northern Brownfields Assistance Center (NBAC).

2.1 **Action Step** - Update the inventory of all abandoned and dilapidated properties in Ravenswood.

2.2 **Action Step** - Determine each property’s characteristics, including parcel size, building density, parking availability, property owners, parcel addresses, and potential liens.

- Include information about land use, zoning, and real estate considerations, such as capitalization rates and energy uses.
- Explore potential environmental contamination and impacts including USTs, and contaminants including asbestos and lead.

2.3 **Action Step**- Determine feasibility of site acquisition and control.

2.4 **Action Step**- Contact WVDEP for information about contamination or to conduct contamination assessments.

3. **Objective** - Determine end-use goals for renovated or remediated properties.

3.1 **Action Step** - Determine feasible reuses for each property.

3.2 **Action Step** - Consult Ravenswood residents to seek community consensus on best end-uses.

3.3 **Action Step** - Contract with the West Virginia Community Development Hub to conduct dialogues on specific redevelopment projects to educate and help create consensus among residents and stakeholders.

4. **Objective** - Acquire properties for redevelopment or adaptive reuse, especially into more housing units.

4.1 **Action Step** - Continue negotiations with property owners to donate the property, renovate the property, or sell the property for redevelopment purposes.



4.2 Action Step - Acquire funding for brownfields projects from resources such as USDA Rural Development and the EPA.

4.3 Action Step - Consider issuing municipal bonds or creating TIF districts.

- Home Rule Authority is needed. Currently, only Class I and II Municipalities and Counties are enabled to create TIF districts.

4.4 Action Step - Acquire funding for BAD building redevelopment projects from resources such as the West Virginia Preservation Alliance, the Ross Foundation, Brickstreet Foundation, Parkersburg Area Community Foundation, Sisters of Saint Joseph Charitable Trust, USDA Rural Development, and the West Virginia Housing Development Fund.

4.5 Action Step - Use eminent domain if all other options fail.

5. Objective - Complete redevelopment projects through the RDA or partnerships with other developers.

5.1 Action Step - Finalize contracts, funding, environmental remediation (if required), and renovation plans.

5.2 Action Step - Complete Phase 3 Environmental Site Assessment, remediation or feasibility studies, and site redevelopment.



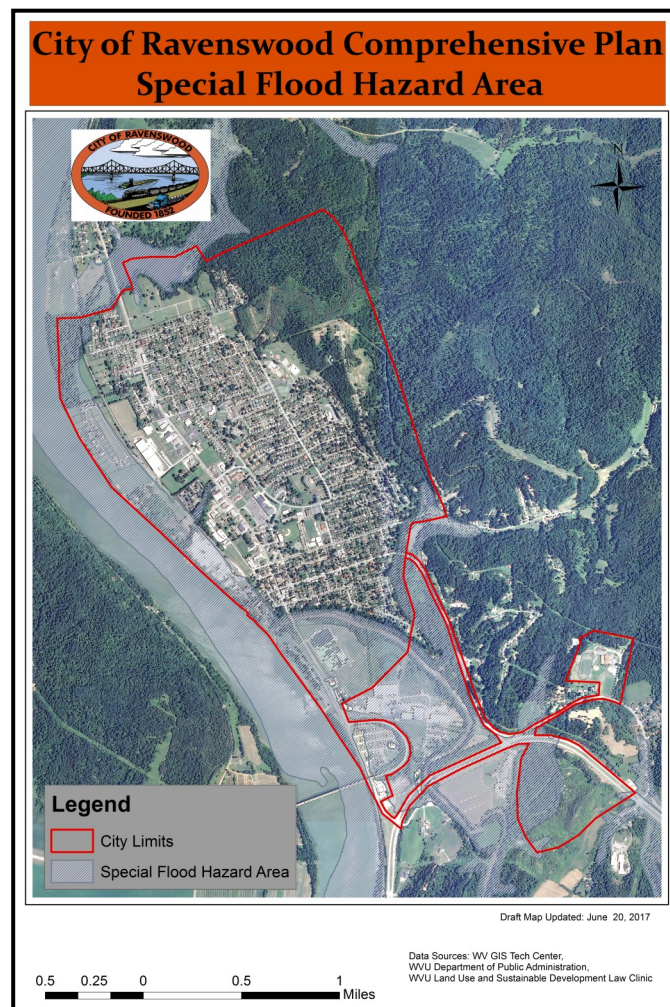


Constraints on development

The City of Ravenswood sits at the confluence of the Ohio River and Sandy Creek. A significant portion of Ravenswood lies within the Special Flood Hazard Area (AKA “100 Year Floodplain”) (See Figure 8). Not only does this area exhibit a higher likelihood of flooding, but it also requires property owners who have a federally-backed mortgage to pay flood insurance on their property. While a property owner is permitted to develop in the floodplain, there are additional restrictions and regulations that need to be followed. The City should encourage development outside of the floodplain, but should also understand and encourage structures to be built in the floodplain in a way that minimizes the risk of damage to person or property.

In regards to subsidence areas, a review of the United States Geological Survey karst map shows that there are no karst formations in Ravenswood or Jackson County. Even though there are no karst formations found in Ravenswood, there might be soils that are not ideal for development. Property owners should consult with an engineer or soils scientist if any question as to the suitability of soils for development arises.

Figure 8. Special Flood Hazard Area Map



Housing Component

The overall goal of the Housing Component is to increase the adequacy and affordability of housing for all residents, in light of both existing and anticipated needs. Housing is not only a personal need and a key component of a community's quality of life, but also a source of municipal revenue with potential to improve economic development. The adequacy of housing is determined by evaluating whether the community includes diverse forms of housing that accommodate a range of income levels, ages, and lifestyles. Meanwhile, the affordability of housing is gauged by housing costs, including utilities, with respect to occupants' gross income. All housing should be well maintained, safe, and accessible. Many of the issues related to housing identified by Ravenswood have been deemed low priority at this time and have been reserved in the "parking lot" to be revisited as the community reviews and updates this plan.

Adequacy of Housing

As of the 2012 US Census, Ravenswood's housing stock consisted of 1,887 units. Less than 10% of housing in Ravenswood was vacant. Owner-occupied units amounted to 62% of all housing, with the remaining 38% occupied by renters. A total of 65% of units are single-family detached homes, most of which are relatively large and built on large lots. Other types of housing units in Ravenswood include townhouses, trailer parks, low-income housing, duplexes, and senior housing facilities.

While Ravenswood offers a diversity of housing types in general, the City does not have much diversity for owner-occupied housing. The City should improve the availability of housing types that are desirable to young adults, childless couples, and empty nesters in light of the City's aging population and desire to recruit and retain young adults in the community.

Ravenswood can further plan for its aging population by encouraging assisted living facilities and senior homes. The community can implement the concept of "aging in place" by utilizing social and other systems to support individuals residing in their own home for as long as possible. The City's zoning ordinance should be updated to allow for flexibility for smaller lot size, and mixed-use and multi-family development where appropriate.

Furthermore, Ravenswood's low vacancy rate does not position the community well to accommodate an anticipated influx of workers as the natural gas-related industry develops in the region. Strategies should be put into motion to encourage housing development in Ravenswood to entice regional workers to make the community their home. Tiny





houses, which are homes usually 1,000 square feet or smaller, may offer an opportunity for residents and potential residents to live on some of the smaller lots in Ravenswood. The City would need to consider tiny homes in updating its zoning ordinance if this development is desirable.

Affordability of Housing

Ravenswood has plenty of affordable starter homes. However, the planning commission has identified a possible need for more moderate-level housing (including multi-family housing) in the \$150,000 to \$200,000 range.

Housing Units Needed

Based off of projections that suggest Ravenswood's population will decrease slightly or stagnate, the overall number of housing units needed in the next 10 years will likely be between 50-100, which represents about a 4-6% increase in the total housing stock. This projection takes into account that some housing units will be taken out of supply due to dilapidation, vacancy, or adaptive reuse as a commercial enterprise. Between years 2000 and 2009, 124 housing units were constructed in Ravenswood.

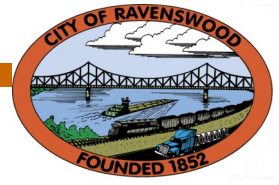
According to the 2015 American Community Survey of 2015, 13.3% of housing units are vacant in Ravenswood. A detailed inventory of abandoned and dilapidated structures, including housing, will give the City a better sense of the number of housing units not in active use and will likely inform the community of how many units may be needed in the next 5-10 years.

Creating diverse options of housing, including tiny homes, moderate level housing and residential units on top of commercial will be advantageous for sustainable future growth and development.



Opportunities for Housing Rehabilitation

Rehabilitation of dilapidated housing should be encouraged to address the availability of adequate and affordable housing. Enforcing the West Virginia State Building Code, in particular the International Property Maintenance Code (IPMC), can enable the community to address abandoned and dilapidated structures and external property nuisances such as inoperable vehicles, rubbish, and tall grass. While demolishing certain residential structures might be appropriate, rehabilitation and redevelopment of residential structures for productive use should be encouraged. Particular attention should be paid to residential structures that are either in the federally designated historic district or have historic qualities and may, at some point, be designated as historically significant.



The City should also encourage the adaptive reuse of some vacant commercial spaces for residential living. A prime example would be on the second and third floors above existing commercial establishments downtown. These units could be turned into lofts, efficiency units, or multiple bedroom apartments. The City's zoning ordinance should permit for this type of adaptive reuse of buildings in certain areas of the city.

