



PKB2030
embracing our past - igniting our future

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Comprehensive Plan

City of Parkersburg, West Virginia

Recommended by Planning Commission: December 1, 2020
Adopted by City Council: December 22, 2020

PKB2030 Comprehensive Plan

Acknowledgements

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**ORDINANCE TO ADOPT THE PKB 2030 COMPREHENSIVE PLAN
UPDATE FOR THE CITY OF PARKERSBURG**

The Municipal Planning Commission of the City of Parkersburg has recommended that the PKB 2030 Comprehensive Plan Update be adopted;

WHEREAS, the City of Parkersburg is required to update its Comprehensive Plan every 10 years per WV State Code (Chapter 8A), and,

WHEREAS, the general purpose of a comprehensive plan is to guide a governing body to accomplish a coordinated and compatible development of land and improvements within its territorial jurisdiction, in accordance with present and future needs and resources, and,

WHEREAS, the PKB 2030 Comprehensive Plan Update addresses all the mandatory components required by West Virginia State Code,

NOW, THEREFORE, THE COUNCIL OF THE CITY OF PARKERSBURG HEREBY ORDAINS that the PKB 2030 Comprehensive Plan Update be adopted and that the plan may continue in effect for ten (10) years or until the plan is revised, amended or replaced in accordance with Chapter 8A of West Virginia State Code.

SPONSORED BY: MUNICIPAL PLANNING COMMISSION

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Ord to adopt the PKB 2030
Comprehensive Plan update

Adopted first reading Dec 8, 2020

Adopted final reading Dec 22, 2020



Mayor Tom Joyce

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Executive Summary

Purpose

Provide guidance for responsible stewardship and decision making related to the city’s operations and development that takes into consideration the diverse systems, services, and partnerships in the City of Parkersburg. This update was prepared with a robust public engagement process which included focus groups, general public events, and a citizen’s steering committee.

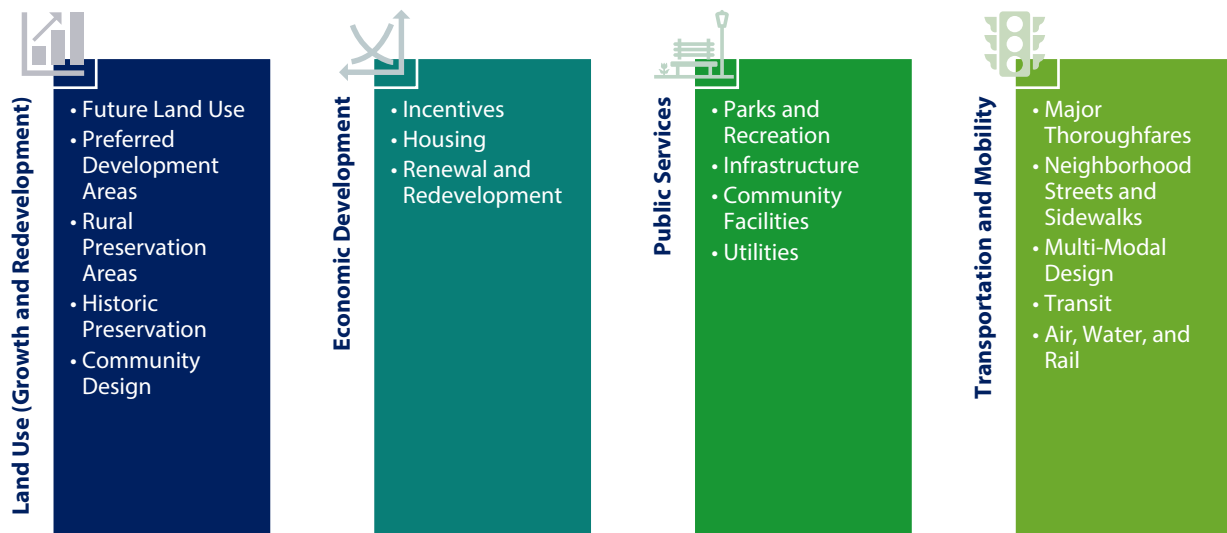
Comply with West Virginia State requirements Chapter 8A. Land Use Planning, Article 3.

Comprehensive Plans. § 8A-3-4. Mandatory Components of a Comprehensive Plan.

<http://www.wvlegislature.gov/WVCODE/ChapterEntire.cfm?chap=8A&art=3§ion=4#3>

Planning Themes and Topics

Between the state requirements for a comprehensive plan, the issues identified in research and analysis, and through public input, the following planning themes and topics are addressed in this update.



Vision

Located at the confluence of the Ohio and Little Kanawha Rivers, Parkersburg is a city with a rich history that seeks innovation and progress built around our strengths of location, community, environment, and culture. We will enhance employment, housing, transportation, and recreation opportunities for current and future residents through implementation of the recommendations of this plan. Parkersburg embraces our past to ignite the possibilities for our future.

Goals

Parkersburg will promote, protect, enhance, and capitalize on our local assets.

Parkersburg will take a new and active approach to economic development for a prosperous future.

Parkersburg will endorse services and activities to foster resident engagement, activate grassroots efforts, instill community pride, and improve the well-being of the community.

Parkersburg will provide strategic investment and support for development of diverse housing products to improve the housing stock and living environments for our current and future residents.

Parkersburg will strategically invest in infrastructure and redevelopment to create great places and catalyze positive change in the community.

Implementation Work Plan

Ongoing

- Enforce Development Regulations (Administrative Action/Regulations/Laws)
- Continue collaboration with local and regional partners (Partnerships/Collaborations)
- Review this work plan annually when preparing the city's operating budget (Administrative Action)
- Continue supporting events and activities throughout the community. (Programs/Initiatives)

Short-Term

- Establish a Neighborhood Planner to help support the Community Development function in the Planning & Development Department to initiate more neighborhood focused improvement projects (Administrative Action/Programs/Initiatives)
- Invest in programming and other measures like Crime Prevention through Neighborhood Design (CEPTED) to improve safety in city parks and streets. (Program/Initiatives/Funding Sources/Capital Improvements)
- Prepare an area plan for the Masonic Drive site and adopt special PUD regulations if needed. (Area or Functional Plan)
- Engage community stakeholders to create a strength-based approach (community asset mapping) to community and economic development throughout the city. (Programs/Initiatives)
- Work with Downtown PKB, Wood County Development Authority and other community development stakeholders to prepare a downtown redevelopment plan identifying sites for infill and adaptive reuse. Prioritize the sites and begin land banking or other preparations to issue RFP/RFQs for redevelopment. Possible agents to assist in this activity include the Urban Renewal Agency and the Land Reuse Agency that is being established by the city. (Programs/Initiatives/Area or Functional Plan/Partnerships/Collaboration)
- Update zoning regulations as needed based on the comprehensive plan recommendations. (Regulations/Laws)
- Prepare a housing plan to identify 5-10 targeted locations to accommodate the missing middle-income workforce housing identified in the comprehensive plan update. Partner with

the Wood County Development Authority and other community stakeholders (URA/LRA) to get these sites ready for development. (Programs/Initiatives/Area or Functional Plans/Partnerships/Collaborations)

- Prepare a pedestrian/bike safety assessment and identify locations for on-street and off-street infrastructure improvements. (Area or Functional Plan/Capital Improvements)
- Collaborate with Wood County Officials and area property owners, to prepare a development agreement and regulations for phased development of the land opened with the completion of the new Pettyville Bypass project. (Area or Functional Plan/Regulations/Laws/Partnerships/Collaborations)

Mid-Term

- Prepare an area/corridor plan for the St. Mary's/Dudley Avenue Corridor. (Area or Functional Plan/Partnerships/Collaborations)
- Work with area property owners to prepare a redevelopment/area plan for the Memorial Bridge/Parking Shopping Plaza Area (Area or Functional Plan/Partnerships/Collaborations)
- Issue the first set of RFP/RFQs for prioritized redevelopment and housing projects. (Programs/Initiatives)
- Prepare a green infrastructure plan/strategy for the city to address stormwater and combined sewer flow rates and improve the aesthetics of public spaces. (Area or Functional Plan)
- Develop a wayfinding program for Downtown Parkersburg that connects the riverfront to the commercial core and residential historic districts. (Area or Functional Plan/Capital Improvement/Programs/Initiatives)
- Develop a wayfinding program for the City that identifies important corridors, activity centers and recreational amenities. (Area or Functional Plan/Capital Improvement/Programs/Initiatives)
- Install lighting, bollards, and other features in neighborhoods targeted in the pedestrian/bike safety assessment to improve pedestrian safety. (Funding Sources/Capital Improvements)
- Implement complete street designs in road projects. (Programs/Initiatives/Regulations/Laws/Capital Improvements)

Long-Term

- Implement green infrastructure improvements. (Programs/Initiatives/Capital Improvements)
- Prepare additional area/corridor plans as listed in the plan or prioritized by the community. (Area or Functional Plans)
- Issue additional RFP/RFQs for redevelopment projects throughout the city. (Administrative Action/Programs/Initiatives)
- Continue bike/pedestrian safety improvements throughout the city. (Administrative Action/Programs/Initiatives/Capital Improvements)
- Evaluate the comprehensive plan's recommendations and consider updating based on accomplishments and changes. (Administrative Actions)

Planning Focus Areas

Since this is a strategic plan intended to help proactively guide the city towards achievement of its goals, the plan recommendations have been specifically crafted around the geographic areas that were targeted for redevelopment, economic development, or growth potential, to better allocate limited resources to the areas where the biggest changes can be made. The Planning Focus Areas have been prioritized so that success in an area can catalyze reinvestment in the surrounding neighborhoods.

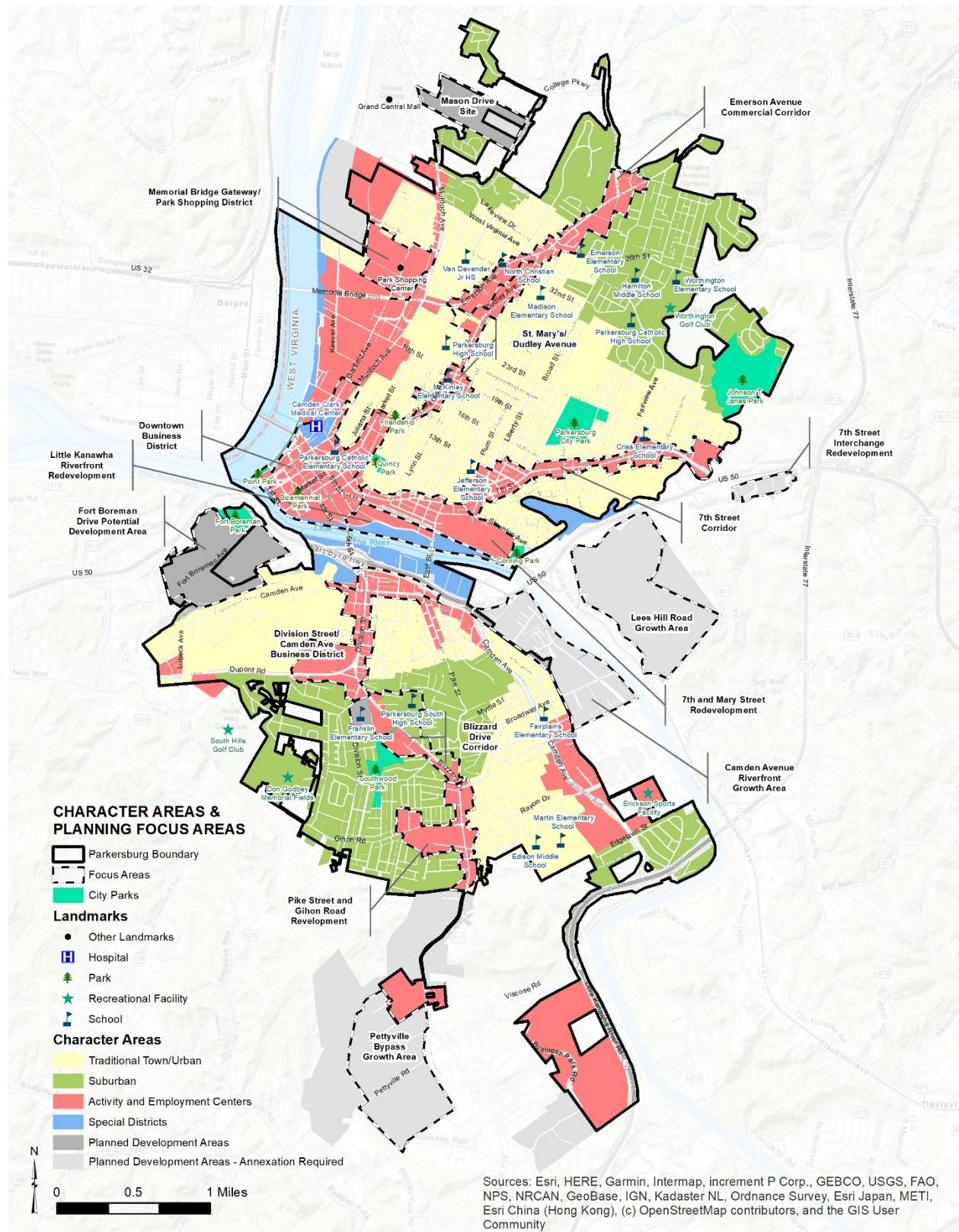


Figure 1: Character Areas and Planning Focus Areas Map



Part 1: Strategic Plan

The strategic plan includes thematic goals and strategies used to guide the creation of plan recommendations for the City of Parkersburg. Thematic statements were established based on the issues and opportunities shared by the community in the vision and values survey, and discussions with the steering committee over the course of the planning process which were then used to create the goal statements and strategies.

Vision

Located at the confluence of the Ohio and Little Kanawha Rivers, Parkersburg is a city with a rich history that seeks innovation and progress built around our strengths of location, community, environment, and culture. We will enhance employment, housing, transportation, and recreation opportunities for current and future residents through implementation of the recommendations of this plan. Parkersburg embraces our past to ignite the possibilities for our future.

Goals & Strategies

A Small Town with Big Opportunities

Goal

Parkersburg will promote, protect, enhance, and capitalize on our local assets.

Strategies

1. Engage community stakeholders to create a strength-based approach (community asset mapping) to community and economic development throughout the city.
2. Establish official city messaging for marketing and promotions.
3. Refine protective regulations (historic districts, flood plain, hillsides, etc.) to maintain our cultural and ecological assets.
4. Prioritize public funding towards investments in community assets.
5. Encourage committees of council, municipal planning commission, staff and community partners to support grassroots efforts that tackle the most pressing socioeconomic issues in the community.
6. Continue to be an active partner with the Visitors Bureau and other historical and cultural organizations throughout the city.
7. Identify grant opportunities that support reinvestment, programming and activities prioritized in the comprehensive master plan update.

Modern Economic Development Efforts

Goal

Parkersburg will take a new and active approach to economic development for a prosperous future.

Strategies

1. Make community reinvestment a top priority and commit funding to staffing and capital improvements.
2. Clarify and promote the redevelopment process and the tools available to interested partners.
3. Continue to streamline regulatory and administrative processes for infill, redevelopment, and reinvestment.

4. Continue to support programs and activities that foster entrepreneurship in the community and surrounding area.
5. Continue collaborations with the Wood County Development Authority (WCDA), Downtown PKB, MOV Chamber of Commerce, and Mid-Ohio Valley Regional Council (MOVRC) to strengthen local and regional economic development efforts and develop a cohesive regional economic vision.
6. Continue focusing on tactics for economic development, business retention, and growth that support small business development and entrepreneurial activity.

Enhanced Quality of Life

Goal

Parkersburg will endorse services and activities to foster resident engagement, activate grassroots efforts, instill community pride, and improve the well-being of the community.

Strategies

1. Establish specific multi-modal design standards for rights-of-way to reach more vulnerable populations and neighborhoods that are heavily auto-dependent.
2. Prepare neighborhood improvement plans and implement/build improvements in phases (sidewalks, lighting, protected, or demarcated bike lanes).
3. Prioritize capital improvements in areas where there are strong plans and partnerships in place for success.
4. Establish a neighborhood planner position to work with grassroots community and economic development partners to support neighborhood redevelopment programs and initiatives that promote residential engagement and create a sense of place.
5. Participate in multi-faceted needs assessment efforts to identify critical strategies for quality of life enhancement.
6. Work with the Health Department and Wood County Schools to develop a food access program to fill gaps until significant private investment can meet community needs.
7. Continue working with the local Workforce Investment Board to provide training and employment opportunities for local people that also meet the infrastructure and service needs identified in the planning process, in accordance with the Workforce Innovation Opportunity Act.
8. Work with partners to provide community spaces for teens by using and/or transforming existing facilities used by seniors or other social groups.

Diversified and Improved Housing Options

Goal

Parkersburg will provide strategic investment and support for development of diverse housing products to improve the housing stock and living environments for our current and future residents.

Strategies

1. Focus resources on one pilot neighborhood and commercial area to catalyze extensive redevelopment. Target areas that already show private reinvestment or are in some stage of transition to prevent the spread of slum and blighted conditions
2. Participate in regional housing studies to clearly define missing housing product.
3. Collaborate with social service organizations and communities to help create housing product to meet the needs of the city's homeless populations.
4. Continue to administer state and federal programs for community and home improvements (CDBG, HOME, etc.).
5. Consider increased acquisition and preparations of properties to catalyze redevelopment in an area.
6. Consider in-kind contributions of development ready land to reduce overall cost to build new housing.
7. Consider adoption of new neighborhood design standards and zoning regulations to increase residential diversity and density in existing neighborhoods as they experience redevelopment.
8. Continue exploring the potential for Accessory Dwelling Units, tiny homes, or other alternative housing options that could be built in the community.

Placemaking and Community Design

Goal

Parkersburg will strategically invest in infrastructure and redevelopment to create great places and catalyze positive change in the community.

Strategies

1. Prepare updated zoning regulations, including looking into the feasibility of adopting a hybrid approach to the traditional form-based code.
2. Adopt and implement complete streets and neighborhood streetscaping standards/guidelines.
3. Prepare neighborhood and area plans as recommended and prioritized by the focus area section.
4. Prioritize critical land/property acquisition and preparation for redevelopment.
5. Invest in infrastructure improvements, trail connectivity, street lighting, and parks and open spaces in high priority redevelopment areas.
6. Adopt design-based regulations for high priority redevelopment areas.
7. Prioritize housing and neighborhood revitalization to attract business growth.
8. Continue downtown investments and improvements, while also prioritizing and investing in neighborhood business districts to strengthen neighborhoods throughout the city.



Part 2: Geographic Plan

The Geographic Plan is the part of the comprehensive plan which offers a visual framework for targeted and tactical geographic recommendations. Each map in this section is accompanied by a set of topically specific recommendations or guidelines. These maps and guidelines have been created and recommended to support the vision and desired outcomes for the City of Parkersburg. There are several geographic networks or frameworks that will be important in helping the city focus and implement the recommended strategies.

The Geographic Plan is comprised of the following elements:



Planning Framework

As cities grow and develop, many try to preserve history and character, while also embracing new development. This plan attempts to address this by identifying development form/character areas. Form/character areas allow for tailored recommendations based on the character and needs of a specific neighborhood, district, or corridor. The boundaries are typically created by reviewing existing development patterns.

The Planning Framework Map illustrates the character areas formed by the neighborhoods, districts, and corridors within the city, along with the key gateways and corridors that established and continue to frame the development and growth of the city.

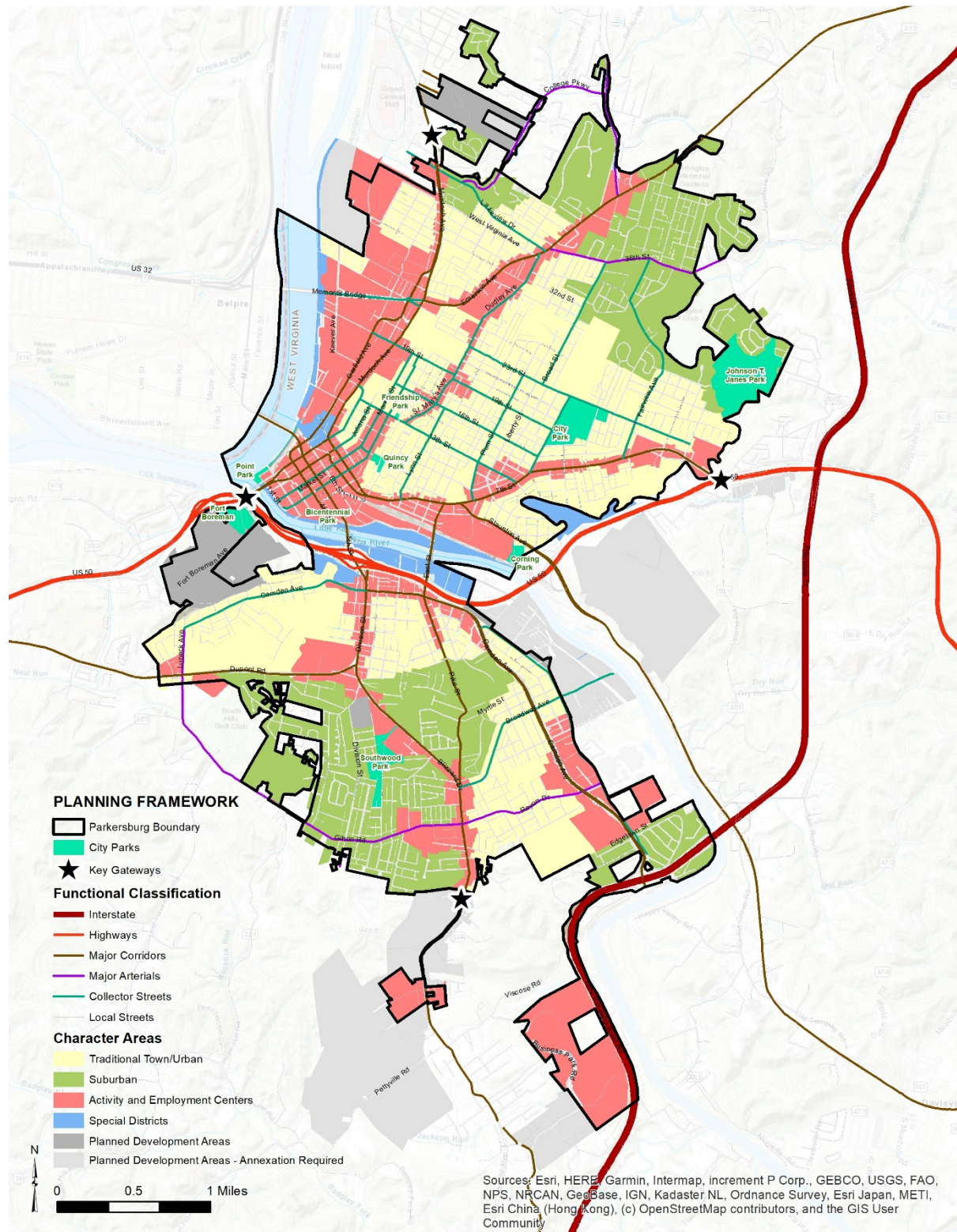


Figure 2: Planning Framework Map

Character Areas

Character Areas are larger groupings of land uses that share common characteristics of street networks, block sizes and shapes, lot sizes and layouts, architectural styles, and building orientation. The following is a brief description of Parkersburg's Character Areas.

Residential - Traditional Town/Urban Character Neighborhoods

Traditional Town/Urban Character is prevalent in the central city and older portions of Parkersburg. It reflects a style of development originating with European settlement of the United States. Land was subdivided into large regular rectangular plats, with a grid of wide streets to accommodate foot traffic, and horse and wagon use. As the city began to increase in population, farming tracts near the center of activity were further subdivided to accommodate growing populations. Buildings were situated close together to maintain reasonable travel times. As advancements in transportation increased the distance from the Central Business District also increased. The northern portion of Parkersburg displays a Traditional Town/Urban Character as well as the northern portions of South Parkersburg near the Little Kanawha River. The Central Business District, the Julia-Ann Square Historic District, the Avery Street Historic District, and the Parkersburg High School-Washington Avenue Historic District are all neighborhoods with a Traditional Town/Urban Character. A notable feature of Traditional Town/Urban Character is a diverse mix of similarly scaled buildings and uses found within the same blocks. Often mixes of different housing types, churches, schools, stores, offices, and parks are found on the same street or in the same block. The Traditional Town/Urban Character fell out of favor following World War II, when the Suburban Character became the prevalent development type, but has seen a resurgence in the early part of the 21st Century as people are drawn to more livable (walkable) communities.

Residential - Suburban Character Neighborhoods

Suburban Character is less prevalent in Parkersburg than in many communities in the area, and around the country. The combination of the topography and incorporation into other towns of more recent development has left Parkersburg with only a moderate amount of Suburban Character concentrated primarily in neighborhoods south of Dupont Road. There are a few Suburban Character neighborhoods in the far northeast of the city near the Worthington Golf Club as the topography climbs out of the basin. Suburban Character is noted for a looser more organic pattern of development that tends to follow the topography, cul-des-sac are common features that allow development of hill tops or valleys. The lots are typically larger because travel was by automobile when they were designed, and distance was easily covered, and people wanted/needed a place to store their cars. Early suburban development holds many similarities with Traditional Town Character with regular street interconnection, but as it becomes more fringe and later it takes on a more rural character. Another difference notable in Suburban Character areas is that these areas are almost entirely single-family detached homes, with little variation other than occasional parks, or schools.

Activity and Employment Center Character Areas

Activity and Employment Center Character Areas are the destinations within Parkersburg. These are areas dominated by non-residential uses where residents gather for work or play. One of their key features is the tendency to draw traffic from the surrounding area. These are the areas that serve as the public face of the city to visitors, regional commuters, and many local residents. They are traditionally found at travel intersections. First the rivers served this function setting the foundation of the city at the point of the confluence of the Ohio River and the Little Kanawha, and establishing the

central business district. These areas then spread with the increase in the local road network along the major corridors. Today there is a significant distribution of primarily commercial/business areas in Parkersburg. These areas usually have either an urban character,, or line the frontage of a major corridor in both urban and suburban contexts. They are usually designed to accommodate significant amounts of automobile access and parking. Uses in Activity and Employment Centers include multi-family residential, townhouses, mixed-use multi-story buildings, retail/commercial businesses, institutional and professional office uses, industrial/manufacturing businesses, parks, open spaces, recreation, and entertainment uses. Activity and Employment Centers are distinguished by both the scale of the individual buildings and the overall district, as well as the primary or central destination uses and service market.

Special Districts

Specials Districts usually have a significant variation in the urban pattern and stand out as significant landmarks, destinations, and unique architectural examples. They can appear as both campus style developments, such as the Camden Clark Medical Center or areas designated as significant destinations and assets the city wishes to preserve and protect such as the Little Kanawha Riverfronts.

- For developments, Special Districts are large, typically single owner properties that are designed around an internal circulation pattern or specialized function or use, with many buildings located on a single parcel and supporting the primary use (i.e. the Camden Clark Medical Center) where the city has limited control over planning and design. They may be built within an existing street network and/or occupy a whole block or portion of a block with its own internal street network. Buildings may or may not have on-site parking facilities and using shared parking for a campus style development is common. Sidewalks are provided at the perimeter of blocks, and internally to allow access to and from buildings. Due to their high demand of use, impact on the transportation network may be substantial because of the disruption of the street and sidewalk network or because of the high traffic volume in these areas.
- For areas of preservation and protection, Special Districts include waterfront properties which could be examined for methods to help improve natural defenses against environmental concerns and may require remediation.

Identity Gateway and Corridors

Identity Gateways and Corridors are an overlay of the other Character Areas. This network includes critical entry points into the city, as well as identity defining corridors. The purpose of identifying this overlay is to provide additional guidance for things like streetscapes, landscaping, signs, lighting, and other design elements that will help create a cohesive and positive identity for Parkersburg, distinguishing the city from the surrounding county or other communities.

