

City of Shinnston, West Virginia

Strategic Plan

Sustainable Change for Attaining our Vision

Respectfully submitted by:

Shinnston Development Authority
Shinnston Blueprint Community Team
Shinnston ONTRAC Team

Approved by the Shinnston City Council

February 13, 2012

Second Revision

www.shinnstonwv.com

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Acknowledgement

The Shinnston Development Authority is grateful for the valuable training made possible by the Federal Home Loan Bank of Pittsburgh through its Blueprint Communities program.

We further acknowledge the WV Development Office's ON TRAC program and the WV Community Development HUB's Communities of Achievement (HUBCAP) initiative for their support and technical assistance.

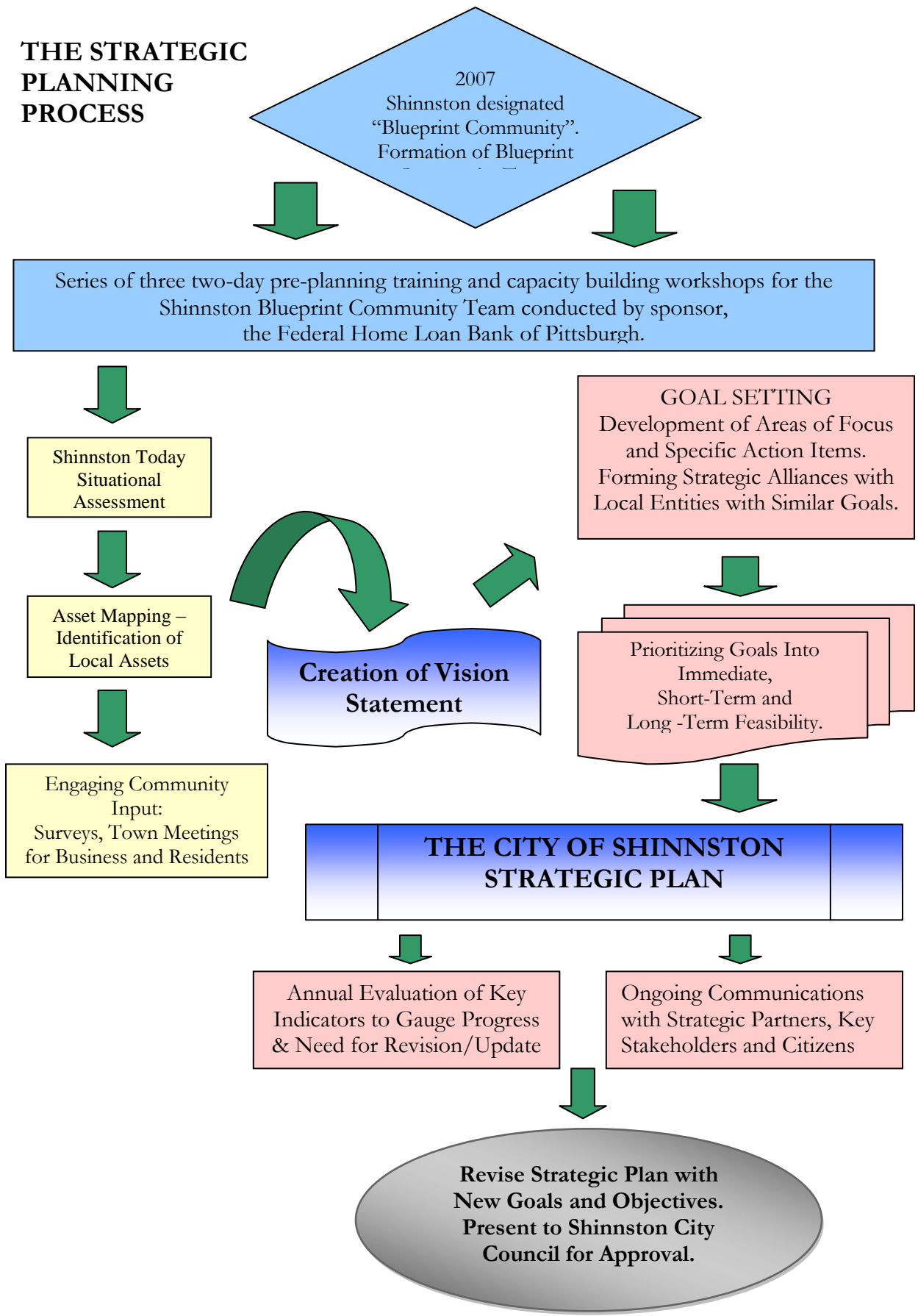
Finally, we acknowledge the continued support of the Shinnston City Council, as well as the citizens of the community who provided valuable input to this process.

We embrace this opportunity to share this common vision for serving our community.