Several programs could assist Ravenswood with rehabilitation. The State Historic Preservation Office (SHPO) can work with the community to update and inventory historic structures. SHPO offers grant funding and may be able to help the City identify other sources of funding to preserve historic assets of Ravenswood. Another opportunity, the Housing Development Fund (HDF) has initiated the Property Rescue Initiative (PRI) "to provide cities and counties with resources to acquire and/or remove dilapidated properties from their communities. To be eligible, cities and counties must have the authority to acquire and/or demolish the property and the structures to be razed must constitute a health and safety hazard. Assistance is provided in the form of a loan repayable over a maximum term of seven years." (Source: Property Rescue Initiative Program Guide)

In addition to facilitative planning policy and zoning regulations, the City of Ravenswood will need to leverage partnerships with a variety of housing-oriented entities and funding sources to achieve these goals.

Goal 6: Increase the Availability of Diverse, Accessible, and Affordable Housing

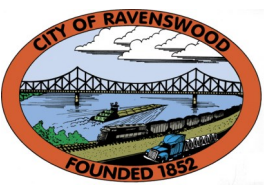
1. Objective - Enable alternative and diverse housing forms.

3.1 Action Step - Draft zoning regulations for moderate and high-density residential development which accommodate small lot homes, townhomes and condominiums, loft style homes, and live-work units for a variety of purposes.

- Consider alternative housing options such as "tiny" homes.
- Encourage certain developments to be "senior" (age) restricted.
- Encourage assisted living facilities and housing for persons with disabilities.

3.2 Action Step - Draft and enable mixed-use development in the zoning ordinance.

- Enable high-density, mixed-use for arterials such as Walnut Street and Washington Street.
- Enable moderate-density, mixed-use for neighborhood collector streets such as Sand Street.
- Enable light industrial mixed-use for transition areas between industrial and residential developments in areas such as Division Street, Downalong Drive, and Race Street.



Circulation and Transportation Component

Transportation is the movement of people and things from place to place; a circulation plan describes the methods by which people and goods are transported from one destination to another. The overall goal is to provide circulation routes for multiple methods of transportation in an efficient, safe, and comfortable manner. To enhance sustainability, circulation planning must consider adjacent land uses, both existing and projected. For the best outcomes, distances between residential areas and other destinations should be reduced while providing transportation alternatives to single occupancy vehicle trips. Improvements to circulation for all modes of transportation can increase both livability and property values while reducing transportation costs.

The City should continue to make the repair and maintenance of the roads a priority. This work includes repairing potholes, creating and updating sidewalks, marking pavement where needed, and making sure all streets have proper signage. The City should ensure that all pedestrian pathways are ADA compliant and that various amenities are connected with safe pedestrian and bicycle routes to promote non-motorized travel within the City, including the installation of bike racks at various points.

Roadway categories include major arterials, secondary or minor arterials, collector streets, residential streets, cul-de-sacs, and alleys. In some cases, navigable waterways may be included in circulation plans. Complete Street design accommodates infrastructure for motorized vehicles, bicycles, and pedestrians in an intermodal or compatible manner that is safe for all modes of transportation. The majority of roadways in Ravenswood are very flat and wide, which is somewhat of an anomaly in West Virginia. These attributes afford optimal opportunities for complete street design with minimal need to acquire additional public right-of-way.

Circulation infrastructure can be designed for either shared or separate surfaces, paved or otherwise. Transportation infrastructure can include associated amenities such as parking, street, and pedestrian scale lighting; trees and other shade structures; seating; trash bins; water fountains; transit stops; bicycle racks and storage; and related facilities and equipment. Finally, transportation amenities can include pavement markings, surface variations, traffic calming features, signage, and signalization to ensure safety and reduce conflicts within or between modes of transportation.

The use of roadways are regulated by law enforcement agencies of the jurisdictional owners. While most roadways in Ravenswood are owned by the municipality, the two arterials are owned by the state and county, creating the need for intergovernmental cooperation for construction, maintenance, and regulatory enforcement. Even for municipal streets, the City of Ravenswood will need to seek financial assistance for infrastructure improvements from a variety of state and federal resources, in addition to transportation-oriented private grants.

Current Transportation Amenities

The closest international airport to Ravenswood is John Glenn Columbus International Airport which

is approximately 120 miles (two hours driving) away. Mid-Ohio Valley Regional Airport near Parkersburg is approximately 40 miles away, and Yeager Airport in Charleston is a little over 50 miles from Ravenswood. Jackson County Airport, which is right outside Ravenswood has one asphalt runway that is 4,000 by 75 feet. The airport is publicly owned, averages 34 aircraft operations per day, and has 13 aircraft based on the field.

There is an active CSX rail line that goes through Ravenswood. CSX has 21,000 miles of track throughout the eastern United States that extends along the Ohio River from Wellsburg in the Northern Panhandle, through Ravenswood, and down past Huntington. Currently, there are at least three rail trips per day through Ravenswood.

The Little Kanawha Bus Service operates throughout the region in Jackson, Roane, Gilmer, and Calhoun Counties. In Ravenswood and Ripley, there are frequent stops Monday through Friday within the community. There is also roundtrip service from Ravenswood to Parkersburg, Charleston, and other places around the region.

There was no identified intermodal transportation in Ravenswood, however the necessary facilities are in place: a navigable river, active rail line, and close proximity to the interstate.





Conservation of Open Space Component

For the purpose of this Component, open space is defined as mostly unaltered natural areas that may include access trails or paths for hiking, biking, swimming, fishing, and non-motorized boating. These natural areas can provide aesthetic beauty, picturesque view sheds, wildlife habitat, valuable ecosystems, and corridors that allow wildlife to pass through inhabited areas safely. Conserving and managing these environmental areas contributes to the sustainable development of other areas.

Existing open space in Ravenswood includes the Ohio River, Sandy Creek, Turkey Run Lake Wildlife Management Area on the north end of town, and forested areas along the eastern border of the City. Wild animals, including large animals like deer, are easy to find in these areas—maintaining connectivity between areas is crucial to reduce conflicts between wildlife and humans.

Areas of interest for unobtrusive development for human use include an empty lot at the mouth of Sandy Creek (at the end of Sand Street), the old ferry landing on the Ohio River (at the end of Walnut Street), and a system of existing trails through the forested areas between Turkey Run Lake and Sandy Creek. Some of these areas, particularly waterways, require regulatory oversight from federal and/or state agencies. Therefore, changes to the use or management of these areas should receive careful consideration and review by appropriate regulatory bodies.

Much of the open space in these areas is publicly owned or controlled as navigable waterways, but quite a large portion is privately owned, including the forested area linking Turkey Run Lake and Sandy Creek. Therefore, conserving this open space and managing it for passive human use may require conservation easements, easements for right-of-way uses, or fee simple acquisition of property.

The City can encourage community events to help protect these areas. Ideas include an annual riparian cleanup day and working with watershed conservation groups to protect and enhance these areas for future enjoyment. The City can also encourage passive recreation opportunities in the open spaces areas with hiking trails and kayaking facilities in Sandy Creek. Along the Ohio River, existing amenities such as the Riverfront Park and the Turkey Run Lake area can be utilized.

One particular project is for the city to work with the various agencies and consultants to ensure that the banks of Sandy Creek are stabilized, especially at the mouth of Ohio River. This should be completed regardless of whether a marina is put in place on Sandy Creek.

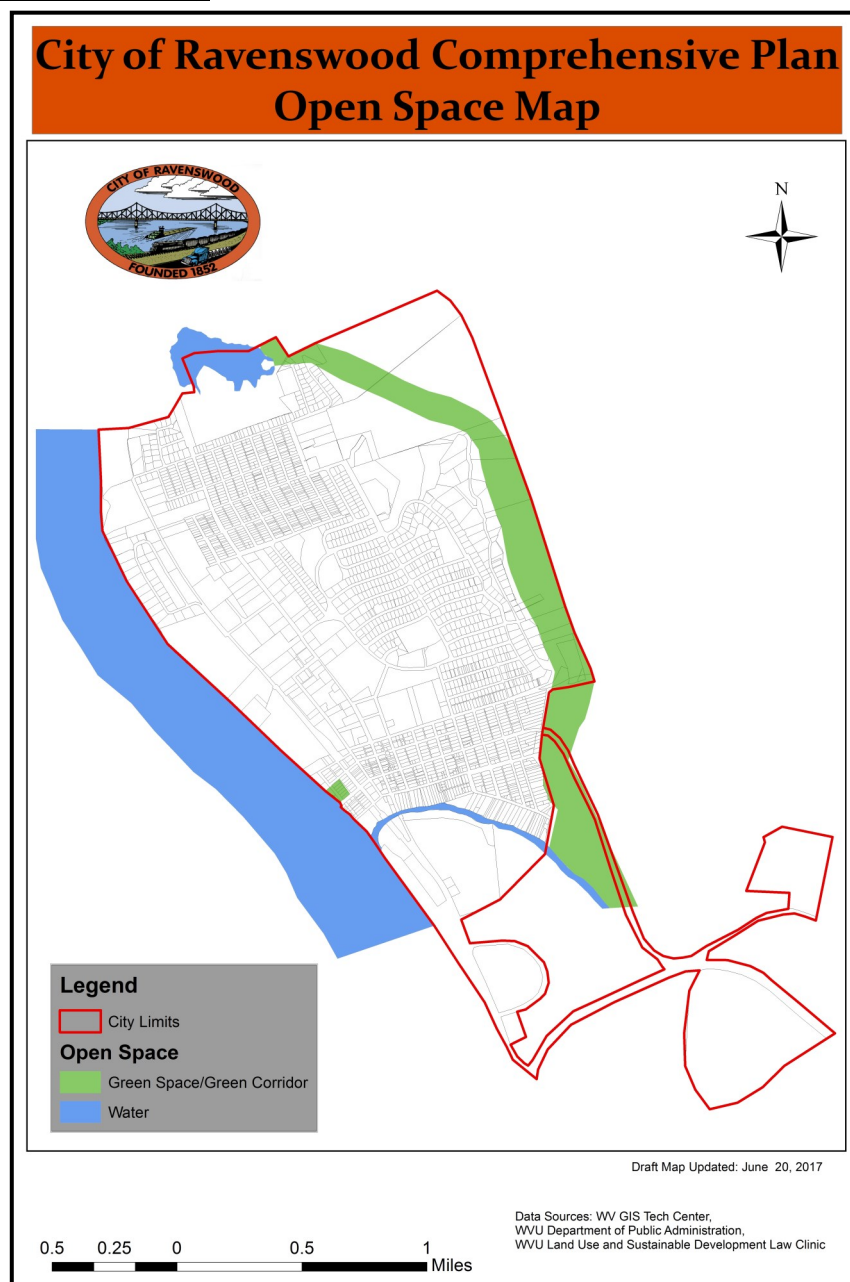
Goal 7: Balance Economic Development with Natural Resource Conservation

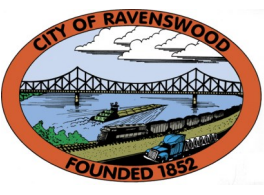
1. Objective - Manage open space for human interaction

1.1 Action Step - Stabilize the banks at the mouth of Sandy Creek at the Ohio River and determine whether or not human access to the water should be enabled.