Future Land Use and Development Types

Future Land Use is a community’s visual guide to planning. It should bring together all elements discussed in the comprehensive plan, such as natural and historic resources, transportation, community services, and housing. Future Land Use is often modeled in a map. The plan and/or map gives developers, citizens, city staff, and elected officials predictability for anticipated uses, and should serve as a guide when new development ideas are proposed. The following narrative describes the categories of land uses (development types) shown on the Future Land Use Map.

Development Types in Relation to Character Areas

Character Areas define the identifying features of development based on the era and context. Within each Character Area is an array of specific land use forms called development types. Development Types are the specific development patterns that will be used to plan the appropriate and compatible land uses in Parkersburg. The following graphic lists how each development type fits within its overarching Character Area.



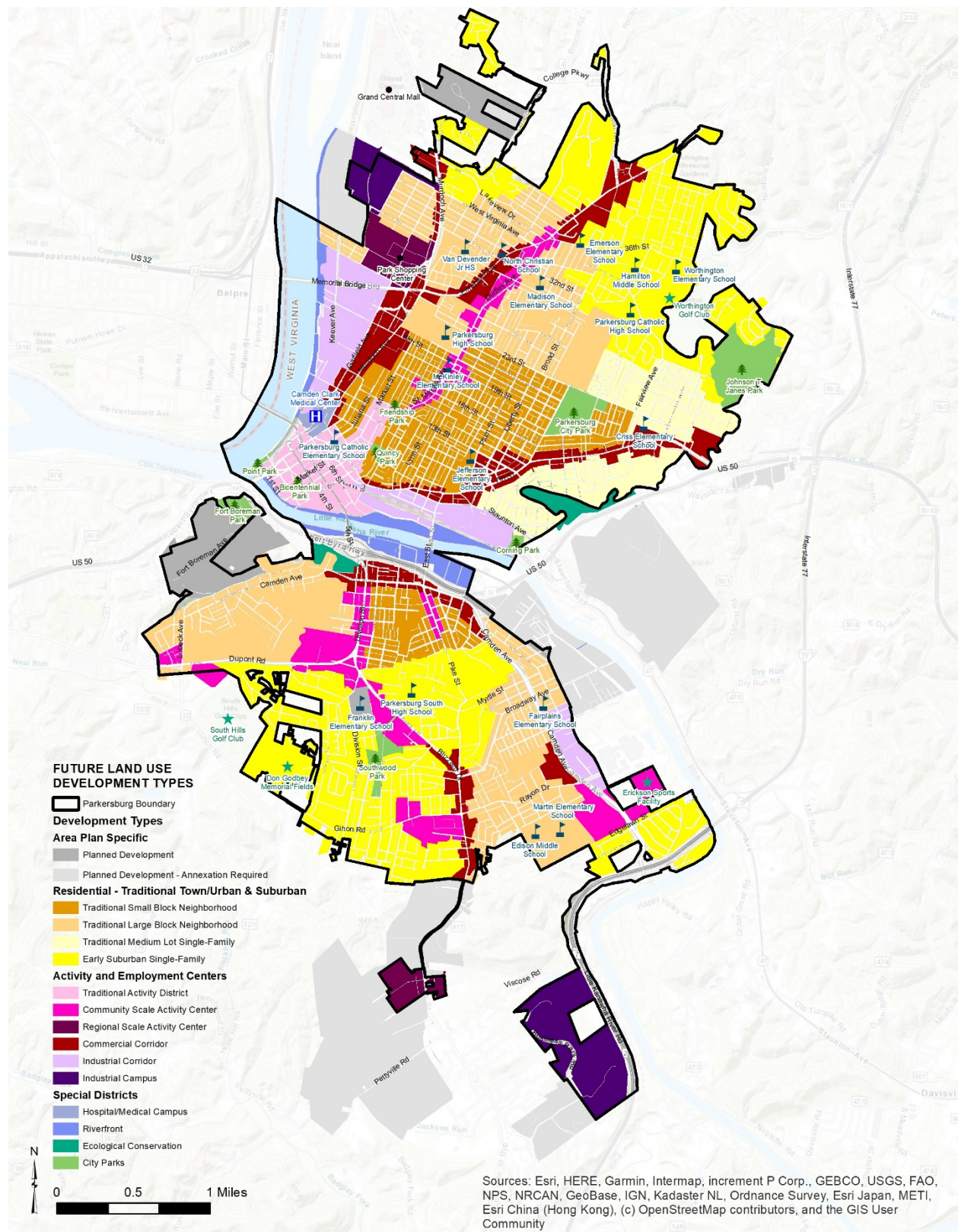


Figure 3: Future Land Use Map (Development Types)

Development Type Definitions

Development Types are the subdivision forms and street patterns that define the primary character of our neighborhoods and business districts. They provide the orientation and design guidance for potential changes. Each development type includes a combination of streets and public spaces (parks, plazas, sidewalks); privately owned properties like houses or businesses; semi-public/non-profit/institutional uses like schools, churches, cemeteries; and guidelines for street cross sections, block layout, and lot layout.

The following development types are defined as follows. Specific details for each development type can be found in the corresponding *Development Types Handbook*. Please note that some development types may not be shown on the Future Land Use Map but may be appropriate for use in the city either within a mixed use development, or as part of a planned development. They may also be used in future area plans to provide more specific guidance for redevelopment or development.

Residential (Neighborhoods) Traditional Town/Urban

In the Urban context, there is one master subdivision or at most, only a few that operated under the same rules using a grid around a major crossroad/path. The grid created regular sized blocks that often got larger the further from the core they were located, as they reached out into the perimeter farms. Blocks were subdivided into regular lots. If someone bought more than one lot, they might build a larger building or multiple similar buildings on the same block. Community uses like courthouses, schools, and sometimes churches would take up multiple lots or whole blocks creating a focal point and landmark destinations within the regular grid. This pattern is still evident in the portions of Parkersburg that have not been redeveloped.

Traditional Small Block Neighborhood (Mixed Residential)

Traditional Small Block Neighborhoods consist of 2 and 3 story homes sitting at the sidewalk edge with small rear yards or alleys. Uses include single-family detached/attached, two and three-family units, and multi-family apartments. On street parking commonly found here.

Traditional Large Block Neighborhood (Mixed Residential)

Traditional Large Block Neighborhood consists of 1 to 3 story buildings with wide sidewalks, deeper back yards, and on street parking. They have more front yard space than small block neighborhoods and include a mix of small and medium scale housing types.

Traditional Medium Lot Single-Family

Traditional Medium Lot Single-Family is characterized by narrow or wide façade homes sitting at average setbacks on medium to large blocks. These single-family detached homes are often found with detached garages.

Urban Multifamily (Not Mapped)

Urban Multifamily consists of 2 to 5 story buildings that sit at the sidewalk edge with small rear yards or alleys. On street parking commonly found and uses include single-family detached/attached, two and three-family, and multi-family apartments.

Residential (Neighborhood) Suburban

Following the Second World War, the baby boom, and the extensive construction of homes that followed, small towns and cities started to grow outward into the rural areas at an increased rate. The number of new homes built annually dramatically increased, and single developers would subdivide large tracts of land and build stock housing to provide for the dramatic demand. Suburban context is characterized by a more organic and piecemeal development pattern created as individual landowners would subdivide land--Often assuming the development would end at the edge of the parent parcel and employing cul-de-sacs. This development also dramatically separated where people were living from where they were working by excluding any non-single-family development from a tract. Later as more people moved to these areas commercial uses followed the new homes to provide services. This resulted in the auto-oriented commercial corridors emanating from the center of town and following the major roadways out into the neighborhoods. This development context became established and dominate from approximately 1945 through the early 2000s

Early Suburban Single-Family

Early Suburban Single-Family includes wide and deep lots on curvilinear streets often still with a grid or inner connections. Uses include single and two story single-family detached homes with attached garages.

Late Suburban Single-Family

Late Suburban Single-Family includes wide and deep lots on curvilinear streets with much fewer connections than the early suburban style. Lots are often larger and more irregular in shape, and these neighborhoods have a semi-rural appearance without sidewalks. Uses include single and two story single-family detached homes with attached garages.

Multi-Family Complex (not mapped)

Multi-Family Complexes are large 2 to 4-story block buildings of apartments, smaller 2-story townhouses, and "flats" usually in concentrations of 60+ total units within a development. Uses includes townhomes, and small- and large-scale multi-family.

Suburban Mixed Residential (not mapped)

Suburban Mixed Residential varies between suburban and neo-traditional with a variety of housing types in one development often segregated into "pods" of like housing. This type consists of single-family detached/attached and multi-family style homes.

Neo-Traditional Small Block Neighborhood (not mapped)

Neo-Traditional Small Block Neighborhood consists of 2-3 story homes, townhouses, and small to medium multi-family buildings in a traditional neighborhood design. They include small lots for small buildings/larger lots for larger buildings (allows for attached and detached homes) and can have small rear yards or alleys in design.

Conservation/Cluster Subdivision (not mapped)

Conservation/Cluster Subdivisions are characterized by single-family detached homes on small individual lots with large common open spaces for recreation or agriculture. They are typically a planned development and vary between suburban and neo-traditional with a variety of housing types in one development often segregated into "pods" of similar housing styles. Uses can includes single-family detached/attached, and multi-family housing.

Activity and Employment Centers

Activity and Employment Center Character Areas are the destinations within Parkersburg. These are areas dominated by non-residential uses where residents gather for work or play. One of their key features is the tendency to draw traffic from the surrounding area. These are the areas that serve as the public face of the city to visitors, regional commuters, and many local residents. They are traditionally found at travel intersections. First the rivers served this function setting the foundation of the city at the point of the confluence of the Ohio River and the Little Kanawha and establishing the central business district, and then spreading with the increase in the local road network along the major corridors. Today there is a significant distribution of primarily commercial/business areas in Parkersburg. These areas usually have either an urban character in the case of activity centers, or line the frontage of a major corridor in both urban and suburban contexts. They are usually designed to accommodate significant amounts of automobile access and parking. Uses in Activity and Employment Centers include multi-family residential, townhouses, mixed-use multi-story buildings, retail/commercial businesses, institutional and professional office uses, industrial/manufacturing businesses, parks, open spaces, recreation and entertainment uses. Activity and Employment Centers are distinguished by both the scale of the individual buildings and the overall district, as well as the primary or central destination uses and service market.

Traditional Activity District (Mixed Use) - low/medium/high

Traditional Activity Districts are compact districts that include a mix of entertainment and service uses with residential in upper floors or at edges of the district. They consist of a variety of uses including but not limited to commercial, office, and residential.

Neighborhood/Community Scale Activity Centers

Neighborhood/Community Scale Activity Centers consists of neighborhood compatible architecture compatible with residential styles. They provide a local destination for patrons in a radius of 1-3 mile or less. Larger Neighborhood/Community Scale Activity Centers are usually located every 3-5 miles within a community, and smaller centers of 3-4 residential scale buildings (2,500 square feet or less footprints) may be found dispersed throughout a neighborhood. Generally, these areas are pedestrian oriented with on-street parking, shared parking lots, and in larger activity centers shared parking garages or decks. They are usually located on major roads or at intersections of major roads, larger activity centers may have an internal street network like the surrounding neighborhood.

They may include mixed-use or single-use buildings of one or two stories. Typical uses include urban style apartments, townhouses, row houses, and upper level residential units, retail, restaurants, services, professional offices, entertainment/recreation, open space, community centers, places of worship, etc.

Regional Scale Activity Centers

Regional Scale Activity Centers consist of large-scale architecture with dominant institutional and commercial character. Their sites are designed to accommodate heavy automotive traffic, use garages and large surface parking lots; and will have an internal street network. One or two of these destinations are usually found in a community; typically, with 10 or more miles between locations. Uses include retail, restaurants, services, entertainment, recreation, open space/parks, community centers, places of worship, apartments, townhomes, etc.

Commercial Corridor (Neighborhood and Community Scale)

Commercial Corridors consist of commercial frontage development often in shopping centers. Surface parking is located between the street, and buildings and screening walls or landscaped berming is used between these areas and adjacent neighborhoods. Uses include office, services, restaurants, recreation, etc.

Industrial Campus

The Industrial Campus is a large lot subdivision with infrastructure and lot sizes designed to accommodate flex buildings with large footprints some more than 100,000 square feet. Roads are designed for easy access and weight of freight and heavy truck traffic. Uses in this type can include manufacturing, warehousing, distribution, office, services, wholesale, sales, transportation, utilities, mining, etc.

Industrial Corridor

Industrial Corridors are large lots designed to accommodate a single building or use in excess of 100,000 square feet. They have no internal road network and gain access from a primary road. Uses in this type include manufacturing, warehousing, distribution, office, services, wholesale, sales, transportation, utilities, mining, etc.

Special Districts

Special Districts are regulated by internal master plans or regulations to control the relationships of multiple buildings, and open spaces which are joined under an institution or government management where a variety of related uses occur. They may be campuses, or areas where special regulations are necessary because of the unique nature of the use.

Hospital/Medical Campus

The Hospital/Medical Campus Development Type consists of large sites at the edge of the city and/or along major corridors dedicated to multiple buildings for the provision of health care. Developments in this area typically support the specialized function of the hospital and can be built in the existing street network and/or occupy a whole block or portion of a block. Architecture is typically grand or signature in style and buildings in this development type can share a common architectural style or theme.

Riverfront

Riverfront development creates a transition between higher density developments and the riverfront. Development and buildings in this area typically blend in with the surroundings to allow for the use of outdoor recreation and preservation of natural resources. Uses may include marinas, restaurants, food trucks, temporary festivals, parks and recreation, venues, lawns and greens, boat ramps, or nature preserves.

Ecological Conservation

In Ecological Conservation types, development is minimal, and buildings typically blend in with the surroundings to allow the use of outdoor recreation and natural resources. Architecture should blend with the landscape; internal streets may be present and follow the natural topography of the sites.

Planned Development

Planned Development is a special development type used in Future Growth Focus Areas. This development type varies by area and encourages master planning and phasing of growth in conjunction with comprehensive plan vision and market demands. This development type allows for a negotiated public planning process that aims to create a win-win situation for the city/residents and the property developers. Additional details about how to complete area plans for these focus areas is provided in the following section.

Planning Focus Areas

The Planning Focus Areas are strategically identified areas in Parkersburg that warrant special planning consideration. There are two types of planning focus areas in the city: Redevelopment/Reinvestment Areas and Future Growth Areas.

The primary recommendation for all focus areas is to prioritize the focus areas and execute a series of Area Plans to better prepare for change in these locations. The following is the recommended planning process the city will use to develop these individual area plans with implementation strategies.

Recommended Focus Area Planning Process

Step 1: Inventory and Assess

- Inventory the existing conditions, such as viable uses/structures, building conditions, or obsolete space/configurations that may restrict or shape development/redevelopment in the area.
- Data gathering, including relevant demographic and market information.
- Evaluate the market and socioeconomic forces contributing to the current conditions. For example, competition from new development in other areas nearby or the deterioration of existing facilities.
- Identify the type of actions/context for planning, infrastructure investments, redevelopment assistance, infill, growth management, community development efforts, etc.
- Identify specific vision or goals for the area.
- Assess appropriateness of current or available zoning and land uses. For example, determine whether the uses are compatible with one another or the surrounding area.
- Provide public engagement outlets to solicit input from citizens and stakeholders in the area.

Step 2: Prepare Recommendations

- Prepare and evaluate alternative land use scenarios.
- Recommend specific improvements/changes to public facilities.
- Establish design guidelines or development regulations when applicable (especially if current zoning is inadequate to obtain the stated vision/goals for the area).

Step 3: Implement Recommendations

- Identify the city's role in the redevelopment/development of the area.
- Identify stakeholders and begin building partnerships.
- Identify possible financial resources and potential funding (public and private) such as:
 - Transportation Alternatives Program (WVDOH)
 - Community Development Block Grants
 - EPA Brownfields Grants
 - Tax Abatements
 - Tax Increment Financing (TIF)
 - Special Assessment Districts
 - Public/Private Investments

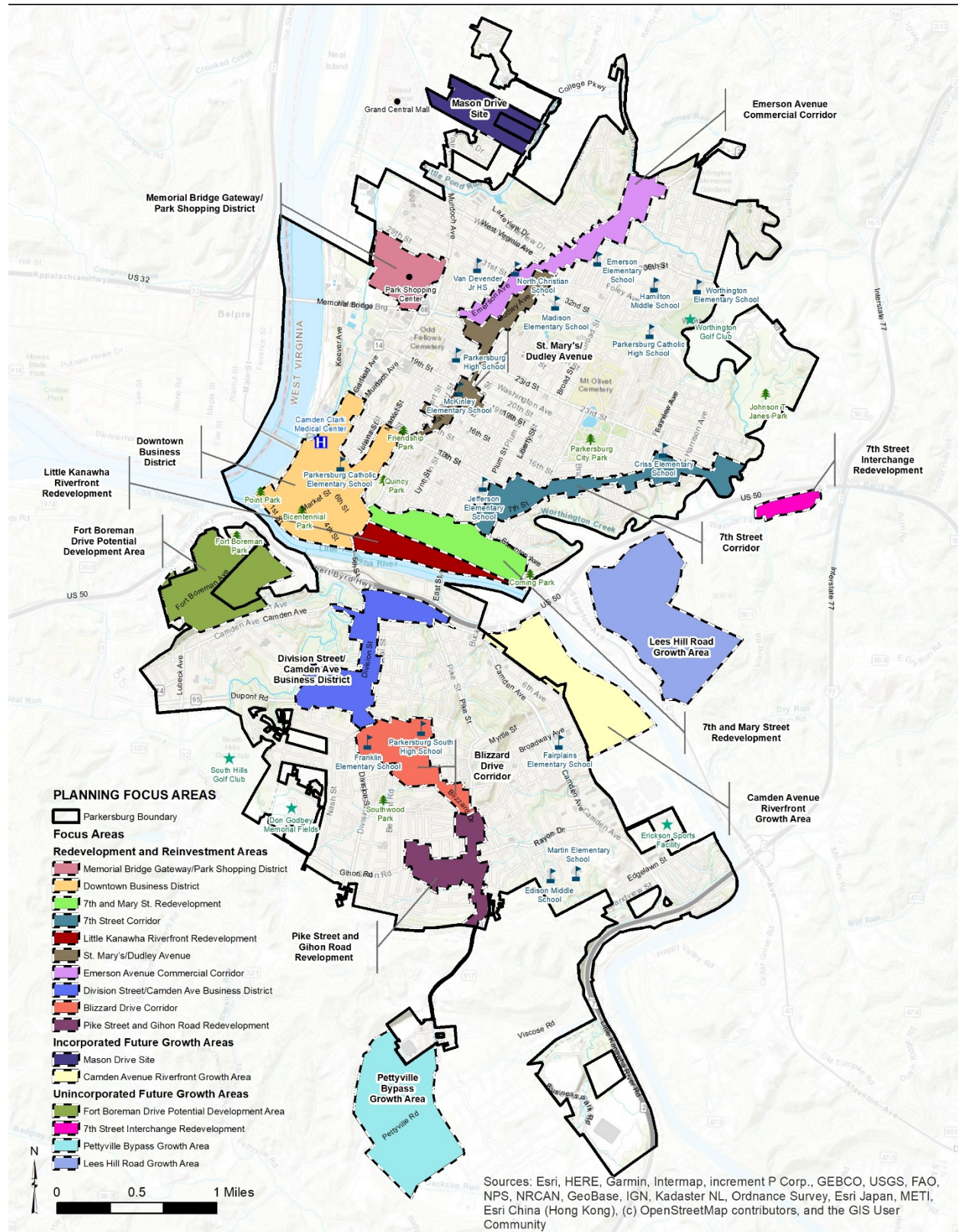


Figure 4: Planning Focus Areas Map

Redevelopment and Reinvestment Areas

Redevelopment and reinvestment areas are prime locations for employment-supporting development, as well as neighborhood revitalization in the city. In commercial areas, they offer the best locations to intensify and redevelop the city's economic base, while improving existing housing conditions to offer an array of housing options for existing and future residents. Strategies for these areas will include efforts to consolidate available land, make infrastructure improvements, remove obsolete and vacant structures, intensify development with proper buffering between land uses, protect neighborhood character and charm, remediate brownfield sites, and enhance compatible infill development opportunities.

General Guidelines for Activity Center/Corridor Redevelopment and Reinvestment Areas

1. Continue to target public infrastructure investments in prioritized Focus Areas. Public infrastructure improvements can include relatively minor investments, such as streetscapes and signage, or more major investments like utility infrastructure and road improvements.
2. Increase housing options in these locations, specifically in the Downtown, Memorial Bridge Gateway, and in the focus areas along Division Street, Blizzard Drive, Gihon Road, and Camden Avenue in the southern portion of town.
3. Use strategic incentives that the city can control to promote reinvestment in Focus Areas. Examples can range from fee reductions and expedited approvals, to more aggressive options like property assembly.
4. Utilize a design/build request for proposals to catalyze redevelopment and reinvestment in key locations/sites. Organize the effort with a coordinating team, identify qualified and interested developers, develop marketing materials, distribute information, establish, and maintain contact with developers, and assist with the development process.
5. Develop and use business retention, business recruitment, entrepreneurship, and apprenticeship programs to match current and future space needs with available (or soon to be available) buildings and sites.
6. Provide a roadmap for available economic development assistance with deadlines, criteria, and pertinent information.
7. Begin a community dialogue on the use of financial incentives for redevelopment, with both quantitative and qualitative information provided.
8. Use short-term marketing through local and regional events, pop-up exhibits/entities, recent investments, established businesses, and local champions to create buzz and interest in Focus Areas.

Redevelopment and Reinvestment Areas

1. Memorial Bridge Gateway/Park Shopping District
2. Downtown Business District
3. 7th and Mary Street Redevelopment District
4. 7th Street Corridor
5. Little Kanawha Riverfront Redevelopment
6. St. Mary's/Dudley Avenue Corridor
7. Emerson Avenue Corridor
8. Division Street and Camden Avenue District
9. Blizzard Drive
10. Pike Street and Gihon Road Redevelopment

9. Evaluate and prioritize former industrial areas along the riverfront to determine which sites are most suitable for industrial uses and which are suitable for recreational development.
10. Prioritize existing infrastructure (i.e. rail infrastructure), where possible, before building new or repurposing a site for a new land use.

Memorial Bridge Gateway/Park Shopping District

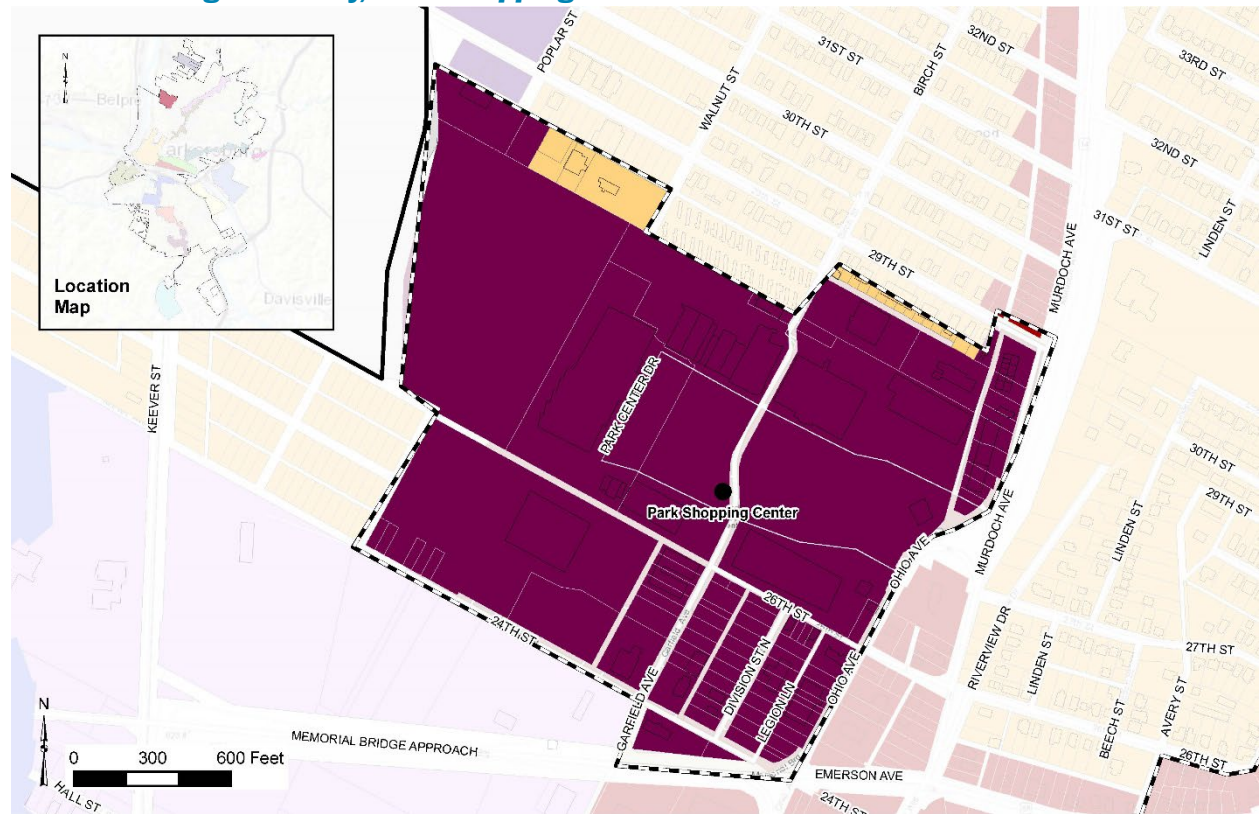


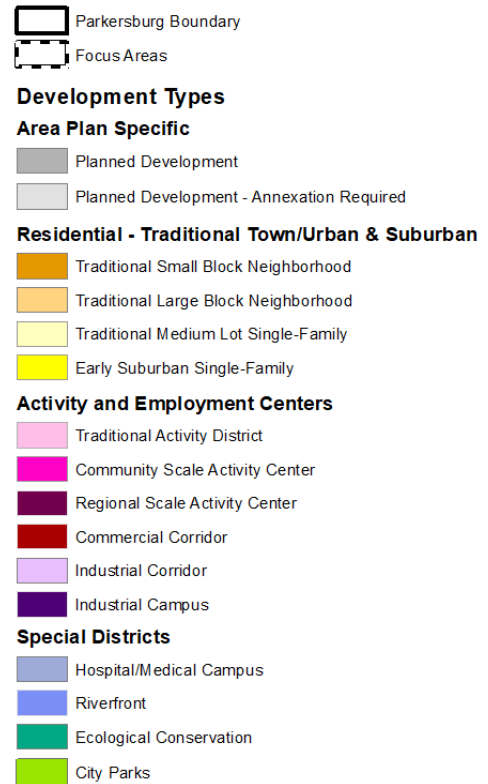
Figure 5: Memorial Bridge Gateway/Park Shopping District Detail Map

Existing Conditions/Information

The Memorial Bridge Gateway/Park Shopping District is a suburban style development in an urban context that sits along a major gateway with great access into and around the city. Current uses in this area are suitable, however the overall design is not ideal for the location. Any redevelopment/development in this area should consider additional multi-family residential uses, more green space and/or outdoor recreation, and some additional amenities to attract the community to this space.

Statistics

- Focus Area Acreage: 89 acres
- Acreage of Vacant Land: 21 acres



* Please note that uses not within this focus area are shown in a muted version of their original color.



Figure 6: Memorial Bridge - Park Shopping Plaza, Source: Google Earth

Recommendations

Anticipated Action:

1. Redevelopment and Infill intensification, with reintegration of local street network and addition of housing and public open spaces.
2. Establish a gateway treatment for this area.
3. Continue to work with stakeholders (including WVDOH) to develop better interior circulation and access management to the Memorial Bridge, Ohio Avenue and Murdoch Avenue.
4. Identify opportunities to connect this area to the planned multiuse trail along the Ohio River and preserve/enhance the greenspace/wetlands behind the Park Shopping Center complex.
5. Consider creating design guidelines for redevelopment that encourage mixed-use development.