The Shinnston Development Authority



THE STRATEGIC PLANNING PROCESS



Strategic Planning Process

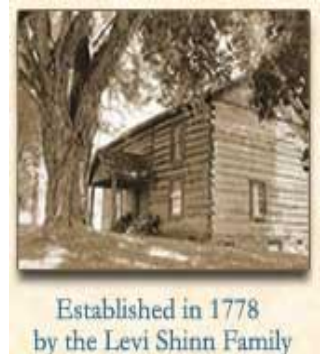
Formation of the City of Shinnston Blueprint Community Team

The City of Shinnston Blueprint Community Team (“Blueprint Community Team”) was formed to develop a long-range vision for the City of Shinnston. The City of Shinnston was one of ten communities in West Virginia selected to participate in training through a program sponsored by the Federal Home Loan Bank of Pittsburgh known as “Blueprint Communities”. Team participants were selected from various sectors of the community with representatives from government, business, local organizations, community development groups and youth. The team’s goals include stimulating community participation, providing guidance in decision-making, providing continuity over time, and helping to establish a baseline for decisions considering the community as a whole. The Blueprint Team developed this comprehensive strategic action plan to implement short- and long-term revitalization projects within the City of Shinnston to address identified needs. It is intended that this plan be implemented immediately and be reviewed and updated as conditions change.

Local and Regional Context

Profile of the City of Shinnston

The City of Shinnston is located in Harrison County, West Virginia. The settlement of Shinnston dates to the building of Levi Shinn's log house in 1778. The Shinnston Historical Association maintains the house which stands today along US Route 19. In 1815, the town was laid out with three streets running parallel with the river and with four crossing streets running at right angles to them. The town was incorporated in 1852 by an act of the Virginia Legislature, as West Virginia did not yet exist as an independent state, and Solomon S. Fleming was elected the first mayor.



Established in 1778
by the Levi Shinn Family

A new Charter was secured in 1877 and later revised in 1928 to a Mayor-Council form of government. This model remained in place for several years until in 1998, the citizens voted to revise the Charter and adopt a City Manager-Council form of local government. That model was implemented on July 1, 1998.

Shinnston has enjoyed a history of active commerce, with its beginnings built around both grain mills and sawmills. In its early years, the town saw the development of a tannery, wagon makers an undertaker, mercantile interests, a pottery, and a local newspaper. The first bank began in 1899 and the railroad came to the area in 1890. Other transportation systems, in the form of a streetcar, operated from 1906 to 1947. As is true for much of



West Virginia, energy was an important part of Shinnston's history. By the early 1900s, oil wells and gas wells joined with coal as major economic activities in the town. Energy generation continues to be a major activity in the region with the Harrison Power Station located nearby. Today, as with most small towns, Shinnston's economic base has shifted to more service-oriented activity and the downtown features locally-owned shops and retail establishments serving not only the town's needs, but also the retail needs of the entire region.

Shinnston has always been a community of strong faith with an active and diverse number of denominations found within. The first church was organized in 1786 and met in various homes in the community until 1835 when the first church building was erected. Today, these various churches have organized into a Council of Churches that works together for the betterment of the community. Several times each year the churches come together in shared services with members of all faiths worshipping together.

By 1813, the first school was organized with classes taught in a small log cabin. In 1860, a larger building was constructed for use as a town hall and academy. This venture became the first public school in 1865. The first grade school was created in 1895 and Shinnston High School, then known as Clay District High School, was added in 1907. In 1978, Shinnston and Lumberport High Schools were consolidated to form Lincoln High School, named after the first public school in Harrison County located in the neighboring community of Gypsy. Over the years, Shinnston area schools have produced distinguished alumni who have gone on to achieve fame in the fields of athletics, business, literature, art, and higher education.

Shinnston has always enjoyed a strong sense of community and community spirit. Throughout its history, residents have been challenged by natural disaster. The Shinnston tornado of June 23, 1944 left almost no resident untouched and remains in the top 15 of the deadliest tornadoes in the nation. The community has always risen to meet these challenges and that spirit is much in evidence today, as seen in the Lowe Public Library, the Bice-Ferguson Memorial Museum, a highly-rated volunteer fire department, the construction of a new Veterans Memorial, the continuing development of a rail-trail and the building of new city park and recreation complex. In 2010, a citizen-driven project came to fruition with the construction of tournament grade bocce courts at Ferguson Memorial Park. Additionally, “The Dabbler’s” art group and the popular “Shinnston Community Band” are examples of organizations that foster the arts in the entire region.



Today, the community of 2,200 is experiencing revitalization as a community of choice for those wanting the sanctuary of a bedroom community with niche shops, updated amenities, and activities that are family-oriented. Citizens generally know their neighbors, and Shinnston retains many traits of stereotypical small-town America. The downtown area, once depressed due to the national trend of businesses relocating to strip malls and the growth of big-box retail giants, now boasts nine new businesses since the Blueprint Communities initiative began in 2007.

Identification of Community Assets

1. Community Capital – Shinnston’s greatest asset is its genuine, friendly people. Shinnston has a ready workforce with many and varied skills. Several unique, local businesses have their home in the City. The City Government has a well-qualified staff available to work with new and relocating businesses and provides a Business and Occupation Tax Incentive to new businesses. City Council is a forward-thinking group, ready to respond to new opportunities for the community. The City employs a Recreation Coordinator to initiate events and encourage public participation in the community.
2. Organizations – Shinnston has many long-standing and strong organizations, various civic / service organizations, fraternal organizations, social organizations and recreational groups as well as more than half a dozen churches.