- Establish a collaborative project approach between the Parks and Recreation Commission and the Ravenswood Development Authority.
- Obtain technical assistance for project design and implementation plans from West Virginia University faculty and students.
- Recruit volunteer assistance for stabilization activities.

Figure 9: Open Space Map





Cultural Heritage Component

Preserving and leveraging cultural heritage for the benefit of the community has evolved over the years with the emphasis shifting away from a tourism-centric model to a more community-focused one. The suggestions put forth in this Component reflect these changing ideas and seek to create “community hubs” that serve the needs of residents and visitors alike.

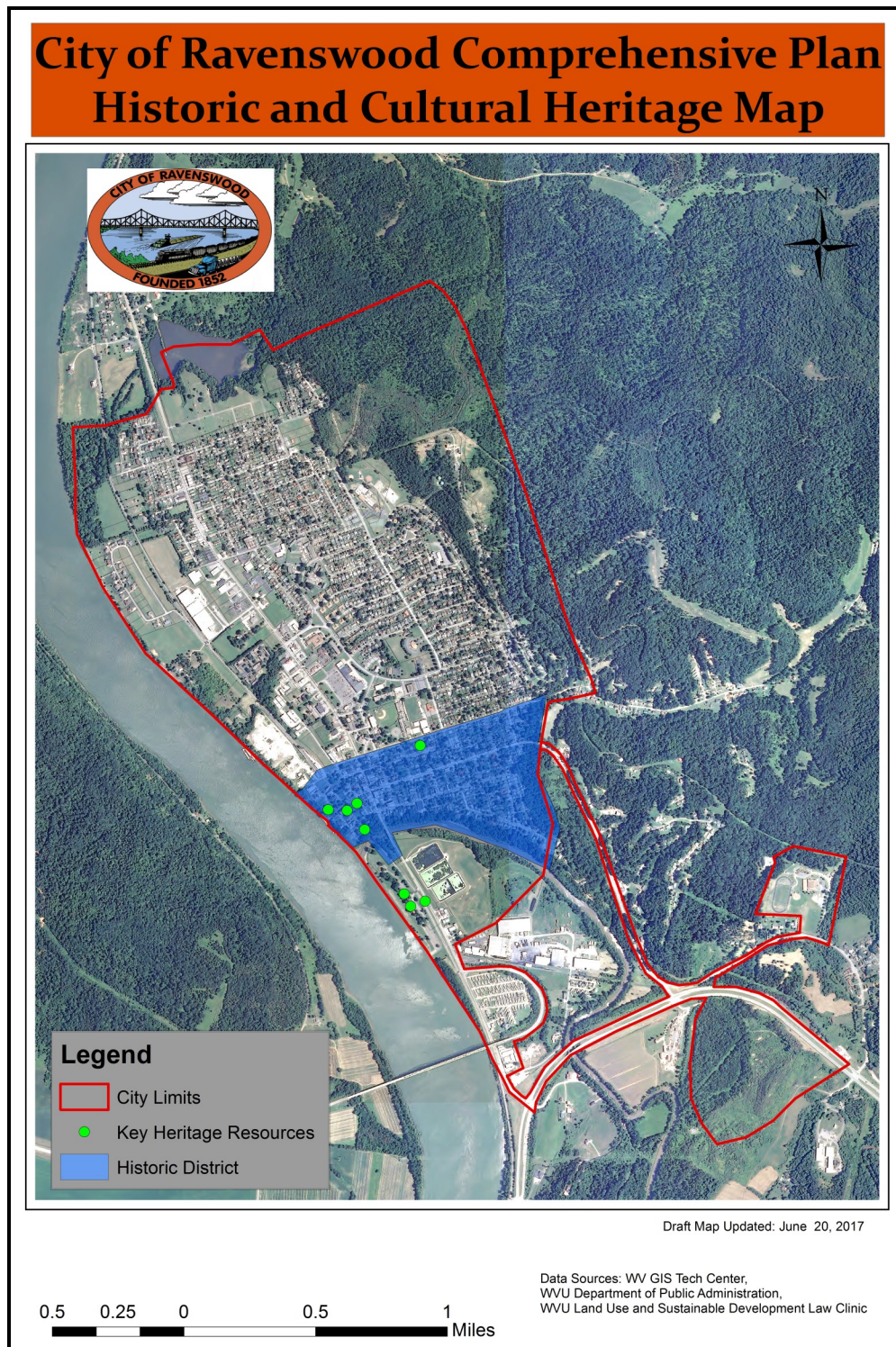
Since the 1960s, City officials have begun investing in cultural heritage sites, treating them as important resources in an area’s economic development. Historic and cultural preservation enhances quality of life, improves real estate values, and is a factor considered by businesses when relocating. In addition, cultural heritage tourism can attract a large assortment of visitors, making an impact on a town or region’s economy. However, such sites also build community pride and enhance understanding of the area’s history and culture. Together, these benefits provide a strong rationale for preserving cultural heritage. Obtaining the tangible and intangible benefits of cultural heritage development requires the community to make preservation and community development a priority in planning, legislation, and spending habits.

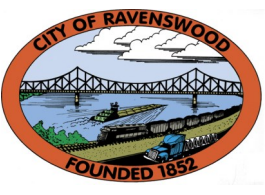
While Ravenswood enjoys a plethora of historic buildings and cultural sites, seven sites in particular have been identified through resident surveys, conversations with city leaders, and a physical inventory: (1) the Caldwell building, (2) Old Ferry Landing, (3) the George Washington’s Campsite, (4) Riverfront Park and its historic buildings, (5) the Fleming-Fitzhugh house, (6) the McIntosh Community Building, and (7) Historic District- Ravenswood. Preservation and enhancement of these sites will require partnerships led by the Ravenswood Development Authority and a variety of heritage-oriented government and charitable resources.

One of the goals is to create a thriving historic district in Ravenswood. There is a need to prioritize the restoration of key historic buildings such as the Caldwell Building, the Lock Master’s House, the Fleming-Fitzhugh House, and the McIntosh Community Building. Goals, objectives, and action steps to achieve many aspects of this Component are integrated into other components; other aspects have been reserved in the Parking Lot.



Figure 10: Historic District and Key Cultural Heritage Resources





Implementation Matrix

An implementation matrix has been created to help Ravenswood move forward in achieving the City's goals and objectives after adopting the comprehensive plan. Each action step is identified in the implementation matrix and has been assigned a timeline for completion or near completion: short term (1-3 years), moderate (4-9 years), or long term (10+ years). Each action step also has a priority assigned as either low, moderate, or high. Taking both concepts together a short term, high priority action step would likely be an action that would be taken soon after the adoption of the comprehensive plan, alternatively a long term, low priority action step might be one of the last recommendations to be completed.

Also included in the implementation matrix are a list of the responsible parties, potential partners, and funding sources.

Recommendation	Timeline	Priority	Reference page #	Responsible Party	Potential Partners	Estimated Costs/Financing	Funding Sources
Goal 1: Develop Effective Land Use Strategies							
Update Ravenswood Zoning Ordinance	Moderate	High	13	City of Ravenswood	WVU LUSDC, 3rd Party Private Consultant	Costs will be minimal with assistance from Land Use Clinic. Otherwise could cost approximately \$25,000-\$30,000	General Fund
Preserve character in historic and traditional neighborhoods	Long Term	Moderate	14	City of Ravenswood	WV State Historic Preservation Office	N/A	General Fund; Historic Preservation Development Grants; Federal Survey and Planning Grant (CLG Grant Program);
Preserve character in modern suburban neighborhoods	Long Term	Moderate	14	City of Ravenswood	Neighborhood Community Groups	N/A	N/A
Increase density or intensity and use through land use designation and zoning [Infill development]	Moderate	High	14	City of Ravenswood	WVU LUSDC, 3rd Party Private Consultant	Costs will be minimal with assistance from Land Use Clinic. Otherwise could cost approximately \$25,000-\$30,000	General Fund
Consider development incentives such as tax relief or infrastructure improvements	Short Term	Low	14	City of Ravenswood	N/A	Could cost City thousands in lost revenue, however could have positive long term impact to the tax base.	General Fund
Employ BAD Building program techniques to clear and/or acquire blighted properties for redevelopment	Short Term	High	14	Ravenswood URA (need to create)	City of Ravenswood, Building Commission, WVU LUSDC, NBAC	Demolition could cost between \$5,000-\$15,000 depending on site attributes. Acquisition for property could be over \$50,000.	General Fund
Pursue public/private redevelopment partnerships	Short Term	Moderate	14	City of Ravenswood	Local & Regional Businesses	N/A	N/a
Complete necessary research and understanding for annexation proceedings	Moderate	High	15	City of Ravenswood	Affected Property Owners	Potential costs include annexation proceedings, replication of documents, and legal advertisements.	General Fund
Pursue annexation through a minor boundary adjustment or without an election, where possible	Moderate	High	15	City of Ravenswood	Affected Property Owners, Jackson County Commission	Potential costs include annexation proceedings, replication of documents, and legal advertisements.	General Fund
Pursue major annexation through an election process when necessary	Moderate	High	15	City of Ravenswood	Affected Property Owners	Potential costs include annexation proceedings, replication of documents, and legal advertisements.	General Fund