Future Land Use/Development Types: Regional Scale Activity Center (See Map)

Priority: High

Downtown Business District

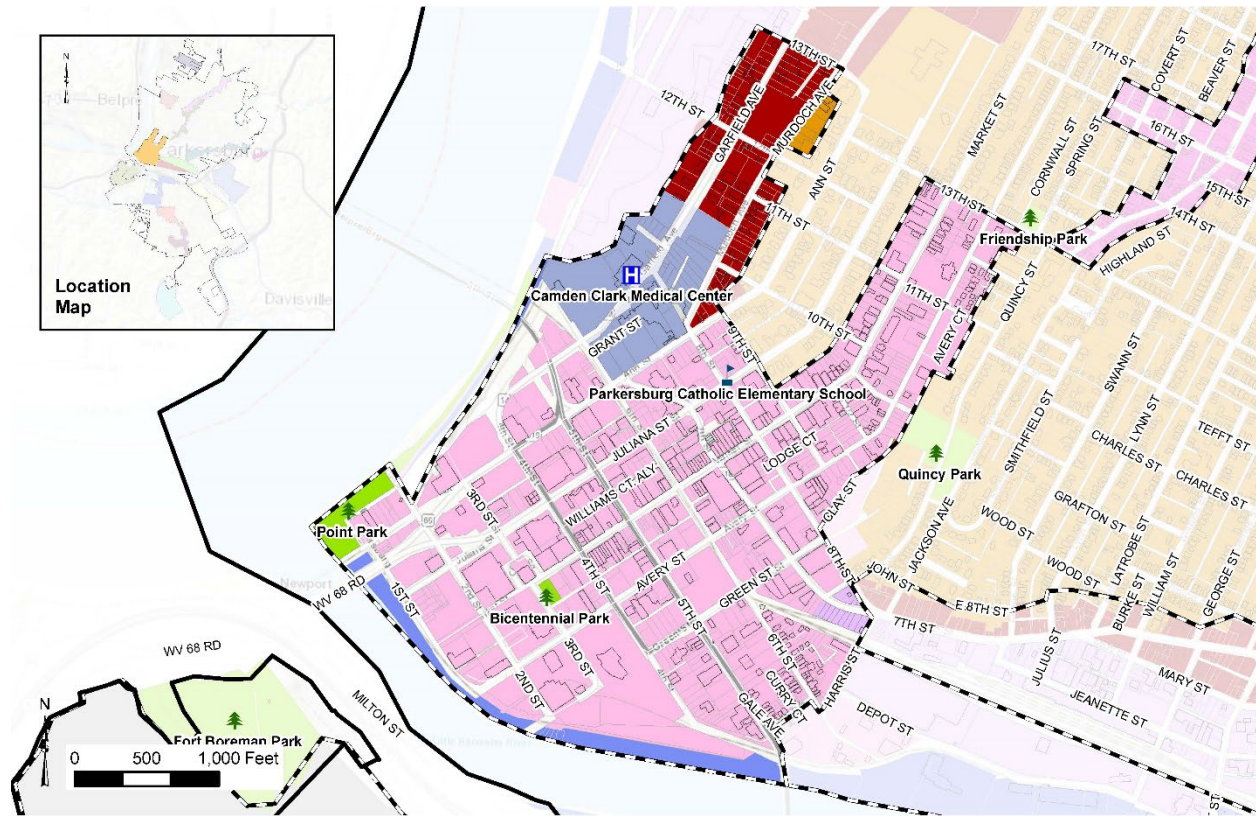


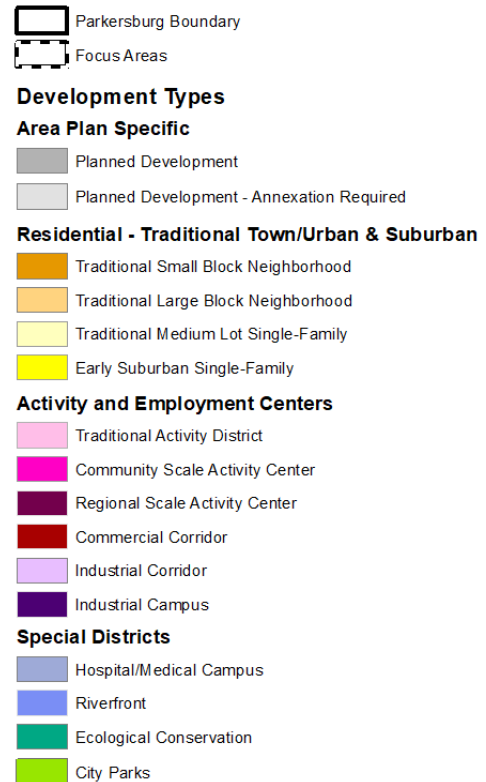
Figure 7: Downtown Business District Detail Map

Existing Conditions/Information

The Downtown Business District is the major employment center in the Mid-Ohio Valley and encompasses most of the existing downtown urban core and Riverfront District. This area has been facing limitations in connectivity and wayfinding, demolition due to building neglect, and lack of housing variety. Any future development and redevelopment in this area should aim to meet the demand for housing variety, specifically for mixed-use housing; protect the character of community through facade improvements and infill development that fits the character of the existing urban fabric; and improve connectivity and mobility around downtown. This area is located in a designated Opportunity Zone, so development in this focus area could be eligible for special tax benefits.

Statistics

- Focus Area Acreage: 263 acres
- Acreage of Vacant Land: 40 acres



* Please note that uses not within this focus area are shown in a muted version of their original color.



Figure 8: 2013 Downtown Park Day

Recommendations

Anticipated Action:

1. Redevelopment, reinvestment, and infill intensification, specific focus on increasing housing through infill and redevelopment with various scales of homes appropriate in different locations. For example, infill in the Julia-Ann or Avery Historic District should be in the character of those neighborhoods, however, new housing along the riverfront should have a higher density apartments and condominiums with a mix of unit styles and price points to meet missing demand for smaller households.
2. Work with housing developers to identify opportunities to increase workforce housing options in downtown.
3. A specific focus on encouraging redevelopment and infill in the parking lots in the lower blocks of the city near the flood wall to better tie the city to the river.
4. Deploy the full spectrum of redevelopment tools to ignite reinvestment and intensification in downtown to create a 24/7 district.
5. Upper stories of buildings along Market Street should be converted to housing units when possible as the amount of commercial space currently available exceeds demand.

Future Land Use/Development Types: Traditional Activity District (See Map)

Priority: High

Recommendations

Anticipated Action:

1. Incremental redevelopment and infill including adaptive reuse of existing structures, and brownfield remediation if necessary.
2. A focus on corridor design standards and integrated transportation networks for cars, trucks, and pedestrians.
3. Consider developing and/or enhancing connections from the riverfront area along the Little Kanawha River to Mary and 7th Streets.

Future Land Use/Development Types: Traditional Neighborhood/Small-Lot, Urban Multi-Family, Commercial Corridor, Industrial Campus

Priority: Medium

7th Street Corridor

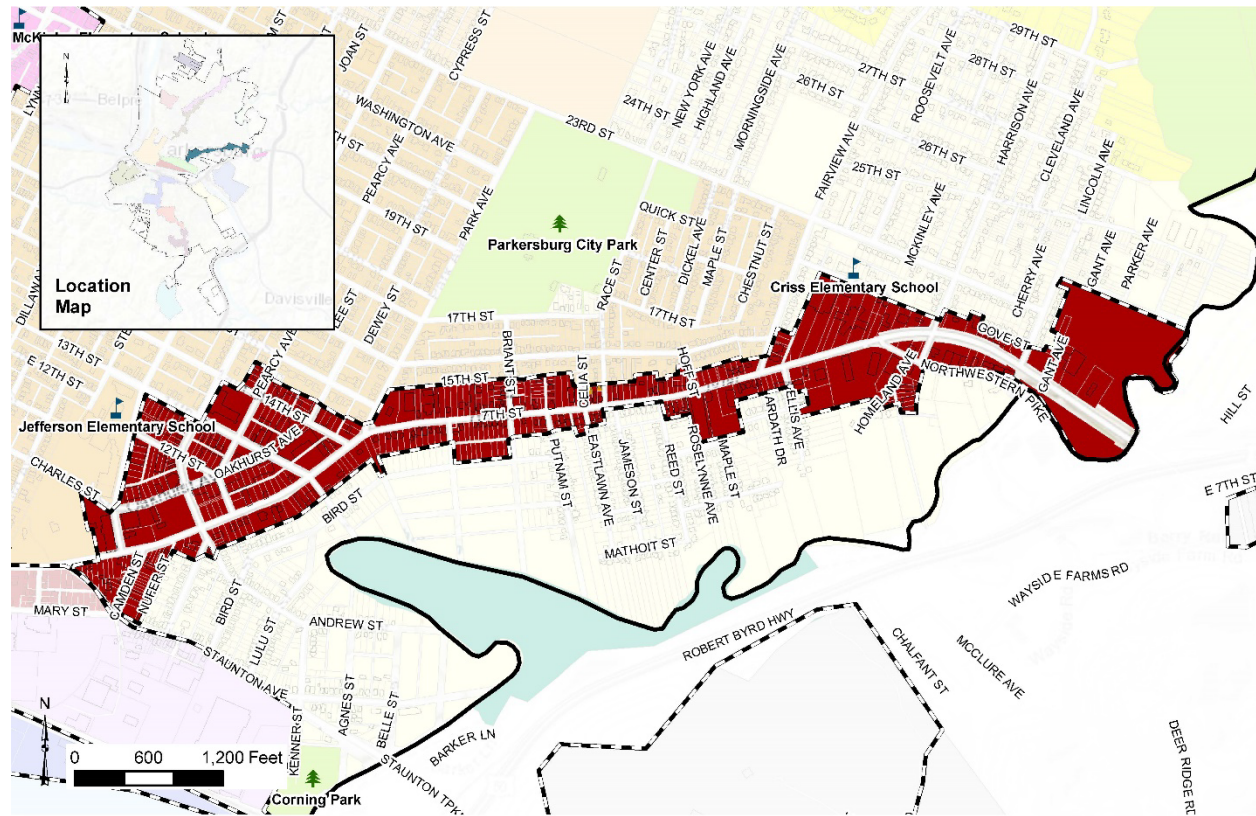


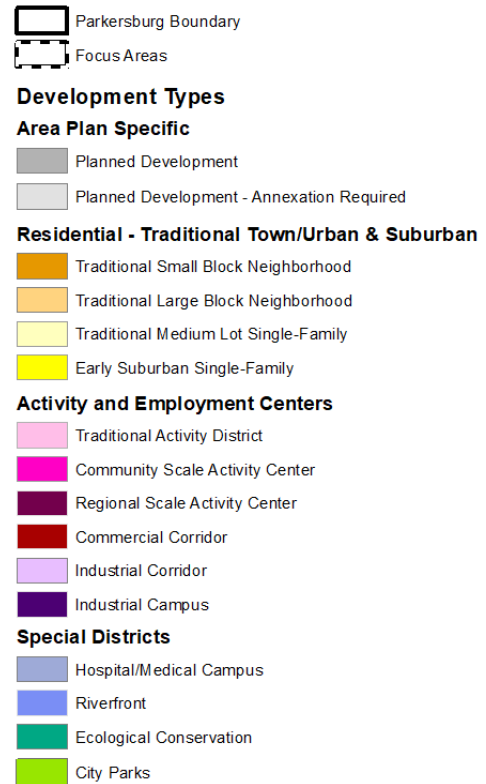
Figure 10: 7th Street Corridor Detail Map

Existing Conditions/Information

The 7th Street Corridor is an existing urban commercial corridor that is a major gateway corridor into the downtown and includes a variety of commercial businesses. While there is not an eminent need to redevelop this corridor, as change occurs, opportunities to improve access management, and maintain an urban character are desirable. Some focused redevelopment and adaptive reuse could support increased density of housing with smaller commercial space redevelopment as the market changes.

Statistics

- Focus Area Acreage: 143 acres
- Acreage of Vacant Land: 15 acres



* Please note that uses not within this focus area are shown in a muted version of their original color.

Recommendations

Anticipated Action:

1. Adoption of corridor design guidelines to help support access management and infill efforts along the corridor.
2. Collaborate with property owners to maintain contributing urban buildings through façade improvements.
3. Collaborate with property owners to support strategic infill, redevelopment, or adaptive reuse to add affordable workforce housing in the urban core.

Future Land Use/Development Types: Urban Multi-Family, Commercial Corridor

Priority: Medium

Little Kanawha Riverfront Redevelopment

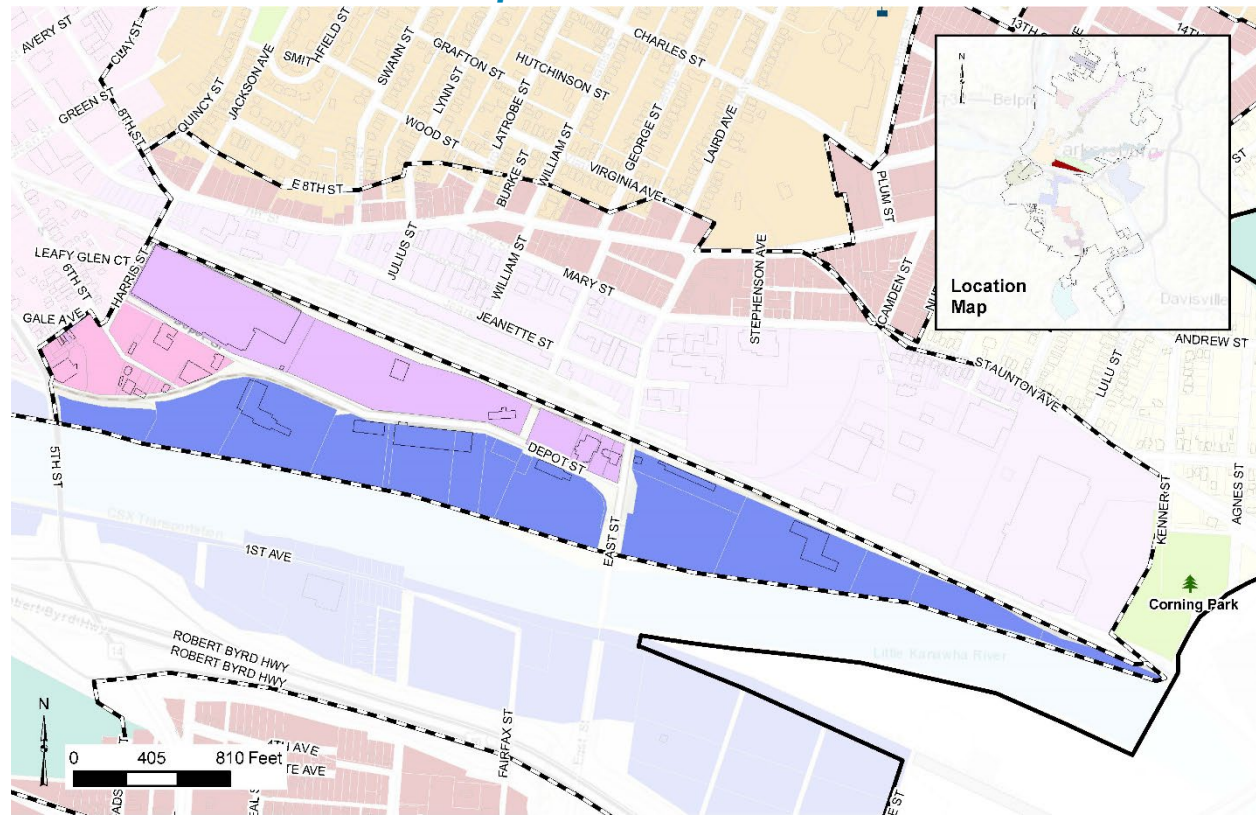


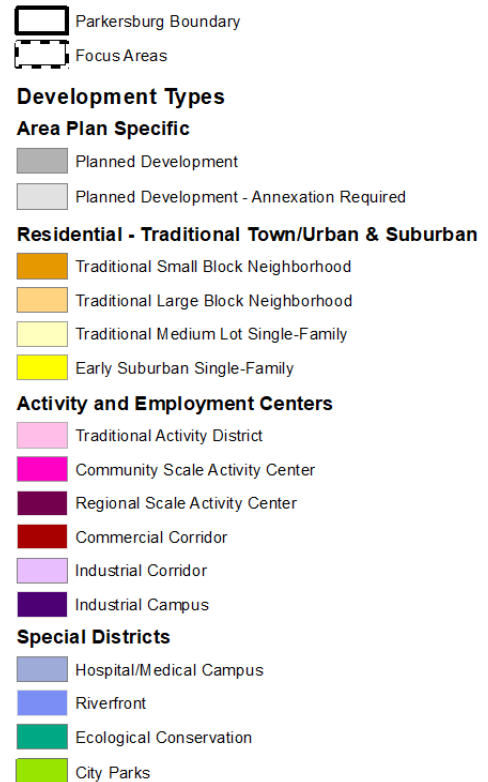
Figure 11: Little Kanawha Riverfront Redevelopment Detail Map

Existing Conditions/Information

The Little Kanawha Riverfront Redevelopment area sits just north of the Little Kanawha River and east of the Downtown Business District (although there is poor connection directly to downtown). This area has key riverfront access and sightlines as well as rail access. Redevelopment in this area should focus on protection and preservation of the riverfront and rehabilitation of existing brownfield sites for employment /recreational opportunities. This area is located in a designated Opportunity Zone, so development in this focus area could be eligible for special tax benefits.

Statistics

- Focus Area Acreage: 73 acres
- Acreage of Vacant Land: 12 acres



* Please note that uses not within this focus area are shown in a muted version of their original color.

Recommendations

Anticipated Action:

1. Consolidated redevelopment of prime riverfront business district with rail access with a mix of uses including employment, light industrial, destination entertainment and restaurants on the river, and some higher-density urban multi-family infill.
2. Re-evaluate the feasibility of acquiring and repurposing the land east of East Street and south of the CSX Railroad, better known as the old Agate Marble Factory. Potential uses previously studied included the construction of park, wetland educational center and marina, complete with a fuel station, restaurant, and other opportunities for outdoor recreation (i.e. kayaking, canoeing, biking, etc.).

Future Land Use/Development Types: Traditional Activity District, Community/Neighborhood Activity Center, Industrial Campus, Riverfront

Priority: Medium

St. Mary's/Dudley Avenue Corridor

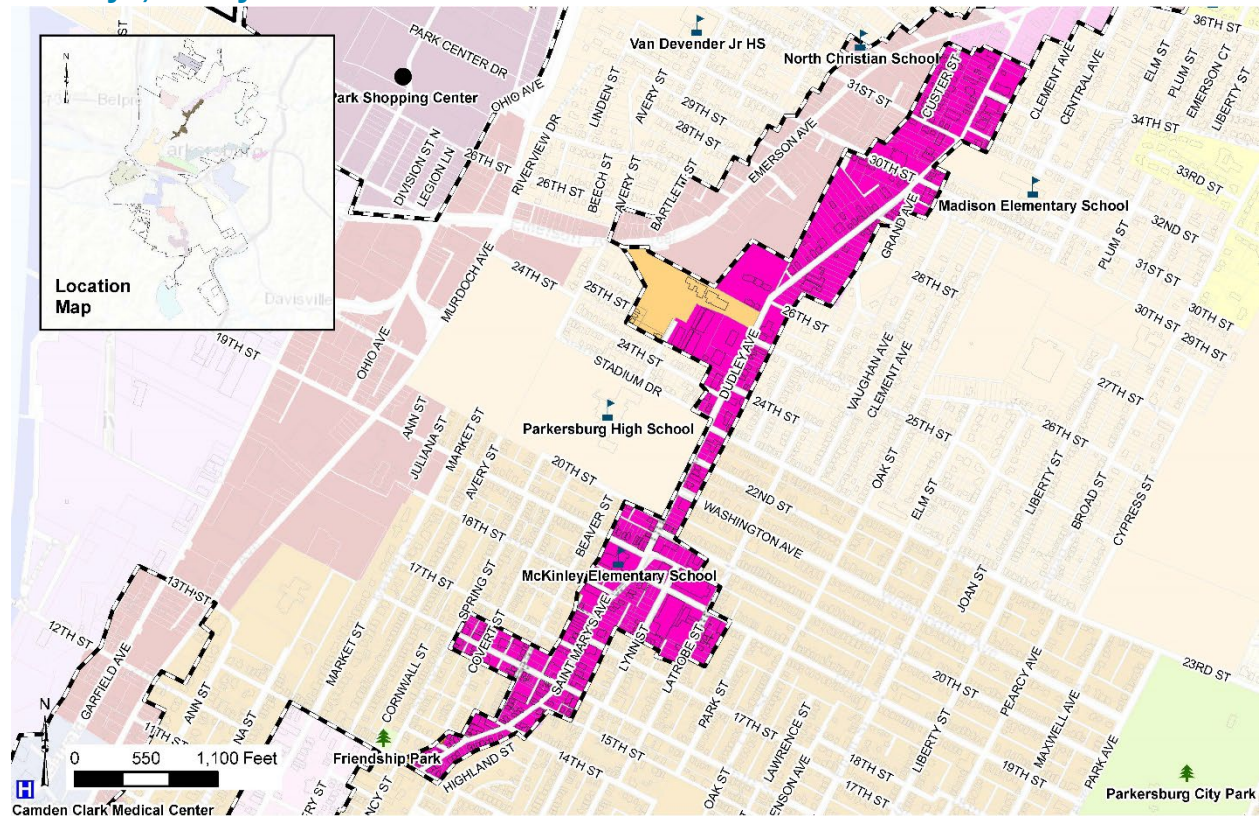


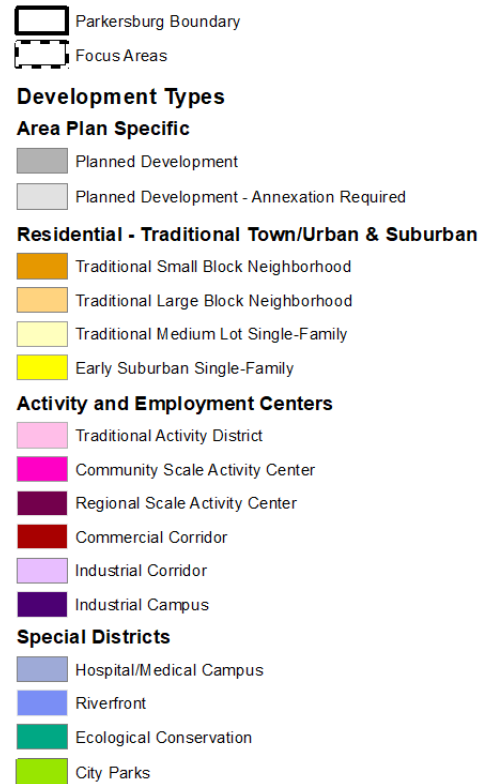
Figure 12: St. Mary's/Dudley Avenue Corridor Detail Map

Existing Conditions/Information

The St Mary's/ Dudley Avenue Corridor is an urban corridor with a mix of transitional uses surrounded by existing residential neighborhoods. This heavily trafficked corridor serves as a great location for local businesses with its walkable environment and central location in the city. Current disinvestment has had a negative impact on the safety of the area and future development. Redevelopment should focus on the corridor's relationship to its surrounding neighborhood, improving safety conditions, and management of traffic flow and access management.

Statistics

- Focus Area Acreage: 93 acres
- Acreage of Vacant Land: 9 acres



* Please note that uses not within this focus area are shown in a muted version of their original color.



Figure 13: St. Mary's/Dudley Avenue Corridor, Source: Google Earth

Recommendations

Anticipated Action:

1. Continue to work on a conceptual plan for the corridor that addresses traffic congestion, aesthetics, and multimodal improvements.
2. Conduct a comprehensive land-use corridor study and plan with targeted redevelopment, reuse, and reinvestment to stabilize this important urban corridor and enhance the neighborhood.
3. Establish a memorandum of understanding between the city and the School Board regarding the opportunities presented by redevelopment of the McKinley School site in the land-use corridor study. Ideally, the corridor redevelopment plan would be completed and specific development guidelines should be established for the site before the board dispenses of the property.
4. Target area for social enterprise opportunities that provide services to the adjacent neighborhoods.
5. Highlight historic buildings and other community assets that create potential opportunities for development and improvement in the community.

Future Land Use/Development Types: Neighborhood Scale Mixed Use, Commercial Corridor, Urban Multi-Family

Priority: High

Emerson Avenue Corridor

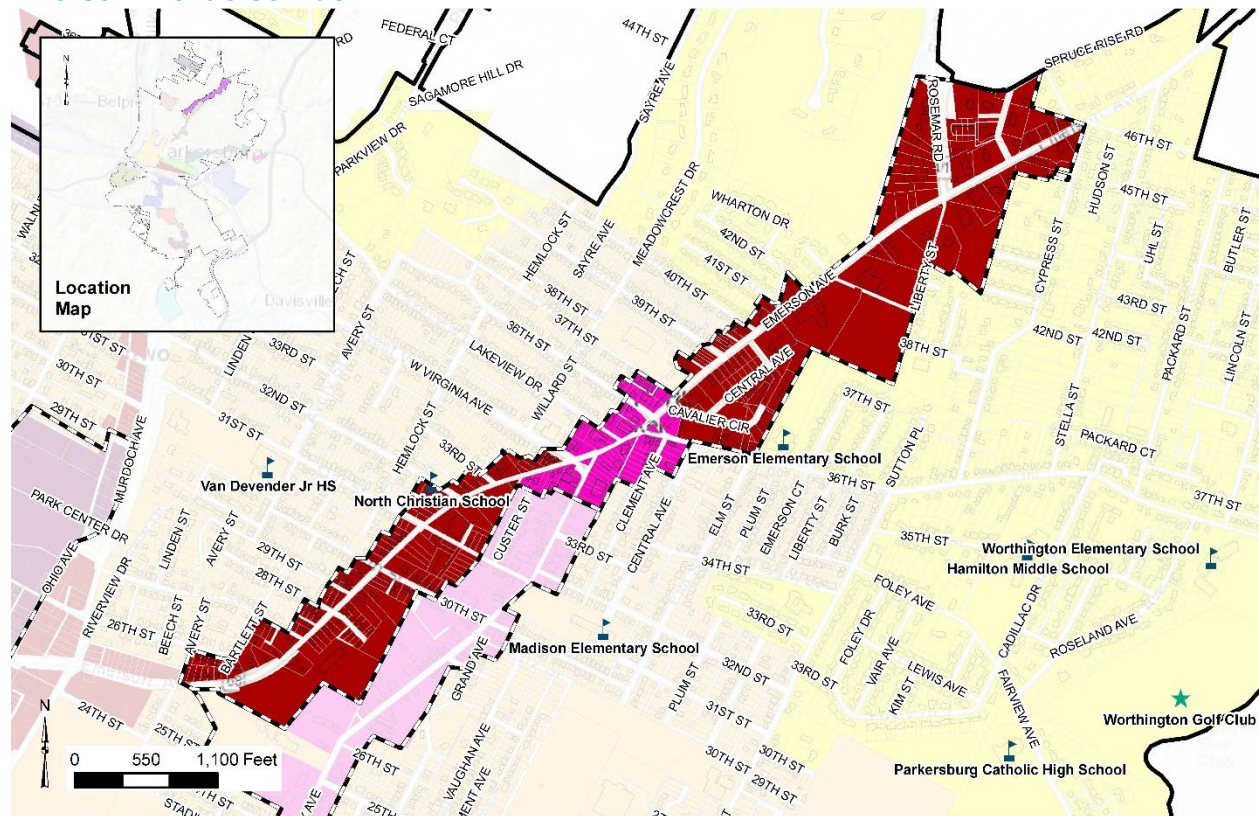


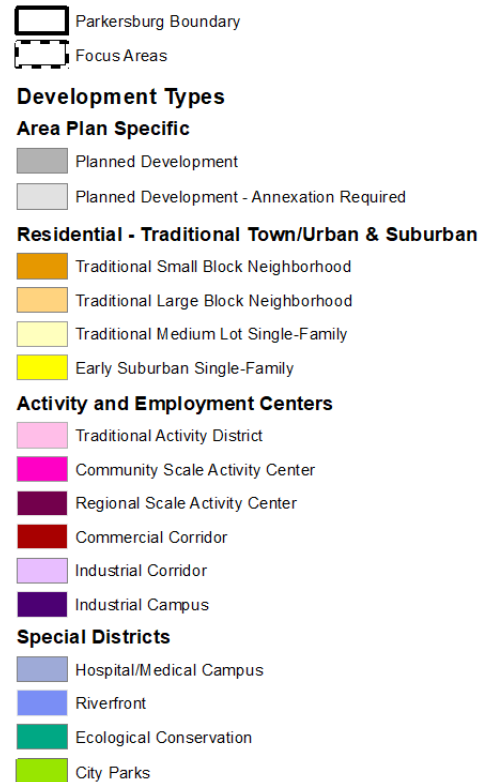
Figure 14: Emerson Avenue Corridor Detail Map

Existing Conditions/Information

The Emerson Avenue Corridor is a community scale mixed-use corridor with older traditional homes, small-scale apartments, residential scale commercial and professional office uses, and institutional uses like schools, churches, and the library. The roadway is fairly narrow with the street width only 30' or less throughout most of the corridor. Sidewalks are present, but intermittent along the corridor. Primary considerations for the corridor include maintaining existing businesses, addressing context appropriate infill and redevelopment, and making other safety, multimodal and aesthetic improvements to the corridor.