3. Institutions – The Lowe Public Library and Genealogy Room and the Bice-Ferguson Memorial Museum have strong influence in the community. Shinnston is the home of both Big Elm Elementary School and Lincoln High School. Institutions of higher learning less than an hour away include West Virginia University, Fairmont State University, Salem University, and Pierpont Community and Technical College.



4. Financial Resources – Shinnston is the home of three financial institutions, namely, WesBanco Bank, Huntington Bank and Fairmont Federal Credit Union. There is a city levy in place, approved by the voters in 2006 for street paving and park improvements. Property taxes, business and occupation taxes and user fees for street, police and fire provide needed funds for support of the community. The Harrison County Commission is supportive of the community. The City participates with outside groups such as the Harrison County Chamber of Commerce. State and Federal government, as well as private foundations and non-profit organizations, provide assistance in the form of grants and technical assistance.

5. Infrastructure –Shinnston is located six miles from I-79 and the new United Hospital Center is located 15 minutes away. Situated strategically between Clarksburg to the south and Fairmont to the north, Shinnston is within a 45-minute commute of significant employment opportunities in Morgantown, Fairmont and Clarksburg, including the FBI’s Criminal Justice Information Services Division located within ten miles of the City. In 2006, Shinnston completed a \$5.4 million dollar water project that replaced many aging water lines and made hydraulic improvements resulting in greatly improved service to the community. A \$4.7MM wastewater project was completed in 2011, improving the collection system and capacity for treatment. The City owns part of the Rail Trail system which attracts visitors who enjoy hiking, biking and horseback riding.



In 2013, the State of West Virginia Department of Highways will begin construction of a new bridge in Shinnston over the West Fork River that will replace an aging structure that connects the downtown area with the West Side. A new bridge on U.S. Route 19 in Gypsy improved access into the City from the Clarksburg/Bridgeport areas. Within the City limits, buildings are available for new business ventures. The City has acquired property and plans to construct a multipurpose community center. The Ferguson City Park has a state-of-the-art zero grade pool, playgrounds, pavilions, a walking trail, soccer practice fields and the newly-constructed bocce courts. An apartment complex with 48 units was completed in 2007 and in 2010, a senior housing facility opened, providing 32 units of affordable housing for senior citizens. Single-family housing construction has begun within a development that has the capacity for 60 homes. This is the first development of new single-family homes in the City in recent years.

6. Natural Resources – Many coal and natural gas industries are in the area. The West Fork River runs through the City and as water quality improves, this may become an opportunity for recreation.

Engaging Community Input

Ascertainment of Community Needs

For the original Strategic Plan, the Blueprint Community Team solicited input through a selection of needs assessment methodologies.

Blueprint Community Survey & Results

Community input was gathered through a detailed random community survey, which asked citizens to rate items on a one-to-five scale: 1- strongly disagree, 2-disagree, 3-no comment, 4-agree, and 5- strongly agree. Four hundred (400) surveys were mailed to households within the City, selected randomly from the City's water customer database. Additionally, 50 surveys were distributed to local civic groups for their input. In the end, a total of 78 surveys were completed, resulting in a return rate of approximately 17%, fully 7% more than the 10% anticipated rate of return. The overall results of the survey were positive: 40% of individuals in Shinnston believed that the community was on the right path and had a positive outlook on the community. After reviewing and analyzing the survey results, the Blueprint Community Team concluded that a better interpretive analysis could be performed by collecting demographic information on the survey responders, including the Ward the person lived in and an age range of the responder. Regardless, as a general conclusion, the Blueprint Community Team opined that the public's perception of the effectiveness of City government has improved greatly in recent years.

West Virginia Small Business Development Center Survey

In an effort to share its resources with the quality businesses located in the Shinnston area, the Blueprint Community Team endeavored to bring business education and capacity building to its business community. The Manager of the Small Business Work Force for the Small Business Development Center was contacted and the SBDC agreed to provide the Shinnston area with a series of small business workshops. A survey was developed and distributed to the business community and the Shinnston

News & Harrison County Journal followed up with an article about the programs.

Blueprint Community Input Meetings

The Shinnston Blueprint Team hosted a Small Business Meeting at Lincoln High School for those business owners located in Shinnston. Invitations were sent to all business owners to welcome them to this opportunity to provide input into the development of the City's Strategic Plan, while also acquiring information on benefits of doing business in a Blueprint Community. The Blueprint Community Coach was on hand to answer questions while a representative from the Small Business Development Center also attended to explain the Business Workshops slated for later in the year. WesBanco's Vice President of Lending was also in attendance to explain all business-related lending programs available from the Federal Home Loan Bank of Pittsburgh. As a result, Shinnston's first business has been approved for funding by the Banking on Business (BOB) Program.