Recommendation	Timeline	Priority	Reference page #	Responsible Party	Potential Partners	Estimated Costs/Financing	Funding Sources
Continue aesthetic improvements [community design]	Moderate	Moderate	15	City of Ravenswood	Chamber of Commerce, Development Authority	N/A	N/A
Goal 2: Encourage an Economic Development Strategy that Grows Ravenswood’s employment, wages, and business operations tax base							
Develop active partnerships with regional development entities	Long Term	High	20	City of Ravenswood	Region 5 Planning and Development Council, Jackson County Development Authority, Jackson County Chamber of Commerce	N/A	N/A
Engage in targeted industry recruitment efforts	Long Term	Low	21	JCDA, JCCC	City of Ravenswood	Costs of promotional and recruitment materials.	General Fund
Maintain ongoing communication with key development players	Long Term	High	21	City of Ravenswood	Development companies, trade organizations, etc.	minimal costs of sending correspondence periodically	General Fund
Advocate for education and workforce training programs with current and future employers, and local higher education institutions	Short Term	Low	21	JCDA, MOVRC	City of Ravenswood, Jackson County Schools, WVU-Parkersburg, Roane-Jackson Technical Center, other regional school of higher learning	N/A	N/A
Work with technical schools and local community colleges to provide the skills that will give Ravenswood and surrounding area a workforce that can attract business	Moderate	Low	21	JCDA, MOVRC	Jackson County School Board, Roane-JacksonTechnical Center, City of Ravenwood	N/A	N/a
Identify specific areas in and around town for future business/industry recruitment or expansion	Short Term	Moderate	21	City of Ravenswood	JCDA, Jackson County Chamber of Commerce	Time and labor costs	General Fund
Identify and inventory available properties and ownership	Short Term	Moderate	21	City of Ravenswood	JCDA, Ravenswood Development Authority	Time taken to inventory the entire city, periodically updating the inventory. Could cost \$5,000 or more to contract out	General Fund, NBAC mini grants
Develop city and regional marketing materials (electronic and hard copy) with special emphasis on available property, community and industry amenities, and available incentives	Moderate	Low	21	City of Ravenswood	Ripley CVB, Jackson County Chamber of Commerce, JCDA	Costs several thousand dollars to provide marketing materials	General Fund
Modify existing local tax language when permitted by state law to include opportunities for local exemptions	Short Term	Moderate	22	City of Ravenswood	State Home Rule Board	loss of tax revenue by providing incentives.	General Fund

Recommendation	Timeline	Priority	Reference page #	Responsible Party	Potential Partners	Estimated Costs/Financing	Funding Sources
Coordinate with county and state development authorities on development incentive programs including “Five-for-Ten” and Economic Opportunity Credit	Moderate	Low	22	City of Ravenswood, Ravenswood EDA	JCDA, West Virginia Development Office	N/A	N/A
Explore legal avenues to claim previously improved, but underutilized or vacant properties. Use the WV LEAP Toolkit developed by the WVU Land Use Law Clinic	Short Term	High	22	City of Ravenswood	WVU LUSDC, NBAC	staff time, work with LUSDC Clinic	General Fund
Conduct a formal business retention and expansion (BR&E) to determine the needs of current employers in the community	Long Term	High	22	3rd Party Consultant	City of Ravenswood	\$5,000- \$10,000 Estimated and highly variable	General Fund
Employ economic gardening strategies	Long Term	Moderate	22	JCDA, Ravenswood EDA	City of Ravenswood	Staff time	N/A
Promote entrepreneurship	Long Term	High	22	Ravenswood EDA and JCDA	City of Ravenswood	N/A	N/A
Conduct a market analysis and community surveys to determine retail needs, interests, and willingness to support local businesses	Moderate	High	23	Ravenswood EDA, Jackson County EDA, 3rd Party Consultant	City of Ravenswood	Costs of analysis and survey distribution and collection.	General Fund
Research the demand for housing, commercial, retail, and industrial uses. Include the demand for businesses such as healthcare, technology, legal, retail, insurance, and other basic goods and services	Short Term	Moderate	23	JCDA,Third Party Consultant (should be done on a county level)	N/A	N/A	N/a
Contact The West Virginia Department of Commerce, Jackson County Chamber of Commerce, and the Jackson County Development Authority for information on market demand for business	Short Term	Moderate	23	City of Ravenswood	The West Virginia Department of Commerce, Jackson County Chamber of Commerce, and the Jackson County Development Authority	minimal costs of sending correspondence periodically	General Fund
Establish revitalization districts, prioritizing areas eligible for Community Development Block Grant and historic preservation funding	Moderate	Low	23	City of Ravenswood	Historic Landmarks Commission	N/A	N/A
Apply for grant funding from the U.S. Economic Development Administration for market feasibility studies	Short Term	Moderate	23	Ravenswood EDA, JCDA	U.S. Economic Development Administration	N/A	Grant funding US EDA

Recommendation	Timeline	Priority	Reference page #	Responsible Party	Potential Partners	Estimated Costs/Financing	Funding Sources
Participate in the Main Street Program mentoring, capacity building, and technical assistance programs	Long Term	Low	24	City of Ravenswood	Chamber of Commerce	Staff time	General fund
Goal 3: Increase and Enhance Tourism and Recreational Opportunities							
Install temporary aesthetic enhancements to screen the sewage lagoons until relocation is completed	Short Term	High	27	City of Ravenswood	Fraternal Clubs	Cost of materials (fencing, shrubbery). \$1,000-\$20,000	Donations
Develop a marina and water trail infrastructure	Long Term	High	27	City of Ravenswood	Army Corps of Engineers	costs of construction, shore stabilization	General Fund
Construct a dock or put-in area for non-motorized boats on the Ohio River at the old ferry landing site	Moderate	Low	27	City of Ravenswood	Army Corps of Engineers	costs of construction, shore stabilization	General Fund
Identify adaptive reuse strategies for historic properties	Short Term	High	27	City of Ravenswood	Historic Landmarks Commission	Dependent on the types of activities contemplated	General Fund; Historic Preservation Development Grants; Federal Survey and Planning Grant (CLG Grant Program)
Develop regional tourism marketing efforts and partnerships	Moderate	Moderate	27	Jackson County Chamber of Commerce, Ripley CVB	City of Ravenswood	costs of advertising and marketing	CVB gets funds from hotel and occupancy tax
Partner with appropriate permitting and administrative authorities to renovate the boat docks for better access to the Ohio River	Long Term	High	28	City of Ravenswood	Army Corps of Engineers	Several thousand dollars	Army Corp loans/grants
Continue construction of the wellness path and link it to the soccer fields behind the water treatment facility	Moderate	High	28	City of Ravenswood	Youth sports organizations	costs can be minimized by doing work in house; utilizing volunteers to complete some of the work	General fund
Renovate the bathroom and replace the water fountains at Riverfront Park	Short Term	Moderate/High	28	City of Ravenswood	N/A	\$3,000 to \$6,000 per water fountain; Construction is approximately \$150 per square foot, however costs are variable depending on specific requirements of renovation.	General fund

Recommendation	Timeline	Priority	Reference page #	Responsible Party	Potential Partners	Estimated Costs/Financing	Funding Sources
Continue to renovate the Lock Master’s House	Short Term	High	28	City of Ravenswood	Ravenswood EDA	Costs Variable	General Fund
Construct a small parking area and remove excess pavement for park areas for Ferry Trail Landing	Short Term	Low	28	City of Ravenswood	N/A	Gravel parking lot can cost between \$.75-\$1.50 per square foot, depending on depth needed	N/A
Create dock amenities for paddlers (canoes and kayaks)	Moderate	Moderate	28	City of Ravenswood	N/A	Costs variable	General Fund
Install interpretive signage that explains the historic ferry use at the site and the flood markings on the tree bark	Moderate	Moderate	28	City of Ravenswood	Jackson County Historical Society, Private Donors	\$5,000- \$10,000 depending on number of signs and materials used	Private Donations, General Fund
The Parks and Recreation Committee (PRC) and Ravenswood Development Authority (RDA) should co-fund projects and programs	Long Term	High	29	City of Ravenswood	PRC, Ravenswood Development Authority (RDA)	Costs Variable	General Fund, search for related grant opportunities
Develop and maintain an effective parks and recreation services management team	Long Term	High	29	City of Ravenswood	N/A	Staff time	General Fund
Restore and adaptively reuse key historic buildings in a manner that preserves their historic integrity	Long Term	Low	29	City of Ravenswood	Private property owners, developers	Cost variable	General Fund; Historic Preservation Development Grants; Federal Survey and Planning Grant (CLG Grant Program);
Develop historic and cultural sites as usable community space	Moderate	Moderate	30	City of Ravenswood, Jackson County Historical Society	Ripley CVB, Jackson County Chamber of Commerce	Costs Variable	General Fund; Historic Preservation Development Grants; Federal Survey and Planning Grant (CLG Grant Program);
Create a Historic Ravenswood walking and/or driving tour(s)	Moderate	Moderate	20	City of Ravenswood, Jackson County Historical Society	Ripley CVB, Jackson County Chamber of Commerce	Time, development of materials, replication	General Fund; Historic Preservation Development Grants; Federal Survey and Planning Grant (CLG Grant Program);