Statistics

- Focus Area Acreage: 126 acres
- Acreage of Vacant Land: 22 acres



* Please note that uses not within this focus area are shown in a muted version of their original color.

Recommendations

Anticipated Action:

1. Conduct a comprehensive corridor study that reviews the existing zoning regulations, as well as the physical infrastructure along the corridor (sidewalks, pedestrian amenities, lighting, and aesthetics.
2. Consider adoption of a corridor overlay district if needed to address appropriate infill, adaptive reuse, and redevelopment of the corridor.
3. Coordinate with the WVDOT and other stakeholders during the planning process and implementation phase of any improvement/redevelopment projects.

Future Land Use/Development Types: Commercial Corridor, Urban Multi-Family, Neighborhood/Community Scale Activity Center

Priority: Low

Division Street/Camden Avenue Business District

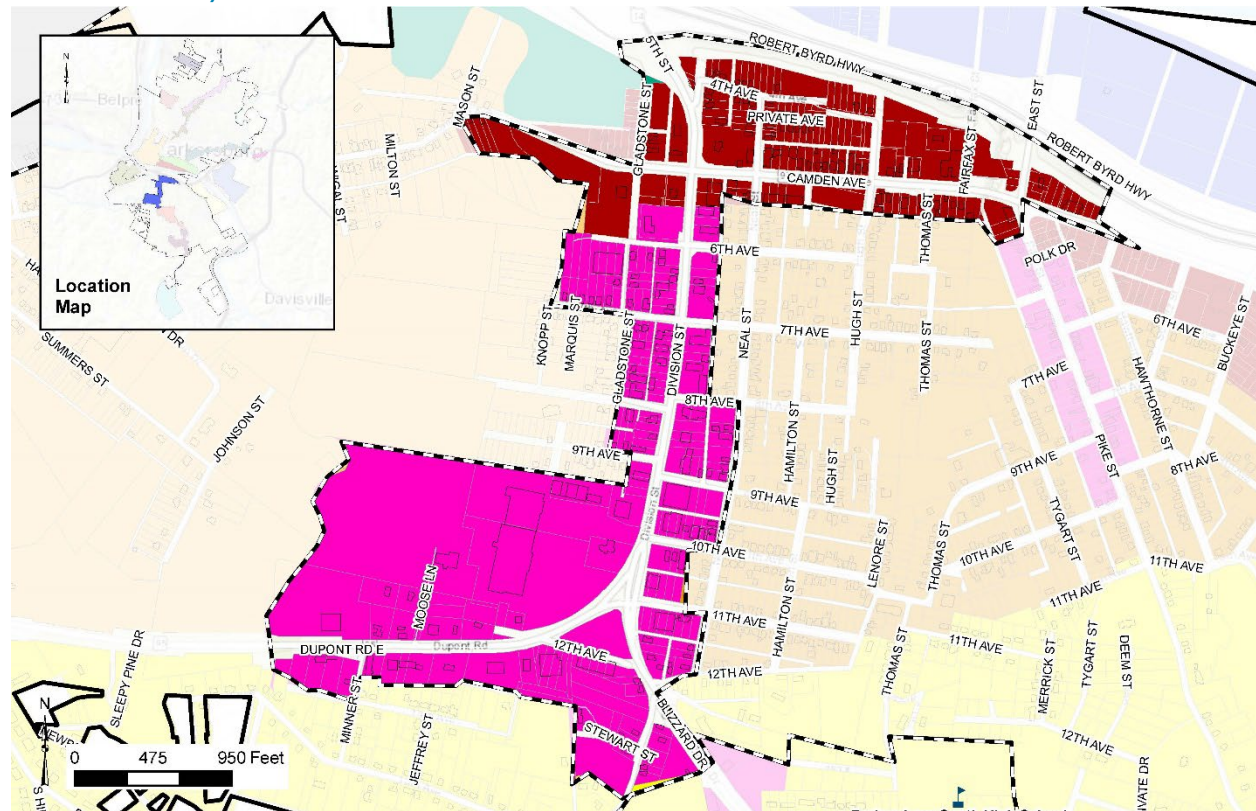


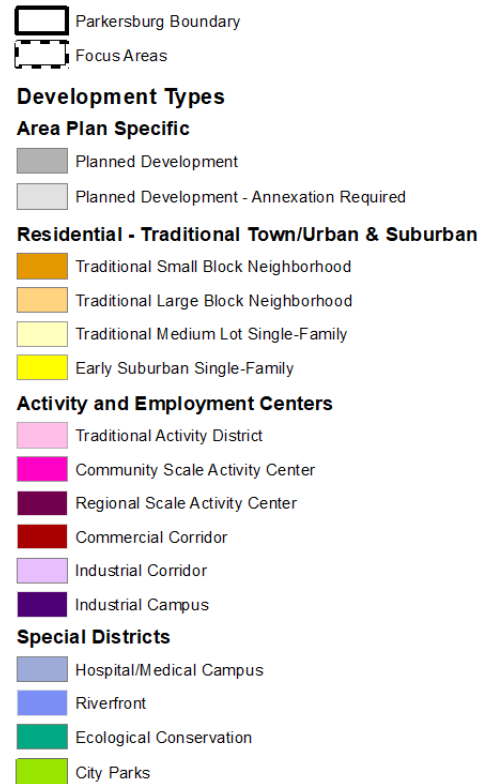
Figure 15: Division Street/Camden Avenue Business District Detail Map

Existing Conditions/Information

The Division Street/Camden Avenue Business District is a large commercial center and corridor that serves residents living in south Parkersburg. The area is a major gateway and corridor leading into the Downtown Business District and is highly visible from Route 50 which should bolster its commercial and retail activity. Currently, this district is experiencing aging commercial businesses and obsolete site designs. Improvements to this area should focus on incorporating transitional uses, modernizing, and improving site designs, and improving access management and corridor characteristics. Redevelopment efforts in this area should increase density to maximize the developable area.

Statistics

- Focus Area Acreage: 169 acres
- Acreage of Vacant Land: 21 acres



* Please note that uses not within this focus area are shown in a muted version of their original color.

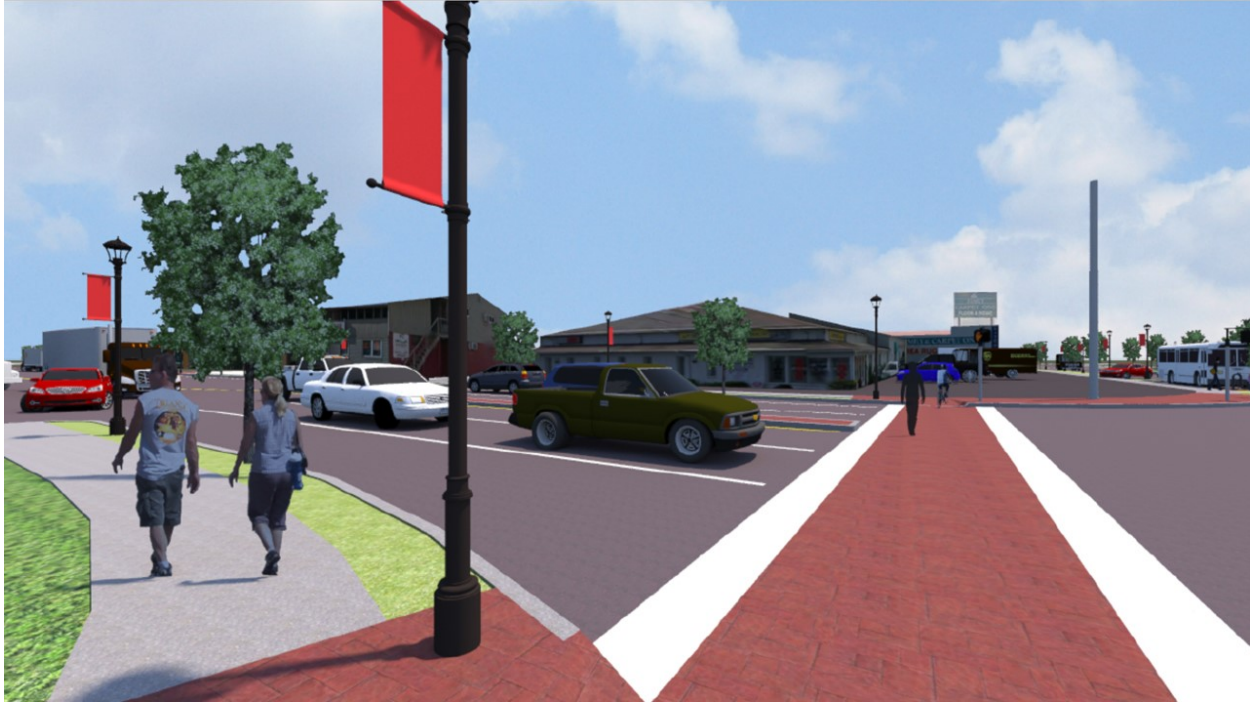


Figure 16: Division Street/Camden Avenue Study Concept, Source: WVAIA

Recommendations

Anticipated Action:

1. Comprehensive study and redevelopment plan to target redevelopment opportunities especially among aging commercial and residential uses.
2. This district should include a mix of uses including employment, destination entertainment and restaurants, and some higher-density urban multi-family infill with a focus on corridor design standards and façade improvements.
3. Review the findings and recommendations from the design charette previously facilitated by the WV Chapter of American Institute of Architects.

Future Land Use/Development Types: Commercial Corridor, Community Scale Activity Center, Urban Multi-Family

Priority: Medium

Blizzard Drive Corridor

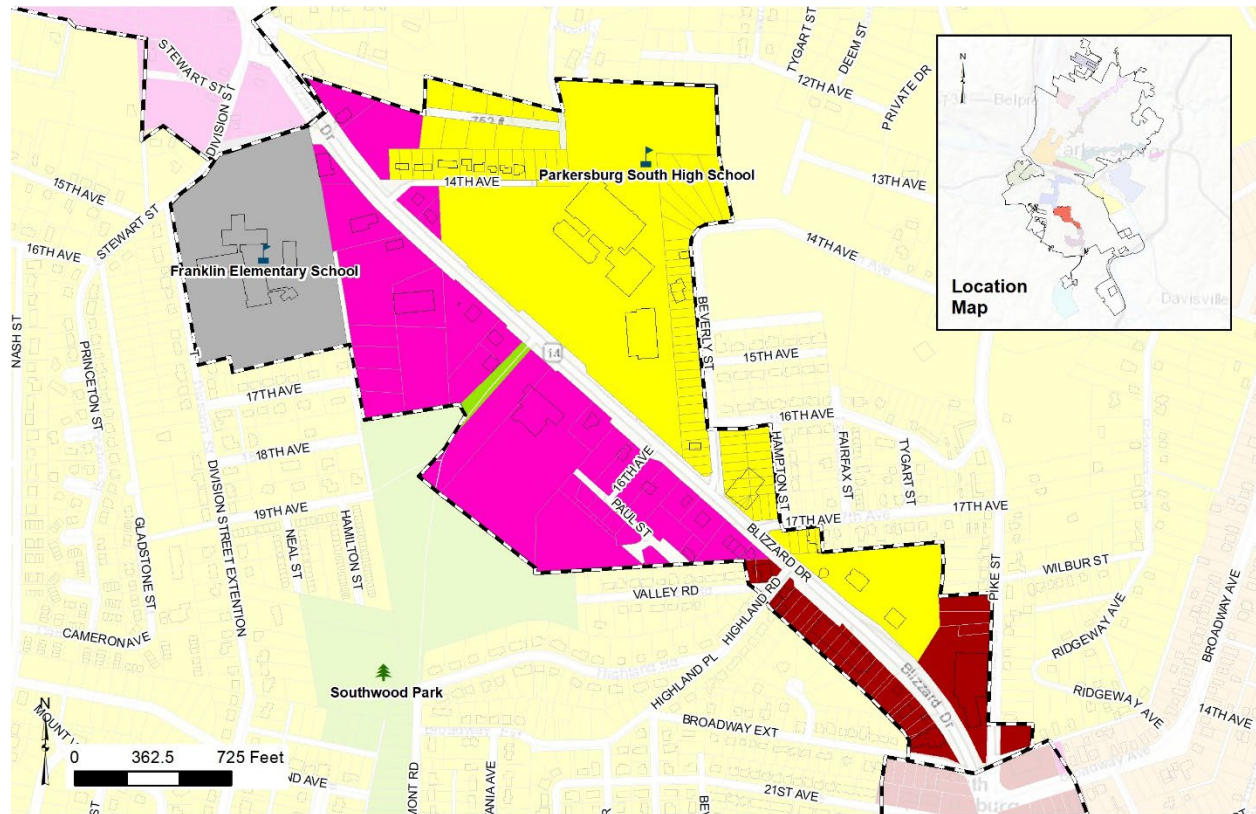


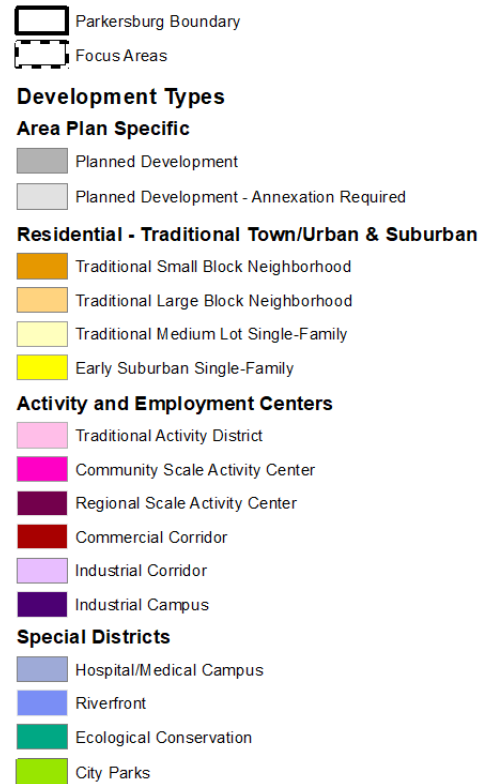
Figure 17: Blizzard Drive Corridor Detail Map

Existing Conditions/Information

The Blizzard Drive Corridor is a hybrid activity center/commercial corridor anchored by Parkersburg South High School and several other large institutional uses. This area is centrally located in south Parkersburg and contributes significantly to the area’s identity. As existing land uses and facilities transition or become obsolete, potential opportunities for redevelopment offer a substantial area for intensification and potential new mixed-use development to support the neighborhoods and High School.

Statistics

- Focus Area Acreage: 116 acres
- Acreage of Vacant Land: 23 acres - Franklin Elementary School has been identified for potential closure. The site is 15 acres.



* Please note that uses not within this focus area are shown in a muted version of their original color.

Recommendations

Anticipated Action:

1. Comprehensive Study and Redevelopment Plan with a potential RFP process for redevelopment of the Franklin Elementary Site (if it is closed).
2. Any new construction and/or redevelopment planned along the corridor should consult with the WVDOT as the State intends to widen Pike Street over time to mitigate traffic congestion.

Future Land Use/Development Types: Community/Neighborhood Scale Activity Center Mixed Use, Commercial Corridor, Institutional

Priority: Medium

Pike Street and Gihon Road Redevelopment

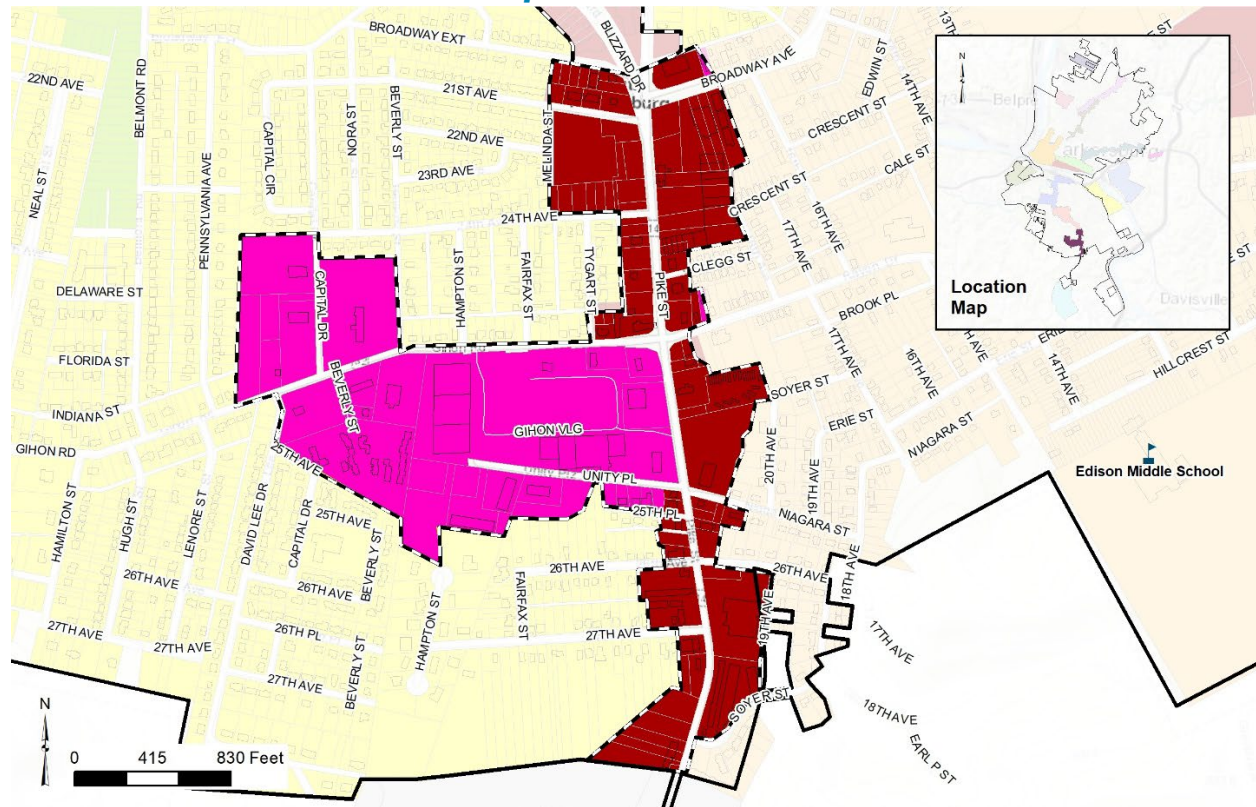


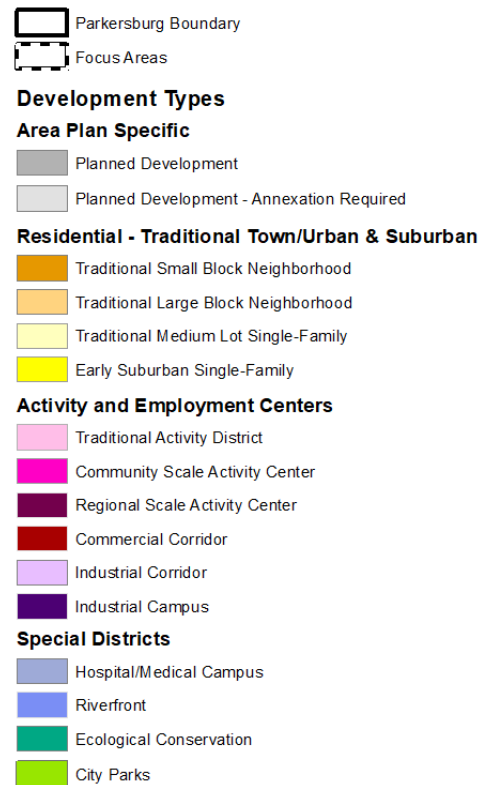
Figure 18: Pike Street and Gihon Road Redevelopment Detail Map

Existing Conditions/Information

Until the annexation of property and development of Patriot Plaza, the Pike Street and Gihon Road Redevelopment area was the primary commercial center/corridor in south Parkersburg. Since then, the area has been in transition with retail opportunities coming and going from existing plazas. The aging affordable housing complex behind the Gihon Road shopping plaza and the land directly across the street that backs up into an existing single-family neighborhood are of note. The city should consider developing planning strategies that transform this district into an activity center style development with more housing variety, walkability for residents, and improved design to transition into the surrounding neighborhoods.

Statistics

- Focus Area Acreage: 102 acres
- Acreage of Vacant Land: 16 acres



* Please note that uses not within this focus area are shown in a muted version of their original color.



Figure 19: Pike Street and Gihon Road, Source: Google Earth

Recommendations

Anticipated Actions

1. Conduct a comprehensive study and redevelopment plan to target existing commercial uses for adaptive reuse and reinvestment to stabilize this existing commercial district.
2. Redevelopment efforts in this area should consider a mix of uses including employment, destination entertainment and restaurants, and some higher-density urban multi-family infill with a focus on corridor design standards.
3. Consider working with the current property owner to issue a RFP for the old Ralph's Market property (5 acres) to stimulate interest and investment in the property. The property is located at the intersection of Pike Street, Blizzard Avenue and Broadway Avenue.
4. Any new construction and/or redevelopment planned along the corridor should consult with the WVDOT as the State intends to widen Pike Street over time to mitigate traffic congestion. Integrate redevelopment into adjacent neighborhoods to improve connectivity.

Future Land Use/Development Types: Commercial Corridor, Community Scale Activity Center, Early Suburban Single-Family

Priority: Medium

Future Growth Areas (Planned Development)

Future Growth Areas are large greenfield sites in the city limits and outside of the city’s municipal jurisdiction that could be targeted for possible annexation. These areas should require specific area plans regarding how the land will be utilized for future development opportunities.

The majority of the land area within the current city limits has already been developed and is committed to an existing land use. However, there are two areas in the city, and four areas outside city limits with potential to accommodate future growth.

The recommendations for these areas are primarily “planned development” but recommend the development types used elsewhere in this plan to fit with the overall vision for Parkersburg. The recommendations provide specificity for character, land use, and transportation recommendations in each of the areas and should be used in combination with the general recommendations in the other parts of the plan.

General Guidelines for Future Growth Areas

1. Prepare an Area Plan for each location as prioritized or as there is noted interest from landowners or development partners.
2. Analyze the existing conditions which in greenfield sites should include identification of significant areas of steep or protected slope, stream corridors and water features, significant trees and existing capacities of roads and utilities.
3. Establish a vision for the area, defining appropriate mixes of uses, phases of development, style and intensity of development, desired architectural character and scale, and the role of green spaces and connectivity.
4. Inventory and evaluate areas around the city’s jurisdictional boundary that could be suitable and beneficial for potential annexation.
5. Prepare the plan recommendations including:
 - a. Future Land Uses/Development types
 - b. Areas for protection
 - c. Specific urban design recommendations
 - d. The local transportation network and plan
 - e. Required Capital Improvements for Utilities and other services
6. Prepare the implementation strategy or work plan
 - a. Identify responsible parties (city, county, developer, other)
 - b. Timeline for completion of development or recommendations
 - c. Source of funding
 - d. Connection to other comprehensive plan elements.

Annexation Guidelines

The Future Growth Areas include a number of areas outside of the city’s jurisdictional boundaries, referred to as “unincorporated” areas. Annexing property serves as a valuable resource to the city and

Future Growth Areas

Incorporated

- Masonic Drive Site
- Fort Boreman Hill

Unincorporated

- 7th Street & Rt. 50 Interchange Redevelopment
- Camden Avenue Riverfront Growth Area
- Pettyville Bypass Growth Area
- Lees Hill Road Growth Area

provides added benefits to property owners who can connect to city services. By annexing property, the city can improve its access and reach of community services such as fire and police service to residents, as well as plan for additional transportation connections around the city. While annexation is the preferred option to manage growth and development in these identified focus areas, other options include development agreements between property owners, the City of Parkersburg, and Wood County.

In order for the city to have any authority to regulate future development in unincorporated areas, potential developers or property owners interested in joining the city will need to submit a petition to apply for annexation into the city. The petition process is as follows.

1. With city assistance, submit a completed application to the Planning Division, located on the 5th Floor of the Municipal Building. The city will provide petitioners with the necessary survey/plat based on existing instruments of record, or in the case of a new subdivision, a survey should be provided by the petitioners
2. The Planning Division will notify government agencies of the proposed annexation. The Municipal Planning Commission (MPC) will evaluate the proposal and make a formal recommendation to City Council. The applicant must attend a public hearing held by MPC.
3. Upon approval from City Council, the Planning Division will prepare a formal annexation application to the Wood County Commission.
4. Commissioners will hear the petition for annexation at one of their regularly scheduled meetings (which are held on Mondays and Thursdays). If the request is approved, the Planning Division will notify city agencies and the County Assessor (for ad valorem taxes) of the newly annexed territory.
5. The Planning Division will prepare an ordinance to City Council for the territory's new zoning designation.
6. If and when the petition for annexation is approved and a zoning classification designated, the applicant will be notified by the Planning Division through certified mail. Please note that new improvements to the property are prohibited and building permits will not be issued, until this process is completed.