The Blueprint Community Team met once again at Lincoln High School for a similar meeting, but this time directed towards the citizens with a focus on housing and banking programs for individuals. The Blueprint Community Team solicited input to utilize in the formation of the Strategic Plan and shared previous survey results. WesBanco's Vice-President of Community Development provided in-depth information about loan opportunities that can be attained by those living in Shinnston such as the First Front Door Program from the Federal home Loan Bank.

A reporter from the Clarksburg Exponent-Telegram attended both meetings and provided excellent coverage to inform the community about the meetings.

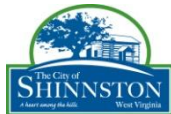
How the Original Plan was Created

The City of Shinnston Blueprint Community Strategic Plan was developed in 2007 through an extensive process of formal workgroup and training sessions attended by the Blueprint Community Team, meetings with the Team's Blueprint Community Coach, a planning retreat and correspondence among team members. Of notable importance to the development of the plan was the extensive community needs assessment process which provided the Blueprint Community Team with input from key stakeholders.

From these processes, goals were identified and divided into immediate, mid-range and long- term implementation phases based on the complexity of the endeavor. Specific projects and tasks were identified to support these goals. Some projects were implemented immediately, and others will be developed as part of the mid-range and long-term plan.

Civic groups, city boards, committees and commissions identified various goals contained in this document. Additionally, the City Council meets annually for a special goal-setting strategy session and has identified some of the goals included in this Strategic Plan, thus reinforcing their importance. The Blueprint Community Team acknowledges the valuable input of these groups and the Team’s partnership with and support from City Council.

For its efforts, the original Strategic Plan developed by the Shinnston Blueprint Community Team was awarded a Beacon Award from the Federal Home Loan Bank in Pittsburgh for “Communicating with Clarity: Articulating Vision, Goals, Objectives and Measures.”



Strategic Plan for the City of Shinnston

Sustainable Change for Attaining Our Vision

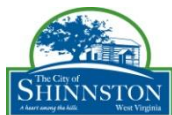
Vision Statement

We are Shinnston; a welcoming, attractive and safe community with an excellent quality of life. Our values are built on a spirit of support, determination and family. Philanthropy and volunteerism are contagious, and Shinnston is known for accomplishing much, often with limited resources. Many of our amenities are the result of the generosity of people who love our city, and the sweat equity of the citizens who are proud to call Shinnston home. Our continued planning and revitalization efforts will bring future success while enhancing our small town America lifestyle. We welcome new families and seniors who enjoy an active lifestyle and our special quality of life. We look to grow our businesses with unique shops and hometown stores. Most importantly, we will cultivate an atmosphere of community involvement where our citizens continue to show that we are an engaged and vibrant community.

We are Shinnston.

To attain this Vision, we have established goals in each of the following five thematic areas of focus:

- ⇒ **Goal #1.** To foster an environment that will attract and sustain business and economic activity within the community.
- ⇒ **Goal #2.** To expand and evolve the Shinnston competitive identity by influencing potential customers and visitors of the diverse assets available in the community.
- ⇒ **Goal #3.** To increase investments in community resources and infrastructure.
- ⇒ **Goal #4.** To increase social capital by building relationships, facilitating communications and enhancing community capacity.
- ⇒ **Goal #5.** To increase cultural and recreational assets to improve the quality of life, health and well-being for residents of Shinnston.



STRATEGIC GOALS MATRIX OF ACTION PLAN OBJECTIVES

Revised January 2012

Goal #1. To foster an environment that will attract and sustain business and economic activity within the community.	
	Objective 1.1 Construct new multi-purpose community center.
	Objective 1.2 Complete feasibility study of the Murphy Building as a business incubator.
	Objective 1.3 Acquisition of 324 Pike St. Shinnston for future development.
	Objective 1.4 Create inventory of available commercial space.
	Objective 1.5 Work closely with other local, regional, state or federal community development and economic development organizations.
Goal #2. To expand and evolve the Shinnston competitive identity by influencing potential customers and visitors of the diverse assets available in the community.	
	Objective 2.1 Implement community branding system.
	Objective 2.2 Encourage a spirit of cooperation among community businesses.
	Objective 2.3 Sustain and support Promotions Committee.
	Objective 2.4 Update City website and increase social networking to promote the City.
Goal #3. To increase investments in community resources and infrastructure.	
	Objective 3.1 Proactive annexation of select properties and areas.
	Objective 3.2 Continued improvement of water and sewer infrastructure.
	Objective 3.3 See ON TRAC program through to fruition as a Main Street Program
	Objective 3.4 Improve downtown properties.
	Objective 3.5 Continue sidewalk project.
	Objective 3.6 Implement streetscape project.
Goal #4. To increase social capital by building relationships, facilitating communications and enhancing community capacity.	
	Objective 4.1 Enhance outreach to youth and area schools.
	Objective 4.2 Encourage increased participation of civic and social organizations in City activities.
Goal #5. To increase cultural and recreational assets to improve the quality of life, health and well-being for residents of Shinnston.	
	Objective 5.1 Construct band shell at Ferguson Memorial Park
	Objective 5.2 Complete paving of the Rail Trail system.
	Objective 5.3 Continue to develop facilities at Ferguson Memorial Park.
	Objective 5.4 Continue active support for the Shinnston Community Band.
	Objective 5.5 Develop facilities for downtown activities park and adjacent areas.
	Objective 5.6 Achieve designation as a Certified Arts Community
	Objective 5.7 Utilize the Playful Cities designation to its full potential.