Recommendation	Timeline	Priority	Reference page #	Responsible Party	Potential Partners	Estimated Costs/Financing	Funding Sources
Develop and implement a targeted marketing campaign for the tour and sites through local, regional, and heritage tourism organizations	Long Term	Low	30	Ripley CVB, Jackson County Historical Society	City of Ravenswood	Costs variable	General Fund
Goal 4: Provide Quality Public Services and Facilities							
Relocate treatment facility to a new self-contained facility downstream from the existing location	Long Term	High	33	City of Ravenswood	Civil Engineers, Surveyors, Contractors	(Beaver County, PA relocated and built a new water treatment plant for \$63 million in 2016)	Infrastructure and Jobs Development Council Funding
Obtain storm water permits from the Army Corps of Engineers	Short Term	Moderate	33	City of Ravenswood	Army Corps of Engineers	N/A	N/a
Complete an engineering study to confirm which lines need replaced	Moderate	High	33	Third Party Consultant	City of Ravenswood	dependent on scope of project	General Fund
Obtain technical assistance from Region 5 of the Appalachian Regional Commission and the Mid-Ohio Valley Regional Council in Parkersburg in regards to infrastructure projects.	Moderate	Moderate	33	Region 5 of the Appalachian Regional Commission, the Mid-Ohio Valley Regional Council in Parkersburg	City of Ravenswood	might be matching funds for any technical assistance grants	grant funding, general fund
Issue a municipal bond to fund the Combined Sewer Overflow (CSO) project	Long Term	High	34	City of Ravenswood	Infrastructure and Jobs Development Council	N/A	Municipal Bonds
Consider a rate increase according to Water Department budget analysis and recommendations	Moderate	Moderate	34	City of Ravenswood	City Water Department	N/A	N/A
Develop Capital Improvement Program	Short Term	Moderate	34	City of Ravenswood	3rd Party Consultant	Staff time, may need partial assistance to get a CIP up and function. \$2,000 and \$5,000 if partial assistance.	General fund
Complete an engineering study to confirm which water and sewer lines need replaced	Moderate	Low	34	3rd Party Consultant	City of Ravenswood	Several thousand dollars	General Fund

Recommendation	Timeline	Priority	Reference page #	Responsible Party	Potential Partners	Estimated Costs/Financing	Funding Sources
Conduct a cost-benefit analysis for outsourcing services in regards to waste management	Moderate	Low	34	City of Ravenswood	work with waste management companies for baseline information. May need to formal go to bid	Staff Time	General Fund
Goal 5: Make Productive Use of Brownfields and BAD Buildings							
Develop relationships with possible development partners, including industrial, commercial, and housing builders	Long Term	Moderate	35	City of Ravenswood	Ravenswood EDA, JCDA	N/A	N/A
Update the inventory of all abandoned and dilapidated properties in Ravenswood	Short Term	High	36	City of Ravenswood	NBAC, WVU LUSDC	Less than \$8,000	Mini Grants, General Fund
Determine each property’s characteristics, including parcel size, building density, parking availability, property owners, parcel addresses, and potential liens	Short Term	Moderate	36	City of Ravenswood	WVU LUSDC	staff time	General Fund
Determine feasible reuses for each property	Short Term	Moderate	36	City of Ravenswood	WVU LUSDC, NBAC	Minimal costs, staff time	General Fund
Consult Ravenswood residents to seek community consensus on best end-uses	Short Term	Moderate	36	City of Ravenswood	N/A	Staff time, minimal replication costs	General Fund
Contract with the West Virginia Community Development Hub to conduct dialogues on specific redevelopment projects to educate and help create consensus among residents and stakeholders	Short Term	Moderate	36	City of Ravenswood	West Virginia Community Development Hub	costs to have HUB complete the work. Talk to HUB officials about costs and if there are any grant opportunities	General Fund
Continue negotiations with property owners to donate the property, sell the property at a reasonable price.	Short Term	Moderate	36	City of Ravenswood	NBAC, local banks	variable on number of properties, size of properties, and types of property	General Fund

Recommendation	Timeline	Priority	Reference page #	Responsible Party	Potential Partners	Estimated Costs/Financing	Funding Sources
Use eminent domain if all other options fail	Moderate	Moderate	37	City of Ravenswood	N/A	legal costs, costs of property could be in the hundreds of thousands of dollars	General Fund
Acquire funding for brownfields projects from resources such as Federal Loan programs from the USDA Rural Development, and EPA	Short Term	Moderate	37	City of Ravenswood	USDA, EPA	N/A	Federal Loan Programs
Consider issuing municipal bonds or creating TIF districts (Currently only permitted under Home Rule for Ravenswood)	Long Term	Moderate	37	City of Ravenswood	N/A	staff time	General fund
Acquire funding for BAD building redevelopment projects from resources such as the West Virginia Preservation Alliance, the Ross Foundation, Brickstreet Foundation, Parkersburg Area Community Foundation, and Sisters of Saint Joseph Charitable Trust, USDA Rural Development, and the West Virginia Housing Development Fund	Short Term	Moderate	37	City of Ravenswood	West Virginia Preservation Alliance, the Ross Foundation, Brickstreet Foundation, Parkersburg Area Community Foundation, and Sisters of Saint Joseph Charitable Trust, USDA Rural Development, and the West Virginia Housing Development Fund	N/A	WV Housing Development Fund; National Stabilization Program; Historic Preservation Development Grants Federal Survey and Planning Grant (CLG Grant Program);
Complete Phase 3 of redevelopment: remediation or renovation, and site redevelopment	Short Term	Moderate	37	City of Ravenswood	N/A	Costs dependent on scope and number of properties affected.	EPA Grants
Goal 6: Increase the Availability of Diverse, Accessible, and Affordable Housing							
Draft zoning regulations that accommodate a diversity of housing options, including townhomes, condominiums, senior and assisted living housing	Moderate	High	41	City of Ravenswood	WVU LUSDC or 3rd Party Private Consultant	N/A	N/A
Draft and enable mixed-use development in the zoning ordinance	Moderate	Low	41	City of Ravenswood	WVU LUSDC or 3rd Party Private Consultant	N/A	N/A
Goal 7: Balance Economic Development with Natural Resource Conservation							

Recommendation	Timeline	Priority	Reference page #	Responsible Party	Potential Partners	Estimated Costs/Financing	Funding Sources
Stabilize the banks at the mouth of Sandy Creek at the Ohio River and determine whether or not human access to the water should be enabled.	Moderate	Low	44	Army Corps of Engineers	City of Ravenswood	Costs dependent on scope.	Grant funding

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Appendix

City of Ravenswood

Common Council Minutes

June 19, 2018

Call to Order

Mayor Josh Miller called to order a meeting of the **Common Council** at **7:00 P.M.** on **June 19, 2018** in **Council Chambers at City Hall.**

Pledge of Allegiance of the United States of America.

Mayor Josh Miller led the pledge of Allegiance.

Roll Call

Mayor Miller conducted a roll call. The following members were present
Recorder Sue Quillen Councilors, Jared Bloxton, Nicholas Fox, Denise Toler, Steve Tucker Debi Lang, Attorney Steve Cogar and City Clerk Kimberly Benson

Public Forum

Stone Quillen expressed interest in starting a Music Festival
Caleb Durst Will be opening a Edward Jones Office in Ravenswood
Congressman Mooney office sends greetings
Roger Runion Car show July 7th Riverfront Park

Consent Agenda

Recorder Quillen moved to approve the June 5, 2018 minutes and May Financials
Second by **Councilor Toler** all members voting Yes **Motion Approved.**

Reports to Council

- a. Police Chief Morrison gave the numbers for May
- b. Maintenance supervisor gave update of activities
- c. Fire Department Captain McClain gave May numbers

Boards Commissions & Authorities

- i. BOPARC Brian McCommon gave a report on activities

Business

- a. **Recorder Quillen** moved to approve the ORF Parade Permit without bond Second by **Councilor Lang** all members voting **Yes Motion Approved.**
- b. **Public Hearing on Comprehensive Plan** None
- c. **Councilor Lang moved** to approve the Comprehensive Plan Second by **Councilor Bloxton** all members voting **Yes Motion Approved.**
- d. **Recorder Quillen** moved to approve the Special counsel Agreement for Opioid Litigation Second by **Councilor Fox** all members voting **Yes Motion Approved.**

Next Meeting Date July 3, 2018 7:00

Adjournment

Mayor Miller adjourned the meeting at **8:07** via a motion from **Recorder Quillen and
Second by Councilor Toler that** passed unanimously. Submitted by:

Approved by:

Clerk/Treasurer Kimberly Benson

Mayor Josh Miller

City of Ravenswood

Planning Commission

April 9, 2018

Call to Order

Chairman Danny Mitchell called the meeting order April 9, 2018 at 6:00 p.m. at McIntosh Community Building with members Jennifer Casey, Michael Dehart, Curt Harris, Todd Ritchie, and Secretary Connie Chambers all present. Absent was Mike Kelly.

Pledge of Allegiance and Invocation

Todd Ritchie gave the Invocation

Danny Mitchell led the Pledge of Allegiance

Public Forum

None

Minutes

Michael Dehart moved to approve the minutes from March 27, 2018.
Second by Curt Harris. All in favor said "Aye" Motion Approved.

Business

Comprehensive Plan Hearing was Held April 9, 2018 at the McIntosh Building at 6:00. there were no written comments. One person present with no comments.

Moved to Approve the resignation of Mike Kelly was made by Curt Harris.
Second by Todd Ritchie. All in favor said "Aye" Motion Approved.

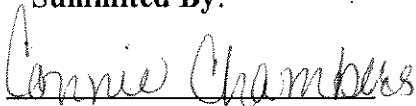
Next Meeting Date:

May 14, 2018 at City Hall 6:00 pm

Adjournment:

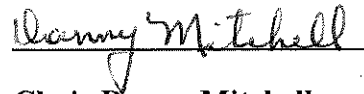
Todd Ritchie made the motion to Adjourn at 6:47 pm with Michael Dehart second.
All in favor said "Aye" Motion Approved.