Mason Drive Development Opportunity Site (Incorporated)

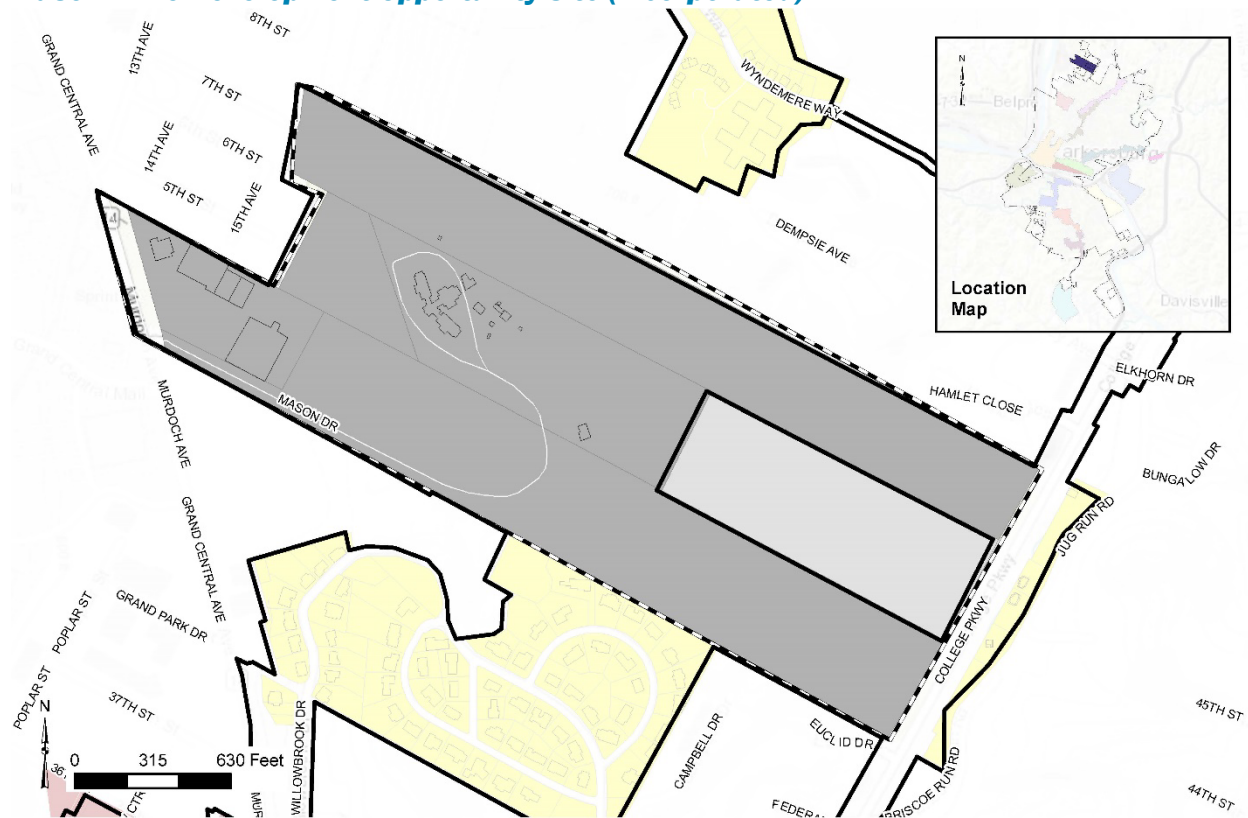


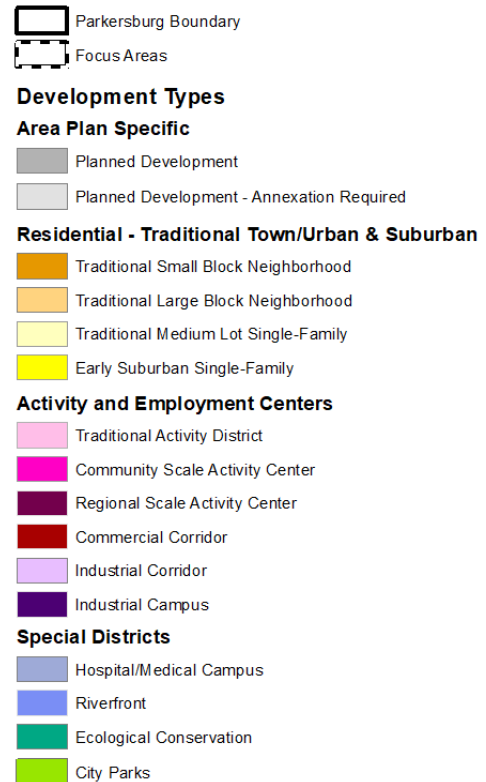
Figure 20: Mason Drive Development Opportunity Site Detail Map

Existing Conditions/Information

The Masonic Drive site is in northern Parkersburg, in a more suburban area of the city. The site is large and relatively undeveloped and has a double frontage to Grand Central Avenue and College Parkway; however, the site is only currently accessible from Grand Central Avenue. The site includes moderate topography and has three streams flowing through it. Development here should be considerate of the natural topography and resources.

Statistics

- Focus Area Acreage: 95 acres
- Acreage of Vacant Land: 30 acres



* Please note that uses not within this focus area are shown in a muted version of their original color.

Recommendations

Anticipated Action:

- Comprehensive study to determine locations for additional access points on site and opportunities for development that preserve and protect existing natural features. If necessary, work with the property owner to develop an RFP process to solicit interest in the site.

Future Land Use/Development Types: Dependent on development plan, but Cluster Subdivision, Neo-Traditional Neighborhood, Community/Neighborhood Activity Center, Ecological Conservation have been identified as appropriate with considerations for market demand.

Priority: Medium

Fort Boreman Drive Development Opportunity Site

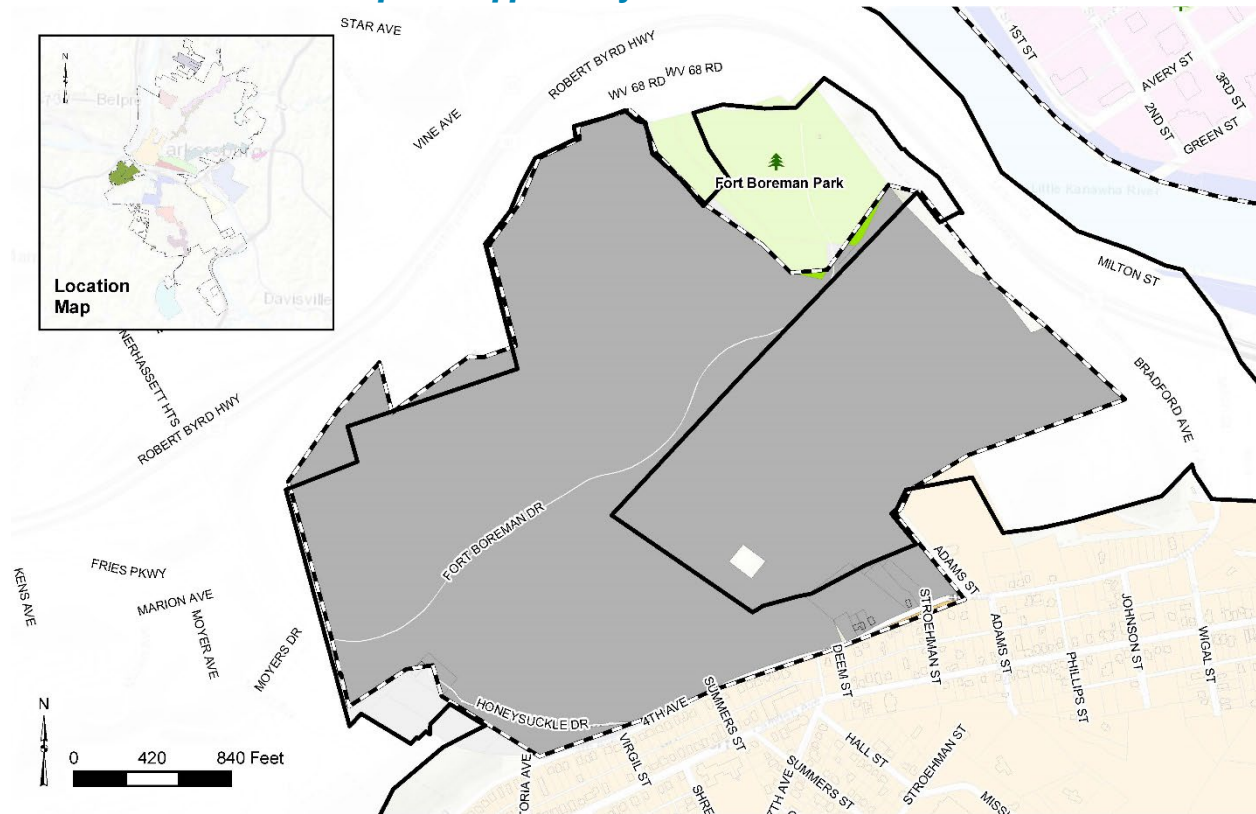
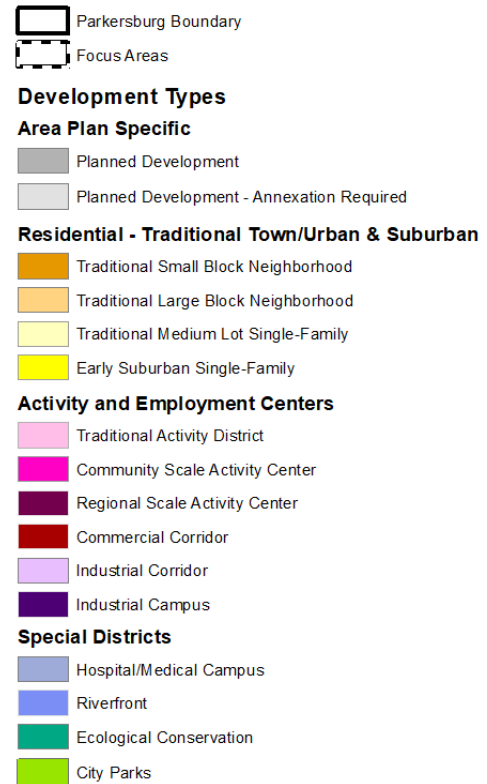


Figure 21: Fort Boreman Drive Development Opportunity Site Detail Map

Existing Conditions/Information

The Fort Boreman Drive Potential Development Area is a large greenfield site that is located around the existing Fort Boreman Park area. It has a mix of topography in a prominent hilltop location. Most of the property is in the corporation limits of the City. Both the topography and the road access keep this site out of the main flow of traffic and provide one major collector road for the whole site. The development in this area should also be considerate of the existing topography and should preserve and protect the natural resources, as these distinguish this site from others in the city and provide unique opportunities that could attract investment for residential, retail, or recreational development.



* Please note that uses not within this focus area are shown in a muted version of their original color.

Statistics

- Focus Area Acreage: 192 acres
- Acreage of Vacant Land: 188 acres, however approximately 70-80 acres are relatively level

Recommendations

Anticipated Action:

1. Collaborate with site owners to create a phased development plan that allows for market flexibility, and designs that consider the unique qualities of the site to create a showcase development in this prominent location.
2. Follow the recommendations/guidelines for Area Plans in Growth Areas and implement through a customized PUD zoning district.
3. Work with the property owners to annex and appropriately zone the portion of property not currently in the city's corporation limits.

Future Land Use/Development Types: Dependent on development plan, but Neo-Traditional Neighborhood, Community/Neighborhood Scale Activity Center, Special District, Cluster Subdivision, Ecological Conservation have been discussed as appropriate depending on market conditions.

Priority: Medium

Extraterritorial Future Growth Areas (currently in unincorporated Wood County)

These areas are included in the plan because they present significant opportunity for growth, however, without annexation the city has very little ability to assist with the development of these areas and therefore these locations are presented with a low priority. It would be better use of limited resources for the city to focus its efforts on reinvestment in the city. The first step for the Extraterritorial areas would be partnering with the Wood County Development Authority to prepare special area plans, or to determine if the value of the additional development is great enough to pursue annexation with a development agreement.

7th Street Interchange Redevelopment (Unincorporated)

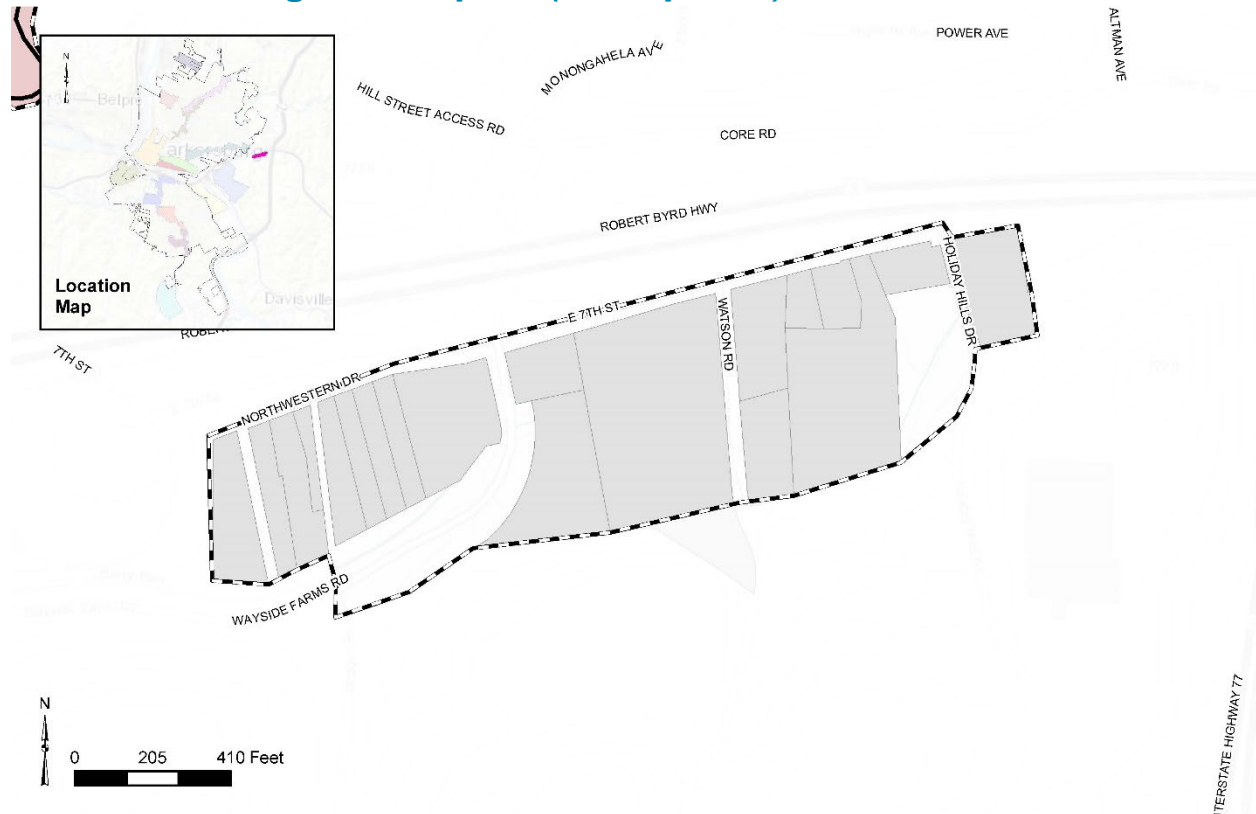


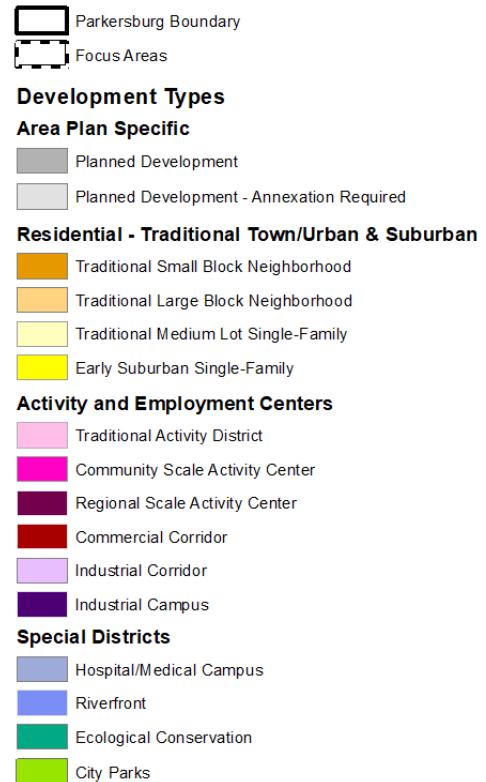
Figure 22: 7th Street Interchange Redevelopment Detail Map

Existing Conditions/Information

The 7th Street Interchange Redevelopment site sits to the east of the city, outside of the city’s jurisdiction. There are a variety of older highway commercial uses, that have declined since the realignment of the highway exits. Because it is unincorporated, the city currently does not have jurisdiction over the zoning or redevelopment incentives for this location. However, the prominent location and general function as a gateway to the city make redevelopment in this location a priority.

Statistics

- Focus Area Acreage: 27 acres



* Please note that uses not within this focus area are shown in a muted version of their original color.

Recommendations

Anticipated Action:

1. Work with Wood County officials and landowners to prepare a joint redevelopment study and plan for this area to facilitate redevelopment with a focus on corridor and gateway design standards.
2. Assess the ability for community partners and/or local government agencies to acquire and clear the sites of obsolete and deteriorating uses to prep for redevelopment.
3. Develop an RFP process for the site to promote interest in redevelopment of a prime site within the central area of the region
4. Consider developing an infrastructure plan that substantially improves connectivity between this area and the 7th Street Corridor, as well as the Lee's Hill Growth Opportunity Area (long-term).

Future Land Use/Development Types: Dependent on RFP process, but Community/Neighborhood Scale Activity Center, Urban Multi-Family, Neo-Traditional Neighborhood, Corridor Commercial.

Priority: High

Camden Avenue Riverfront Growth Area (Unincorporated)

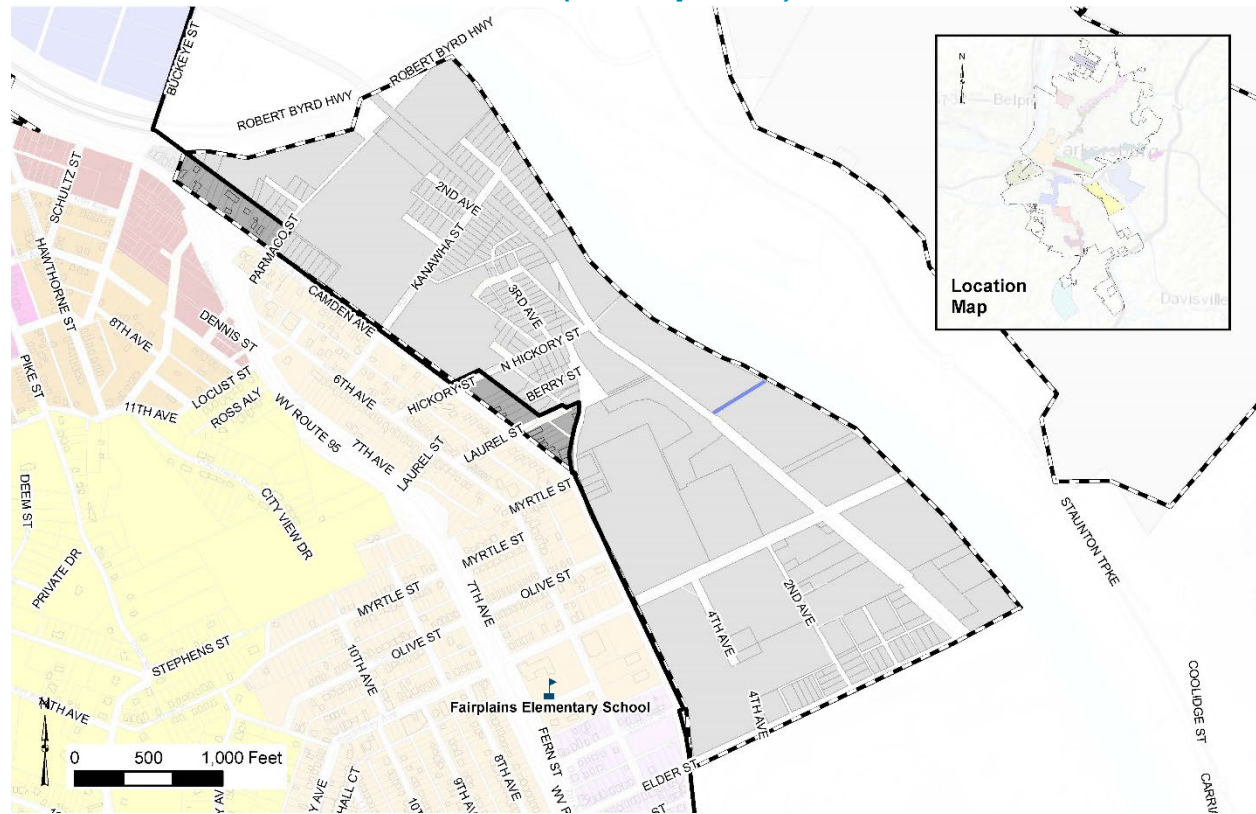


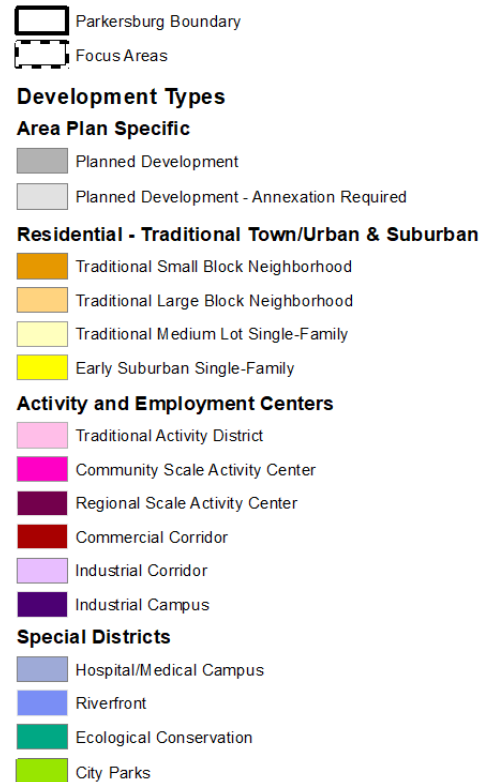
Figure 23: Camden Avenue Riverfront Growth Area Detail Map

Existing Conditions/Information

The Camden Avenue Riverfront Growth Area is another potential annexation area in southern Parkersburg along the riverfront. This area has high visibility due to its riverfront access and would be well suited for an activity center for the city. For any future development or redevelopment, this area would require lot consolidation and mitigation of the existing brownfield conditions from current industrial uses.

Statistics

- Focus Area Acreage: 201 acres



* Please note that uses not within this focus area are shown in a muted version of their original color.

Recommendations

Anticipated Action:

1. Work with Wood County Development Authority to complete a comprehensive redevelopment study of the site and assess the potential of community stakeholders to purchase and clean up the site to prepare for redevelopment.
2. Identify opportunities to secure grant funding to assist with cleanup and redevelopment of the property.
3. Consider annexation of the site to provide additional incentives or services to catalyze redevelopment.
4. Develop an RFP process for site to solicit proposals from development partners to design build a phased redevelopment in this location.

Future Land Use/Development Types: To be determined by RFP process but a high-density mix of Employment/Light Industrial and Entertainment Destination uses, Riverfront Recreation and Commerce, and Neo-Traditional or Urban Multi-Family housing would be appropriate.

Priority: Medium

Pettyville Bypass Growth Area (Unincorporated)

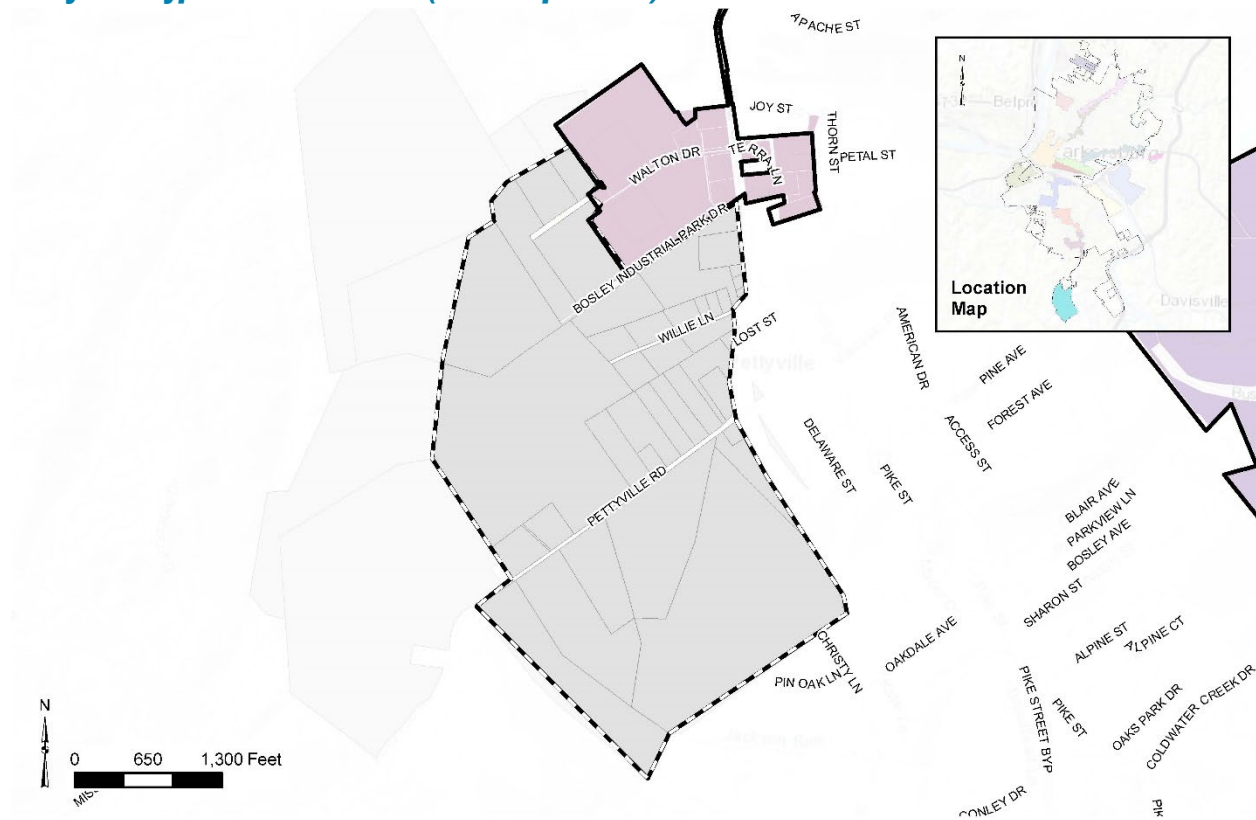
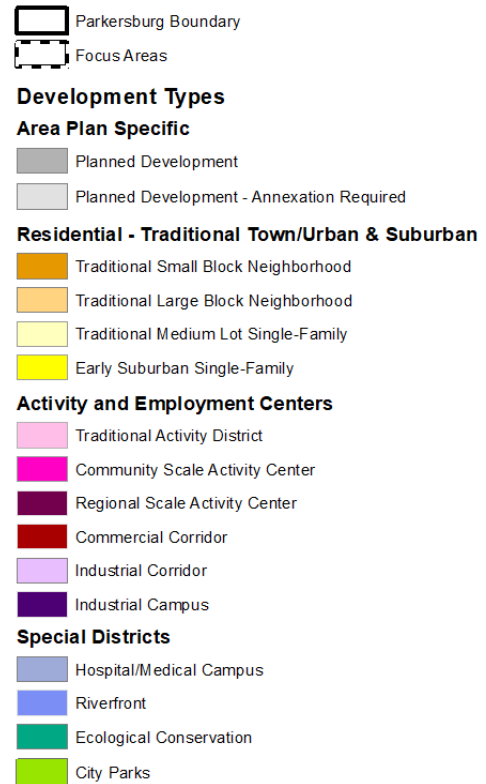


Figure 24: Pettyville Bypass Growth Detail Map

Existing Conditions/Information

The Pettyville Bypass Growth Area is south of the city but sits adjacent to one of the city’s southernmost boundaries. It is the location of a planned bypass around an unincorporated part of Wood County, known as Pettyville, with good highway access and limited existing development. The planned bypass will open the area up directly to development because of its direct access to I-77 and relatively flat topography. The lack of zoning in the county leaves this area vulnerable to haphazard commercial development, which may draw retail from other areas in the community, and prompt considerable traffic concerns, as well as miss out on opportunities to meet mid-range housing demand. The area is surrounded by low density residential neighborhoods. Future development opportunities should investigate activating this area as key a commercial area with a mix of residential uses.



* Please note that uses not within this focus area are shown in a muted version of their original color.