KEY

	Objective is near completion and / or will be complete within the year.
	Progress has been made and objective will be complete within one-to-two years.
	Objective is continuous or long-range. Specific tasks of the objective may be complete.

Accomplishments & Successes

2006-2011

- Dissemination and evaluation of community input surveys. Meetings held for assessing community input.
- Formation of Shinnston Activities Committee
- Established weekly, seasonal Farmers' Market at trailhead
- Blueprint Communities page established on City web site
- Shinnston logo and brand established
- Creation of Shinnston Development Authority (SDA) to formalize and continue the work of the Blueprint Community Team, ON TRAC Team and HUBCAP Committees
- Re-established Shinnston Frontier Days Festival
- Re-established Shinnston Trail Days
- Demolition of former city garage and construction of Activities Park. A grant from the NCWV Brownfield Assistance Center helped launch the project and the community engaged students at Big Elm Elementary for design input for the park.
- Restrooms installed near pavilion at Ferguson Memorial Park
- Contracted with WVU for First Impressions project
- Shinnston business approved for Banking on Business (BOB) loan funds from the FHLBank Pittsburgh as a result of Community Input Meeting
- Beautification by Shinnston Garden Club at triangle, corner of Charles and Pike Streets
- Installation of LED informational sign at triangle
- Route 19 clean-up, including downtown area and rail trail
- Shinnston recognized as a "WV Make it Shine Community"
- Chosen as one of the inaugural WV ON TRAC Communities through the WV Development Office in cooperation with the National Trust for Historic Preservation's National Main Street program. Completing the program provided the City with technical assistance and the opportunity for grant funding.
- Construction of bocce courts at Ferguson Memorial Park. Citizen-led volunteer effort including fundraising and construction. Since completing the courts, Shinnston has hosted the WV Italian Heritage Festival Bocce Tournament.
- Publication of four newspaper supplements in the *Clarksburg Exponent Telegram* and the *Fairmont Times West Virginia* promoting the City.
- Shinnston recognized as one of 151 "Playful City USA" cities - a national recognition program honoring cities and towns that make play a priority and use innovative programs to get children active, playing, and healthy. Shinnston is the first community in West Virginia to achieve this designation.

-Continued-

Accomplishments & Successes 2006-2011

-Continued-

- Chosen as one of the inaugural WV HUBCAP Community Collaborative Teams through the WV Community Development HUB. Completing the program provided the City with more than \$13,000 in technical assistance grant funds.
- Was awarded a \$100,000 grant to fund the construction of a “band shell” for the Shinnston Community Band. This grant comprises ½ of the \$200,000 project cost.
- Grant funding secured to purchase commercial truck for the Shinnston Community Band.
- Chosen one of eight communities in WV to participate in the Brownfields Community Redevelopment Collaborative through the Northern WV Brownfield Assistance Center. The Shinnston Team was one of four winning communities to receive \$5,000 to complete a brownfield-related project (completion/ expansion of Activities Park). Shinnston’s project also received the People’s Choice award at the event
- Nine new businesses in downtown area have opened since we began the Blueprint Revitalization in 2007.
- A new \$3MM+ senior citizens housing complex has been completed utilizing an Affordable Housing Program grant from the Federal Home Loan Bank in Pittsburgh.
- Chosen to receive \$391,200 from the Special Needs Fund from the West Virginia Housing Development Fund for demolition, acquisition and site preparation for the proposed multipurpose community center.

ACTION PLAN

Goal # 1

To foster an environment that will attract and sustain business and economic activity within the community.

Objective 1.1 Construct new multi-purpose community center.

Impact/Measure

- Increased community involvement
- Increase in community events (theatre, arts, music, etc.)
- Provide dedicated meeting space for Shinnston Senior Citizens
- Improved downtown district and increased walking traffic

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Acquisition of additional property	City Manager, Finance Officer, City Attorney	June 2012	
Initiate Capital Campaign	Finance Officer	June 2012	
Research & determine funding sources	City Manager, Finance Officer, Banking Partners	Ongoing	
Develop Business Plan	City Manager, Finance Officer, Banking Partners	December 2012	
Develop final design	Architect	2013-2014	

Resources Available: Funding for site development; WV Community Development HUBCAP Program/Partners; USDA Community Facilities Program; City-owned site; community momentum; proven track record for grant writing; sound financial management

Resources Needed: Funding for construction

Objective 1.2 Complete feasibility study of the Murphy Building as a business incubator

Impact/Measure

- Clear vision of viability of project

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Property survey	Engineer	June 2012	
Title Search	City Attorney	June 2012	
Architect's Review	Architect	June 2012	
Appraisal of Market Value	Appraiser	June 2012	
Develop Business Plan	Finance Officer, City Manager, Banking Partners	June 2012	

Resources Available: Federal Home Loan Bank Blueprint Communities Mini-Grant (\$11,000)

Resources Needed: Clarification of ownership and management of the property (to be accomplished through the title search)

Objective 1.3 Acquisition of 324 Pike Street, Shinnston for future development.