Summited By:



Secretary Connie Chambers

Approved By:



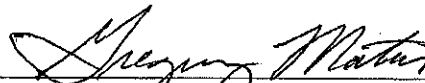
Chair Danny Mitchell

AFFIDAVIT OF PUBLICATION

Cost of Publication 32.84

State of West Virginia,
County of Jackson, to wit:

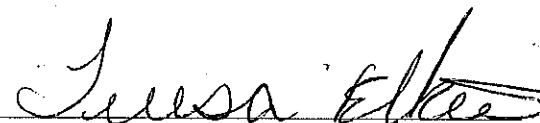
I, Gregory Matics, being first sworn upon my oath, do depose and say that I am editor of Jackson Newspapers, a newspaper that I have been duly authorized by the board of directors of such corporation to execute all affidavits of publication; that such newspaper has been published for more than one year prior to publication of the annexed notice described below: that such newspaper is regularly published once weekly for at least fifty weeks during the calendar year, in the municipality of Ripley, Jackson County, West Virginia; that such newspaper is a newspaper of "general circulation" as that term is defined in article three, chapter fifty-nine of the Code of West Virginia, 1931, as amended within the publication area or areas of the aforesaid municipality and county; that such newspaper averages in length four or more pages, exclusive of any cover per issue; that such newspaper is circulated to the general public at a definite price of consideration; that such newspaper is a newspaper to which the general public resorts for passing events of a political, religious, commercial and social nature, and for current happenings, announcements, miscellaneous reading matters, that the annexed notice of RAVENSWOOD COMPREHENSIVE PLAN was duly published in said newspaper once a week for 1 successive weeks, commencing with the issue of the 23rd day of February, 2018 and ending with the issue of the 23rd day of February, 2018.



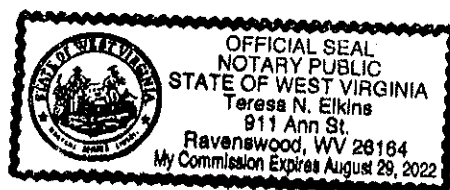
Gregory Matics, Editor

Jackson Newspapers

Taken, subscribed and sworn to before me in my said county this 23rd day of February, 2018.



Notary Public of Jackson County, West Virginia



City of Ravenswood, West Virginia
Planning Commission
The Comprehensive Plan Procedures for Public Input

Pursuant to the requirements of W. Va. Code § 8A-3-6(c), the Planning Commission (hereinafter "Commission") of the City of Ravenswood, West Virginia (hereinafter "City") hereby adopts the following procedures to encourage and promote public participation in the drafting of the City's comprehensive plan. The comprehensive plan is being drafted pursuant to W. Va. Code § 8A-1-1.

- (1) Prior to recommending a new or amended comprehensive plan, the Commission will hold a public meeting on the new comprehensive plan. The purpose of a public meeting is to gather input from the general public as to the City's strengths, weaknesses, opportunities and threats as they pertain to matters in the comprehensive plan.
- (2) The Commission will request input from other affected governing bodies and units of governments that may be affected by the adoption of the comprehensive plan.
- (3) Under W. Va. Code § 8A-3-6(b), once the Commission has completed a draft of the comprehensive plan, and before submitting a plan to the City Council for adoption, it must publicize and hold a public hearing on the draft of its plan.
 - a. More particularly, under W. Va. Code § 8A-3-6(b), at least thirty(30) days prior to the date set for the public hearing, the Commission will publish a notice of the date, time, and place of the public hearing as a Class I legal advertisement in compliance with the provisions of article three, chapter fifty-nine of the West Virginia Code. The notice shall run in a general circulating publication, the publication area will be the area that will be covered by the comprehensive plan.
 - b. In addition to the requirements at W. Va. Code § 8A-3-6(b), above, the Commission will publish its draft of the comprehensive plan at least thirty (30) days prior to the public hearing. Specifically, the Commission will post a draft of the plan at the local library and for public review at Ravenswood City Hall.
- (4) For purposes of this comprehensive planning process, the Commission considers the "community" of the City of Ravenswood to be broader than just full-time residents within the corporate borders. For input into the comprehensive planning process, the Commission will look to business owners who live outside the corporate borders, part-time residents, university students and employees, those who are employed in the City but live outside the corporate borders, visitors, and others.
- (5) Public notice of Commission meetings will be given pursuant to the West Virginia Open Governmental Proceedings Act, where applicable.
- (6) No provision herein shall be construed as limiting the Commission's ability to engage in additional public participation efforts as the Commission deems appropriate. No provision herein shall prohibit the Commission from amending these procedures.

Adopted this 12 day of April, 2016.

Edwin Flinn
President

Vice-President

Secretary

Lucy J. Hackett
Member

Donny J. Mitchell
Member

Kenneth H. Vintorini
Member

Hugh A. Malone
Member

Michael A. Kelly
Member

Member

PRESS RELEASE

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****FOR IMMEDIATE RELEASE****

City of Ravenswood to Hold an Open House on Comprehensive Plan Update

The City of Ravenswood is hosting an Open House in order to gather citizen input on the draft update to the community's comprehensive plan. All residents, business owners, and other interested persons are invited and encouraged to attend the meeting, which is being held on **Monday, October 2nd** from **5:00pm to 6:30pm** at the Ravenswood City Hall located at 212 Walnut Street, Ravenswood, WV.

The meeting will be in an open house format to accommodate citizens' schedules. Interested persons can stop by at any time between 5-6:30pm on the scheduled evening to offer ideas, voice concerns, and help formulate ideas regarding the draft.


Representatives from the City of Ravenswood's Planning Commission and the Land Use and Sustainable Development Law Clinic at the WVU College of Law will be available to answer questions and take comments.

For more information, please contact Jared Anderson, Supporting Land Use Attorney, from the WVU Land Use Law Clinic at (304) 293-1698 or jared.anderson@mail.wvu.edu.

*****END*****

City of Ravenswood Open House Results

The City of Ravenswood's **Planning Commission** hosted an open house at the McIntosh Community Building on October 2nd, 2017. The goal of the open house was to gain public input on economic development and redevelopment, housing, transportation, infrastructure, historic preservation, public service, recreation, rural land/environmental resources, and land use for Ravenswood. The information received will help inform the Ravenswood Planning Commission and City Council of things to include in their comprehensive plan draft. The results of the open house are as follows:



City of Ravenswood Comprehensive Plan

What is a Comprehensive Plan?

- Policy guidance document
- Serves as a blueprint for future development in the community
- Process to determine community's vision and what it aspires to be in the future
- Helps a community prioritize projects and allocate resources more efficiently

What a Comprehensive Plan is NOT:

- It is not an ordinance, or a regulation
- It is not zoning
- It does not limit private development or use of land

Why should Ravenswood prepare a Comprehensive Plan?

People plan in their everyday lives. We plan for the day, what we are going to wear, and what we are going to eat for dinner. We also plan for the future, whether it be vacation or retirement. So why not also plan for the future of your community? The City of Ravenswood is doing just that with the development of a comprehensive plan, which will serve as a "roadmap" for the future of our community, and we need your input!

The *West Virginia Code, Chapter 8-4: Land Use Planning* authorizes local governments to develop a comprehensive plan. Comprehensive plans are required to be updated every ten years.

To keep updated on the planning process, please contact:

Jared Anderson, Land Use Clinic, WVU College of Law
(304) 293-1698 or jared.anderson@mail.wvu.edu

Required components of a comprehensive plan

· Land Use	· Historic Preservation
· Community Design	· Transportation
· Economic Development	· Recreation
· Infrastructure	· Renewal and/or redevelopment
· Public Services	· Rural
· Housing	· Preferred Development Areas
· Financing	

Exercise 1: "Economic Development and Public Facilities Goals"

Instructions: Place one blue sticker (O) under Economic Development and one blue (O) sticker under Public Facilities and Services for the objective/action step you believe is most important. Additionally, place one red (O) sticker under Economic Development and one red (O) sticker under Public Facilities and Services for the objective/action step you believe is 2nd most important.

Economic/Commercial Development Objective/Action Steps:

Goal –Encourage an Economic Development Strategy that Grows Ravenswood’s Employment, Wages, and Business Operations Tax Base

- Increase the number of employers.
- Take advantage of natural gas and associated industry expansion. OOOOO
- Market and brand Ravenswood as an attractive destination for developers and businesses. OOOO
- Create and employ incentives for property development. OO
- Retain existing businesses and employers. OOO
- Reduce economic leakages. (Conduct a market analysis and community surveys to determine retail needs, interests, and willingness to support local businesses.)
- Conduct employer and business recruitment.
- Revitalize the downtown district and adjacent neighborhoods with increased tourism and visibility as a goal. OO

[Write In] “Like to see a nice restaurant.”

Public Facilities and Services Objective/Action Steps:

Goal - Provide Quality Public Services and Facilities

- Ensure that the wastewater treatment facility complies with all federal and state regulations. OOOOO
- Separate the combined wastewater system and stormwater systems.
- Ensure sufficient capital improvement and operating budgets for the Water Department.
- Replace or repair dilapidated water delivery lines. OOOOOOO
- Improve solid waste management services to include curbside recycling.

Exercise 2: “Housing and Safety and Health Goals”

Instructions: Place one blue sticker (O) under Housing and one blue (O) sticker under Safety and Health for the objective/action step you believe is most important. Additionally, place one

red (O) sticker under Housing and one red (O) sticker under Safety and Health for the objective/action step you believe is 2nd most important.

Housing Objective/Action Steps:

Goal - Increase the Availability of Diverse, Accessible, and Affordable Housing

Enable alternative and diverse housing forms

What kinds/type of housing is needed/desired in the future?