Statistics

- Focus Area Acreage: 267 acres – For comparative purposes, the Grand Central Mall Area located just north of Parkersburg’s jurisdiction in Vienna is approximately 135 acres
- Number of Parcels within Focus Area: 39

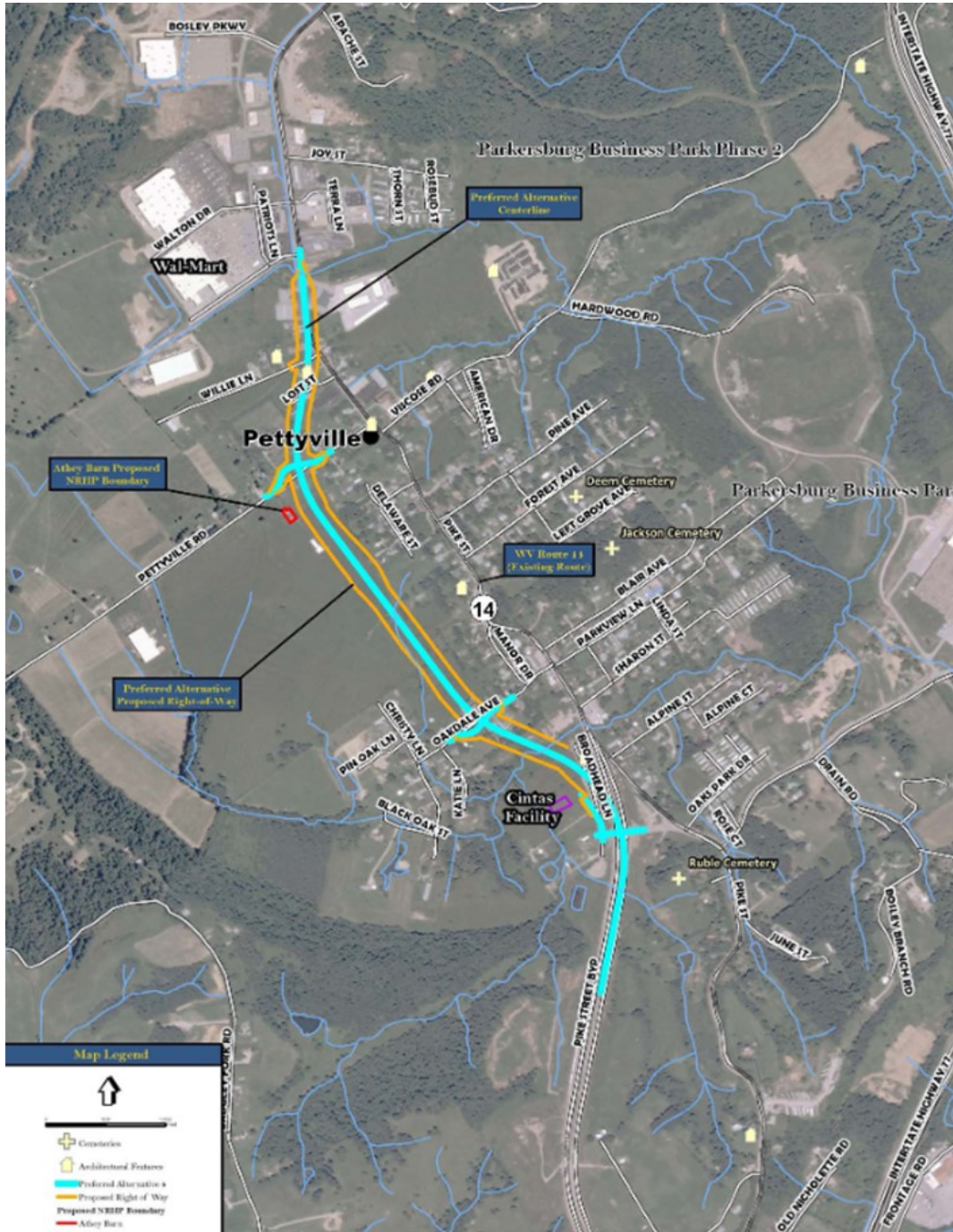


Figure 25: Pettyville Bypass Alternative, Source: WVDOT

Recommendations

Anticipated Action:

1. Consider collaboration with Wood County Development Authority and landowners to prepare a phased master plan for the area.
2. Consider establishing a County Economic Opportunity Development District with a board and special zoning administered by a combined board of Parkersburg Municipal Planning Commission and County Planning Commission members.
3. If the above-mentioned plan is not viable, the city should consider possible annexation and implement appropriate land use controls to maximize development opportunities in the area. Use a development agreement, or Planned Unit Development zoning to regulate the special development circumstances of the area.
 - **Critical Elements of the Master Plan**
 - Local road network and circulation plan
 - Connectivity Index over 1.8 (out of 100)¹
 - Missing middle housing types with a predominance of market rate multi-family, condos, townhouses, landominiums², and other medium density housing options.
 - Limited land allocated for retail development
 - Integrated network of functional open space for recreation and provision of passive open spaces
 - Areas for light manufacturing, wholesaling, and distribution centers

Future Land Use/Development Types: Regional Activity Center, Neo-Traditional Neighborhood Residential, Suburban Multi-Family, Industrial Campus, Ecological Conservation

Priority: High

¹ Areas with Walk Scores closer to 100 are more accessible by foot. The closer to zero the number, the more auto dependent the neighborhood is.
Source: Walkscore.com

² Landominiums are a housing unit, built as part of a residential development, whose owner owns both the unit and the land on which it is built, but the “yard” is common space owned and maintained by the home owners association. From the outside this may appear as a single-family detached home, or a townhouse or attached single-family unit.

Lees Hill Road Growth Area (Unincorporated)

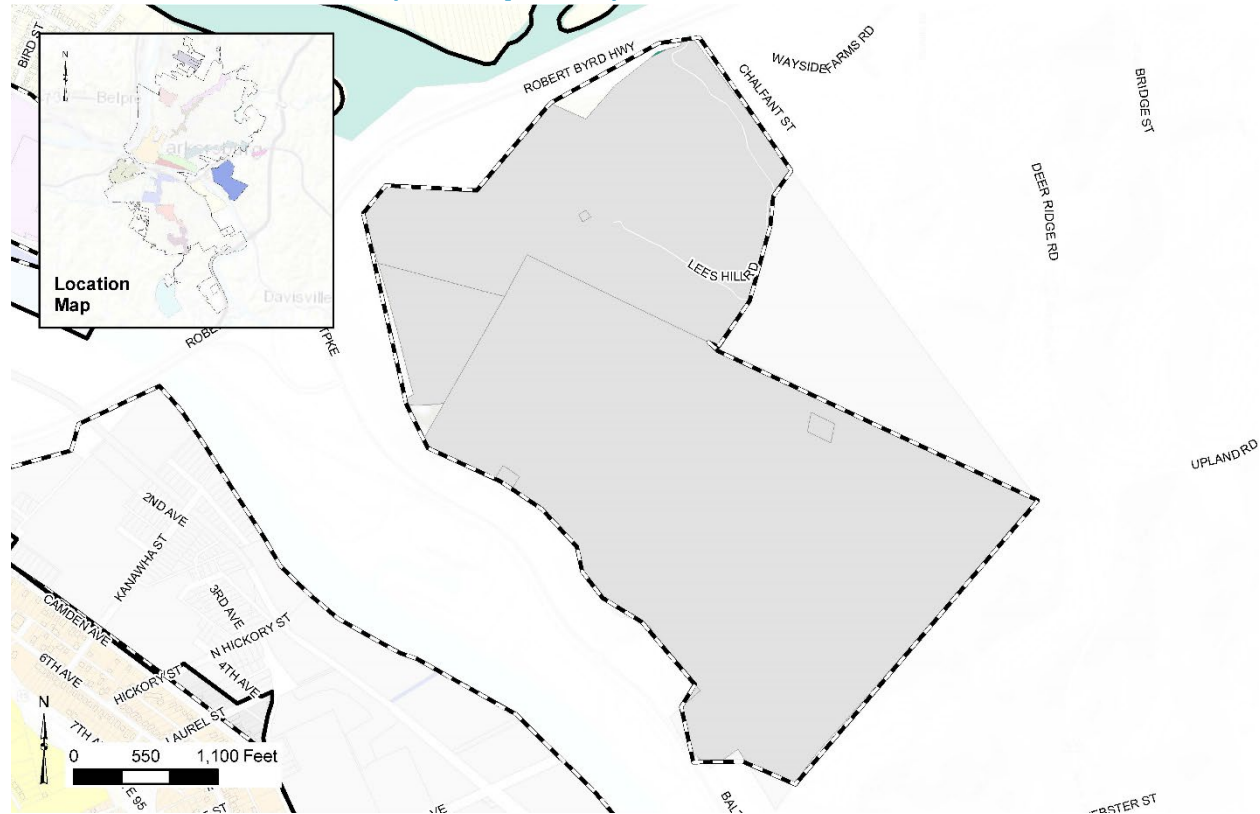


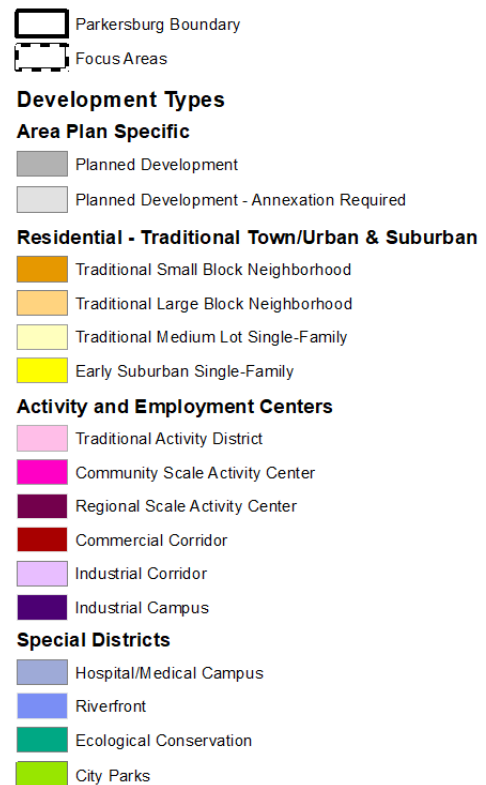
Figure 27: Lees Hill Road Growth Area Detail Map

Existing Conditions/Information

The Lees Hill Road Growth Area is a large greenfield site located to the east of the city, outside of Parkersburg’s municipal limits. This area has development potential, because of its central location and visibility. However, access is currently limited and substantial infrastructure investments would have to be made for the site to be viable. Development of this site should consider preserving the topography and ecological conservation of the area. This site would be well suited for a mix of residential uses or lighter industrial, wholesale, or distribution centers.

Statistics

- Focus Area Acreage: 313 acres



* Please note that uses not within this focus area are shown in a muted version of their original color.

Recommendations

Anticipated Action:

- Conduct comprehensive study of the area to review necessary services and utilities that would need to be provided to the site, as well as appropriate accessibility options.
- Work with landowners to create a development agreement as part of any potential annexation, including a phased plan for development of the site.
- Consider developing a master plan for the site that prioritizes the highest and best use of property based on regional market conditions.

Future Land Use/Development Types: Late Suburban Residential, Neo-Traditional Residential, Cluster Subdivisions, Neighborhood Scale Activity Center, Ecological Conservation, or Industrial Campus (Per Plan)

Priority: Low

Citywide Parks, Recreation, and Resource Conservation

Overview

The City of Parkersburg provides parks and recreational facilities, adequate public open and green spaces, and works to preserve environmental resources throughout the city. This section of the plan provides information on inventories and practices Parkersburg is currently using and provides recommendations for future implementation.



Figure 28: City Park Splash Pad

Parks and Recreation

The city is responsible for the planning and improvement of nine parks and recreational facilities throughout the community adding up to almost 125 acres of land. The city maintains the following public parks:

- City Park
- Southwood Park
- Friendship Park
- Corning Park
- Point Park
- Bicentennial Park
- Fort Boreman Park (owned and maintained by Wood County)
- Johnson T. Janes Nature Preserve and Conservation Park
- Quincy Park

The City also has a designated bike and pedestrian trail network and is exploring options to improve this recreational and transportation asset. The parks and open spaces, including trails and cemeteries are illustrated in the maps on the following pages.



Figure 29: Jackson Fountain at City Park

Recommendations

1. Identify land needs for future parks or open space facilities as new subdivisions or annexations occur.
2. Institute CPTED (Crime Prevention Through Environmental Design) standards with all park infrastructure projects to ensure adequate lighting, visibility, accessibility, and safety for community residents.
3. Continue policing around public spaces to help improve safety and continue to support the Community Oriented Police Enforcement activities in the community.
4. Work with community service organizations and agencies to work on solutions to homelessness to give people experiencing homelessness safer places to be than public parks. (see also the housing section for strategies).
5. Maintain and enhance public spaces and facilities to provide quality recreational opportunities for the community.
6. Continue ongoing efforts to expand the Parkersburg-Ohio River Trail north from Point Park to the city's northern corporation limits and expand the greenspace on both sides of the Little Kanawha River.
7. Explore funding options to maintain and enhance public spaces.
8. Explore opportunities for additional recreational areas along riverfront by the floodwall and areas within the flood plain.



Figure 30: Southwood Park Playground



Figure 31: Johnson T. Janes Park



Figure 32: Johnson T. Janes Park, Source: News and Sentinel

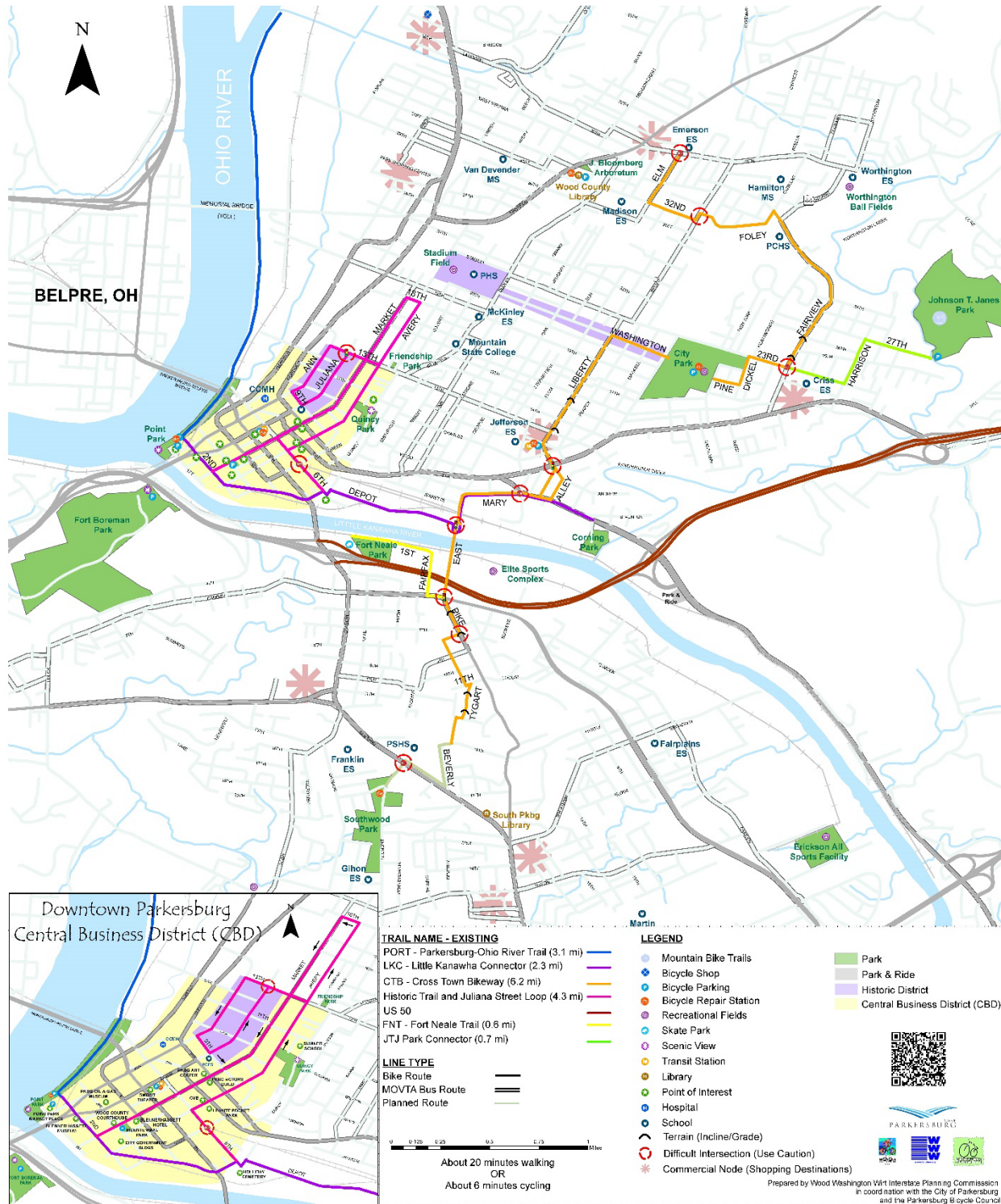


Figure 33: Parkersburg Trail Network

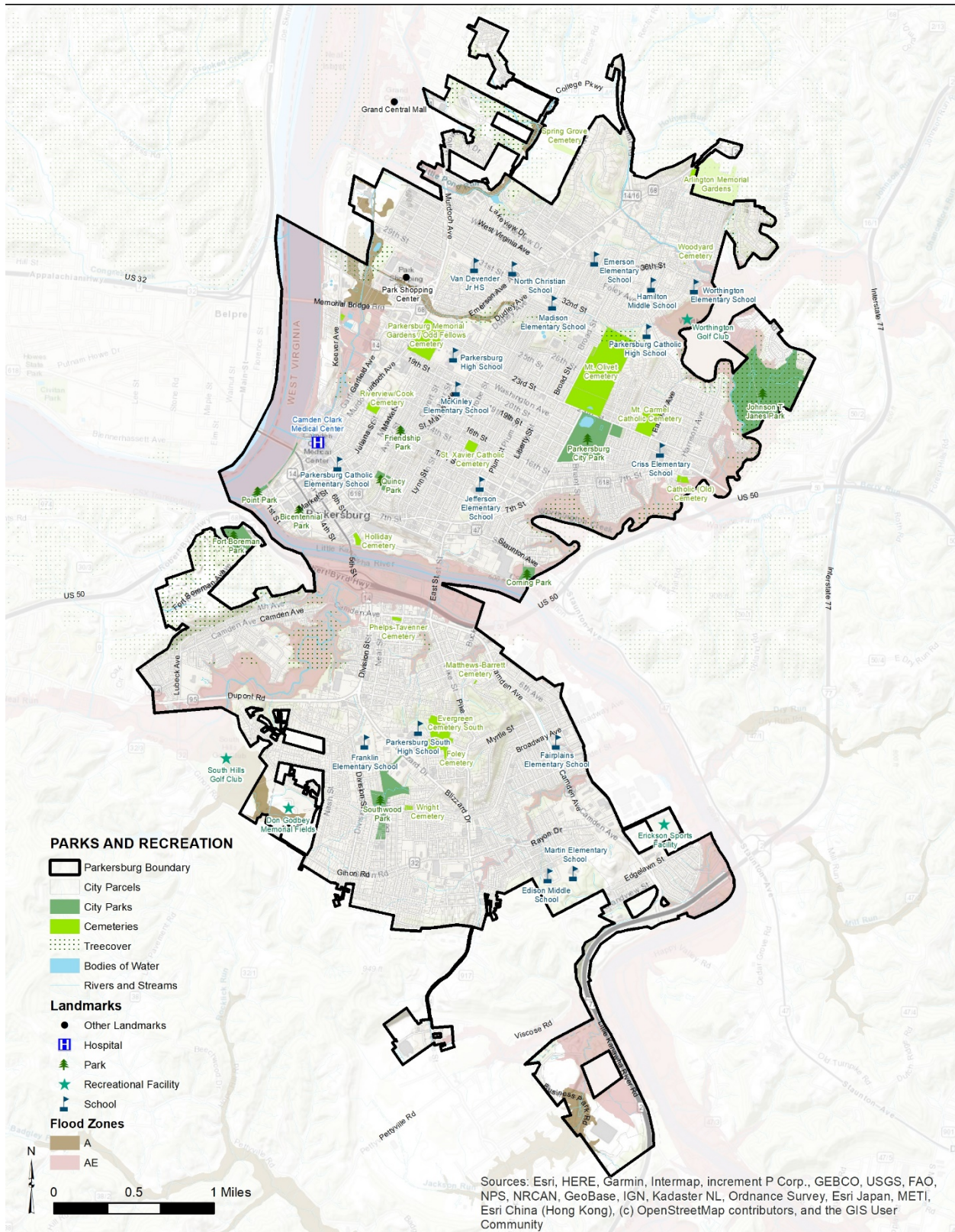


Figure 34: Parks and Recreation Map

Storm Water and Water Quality Management

The Federal Environmental Protection Agency has designated Parkersburg as a “MS4” (Municipal Separate Storm Sewer System) storm water community, which means the city must actively manage storm water per new EPA and DEP standards. The city has been working to update its existing storm water facilities and has updated storm water requirements for new development to reduce runoff, flooding, and better manage water resources.

Recommendations

1. Continue to repair or replace storm water facilities.
2. Develop a green infrastructure plan and policies for the city to help manage stormwater runoff, water quality, and add green space to the community.
3. Consider collaboration with WVUP or other agencies to create a training institute to establish a workforce of individuals certified to install and maintain green infrastructure as a cross cutting strategy to improve employment opportunities and promote sustainable development practices.
4. Investigate available federal and state funding sources for energy efficiency upgrades to homes to improve the region’s housing stock and reduce cost of operation for individual homeowners or renters.
5. Continue ongoing recycling program efforts and seek local collaborations that could support cottage industries around these programs.

Existing Policies and Programs for Resource Conservation

Parkersburg is committed to resource and energy conservation and should continue to help inform city residents about things they can do to support and manage our natural resources. Parkersburg has an active curbside recycling program and has been successful in getting funding to maintain and update facilities, making the city’s municipal recycling facility the largest in the Mid-Ohio Valley. WVUP is integrating alternative energy programs into their curriculum, which could be a catalyst for setting Parkersburg apart in the region as a leader in this area.

Citywide Historic/Cultural Preservation or Interpretation Resources

Overview

Parkersburg is fortunate in that it has a wealth of historic and cultural resources that make it a great place to live, work, and visit. The city's historic buildings and districts, the cultural events, and the many arts education activities are important assets that should be preserved and shared because they help distinguish Parkersburg as a unique place. Recommendations focus on creating greater awareness of the importance of these quality of life resources and exploring new ways to preserve and market them, not only to attract visitors to the city and the region, but also to entice people to consider Parkersburg as a place to call home or start a business.

According to the National Trust for Historic Preservation, there are many benefits of taking care of an area's historic resources. These historic resources distinguish a place and show a respect for the past. They are also integral to the character of the community and can provide a good foundation for attracting visitors who want to experience something out of the ordinary. In Parkersburg, many of the old buildings in the downtown were torn down during the 1960s and 70s, but many gems remain. The Wood County Historic Preservation Society, which was formed to prevent the destruction of the County Courthouse downtown, leads historic preservation efforts in the city.

The city currently has three nationally and locally recognized historic districts. Each district has an architectural review board to help guide appropriate infill and restoration efforts within the district. The Julia-Ann Square Architectural Review Board, the PHS/Washington Avenue Architectural Review Board, and the Avery Street Historic District celebrate and maintain historic character within Parkersburg's neighborhoods.

To further enhance Parkersburg's architectural uniqueness, historic character, and overall appearance, the establishment of form-based development standards outside of the Historic District Guidelines would help enhance Parkersburg's aesthetic as a city that respects its historic past but is ready to embrace the future. Cities across the country use form-based development standards as they seek to revitalize downtowns and neighborhoods. These communities are finding that quality design of the built environment has resulted in a better quality of life for their citizens and has made them more competitive in retaining and attracting businesses.

Parkersburg offers several cultural activities and events for residents and visitors to enjoy. These events range from multi-cultural festivals, to the Taste of Parkersburg, which features local vendors from across the Mid-Ohio Valley. There are also many more opportunities to expand these offerings to include generational programs, health and wellness activities, life and pre-professional skill development activities, sporting events, games, and live music events.

Parkersburg's historic and cultural offerings are currently marketed through the Greater Parkersburg Convention and Visitors Bureau (CVB), a non-profit that aims to strengthen the area's economy by promoting it as a destination for travel, meetings, and conventions. The Greater Parkersburg CVB distributes promotional materials and hosts a website that provides information to the general public about the area's attractions, events, lodging, dining, recreational, and visitor services. They are located at the corner of 7th Street and Avery Street downtown.

By embracing Parkersburg's unique cultural and historic resources, the city can renew a sense of civic pride among existing and future residents, increase attraction to outside tourists, and spark new business opportunities in the community.