Impact/Measure

- Improve image of downtown and remove eyesore
- Provide green space and potential site for development in downtown
- Demolition of safety and health hazard

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Acquisition of property through legal process	City Manager and City Attorney	December 2012	
Secure approval from SHPO for demolition	City Manager and Finance Officer	June 2013	
Research funding sources for demolition costs	City Manager and Finance Officer	June 2013	
Place demolition project out for bid	City Manager, Finance Officer, Engineer	June 2013	

Resources Available: WV Code – Laws and regulations governing acquisition of property through tax sale

Resources Needed: Funding for demolition

Objective 1.4 Create inventory of available commercial space.

Impact/Measure

- Greater opportunities for local entrepreneurs
- Opportunities for outside investments into the business community
- Increased foot traffic in the downtown area
- Opportunities for citizens and visitors to stimulate local economy
- Support of “buy local” initiative

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Research partnering and/or intern opportunities with local universities	Finance Officer	June 2013	
Research grant and technical assistance opportunities	Finance Officer	June 2013	
Connect with Main Street Fairmont for technical assistance	Finance Officer	June 2013	

Resources Available: Supply of vacant commercial buildings

Resources Needed: Manpower, i.e. “Feet in the Street”.

Objective 1.5 Work closely with other local, regional, state or federal community development and economic development organizations.

Impact/Measure

- Shared ideas and resources through collaboration
- More engaged stakeholders
- Increased knowledge of community development concepts

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Work with community development organizations such as the WV Community Development HUB, ONTRAC, Volunteer WV, Create WV and Northern WV Brownfields Assistance Center to identify potential development opportunities.	City Manager, Economic Restructuring Committee	Ongoing	
Mentor other communities.	City Manager, Team Members, Staff	Ongoing as opportunities arise	
Participate and continue working with the Harrison County Mayor’s Association	Mayor	Ongoing	
City officials, others placed on county boards and committees	City Manager, Mayor and others	Active and Ongoing	

Resources Available: Shinnston Development Authority; various federal, state, county and local community and economic development organizations.

Resources Needed: People willing to go to meetings and give time to work with others.

Goal # 2

To expand and evolve the Shinnston competitive identity by influencing potential customers and visitors of the diverse assets available in the community.

Objective 2.1 Implement community branding system.

Impact/Measure

- Recognition of Shinnston by funders, potential residents and businesses
- Simpler, quicker communication through brand recognition
- Unified marketing approach for businesses, non-profit fundraising, community events, etc.
- Community spirit

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Assimilation of brand system into web site	Finance Officer, Recreational Coordinator	Ongoing	
Use of logo/brand on all outgoing communications	Finance Officer, Recreational Coordinator	Ongoing	
Develop materials	Finance Officer, Recreational Coordinator	Ongoing	
Introduce and expand use of brand system to related organizations and businesses.	Finance Officer, Recreational Coordinator	Ongoing	

Resources Available: Professionally developed branding system and logo

Resources Needed: Buy-in of branding system from businesses and organizations

Objective 2.2: Encourage a spirit of cooperation among community businesses.

Impact/Measure

- Increased sales due to shared initiatives
- Attraction of new businesses and retention of existing businesses
- Increased communication between business and City government

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Hold Business Summit	City Council	January 2012	
Host Business Reception	Promotions Committee	March 2012; annually	
Encourage the formation of a Merchants Association	Shinnston Development Authority	March 2012	
Provide information on City activities so that businesses can link promotional sales, marketing campaigns, etc.	Recreational Coordinator	Ongoing	

Resources Available: Technical assistance for forming business association.

Resources Needed: Businesses interested in forming association.

Objective 2.3 Sustain and support SDA Promotions Committee

Impact/Measure

- Increased sales for local businesses as a result of special community events
- Increased communication between business and City government

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Funding for Promotions Committee	City Council	Ongoing	
Communication of meeting schedule	Recreation Coordinator	Ongoing	

Resources Available: City staff available to help with events.

Resources Needed: Additional volunteers.

Objective 2.4 Update the City’s website and increase social networking to promote the City.

Impact/Measure

- Increased participation in City meetings and activities
- Increased communication and dissemination of information
- More effective marketing and promotion of City

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Update City website	Finance Officer	March 2012	
Produce E-Newsletter	Recreational Coordinator	February 2012	
Increase use of social media, i.e. Facebook, Twitter	Recreational Coordinator	Ongoing	
Continue use of E-mail blasts	City Manager	Ongoing	

Resources Available: Technology; skill set of staff

Resources Needed: Increase citizen and business E-mail database

Goal # 3

To increase investments in community resources and infrastructure.