- Single Family
- Tiny Homes OOO
- Apartments
- Senior Living OOOOOO
- Apartments over business
- Townhomes/Duplexes OOOO

Safety and Health Objective/Action Steps:

Goal – Make Productive Use of Brownfields and BAD Buildings

- Develop partnerships with redevelopment stakeholders. O
- Identify potential redevelopment properties using the Decision Enhancer Tool provided by Northern Brownfield Assistance Center (NBAC).
- Determine end-use goals for renovated or remediated properties. OOO
- Acquire properties for redevelopment or adaptive reuse, especially into more housing units, there is a demand for such housing. O
- Complete redevelopment projects through the RDA or partnerships with other developers.
- Update the inventory of all abandoned and dilapidated properties in Ravenswood. OOOOO
- Acquire funding for brownfields projects from resources such as Federal Loan programs from USDA Rural Development and the EPA. O

Exercise 3: “Land Use and Parks, Recreation and Tourism Goals”

Instructions: Place one blue sticker (O) under Land Use and one blue (O) sticker under Parks, Recreation, and Tourism for the objective/action step you believe is most important.

Additionally, place one *red* (O) sticker under Land Use and one *red* (O) sticker under Parks, Recreation, and Tourism for the objective/action step you believe is 2nd most important.

Land Use Objective/Action Steps:

Goal – Develop Effective Land Use Strategies

- Review and revise land use policy and regulations on a five-year schedule, or more frequently in response to situational changes.
- Develop land use policies and zoning regulations that fit contemporary development practices, preserve existing neighborhood character, and incorporate community design concepts. **OOO**
- Incentivize infill development. **OOO**
- Pursue annexation of adjacent unincorporated areas in Jackson County, West Virginia.
- Preserve character in historic and traditional neighborhoods. **OO**
- Update the Zoning Ordinance to comply with the new 2017 Comprehensive Plan. **O**

Parks, Recreation, and Tourism Objective/Action Steps:

Goal - Increase and Enhance Tourism and Recreation Opportunities

- Improve and expand waterfront amenities along the Ohio River and Sandy Creek. Separate the combined wastewater system and stormwater systems.
- Increase visibility and visits from tourists. **OOOO**
- Improve the amenities at Riverfront Park. **O**
- Develop the Ferry Landing Water Trail Station at the end of Walnut Street. **OO**
- Raise sufficient revenues to support parks and recreation capital improvements, maintenance, administration, and program operations.
- Preserve and enhance cultural heritage in Ravenswood for future generations, while strengthening civic pride in the community. **OO**
- Attract regional tourists to the revitalized historic Ravenswood district. **O**

City of Ravenswood- Comprehensive Plan 2016

“Parking Lot”

These are all recommendations from the “Draft” Comprehensive Plan that were not included in the Adopted 2018 Comprehensive Plan. However these recommendations/plans are important to keep and to review periodically as they were derived from the comprehensive plan process that occurred in 2014 with WVU’s Public Administration Department. When the Planning Commission reviews the adopted comprehensive plan, it should refer to this document as well.

Land Use Strategic Plan

- 1.1.1. Update the Comprehensive Plan in 20XX.
 - 1.1.1.1. Planning and Zoning Commission reviews and evaluates the existing Comprehensive Plan.
 - 1.1.1.2. Planning and Zoning Commission reviews and evaluates WVU preliminary Comprehensive Plan and makes recommendations for amending or adopting.
 - 1.1.1.3. WVU Land Use and Sustainable Development Law Clinic drafts a formal Comprehensive Plan.
 - 1.1.1.4. Planning and Zoning Commission holds public hearings and makes a recommendation to the Common Council.
 - 1.1.1.5. Common Council holds public hearings and adopts the new Comprehensive Plan.

Economic Development Plan

- 1.1.1. Create incubators or assistance programs for small businesses.
 - 1.1.1.1. Consider reduced rents, technical assistance, and reduced tax burden.
 - 1.1.1.2. Consider establishing a gross sales threshold that businesses must meet before paying Business and Occupation (B&O) tax.
 - 1.1.1.3. The Ravenswood Parks and Recreation Commission should work together with volunteers to acquire and plant trees, shrubs, flowers, etc.

- 1.1.1.4. Create a Historic Downtown District (Washington Street, one block deep, from Sand to Sycamore Streets). (Under 2.2.1).
- 1.1.1.5. Create a Sand Street Revitalization District one property deep, east of the Recruit businesses to available commercial space. (Under 2.2.1)
- 1.1.1.6. Develop incentive programs for new businesses including reduced rents, technical assistance, and reduced tax burden. (Under 2.2.3)
- 1.1.1.7. Authorize the Ravenswood Development Authority as the leader of City redevelopment and adaptive reuse projects. (Under 3.1.1)
- 1.1.1.8. Stay in contact with the NWVBAC for guidance and networking with technical assistance and funding resources. (Under 3.1.1)
- 1.1.2. For City-owned buildings, maintain long-term property management. (was labeled 3.1.8)
 - 1.1.2.1. Create a Public Works department to coordinate capital improvement, maintenance, and operations activities.

Parking and Recreation Strategic Plan

- 1.1.1. Improve the amenities at North Park.
 - 1.1.1.1. Install umbrellas or canopies on the pool deck to create shaded areas for visitors.
 - 1.1.1.2. Clear the hill behind the baseball field for sledding.
- 1.1.2. Develop Council Bluff Park at the end of Sand Street.
 - 1.1.2.1. Construct a pedestrian bridge across Sandy Creek to Riverfront Park.
 - 1.1.2.2. Create a zip line that goes from the park, across Sandy Creek to the edge of Riverfront Park.
 - 1.1.2.3. Build a large stone fireplace with seating around it to honor George Washington's historic campsite and council with Native American leaders.
 - 1.1.2.4. Install interpretive signage that explains the historic events that took place at the site.
- 1.2. Improve maintenance of parks and recreation facilities.

- 1.2.1. Maintain the Parks and Recreation Commission for administrative oversight of parks maintenance.
 - 1.2.1.1. Clarify management roles of the PRC and the Maintenance Department.
- 1.2.2. Develop and implement safe design principles and guidelines for all parks.
 - 1.2.2.1. Replace deteriorated equipment and recreational facilities.
- 1.3. Increase recreation services and program opportunities for all ages.
 - 1.3.1. The Parks and Recreation Commission (PRC) should seek program delivery partnerships with the Parkersburg YMCA, local schools, the Ministerial Association, WVU Extension, and/or the DHHR Division of Rural Health.
 - 1.3.1.1. Initiate and manage movie nights, corn-hole tournaments, youth dances, and game nights at Riverfront Park or North Park.
 - 1.3.1.2. Expand swimming lessons and water exercise classes at North Park pool.
 - 1.3.2. Develop sports leagues and tournaments.

Housing Strategic Plan

- 1. Increase the availability of diverse, accessible, and affordable housing.
 - 1.1. Enhance residential neighborhoods.
 - 1.1.1. Make public investments in low and moderate-income census blocks.
 - 1.1.1.1. Improve public infrastructure and aesthetics through streets, sidewalks lighting, landscaping, parks, and public art.
 - 1.2. Improve housing quality.
 - 1.2.1. Rehabilitate or demolish poor quality housing.
 - 1.2.1.1. Programs that can assist with this strategy include the Community Development Block Grant, the National Housing Trust Fund, the HOME Investment Program, and the Neighborhood Stabilization Program.
 - 1.2.1.2. Enhance and actively enforce housing and building codes, especially for rental properties.
 - 1.2.2. Encourage development of a broader range of housing types.

- 1.2.2.1. Amend land use policy and zoning ordinances to allow for small lot development, mixed-use development, and more townhomes, condominiums, and apartment buildings.
- 1.3. Increase housing affordability.
 - 1.3.1. Provide more affordable units.
 - 1.3.1.1. Programs that can assist with this strategy include the Community Development Block Grant, the National Housing Trust Fund, the HOME Investment Program, the Neighborhood Stabilization Program, and the Jackson County Housing Authority.
 - 1.3.2. Assist low and moderate income families to become homeowners.
 - 1.3.2.1. Programs that can assist with this strategy include the HOME Investment Program, the National Housing Trust Fund, Habitat for Humanity, and the Jackson County Housing Authority.
- 1.4. Increase housing for special populations.
 - 1.4.1. Incentivize development of housing for seniors.
 - 1.4.1.1. Collaborate with Ravenswood Care Center.
 - 1.4.1.2. Programs that can assist with this strategy include HUD's Section 202 program and the HOME Investment Program.
 - 1.4.2. Incentivize development of housing for the disabled.
 - 1.4.2.1. Programs that can assist with this strategy include HUD's Section 811 program and the HOME Investment Program.

Circulation Strategic Plan

- 1. Provide circulation of people and things in an efficient and safe manner to enhance livability and sustainability.
 - 1.1. Ensure roadways are safe and easy to navigate for motorists.
 - 1.1.1. Ensure that roadways are wide enough to accommodate two-way traffic and emergency response vehicles.
 - 1.1.1.1. Widen Hillcrest Drive, Ashton Street, Race Street, Water Street, and Sand Street.
 - 1.1.1.2. Redesign Ashton Street to replace the dead-end with a cul-de-sac turnaround.
 - 1.1.1.3. Eliminate on-street parking where possible if necessary.