Corresponding Category	Historic/Cultural Resource Name	Reference on Map
Arts & Culture	Smoot Theatre	1
Arts & Culture	Parkersburg Art Center & Gift Shop	2
Arts & Culture	Actors Guild of Parkersburg	3
Arts & Culture	Arts Bridge	4
Arts & Culture	The Artbeat Studio	5
Historic Places of Worship (National Register)	Logan Memorial United Methodist Church	6
Historic Places of Worship (National Register)	Trinity Episcopal Church Complex	7
Historic Places of Worship (National Register)	St. Francis Xavier Church	8
Historic Places of Worship (National Register)	First Baptist Church	9
Historic Places of Worship (National Register)	Masonic Temple	10
Historic Places of Worship (National Register)	First Presbyterian Church	11
Historic Places of Worship (National Register)	Bethel AME Church	12
Historic Site/District	Fort Boreman Historical Park	13
Historic Site/District	Julia-Ann Square Historic District	14
Historic Site/Structures (National Register)	Wood County Courthouse	15
Historic Site/Structures (National Register)	Blennerhasset Hotel	16
Historic Site/Structures (National Register)	Former US Post Office & Federal Building	17
Historic Site/Structures (National Register)	Tillinghast Cook House	18
Historic Site/Structures (National Register)	Parkersburg (Sixth St) Railroad Bridge	19
Historic Site/Structures (National Register)	Former Civil War Hospital	20
Historic Site/Structures (National Register)	Peter G. Van Winkle House	21
Historic Site/Structures (National Register)	Union Trust Building	22
Historic Site/Structures (National Register)	Former Carnegie Library	23
Historic Site/Structures (National Register)	Gould House	24

Historic Site/Structures (National Register)	Residence at 10th and Avery Street	25
Historic Site/Structures (National Register)	Jackson Memorial Fountain	26
Historic Site/Structures (National Register)	Dr. W.W. Monroe House	27
Historic Site/Structures (National Register)	George Neal Jr. House	28
Historic Site/Structures (National Register)	Oakland Mansion	29
Historic Site/Structures (National Register)	Parkersburg Women's Club	30
Historic Site/Structures (National Register)	Sharon Lodge No. 28 IOOF	31
Historic Site/Structures (National Register)	W.H. Smith Hardware Company Building	32
Historic Site/Structures (National Register)	Tavenner House	33
Historic Site/Structures (National Register)	Windmill Quaker State	34
Historic Structure	Albright-Bradley Building	35
Historic Structure	Neale-Tebay House	36
Historic Structure	Bickel Mansion	37
Museum	Blennerhasset Museum of Regional History	38
Museum	Henry Cooper Log Cabin Museum	39
Museum	Oil and Gas Museum	40
Museum	Sumnerite African-American History Museum	41
Museum	Veterans Museum of Mid-Ohio Valley	42
Museum	Blennerhasset Island Historical State Park	43
Place of Worship	First United Methodist Church	44

Table 1: Historic and Cultural Resources Map Key

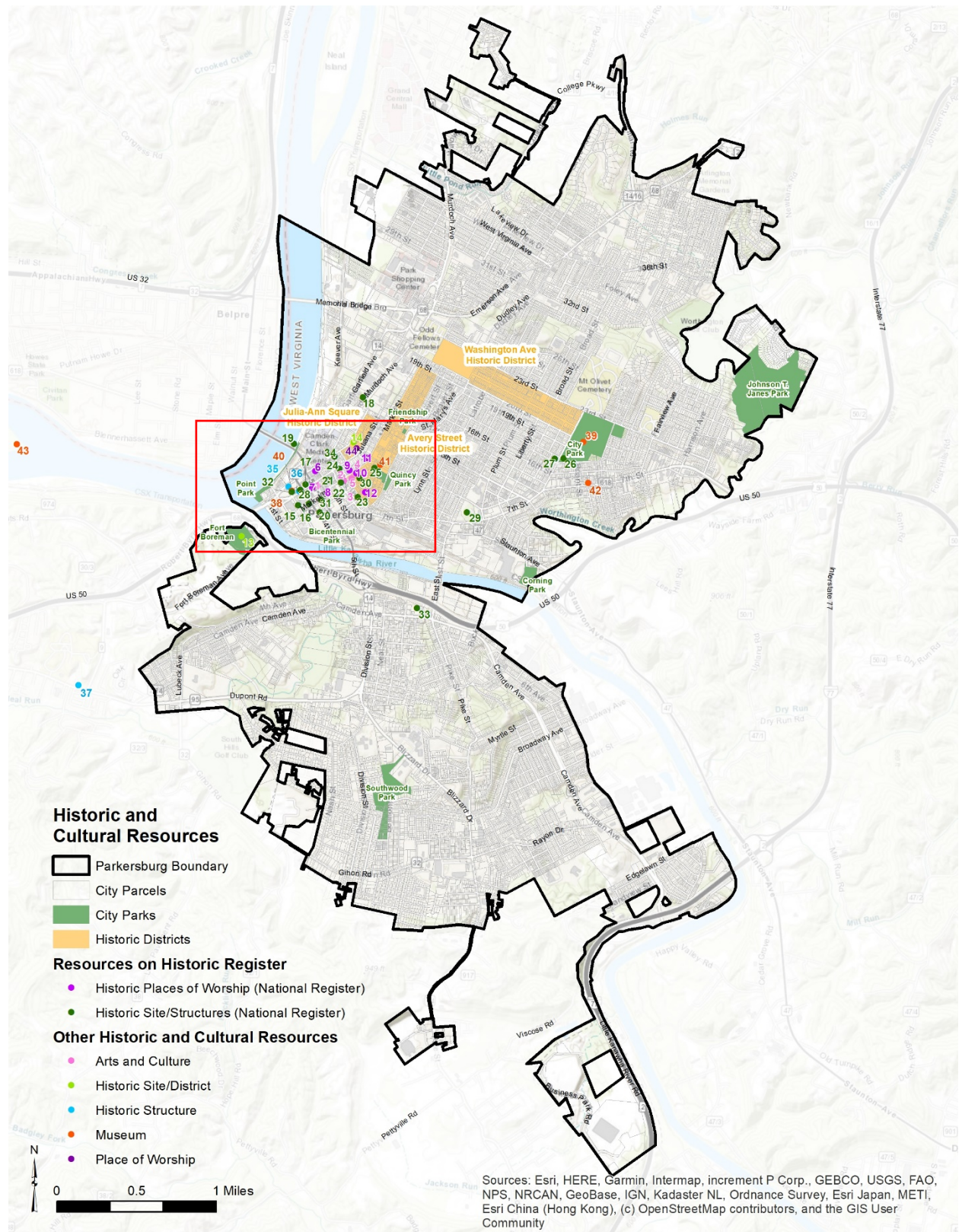


Figure 35: Historic and Cultural Resources Map

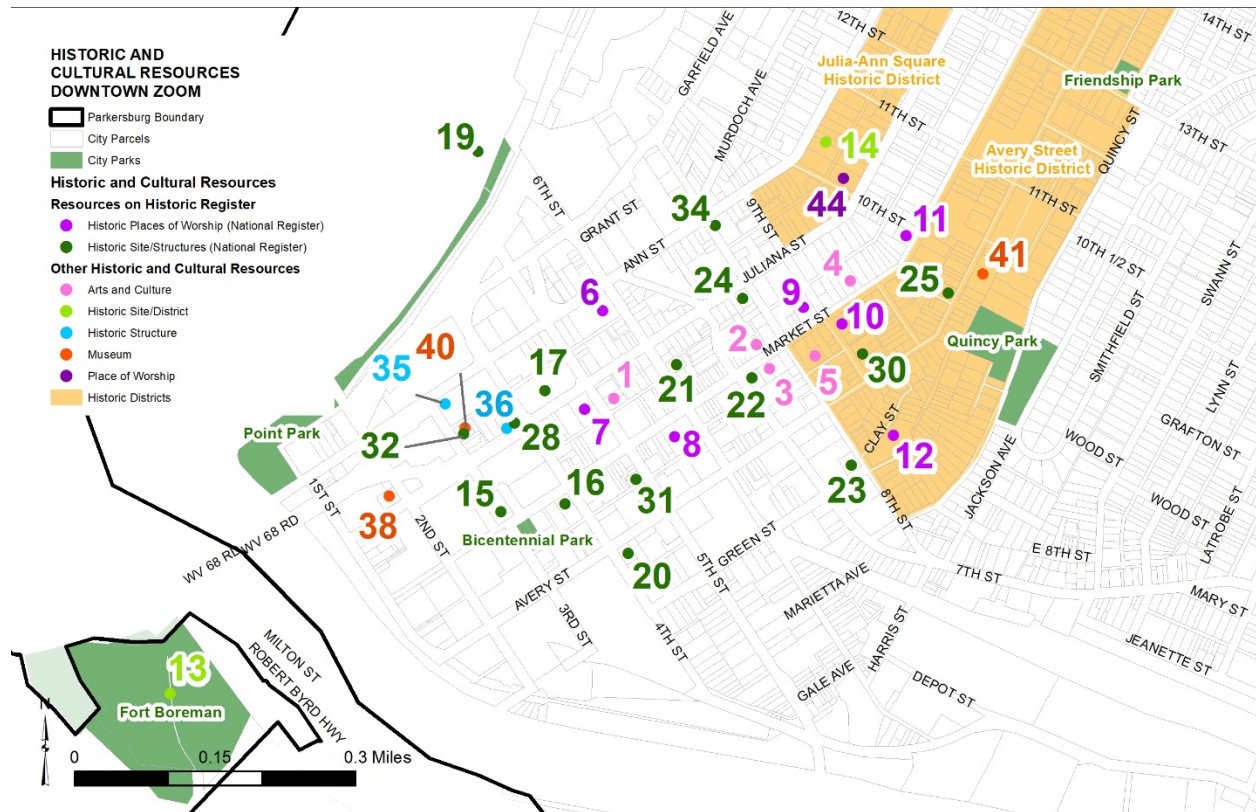


Figure 36: Historic and Cultural Resources - Downtown Area Close Up

Recommendations

1. Create form-based or hybrid zoning standards to ensure new development, infill, adaptive reuse, and rehabilitation projects complement the character of the historic or established community patterns. Zoning standards that can be applied administratively are recommended because they provide greater predictability and reduce the processing and time costs of approving development.
2. Encourage the rehabilitation and reuse of old buildings whenever possible by providing incentives such as reduced fees and possible tax incentives for potential developers, as well as promoting existing resources like the Downtown Façade Rehabilitation Loan Program, and West Virginia State Historic Preservation Grants
3. Continue to work with the Wood County Development Authority and Downtown PKB to identify a location for and find a developer to construct a venue for year-round cultural events.
4. Continue to allocate funds from the annual budget for the promotion of the arts and cultural programs, and events available throughout Parkersburg.
5. Continue to support efforts underway to evaluate the feasibility of establishing a historic district in downtown Parkersburg, which would make it easier for potential developers to access historic tax credits at the state and federal level.

Citywide Transportation, Connectivity, and Mobility Networks

Overview

Parkersburg's transportation system consists of streets and highways, as well as a large but discontinuous sidewalk network. The Mid-Ohio Valley Transit Authority (MOVTA) offers six day per week service that connects to bus service in Belpre and Marietta provided by Community Action Bus Lines. While this transit service is limited in its capacity to serve residents 24 hours a day, this service provides a crucial lifeline to many Parkersburg residents and has wide community support. Currently there are very few designated bike lanes, and many major throughfares/state roads do not have safe sidewalks. This situation limits safe, non-automotive commuting options.



Figure 37: Little Kanawha Connector Trail

Residents of Parkersburg would like to see congestion and safety improved at several key locations throughout the city, as well as improved enforcement of traffic laws within city neighborhoods; particularly posted speed limits, parking restrictions, and stopping at stop signs. In addition, many residents of Parkersburg are interested in being able to get to work and other destinations without a relying as much on their vehicles.

The concept of complete streets is an approach to street design that looks to accommodate all users safely, including motorists, public transit riders, bicyclists,

and pedestrians of all ages and abilities. Though each complete street is unique, common elements include sidewalks, bike lanes (or wide paved shoulders), special bus lanes, comfortable and accessible transit stops, frequent crossing opportunities, median islands, accessible pedestrian signals, curb extensions, and more.

While the city can do little about the State Routes, they do have jurisdiction over the local street network to implement complete street concepts and provide improved connectivity and mobility to the community. The National Complete Streets Coalition has an extensive array of resources available online and free of charge to assist the city with developing its own Complete Streets Program that is tailored specifically to Parkersburg.

The following recommendations focus on ways the city can help to reduce congestion; improve safety and mobility for drivers, pedestrians, and bicyclists on city streets; and fill in the gaps in the pedestrian and bicycle network to create more "complete streets". The plan also considers reviewing transit routes in relation to changes in land use in an effort to improve service, and briefly discusses the perceptual issue of downtown parking supply versus demand.

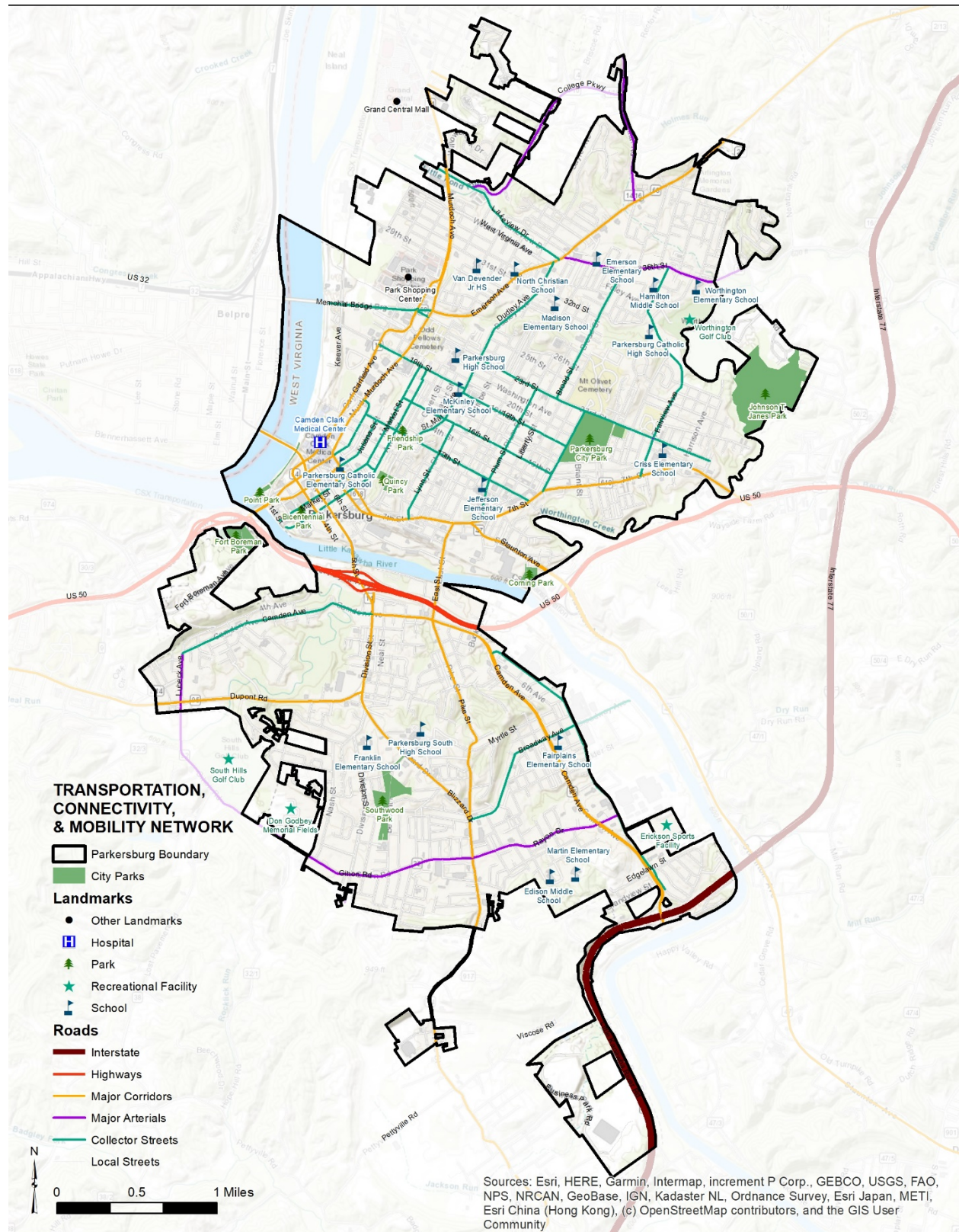


Figure 38: Transportation, Connectivity, and Mobility Map

Recommendations

1. Ensure that proposed roadway and intersection improvements aimed at improving safety and reducing congestion are scheduled in the State's Transportation Improvement Program and are funded and completed in a timely manner.
2. Work with city police and neighborhood associations to identify locations with higher than average traffic violation and generate ideas to improve enforcement.
3. Determine if traffic calming measures could be used to reduce speeding in target locations and begin to design and program these improvements so that they can be considered as part of a long-term capital improvement program.
4. Improve the overall appearance of the city's major thoroughfares.
5. Ensure that bicycle and pedestrian facilities are included as part of any road improvement project or commercial/residential (re)development project
6. Work with neighborhoods to identify key gaps in the existing sidewalk network and develop a plan to fill them.
7. Work with MOVTA and WWW to identify high traffic areas throughout the city that would benefit from public transportation facilities such as shelters, benches, or bike racks.
8. Improve wayfinding and signage to improve traffic flow and provide direction to key locations around the city.
9. Establish a connectivity index for all new subdivisions and greenfield sites and require road design to accommodate walking, biking, travel by car, and accommodate for some type of mass transit on collectors.

Citywide Utilities, Services, and Facilities

Overview

Parkersburg's residents have access to all the basic community facilities and services typically found in a city of its size. Some are privately owned and operated, others are provided by city and county government. Most residents are generally satisfied with emergency services, schools, and other public services. However, given recent economic conditions and the ongoing trend of population decline, available public funding is very tight, which means everyone in the community needs to do their part to help keep Parkersburg a clean, safe, and beautiful place where people of all ages can live, work, and play. Therefore, in addition to continuing to work with local partners to provide quality facilities and services in the city, recommendations include ways to encourage active involvement of the citizens and continued involvement of the city in improvements to neighborhoods, educational and medical services, and public utilities.



Figure 39: 20th Street Stormwater Retention Project

The City of Parkersburg has always strived to provide quality community facilities and services for its residents despite limited budgets. Schools are considered some of the best in the region, police and fire departments have excellent response rates, and there are nine parks located throughout the city. While results from the community survey indicate that these services are generally considered adequate, there is always room for improvement. Funds are appropriated annually to the Police and Fire Departments, the Wood County Library System, and for parks and recreation facilities, but planning and decision-making for police, fire, schools, and hospitals are beyond the purview of this plan.

The Parkersburg Utility Board (PUB) is responsible for managing water and wastewater systems within the city. Services also extend into the City of Vienna and Wood County. The Public Works Department – Engineering Division is responsible for managing storm water in the city. Parts of these systems are approaching 100 years old or more and are in need of repair but

finding the funds to do so continues to be a challenge. However, to accommodate new growth, as well as redevelopment, it is essential that adequate sewer and water is available to support it.

In addition to the traditional "gray" infrastructure³, the Tree Commission works to improve and protect the "green" infrastructure - trees, open spaces, and stream valleys – in Parkersburg. Recommendations focus on using green infrastructure approaches to help take the burden off the more traditional gray infrastructure. The Conservation Fund defines Green Infrastructure as "strategically planned and

³ Gray infrastructure is a combined sewer system that is constructed of concrete and steel-the term can also apply to other infrastructure elements like sidewalks, roads, or other impervious civil engineering elements.

managed networks of natural lands, working landscapes and other open spaces that conserve ecosystem values and functions and provide associated benefits to human populations.” It includes woodlands, wetlands, rivers, and grasslands and generally takes the form of cores, hubs and corridors. Parkersburg has extensive green infrastructure that should be preserved and expanded upon to protect valuable environmental resources that add to the quality of life of all residents. Recommendations focus on better understanding the existing green infrastructure and how to improve and expand upon it. There are also emerging methods to build green infrastructure to help manage stormwater.



Figure 40: Parkersburg Utility Board Logo

A key to the success of the entire Comprehensive Plan will be engaging the general public in its implementation. The best way to do this is for Parkersburg is to make sure residents have easy access to information about opportunities to get involved in volunteer projects, and to continue to support the many organizations that are already providing quality services throughout the city.

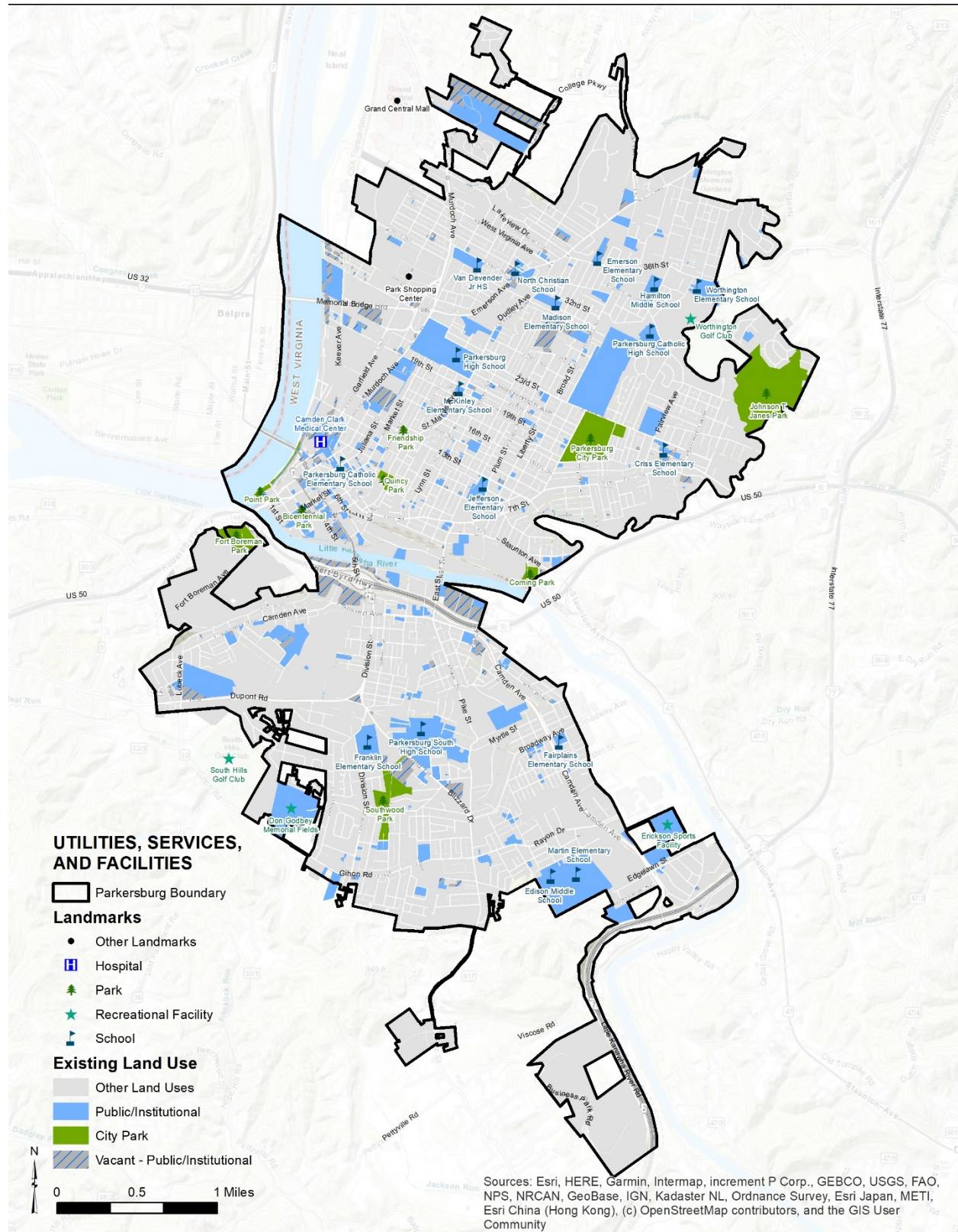


Figure 41: Utilities, Services, and Facilities Map

Recommendations

1. Provide residents with a forum to engage their neighbors and city staff about how best to maintain and improve their neighborhoods.
2. Consider utilizing Arc GIS software to develop open source applications for things such as reporting potholes and other infrastructure related issues.
3. Consider re-establishing a Mayor's Youth Council to encourage youth to become more involved in the decision-making process in the city.
4. Consider developing a city internship program for students attending local colleges.
5. Work with the Wood County Master Gardeners to establish more community gardens throughout the city.
6. Expand efforts to promote and support recycling throughout the city.
7. While updating the city's Zoning Ordinance and the Subdivision Ordinance, ensure that citizens can utilize solar and wind power if they so desire. While there is presently little or no demand for solar panels, small wind turbines, and charging station for electric vehicles, Parkersburg should be ready to accommodate and incentivize these facilities in the future.
8. Support the Parkersburg Utility Board in its efforts to properly operate, maintain, improve, and expand the water and sanitary sewer systems where it is economically feasible and profitable to do so.
9. Prepare a green infrastructure plan for Parkersburg and identify potential partners to help fund green infrastructure improvements.
10. Use the recently updated off-street parking standards to increase vegetation in new and redevelopment projects, particularly in parking lots.
11. Inventory public properties that could be redeveloped and returned to the tax rolls and develop a program to activate these spaces through RFPs and area plans identified in the Focus Areas.
12. Create a memorandum of understanding (MOU) between the School Board, City of Parkersburg, and other development partners to establish a process for redevelopment of decommissioned school sites.
13. Prepare an evaluation/study of focus areas and other locations which should be considered for annexation to improve service continuity, especially the area along Pike Street/Route 14 between the city and Pettyville.

Citywide Housing Recommendations

Overview

Improving Parkersburg's existing housing stock continues to be a critical component of Parkersburg's revitalization process.

However, recent market conditions in West Virginia and Appalachia, particularly an extremely tight market, (land and construction costs are high and rising, but the median household income in Parkersburg remains stagnant) have hindered efforts to entice developers to build new housing or to rehab housing within the city. In addition, the age and physical condition of the existing housing stock is not appealing to many of the area's potential buyers. Yet, there are many indications there is a demand for housing in the city of Parkersburg, particularly for young adults looking for something other than a single-family house, as well as seniors and "empty nesters" looking to downsize. (See the appendices for 2018 Data, and Trends and Forces Analysis).



Figure 42: Neighborhood Stabilization Project

The age of the housing stock is important because it is indicative of historic integrity, structural composition and condition, specifically in terms of electrical, heating, and plumbing. While older housing can enrich the unique character of a city, it can be significantly more expensive to maintain, because older housing tends to be less energy efficient and repairs and improvements can be costly. As a result, it can be difficult to attract and retain homeowners, which can lead to a significant amount of rental and/or vacant properties.

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In recent years, the City of Parkersburg has taken a more proactive approach to address vacant and dilapidated properties. However, the city continues to be challenged by absentee landlords who do not properly maintain rental units, which are often old homes. This is a common problem in communities throughout the country. When an owner can get market rental rates regardless of the condition of the property, there is little incentive to make improvements. There are also many property owners who find it less expensive to pay fines than to correct problems found during the normal inspection process.

Parkersburg's existing housing stock does not offer a wide range of housing types and prices options. In 2018, almost three quarters of Parkersburg's housing stock was single-family, detached housing and recent development trends suggest new housing is also predominantly single-family, detached. Yet not all of the city's residents want or can afford to buy a single family home, in fact, there is already a pent up demand for condominiums, apartments, and townhomes, as evidenced by the waiting lists for those that do exist. Changes in demographics, particularly the aging of the population, suggest that the demand for alternative housing choices in the city will grow. Working to create a greater diversity of affordable modern housing will be very important if the city is to keep residents from moving out, as well as attract new residents, particularly higher income households looking to "move up" and young, entry level employees, who can't afford to purchase a home or simply don't want the financial responsibility associated with being a homeowner.

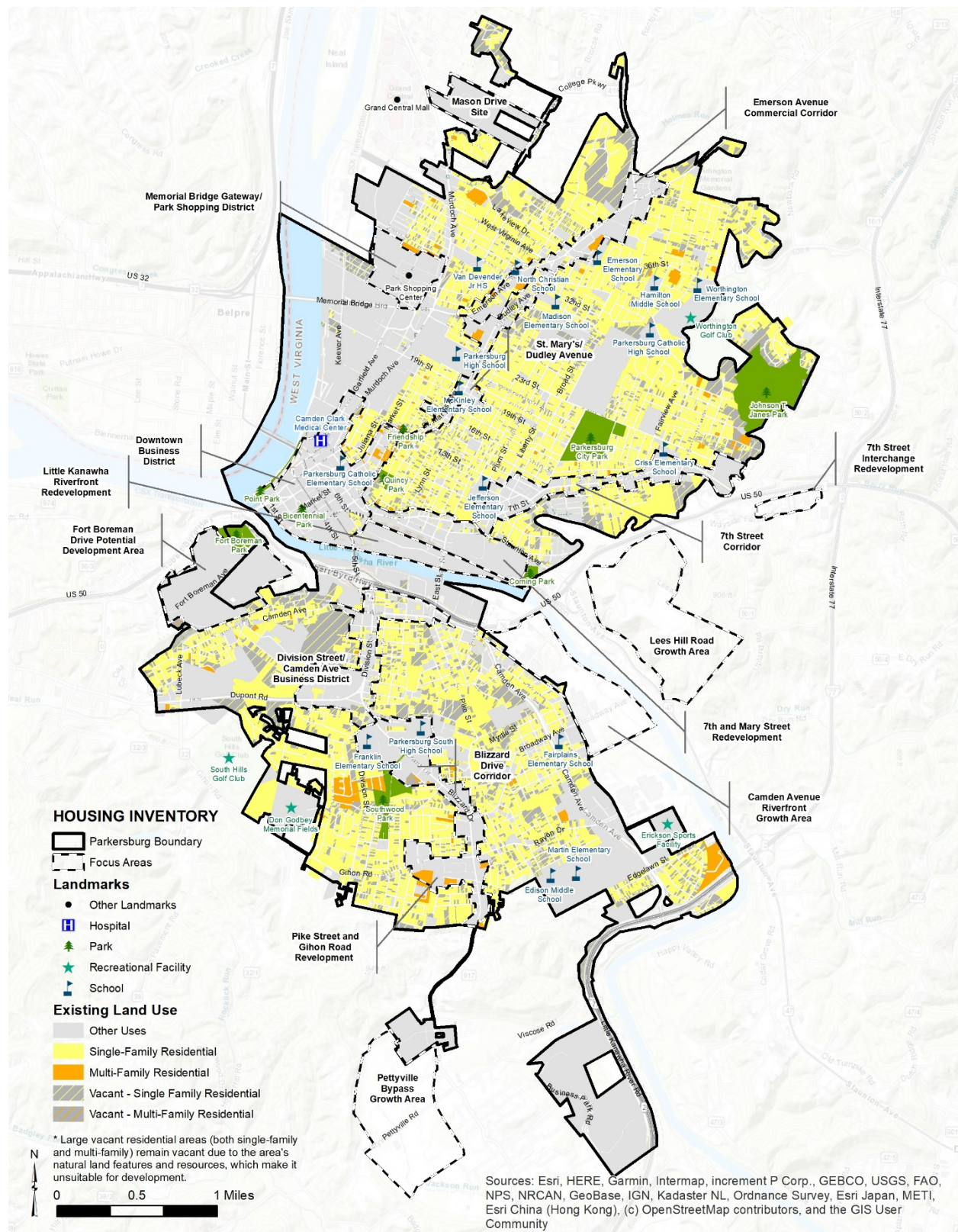


Figure 43: Housing Recommendations Map



Figure 44: Rowan Apartment Complex on Buckeye Street

Recommendations

1. Continue to identify and apply for grant funds that can be used for maintenance, rehabilitation, and improvement of existing homes in Parkersburg.
2. Create a "Housing Resources" webpage on the city's updated website that includes information about and links to local, state, and federal funding programs for homeowners looking to purchase or improve a home, as well as for developers interested in redevelopment projects and building affordable housing.
3. Identify specific growth areas suitable for residential development, and plan for a market flexible mix of housing and small-scale community or neighborhood scale-activity centers to support these new or growing neighborhoods.
4. Review and update the Zoning Ordinance and the Subdivision Ordinance to ensure that there are no barriers to increasing the mix of housing available in Parkersburg.
5. Provide incentives for the construction of certain types of new housing in targeted locations of the city by streamlining the development review process.
6. Update the city's codes to encourage the development of affordable housing units for sale and/or rent to accommodate a mix of tenants with different incomes (workforce housing) in both new and redevelopment projects as support for economic development efforts.
7. Update Zoning Ordinance to preserve and protect historic buildings and landmarks.
8. Continue to investigate the feasibility of establishing a non-profit housing organization to develop and maintain affordable workforce housing in the community.