Objective 3.1 Proactive annexation of select properties and areas.

Impact/Measure

- Increased tax base
- Increased revenues
- Smart growth

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Become aware of growth opportunities through contact with Harrison County Development Authority, Harrison County Chamber of Commerce and Harrison County Commission	City Manager, City Council	Ongoing	
Stay advised of current issues affecting annexation laws	City Manager, City Attorney	Ongoing	

Resources Available: Knowledge of annexation laws; existing contacts with state and county agencies

Resources Needed: Existing landowners willing to annex into the City

Objective 3.2 Continued improvement of water and sewer infrastructure.

Impact/Measure

- Increased ability of City to grow and serve more people
- Improved quality of life for residents
- Increased ability of City to annex and grow its population
- Improved infrastructure for housing development

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Monitoring of current system for needed repairs, replacements and upgrades to make system more efficient	City Manager, Public Works, Engineer	Ongoing	
Diligent monitoring of water and sewer capacity vs. demand	Public Works City Manager, Engineer	Ongoing	
Monitoring of storm water problems; analyze need for storm water utility	City Manager, Engineer	As needed	
Make recommendations for water / sewer line extensions to serve growth and potential growth	City Manager, Engineer	As needed	

Resources Available: Close relationship with engineering firm associated with major water and sewer projects; Public Service Commission; adequately staffed Public Works Department.

Resources Needed: Heavy equipment for Public Works would allow for more “in house” extension work

Objective 3.3 See ON-TRAC program through to fruition as a Main Street Program

Impact/Measure

- Increased business buy-in to common image of City
- Increased City eligibility for funding opportunities
- Enhanced beautification of downtown
- Increased capacity through provision of technical assistance

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Fully staff ON-TRAC Committees	Organization Committee, SDA	December 2013	
Assign/carry out Committee tasks	Committees	December 2013	
Consider applying for Main Street designation	SDA, Council	December 2013	

Resources Available: Knowledge and program experience of ONTRAC initiative

Resources Needed: Visionary director.

Objective 3.4 Improve downtown properties.

Impact/Measure

- Clean-up of blighted areas
- Improved first impression of City for visitors
- Increased green space downtown
- Ties into planned Streetscape and Main Street projects

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Seek advice from other cities with successful demolition program (Ex: Clarksburg – Jim Hunt)	Shinnston Development Authority	April 2012	
Encourage façade improvement	Design Committee	Ongoing	
Keep downtown clean	City Crews, volunteers	Ongoing	

Resources Available: Labor from Public Works; City Attorney; Harrison County Economic Alliance Corporation Downtown Revitalization Loan Program (façade renovation)

Resources Needed: Funding for abatement and demolition

Objective 3.5 Continue sidewalk projects

Impact/Measure

- Improved safety of pedestrian traffic
- Increased opportunity for exercise and fitness
- Enhanced beautification of downtown

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Update street signs	City Manager	September 2013	
Develop sidewalk replacement program for residential streets	Finance Officer	September 2013	
Write Transportation Enhancement Grant for Charles Street sidewalk improvement project	Finance Officer	February 2012	
Selection process of engineer and contractor for East Shinnston sidewalk project	City Council	March 2012	
Construction of East Shinnston sidewalks	Contractor	August 2012	

Resources Available: Prior grant and sidewalk project to use as model

Resources Needed: Funding commitment

Objective 3.6 Implement streetscape project

- Improved infrastructure
- Increased revitalization of downtown
- Increased business development
- Increased tax base for the City
- Increased number of residents in City

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Conceptual plan and cost estimate	Consulting Engineer, Design Committee	December 2012	
First phase of project presented for Transportation Enhancement Funding	City Manager	January 2013	
Bid process for engineering and construction	City Council	Spring 2014	
Construction	Contractor	Summer 2014	

Resources Available: Supportive business district and citizens; prior successful grant experience; established relationship with funding agency

Resources Needed: Funding

Goal # 4

To increase social capital by building relationships, facilitating communications and enhancing community capacity.

Objective 4.1 Enhance outreach to youth and area schools

Impact/Measure

- Informed and engaged young people
- Inform Council, City Officials, Shinnston Development Authority on issues affecting youth citizenry

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Mad City Money Exercise	Fairmont Federal Credit Union	Ongoing	
Add two youth liaisons to Shinnston Development Authority (SDA)	Shinnston Development Authority	September 2012	
Involve youth in planning park features	Recreation Coordinator & Brownfield Redevelopment Collaborative Team	June 2012	
SDA members to serve as judges for school activities	Shinnston Development Authority	Ongoing	
Implement a Leadership Training Institute	City Council	August 2012	
Expand the “If I Were Mayor” program county-wide through the Harrison County Mayor’s Association	Mayor	August 2012	

Resources Available: Area Schools, i.e. Big Elm Elementary, Lumberport Middle School, Lincoln High School including LHS Prevention Resource Officer; Shinnston Development Authority; City Council, Shinnston Businesses such as Fairmont Federal Credit Union; Brownfield Redevelopment Collaborative

Resources Needed: Volunteers

Objective 4.2 Encourage increased participation of civic and social organizations in City activities.