- 1.1.2. Repair and maintain pavement on an ongoing basis.
 - 1.1.2.1. Repair potholes throughout the City, prioritizing neighborhood collector streets.
 - 1.1.2.2. Repair road cracks throughout the City, prioritizing neighborhood collector streets.
- 1.1.3. Clearly mark lanes on pavement.
 - 1.1.3.1. Prioritize intersections such as the triangle where Ritchie, North Ritchie, and South Ritchie meet.
- 1.1.4. Install street signs on all roadways.
 - 1.1.4.1. Prioritize installation in the Sand Street neighborhood.
 - 1.1.4.2. Add directional signage.
- 1.2. Accommodate alternative modes of transportation.
 - 1.2.1. Improve pedestrian infrastructure, accessibility, and safety.
 - 1.2.1.1. Reconstruct or repair deteriorated sidewalks, prioritizing neighborhood collector streets (Ashton, Preston, Race, Walnut, Broadway, Sand, and Virginia Streets).
 - 1.2.1.2. Construct and maintain sidewalks, prioritizing neighborhood collector streets for repair and paving (Ashton, Preston, Race, Walnut, Broadway, Sand, and Virginia Streets).
 - 1.2.1.3. Utilize property owner responsibility laws for financing of repairs and construction to leverage grant funding and/or bonding.
 - 1.2.1.4. Require pedestrian walkways to all new developments.
 - 1.2.1.5. Connect key destinations through lawns, parks, and parking lots with pedestrian pathways (e.g. senior center and adjacent affordable housing).
 - 1.2.1.6. Construct “wellness paths” through parks and open space areas that connect with the sidewalk network.
 - 1.2.1.7. Ensure all pedestrian pathways are ADA compliant.

- 1.2.1.8. Install pedestrian amenities along key destination routes (e.g. shade, lighting, seating, water fountains, etc.), prioritizing arterials, neighborhood collectors, and parks.
- 1.2.2. Improve bicycle infrastructure, accessibility, and safety.
 - 1.2.2.1. Create designated bicycle lanes that meet safety standards for specific on-street parking conditions.
 - 1.2.2.2. Use existing right-of-way where street pavement is not wide enough.
 - 1.2.2.3. Create a circular bike route that connects neighborhoods with important destinations along Walnut Street, Henry Street, Washington Street, Sycamore Street, Brown Street, Kaiser Avenue, and N. and S. Ritchie Avenues.
 - 1.2.2.4. Connect bike route with “wellness paths” through parks and open space areas.
 - 1.2.2.5. Require bike racks at businesses.
 - 1.2.2.6. Install bike racks and/or storage at schools, libraries, parks, and other public facilities.
- 1.2.3. Improve public transit service.
 - 1.2.3.1. Work with Little Kanawha Bus Service for better service hours and timeliness.
 - 1.2.3.2. Request consideration of adding a route with a few regular stops.
- 1.2.4. Improve private car service.
 - 1.2.4.1. Recruit a taxi business.
- 1.3. Reduce intermodal conflicts.
 - 1.3.1. Install street lighting along all roadways, sidewalks, and bicycle/pedestrian paths.
 - 1.3.2. Regulate on-street parking to increase safety for motorists, pedestrians, and bicyclists.
 - 1.3.2.1. Create a unified parking policy for residential streets (e.g. parking in improper direction or on sidewalks/lawns).

- 1.3.2.2. Enforce residential street parking policy through the use of volunteers or part-time deputized staff.
- 1.3.2.3. Implement changes in parking practices gently using public notice and issuing warnings prior to citations.
- 1.3.2.4. Install vertical curbing to reduce vehicle access to sidewalks and lawns.
- 1.3.3. Implement traffic calming techniques on arterials and collectors.
 - 1.3.3.1. Remove traffic light at the intersection of Washington Street and Walnut Streets and install a traffic circle with offset pedestrian crosswalks.
 - 1.3.3.2. Install timed signals and pedestrian crosswalks on Washington Street at intersections of Sand Street, Sycamore Street, and Ritchie Ave.
 - 1.3.3.3. Install pedestrian bulb-outs on Washington Street at crosswalks adjacent to on-street parking.
 - 1.3.3.4. Clearly mark pedestrian crossings on pavement.
- 1.3.4. Design and construct complete streets on arterial and neighborhood collector streets.
 - 1.3.4.1. Prioritize enhancement of Walnut Street, Washington Street, Brown Street, Kaiser Avenue, and Ritchie Street.

Conservation of Open Space Strategic Plan

- 1. Balance economic development with natural resource conservation.
 - 1.1. Protect and sustain important wildlife habitat.
 - 1.1.1. Conserve the riparian areas along Sandy Creek and the Ohio River as well as in the Turkey Run Lake Wildlife Management Area (WMA).
 - 1.1.1.1. Maintain or improve the current level of biodiversity.
 - 1.1.1.2. Develop a water quality management plan.
 - 1.1.1.3. Locate technical assistance for water quality assessments in order to attain standards which allow for “water contact recreation” required by

WV law. (This will likely require relocation of the wastewater treatment facility and changes to how overflow releases are made.)

- 1.1.1.4. Establish a watershed conservation group that can work with NGOs like the Appalachian Coal Country Team OSM/VISTA program.
- 1.1.1.5. Organize annual bank clean-up events.
- 1.1.2. Conserve the forested area along the eastern edge of Ravenswood that connects Sandy Creek with Turkey Run Lake.
 - 1.1.2.1. Identify property owners.
 - 1.1.2.2. Partner with government agencies and/or local land trusts to acquire conservation easements, right-of-way easements, or fee simple acquisition for trails and wildlife corridors.
 - 1.1.2.3. Identify available conservation programs that provide technical assistance and financial resources for wetland and grassland areas.
 - 1.1.2.4. Identify potential areas that qualify as wetlands and grasslands.
 - 1.1.2.5. Develop a conservation management plan for each area.
- 1.2. Manage open space for human interaction.
 - 1.2.1. Construct a dock or put-in area for non-motorized boats on the Ohio River at the old ferry landing site.
 - 1.2.1.1. Establish a collaborative project approach between the Parks and Recreation Commission and the Ravenswood Development Authority.
 - 1.2.1.2. Obtain technical assistance for project design and implementation plans from West Virginia University faculty and students.
 - 1.2.1.3. Include amenities such as boat storage, seating, and interpretive signage.
 - 1.2.1.4. Recruit volunteer assistance for grassroots marketing, riverfront clean-up, and small scale construction activities.
 - 1.2.2. Construct and maintain water trail features at strategic locations along Sandy Creek.

- 1.2.2.1. See Ripley's Mill Creek Water Trail for replication ideas.
- 1.2.3. Improve the usability of Turkey Run Lake.
 - 1.2.3.1. Establish a collaborative project approach between the Parks and Recreation Commission and the Ravenswood Development Authority.
 - 1.2.3.2. Recruit volunteers for regular bank clean-up as well as trail clearing.
 - 1.2.3.3. Repair or remove the old rail peninsula that extends into the lake.
 - 1.2.3.4. Improve the boat launch.
 - 1.2.3.5. Investigate the potential for hike-in camp sites.
 - 1.2.3.6. Install park amenities such as fish cleaning stations, restrooms, and showers.
- 1.2.4. Construct and maintain a green corridor with hiking trails.
 - 1.2.4.1. Establish a collaborative project approach between the Parks and Recreation Commission and the Ravenswood Development Authority.
 - 1.2.4.2. Construct a trailhead at the Wellness Path in Riverfront Park.
 - 1.2.4.3. Acquire trail alignment through conservation easements, right-of-way easements, or property acquisition.
 - 1.2.4.4. Establish partnerships with NGOs with green space initiatives such as the Coalition of WV Land Trusts, The WV Land Trust and The Nature Conservancy for land acquisition and funding.
 - 1.2.4.5. Seek corporate sponsorship for volunteer trail clearing and construction.
 - 1.2.4.6. Establish a volunteer group for annual and as-needed trail maintenance.

Health and Safety Strategic Plan

- 1. Protect and enhance the wellbeing of the people of Ravenswood.
 - 1.1. Increase healthy lifestyles.

- 1.1.1. Provide more healthy food options.
 - 1.1.1.1. Build and maintain community gardens.
 - 1.1.1.2. Partner with WVU Extension Services to offer community workshops in Ravenswood on gardening, preserving, and healthy food preparation.
- 1.1.2. Construct safe pathways for biking and walking.
 - 1.1.2.1. Construct wellness paths in park areas through a partnership between the Ravenswood Development Authority and the Parks and Recreation Commission.
 - 1.1.2.2. Implement complete streets design on prioritized corridors (see Transportation Report).
 - 1.1.2.3. Complete a health impact analysis forecast to support funding requests.
 - 1.1.2.4. Seek funding through state and federal grant programs such as the Transportation Improvement Board.
 - 1.1.2.5. Utilize Parks and Recreation fee revenues to leverage grants.
- 1.2. Reduce substance abuse.
 - 1.2.1. Implement community-specific substance abuse programming.
 - 1.2.1.1. Partner with existing substance abuse programs to design and deliver services.
- 1.3. Maintain or increase the levels of service from existing public safety agencies.
 - 1.3.1. Complete an official emergency preparedness plan for the city.
 - 1.3.1.1. Form an interdepartmental service team among the Police Department, Volunteer Fire Department, and Emergency Medical Services to develop the plan.
 - 1.3.1.2. The Volunteer Fire Department, Police Department, and Emergency Medical Services should share information and techniques for emergency response.
 - 1.3.1.3. Maintenance Department and Water Department staff should provide relevant infrastructure information.

Acknowledgements

Initial Draft Plan which was completed by Public Administration Department

The West Virginia University (WVU) team would like to acknowledge its appreciation for funding provided by several entities that made the associated travel, stakeholder meetings, and planning activities possible:

- West Virginia Campus Compact
- West Virginia Department of Health and Human Resources, Division of Rural Health, Recruitable Communities Program
- West Virginia University Extension Service, Community Resources & Economic Development Unit
- West Virginia University, Davis College of Agriculture, Natural Resources, and Design

The WVU team also deeply appreciates the many Ravenswood residents who hosted professors and students in their homes, prepared delicious food for potluck meals and picnics, and arranged evening activities, full of lively conversation and fun.

Most importantly, the WVU team thanks all community residents, business owners, civic leaders, and regional stakeholders who actively participated in myriad meetings, physical inventory tours, and planning activities. This is your Plan!