Impact/Measure

- Increased number of volunteers available
- Increased participation at City-sponsored events
- Increased knowledge of City matters
- Enhanced communication between City and citizenry

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Work with Shinnston High School Alumni Association on 2012 celebration	Recreation Coordinator	July 2012	
Attend meetings of community civic and social organizations to provide updates on City matters	Recreation Coordinator	Ongoing	
Invite and encourage input and involvement from civic and social organizations	Recreation Coordinator	Ongoing	

Resources Available: Active community, civic and social organizations.

Resources Needed: Willingness of organizations to become more involved in City-sponsored events.

Goal #5 To increase cultural and recreational assets to improve the quality of life, health and well-being for residents of Shinnston.

Objective 5.1 Construct band shell at Ferguson Memorial Park

Impact/Measure

- Increased use of park
- Improved park facilities

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Leverage other funding around grant	City Manager, Promotions Committee	March 2012	
Construct band shell	As contracted	March 2013	

Resources Available: Grant funds; Shinnston Community Band; citizens interested in culture; land at park; Park Board.

Resources Needed: Additional funding; consensus of interested parties.

Objective 5.2 Complete paving of the Rail Trail system

Impact/Measure

- Increased use of trail
- Improved handicap accessibility of trail
- Reduced maintenance costs of trail

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Work with Marion County and Harrison County Commission to acquire section of Rail Trail located in Harrison County but owned by Marion County.	City Manager, City Council, City Attorney	December 2012	
Assist/Support Harrison County Commission in applying for Recreational Trail Grant	City Council, Finance Officer	February 2013	
Commitment of 20% match to grant	City Council	February 2013	
Work with Harrison County Commission to complete paving	City Manager, Recreation Coordinator, Engineer	February 2014	

Resources Available: City-owned trail head; Marion County Commission; Marion County Parks and Recreation; City levy funds; labor from the City Public Works Department

Resources Needed: Grant; viable plans

Objective 5.3 Continue to develop facilities at Ferguson Memorial Park

Impact/Measure

- Increased use of park
- Increased health and well-being of residents
- Improved quality of life for residents
- Increased opportunities for youth activities

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Research available grant and program funds	City Manager, Recreation Coordinator	Ongoing	
Recreation Survey	Recreation Coordinator	March 2012	

Resources Available: Ferguson Memorial Park; Park Board; City levy funding; grant funding

Resources Needed: Grant and other funding opportunities; comprehensive City-wide master plan for recreational facilities

Objective 5.4 Continue active support for the Shinnston Community Band

Impact/Measure

- Retention of Shinnston Community Band as asset of the community by meeting needs, e.g. adequate space for practice, storage of instruments and equipment.
- Increased downtown activity
- Improved image of the City as a destination for theatre, arts, music, etc.

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Work with Band to identify needs, work to fulfill needs	City Manager, Staff	Ongoing	
Encourage increased performance schedule	Recreation Coordinator	Ongoing	
Work with Shinnston Community Band to obtain sponsorships	Recreation Coordinator	Ongoing	

Resources Available: Active and popular community band

Resources Needed: Adequate space for practicing and storage of instruments and equipment

Objective 5.5 Develop facilities for downtown activities park and adjacent areas

Impact/Measure

- Provides youth a place to go and something to do
- Improves and beautifies a blighted area of the City
- Provides an area for parking and additional activities

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Gather public input regarding needs and wants	Brownfield Redevelopment Collaborative Team	April 2012	
Develop Comprehensive Plan for Activities Park	Brownfield Redevelopment Collaborative Team	September 2012	
Study and develop plan for improving pedestrian accessibility to the site	Brownfield Redevelopment Collaborative Team	September 2012	

Resources Available: Technical expertise through the Brownfield Redevelopment Collaborative; grant funds from the Northern Brownfields Assistance Center for community engagement

Resources Needed: Funding commitment

Objective 5.6 Achieve designation as a Certified Arts Community

Impact/Measure

- Increased cultural opportunities
- Support for current arts groups
- Improved image of the City as a destination for theatre, arts, music, etc.
- Improved tourism opportunities

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Research process	City Manager	2013	
Apply for Certification	City Manager, SDA	2013	

Resources Available: Established Arts groups

Resources Needed: Information on process and possible benefits

Objective 5.7 Utilize the Playful Cities designation to its full potential

Impact/Measure

- Increased health and well-being of area youth
- Increased appeal of Shinnston as a livable community
- Increased opportunities for grant funding

TASKS	RESPONSIBLE ENTITY	TARGET DATE	DATE COMPLETED/ OUTCOME ACHIEVED
Apply for re-designation as a Playful City	Recreation Coordinator	Annually	
Research and apply for available grants	Recreation Coordinator	Ongoing	
Create additional programs and activities for youth	Recreation Coordinator	Summer 2012 and Ongoing	

Resources Available: Grant funding; training and webinars

Resources Needed: Volunteers; community involvement; opportunities for play. City Council approval for funding.