Part 3: Implementation Plan

Overview

The comprehensive plan vision and goals must be monitored and updated as conditions evolve. This must involve not only the elected and appointed officials responsible for preparing the plan, but all citizens of the community, whose ideas and insights are essential to developing creative and realistic programs that will guide the city successfully through both present and future challenges.

As a document that has been through a public vetting process and adopted by the City Council, the plan serves as the official policy guide for public and private interests in the City of Parkersburg. When projects are proposed that are not consistent with the intent and spirit of the adopted plan, amendments to the plan may be necessary – or an impact assessment/feasibility study should be conducted with public process to determine if the city can support the proposal.

The plan is only as effective as its implementation, so if the vision and goals are to be achieved, it is important to follow the recommendations and tactics of the plan in the way they have been written or to consider and address the broad impact an amendment may have on other parts of the plan.

Work Plan/Initial Action Prioritization

The plan recommendations imply the city either continue or shift efforts in the everyday administration of city policies or suggest creation of programs and ongoing activities to achieve the goals of this plan. This initial work plan lays out overarching actions administration and staff can take depending on resources. The timeframe and responsible party are listed with each action and are described as follows.

Ongoing

Continuous tasks that are likely already underway. They are customary practices that are typically administrative in nature. There is no set start or completion date.

Short-Term (high-priority) “catalytic efforts”

Tasks that should be started as soon as possible and take less than two years to complete. The completion of these tasks may be necessary before beginning some of the mid-or long-term tasks. These projects should begin and be completed within six to twenty-four months from the adoption of this plan.

Mid-Term (moderate-priority)

Tasks that are of a medium priority are somewhat complex and may require completion of other tasks before commencement. These projects should begin within two to five years from the adoption of the plan. They may have a completion date of six months to five years from commencement.

Long-Term (lower-priority or follow up actions)

Tasks that are of a medium to low priority because conditions may change, making these tasks less relevant over time. These projects are usually sought to be accomplished five or more years after adoption of the plan and will likely be reassessed in either the five-year update or the ten-year update of the comprehensive plan.

Types of Implementation Tools

The implementation actions are classified with these typologies to help identify the responsibility and mechanics of implementation. These are the means the city has to take action in regard to achieving their goals.

Administrative Actions

Administrative or organizational policies, practices, and actions that are used to implement regulations, initiatives, or other actions or tools. This is the upper level approach to assigning both human and hard resources to executing the vision of the city and plan. These changes can often be addressed within current staffing or resources through modification in daily actions, making them potentially low or no-cost actions for implementation.

Programs/Initiatives

An activity or event that is designed to have a tangible set of results and may involve a spectrum of tools or mechanisms to achieve those results. Initiatives or Programs may be longstanding, and the mission or vision of these efforts may evolve over time. These tools are multi-faceted and complex and are the core of the recommendations of this comprehensive plan. Often an Initiative or Program can implement many of the strategies and recommendations of the plan.

Regulations/Laws

Adopted standards or guidelines that are either formally enforced through police power as a law, or may provide guidance for practices and actions that are not as enforceable as law but still represent official positions of the city.

Area or Functional Plans

Area or Functional Plans are plans/study/strategies which denote a policy document that is created with a specific purpose to lay out a course of action that would entail the use of other types of tools or actions. Most initiatives or capital improvements would use Area or Functional Plans to execute their mission. Recommendations in Area or Functional Plans will provide a process for improvement and suggested changes to implement.

Partnerships/Collaboration

Partnership/Collaborations are actions or tools that combine resources and efforts across departments, agencies, and jurisdictions to make the most of limited resources. These are critical in decision making and in capital projects or programs that impact the city across specialties or systems.

Funding Sources/Capital Improvements

Capital Improvements are tangible building, structure, or devices that are required for infrastructure, utilities, and the provision of services to the community. These capital improvements are the most tangible of all the actions or implementation tools. A capital improvement likely has an initial cost associated with acquiring or constructing the item, and then an ongoing maintenance cost to keep the improvement in service.

Implementation Work Plan

The types of actions are identified. The responsible agent is identified as [Internal City Departments](#) or as [City/stakeholder collaborations](#).

Ongoing

- Enforce Development Regulations (Administrative Action/Regulations/Laws) - [Zoning & Code Enforcement](#)
- Continue collaboration with local and regional partners (Partnerships/Collaborations) - [City of Parkersburg](#)
- Review this work plan annually when preparing the city's operating budget (Administrative Action) - [Development & Public Works](#)
- Continue supporting events and activities throughout the community (Programs/Initiatives) [City of Parkersburg and Stakeholders](#)
- Establish an Implementation Committee to lead communications with important community partners and provide oversight on general implementation tasks (Programs/Initiatives) – [Development Department, Municipal Planning Commission or City Council](#)

Short-Term

- Establish a Neighborhood Planner to help support the Community Development function in the Planning & Development Department to initiate neighborhood-focused improvement projects (Administrative Action/Programs/Initiatives) - [Development Department](#)
- Invest in programing and other measures like Crime Prevention through Neighborhood Design (CEPTED) to improve safety in city parks and streets. (Program/Initiatives/Funding Sources/Capital Improvements) - [Development, Public Works, Police Department](#)
- Prepare an area plan for the Masonic Drive site and adopt special PUD regulations if needed. (Area or Functional Plan) - [Development Department and Stakeholders](#)
- Engage community stakeholders to create a strength-based approach (community asset mapping) to community and economic development throughout the city. (Programs/Initiatives) - [Development Department](#)
- Work with Downtown PKB, Wood County Development Authority and other community development stakeholders to prepare a downtown redevelopment plan identifying sites for infill and adaptive reuse. Prioritize the sites and begin land banking or other preparations to issue RFP/RFQs for redevelopment. Possible agents to assist in this activity include the Urban Renewal Agency and the Land Reuse Agency that is being established by the city. (Programs/Initiatives/Area or Functional Plan/Partnerships/Collaboration) - [Development Department, Downtown PKB, Wood County Development Authority](#)
- Update zoning regulations as needed based on the comprehensive plan recommendations. (Regulations/Laws) - [Municipal Planning Commission and Board of Zoning Appeals](#)
- Prepare a housing plan to identify 5-10 targeted locations to accommodate the missing middle-income workforce housing identified in the comprehensive plan update. Partner with the Wood County Development Authority and other community stakeholders (URA/LRA) to get these sites ready for development. (Programs/Initiatives/Area or Functional Plans/Partnerships/Collaborations) - [Development Department, Wood County Development Authority, Workforce Development Board](#)

- Prepare a pedestrian/bike safety assessment and identify locations for on-street and off-street infrastructure improvements. (Area or Functional Plan/Capital Improvements) - [Development Department, Public Works, WWW](#)
Collaborate with Wood County, property owners, to prepare a development agreement and regulations for phased development of the land opened with the completion of the new Pettyville Bypass project. (Area or Functional Plan/Regulations/Laws/Partnerships/Collaborations) - [Development Department, Wood County Development Authority](#)

Mid-Term

- Prepare an area/corridor plan for the St.Mary's/Dudley Avenue Corridor. (Area or Functional Plan/Partnerships/Collaborations) - [Development Department](#)
- Work with area property owners to prepare a redevelopment/area plan for the Memorial Bridge/Parking Shopping Plaza Area (Area or Functional Plan/Partnerships/Collaborations) - [Development Department and Stakeholders](#)
- Issue the first set of RFP/RFQs for prioritized redevelopment and housing projects. (Programs/Initiatives) - [Development Department](#)
- Prepare a green infrastructure plan/strategy for the city to address stormwater and combined sewer flow rates, and improve the aesthetics of public spaces. (Area or Functional Plan) - [Engineering and Development Departments](#)
- Develop a wayfinding program for Downtown Parkersburg that connects the riverfront to the commercial core and residential historic districts. (Area or Functional Plan/Capital Improvement/Programs/Initiatives) - [Development Department, WWW, Stakeholders](#)
- Develop a wayfinding program for the City that identifies important corridors, activity center and recreational amenities. (Area or Functional Plan/Capital Improvement/Programs/Initiatives) - [Development Department, WWW, Stakeholders](#)
- Install lighting, bollards, and other features in neighborhoods targeted in the pedestrian/bike safety assessment to improve pedestrian safety. (Funding Sources/Capital Improvements) - [Development Department, Public Works](#)
- Implement complete street designs in road projects. (Programs/Initiatives/Regulations/Laws/Capital Improvements) - [Development Department, Public Works](#)

Long-Term

- Implement green infrastructure improvements. (Programs/Initiatives/Capital Improvements) - [Public Works](#)
- Prepare additional area/corridor plans as listed in the plan or prioritized by the community. (Area or Functional Plans) - [Development Department](#)
- Issue additional RFP/RFQs for redevelopment projects throughout the city. (Administrative Action/Programs/Initiatives) - [Development Department](#)
- Continue bike/pedestrian safety improvements throughout the city. (Administrative Action/Programs/Initiatives/Capital Improvements) - [Development Department, Public Works](#)

- Evaluate the comprehensive plan's recommendations and consider updating based on accomplishments and changes. (Administrative Actions) - [Implementation Committee/Development Department](#)

Implementation Committee

PKB 2030 aims to continue the public involvement that shaped the plan by engaging the public in the implementation activities. A plan Implementation Committee should be formed to assist in oversight and prioritization of plan recommendations for implementation. The Steering Committee could continue meeting to serve in this function, and provide oversight to various planning and development projects and serve as an advisory committee to the Municipal Planning Commission and City Council.

- **ROLE AND RESPONSIBILITIES:** The Implementation Committee should be charged with working in collaboration with the Municipal Planning Commission and other city departments to:
 - provide oversight and accountability for implementation of the plan
 - prioritize plan strategies and tactics over the life of the plan
 - serve as a steering committee to assist with plan maintenance as described below
 - use their personal and professional networks to extend the awareness of plan activities in their neighborhoods and professional communities
- **ACTIVITIES:** The initial activities for the Committee would involve a kick-off retreat to review the implementation work plan and establish communications and operational protocols. The Committee could meet on a quarterly or semi-annual cycle. The Committee should provide an annual report for the Municipal Planning Commission and Council on the status of implementation using the Initial Work Plan as a guide. The Committee may also participate in special events and planning projects and serve as liaisons for pilot projects like efforts for collaborative planning in the Pettyville area or providing support to efforts in the St. Mary/Dudley Avenue Corridor Plan.

Maintaining the Plan

Once adopted, the plan serves as the official guide and the official policy of the city for redevelopment, economic development, and provision of public infrastructure and community services. Because of its long-term visionary purpose, the goals, policies, and priorities may change as they are achieved, or trends may change beyond what is anticipated during the planning process. The city should consistently monitor the recommendations of this plan as items are completed or deemed no longer suitable for the vision of the community.

Annual Review

The recommendations of this plan create an effective checklist for each item. Each year, city staff, administration, and officials should meet to determine which recommendations to work on over the upcoming year. At the same time, the city should look back over the previous year and evaluate what the community accomplished and where there is a need for improvement or shift in focus. An annual review allows for flexibility in determining the tasks the city will undertake based on budgetary constraints, community input, or changing community priorities. This annual review would be well

timed with the annual budgeting cycle to coordinate capital improvements and other programs with the goals of the plan.

Five-year Review and Update

Major changes can occur in a very short time, including changes in infrastructure funding availability, the transportation system, development methods, and even changes in elected officials, state law, or other regulations that can have a significant impact on the recommendations and relevance of this plan. For this reason, the city should review data trends and applicable laws to determine if an update to the plan is warranted.

Ten-year Update

Over the next decade, the city should continue to work toward the overall vision and goals of the plan. If it does so, many of the specific recommendations will have been accomplished in time for a ten-year update. For this reason, Parkersburg should go through an extensive comprehensive planning process, similar to the one that led to this plan and its predecessors, every ten years in accordance with WV State Code.

Part 4: Planning Background

History

Arguably the greatest expansion of economic growth and development in the United States, took place during the last part of the 19th and early 20th centuries. This period in history is often referred to as the Industrial Revolution. Parkersburg blossomed during this period, becoming the major employment center and transportation hub for the Mid-Ohio Valley. Many neighborhoods in Parkersburg were also established during the same time as the local population grew. This means that much of the City's infrastructure people use today (roads, water, and sewer) was built fifty to one hundred years ago.

Since then, older industrial cities like Parkersburg have seen significant job loss in manufacturing. In today's global economy, it is now profitable for businesses to locate labor intensive jobs overseas and then ship and sell their products here in the United States. This change in the economy has resulted in population loss in Parkersburg and in West Virginia as a whole, that leads to additional challenges, like a shrinking tax base, and increases in property vacancy and abandonment. However, since the recession of 2007, there has been a resurgence of place-based economies in communities across the country. Cities with significant Millennial populations are seeing increased demand for locally made products as this large population segment rejects mass produced items.

Unfortunately for Parkersburg, the city and region has not been able to attract or maintain a significant young professional population and continues to have a larger segment of the population over 65 than the national average. One reason this demographic may not be attracted to the city is the lack of modern housing options or diverse housing types suitable for single person households. Some similar communities have been able to adjust more quickly to the new economy. Communities that have successfully made this transition, such as Pittsburgh, Pennsylvania, have built upon their local assets by utilizing sustainable, smart growth principles. Part of this plan update process took place during the COVID-19 pandemic, an event that has had and may continue to have unanticipated consequences on the economy, employment, and lifestyles.

As Parkersburg's economy continues to diversify, we must expand upon our existing competitive advantages. Our existing competitive advantages are healthcare, education, and government. In addition to considering traditional economic drivers for this region, like manufacturing and oil and natural gas, the city's economic development and land use strategies should adapt to target potential emerging industries for our region including plastics and polymers, ecotourism, and construction, while supporting small businesses, social enterprise, and entrepreneurship. As more people can telework, the quality of life in small cities like Parkersburg may become more attractive to a remote workforce. Assets like the Ohio and Kanawha Rivers, which previously fueled the manufacturing economy, may take on new purposes as a draw for recreation, and tourism. To ensure Parkersburg residents continue to enjoy a good quality of life, now and in the future, the city must continue to approach economic growth and development in a sustainable way. For Parkersburg that means thinking about land use, development, and public/private investment in a comprehensive manner. This includes considering how a development project will impact future land use, strategically pursuing infill (re)development projects and creating a community that people find desirable in terms of aesthetics and amenities. The latter can be accomplished by updating existing land development and zoning regulations. If properly written and enforced, land use controls can encourage economic

activity. Parkersburg, like many older industrial cities has an array of assets to build upon. By adopting the principles in this plan, not only will the quality of life of those who already live and work in Parkersburg be improved, but the city will also be more attractive to new private investors and skilled workers.

The PKB2030 Comprehensive Plan Update evaluates changes in land use, the transportation system, housing, community facilities and services, and historic and cultural resources in the city since the completion of the 2011 Plan. It projects future trends based on these analyses and proposes appropriate land use and implementation tools to help the city embrace a sustainable future while still respecting its past.

Planning Process

The purpose of the PKB2030 Comprehensive Plan Update is to come together to shape the future of the City of Parkersburg, imagine the possibilities for the city, and establish actions to realize that vision. The year-long process to update the city’s comprehensive plan has been community driven and provides clear and defined priorities and actions the city can take to meet its desired goals.

The planning process began with the appointment of a Steering Committee. This group of community members met on a regular basis and was tasked to review existing conditions, the community vision, and plan elements. The steering committee was comprised of individuals who were residents and business owners in the City, as well as city officials.

In addition to the work of the committee, public forums and surveys were conducted wherein the community was encouraged to engage in the planning process, review the progress of the plan, and provide critical feedback. From these events and accompanying online surveys, community input was analyzed and heavily influenced the content of the plan. This process ensured the comprehensive plan reflected the community’s vision for how they are *embracing the past and igniting the future*.

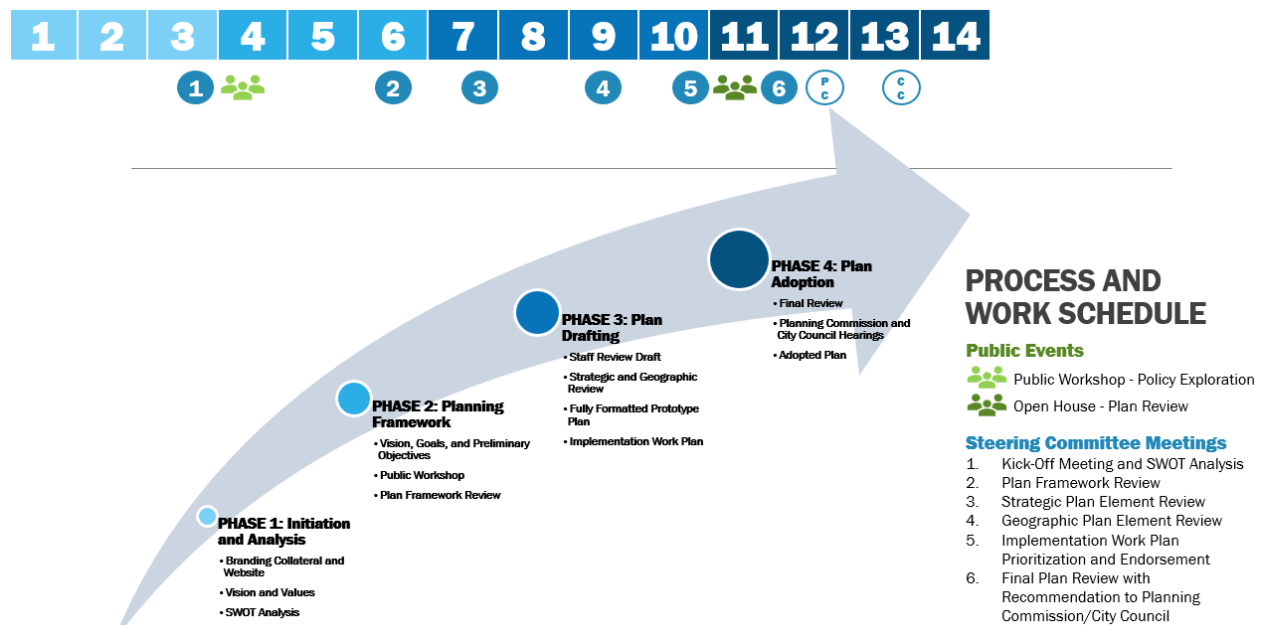


Figure 45: Process Overview Chart

Public Engagement

In the early part of the planning process the public was engaged through an online survey, pop up events, and small-group meetings to identify the most important elements for the plan update. One of the challenges associated with the COVID-19 pandemic was the impact on the public engagement process, particularly on the ability to meet in-person with the designated steering committee. However, by utilizing remote conferencing tools, the Steering Committee continued to provide input despite limits on in-person gathering. The following diagram breaks down the results of the initial public input process.

Public Input Summary



The resulting Planning Themes included:



Planning Themes



To support the aspirational themes identified by the public, the planning team looked at information including existing plans and policies, socioeconomic and demographic trends and data, and conducted an analysis of the city’s development patterns and character. The resulting information was gathered into a Planning Themes discussion for the Steering Committee to help make decisions about the direction for the plan’s recommendations. The information from this presentation is available in the appendix but is summarized below.

The city has rich assets that provide big opportunities.

Parkersburg’s advantageous regional and national location on the Ohio and Little Kanawha Rivers, makes both transportation of goods and access to major markets feasible and simple while still providing a beautiful setting within West Virginia’s landscape. With quick commutes to Pittsburg, PA, Columbus, and Cincinnati, OH, and easy driving access to Washington D.C., Parkersburg is positioned for eco and cultural tourism opportunities.

The city and region have abundant natural resources in the mountains, rivers, and woodlands which can be capitalized on for industry and recreation if appropriate environmental protections are used. Over generations the settlement and industry in the city have been tied to the rivers, in the emerging economy and lifestyle preferences the recreation and lifestyles can be too. Accessible natural areas are a major draw and contribute to a high quality of life that can be attractive to young adults and families.

The city has diverse organizations and the people who work in these organization are great collaborators. Most programs and projects are completed with partnerships between the city and healthcare, philanthropy, social services, and arts organizations.

We have rich and diverse local culture based on our arts programs and history including a very active theatrical and music scene, as well as many fine arts institutions. The cultural opportunities in Parkersburg are much like offerings in larger cities.

The excellent education and economic development institutions are focused on preparing young people for leadership and diverse employment pathways.



Figure 46: Camden Clark Medical Center

The city and region need a fresh approach to economic development

As economic development became globally competitive, and cities and states are competing against one another, cities like Parkersburg which have been shrinking for decades are put at a distinct disadvantage. Where communities like Parkersburg have found success is through community development efforts and creating places that are attractive and can retain existing populations and possibly people looking for a more affordable place to start a cottage business. This plan focuses on providing strategies and actions the city can take to improve housing conditions, enhance quality of life, and support local entrepreneurial efforts to build jobs, and invest in Parkersburg.



Figure 47: Highmark West Virginia- Park Day 2013



Figure 48: Fiscal Services Building



Figure 49: Hino Motors

The city wants to continue improving the quality of life for residents, businesses, and visitors to be an attractive place for prosperity.

Some of the needs identified in the process include

- Daily/weekly social activities and environments for teens
- Safety and programing concerns in parks at certain times of day or for specific groups
- More spaces in the library that allow for social gatherings and recreational use
- Better sidewalk connectivity, lighting, and street design as well as neighborhood design to facilitate walking from place to place as a mode of travel
- Completion of the urban trail network and improved wayfinding and branding
- Improved food access or elimination of fresh and healthy food deserts.
- Reduction or elimination of opioid addiction in the region and city as well as other strategies to address the cascading impact on homelessness, workforce participation, and family structure and children's health and wellbeing.



Figure 50: Parkersburg Paddle Fest

Some of these needs are more challenging to address than others. Most notably the city has the greatest ability to influence the physical environment through traditional land use planning, urban design, and infrastructure design standards. However, laws regulating people's behavior are notoriously more elusive and often do not correct the problem they are trying to address. This plan focuses on strategies the city can use to improve the overall quality of life though environmental design, housing access, economic development efforts, and the provision of services to the community.

The city wants to diversify and improve the housing options available

The planning team conducted a high-level assessment of the city and regional housing stock and population demographics to try to identify potential needs. The following data is from the 2018 American Community Survey unless otherwise noted.

Twenty percent (20%) of the city's population is classified as disabled (only 13% of the national population is classified as disabled.) The high rate of disability and an older than average median age indicates a significant vulnerable population in the city. These groups have special housing and neighborhood needs that cannot be easily met in older homes without modifications.

The following figure provided from the CARES Engagement Network shows census blocks where there is a high population of households below the poverty level and that have not graduated from high school.

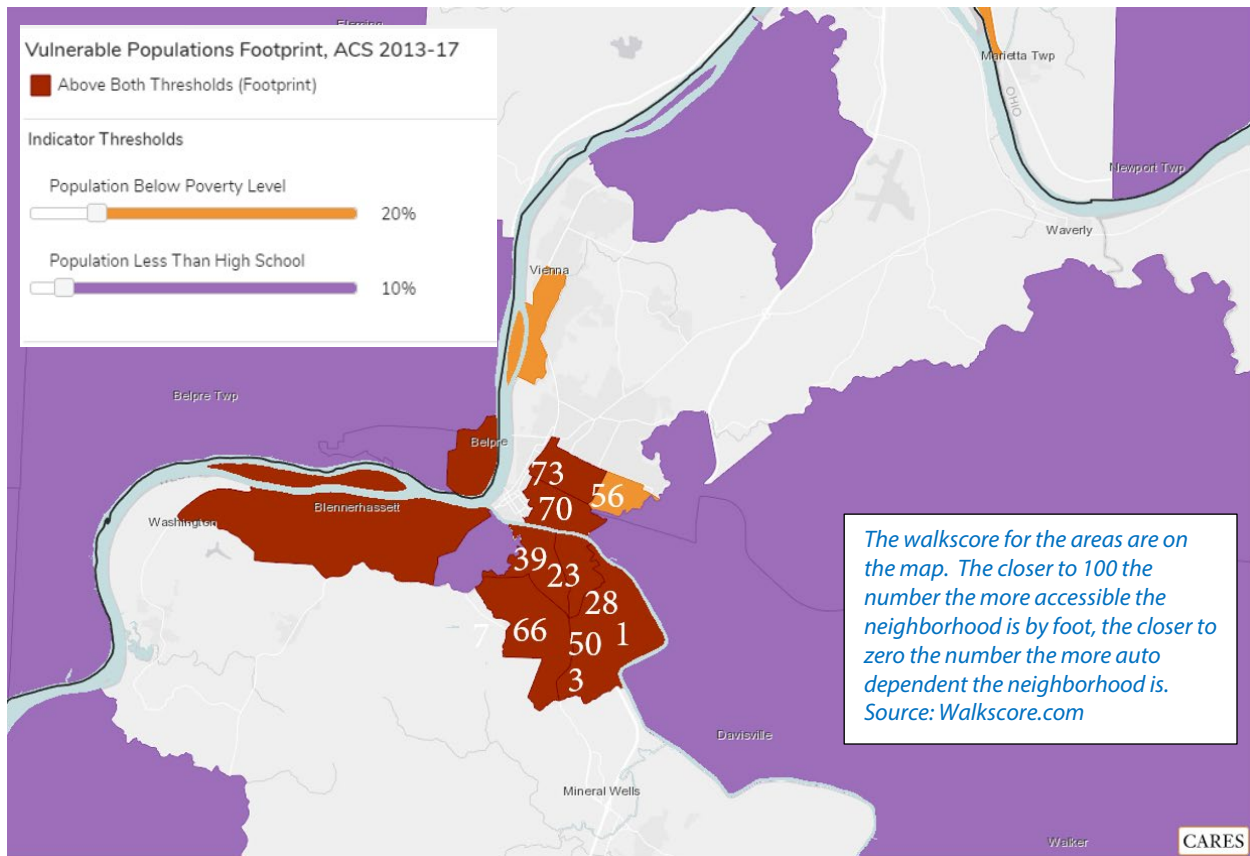


Figure 51: Households Below Poverty Level and Have Not Graduated High School, Source: CARES Engagement Network

Nationally, household demographics are diversifying, with approximately one-third of Households being single person, one-third are two-person with no children households, and one-third are families with school aged children. Housing stock in the city is notably incompatible with national demographics and incompatible with local demographics. Housing stock in the city is primarily single-family detached 74% (same in region). Householders under 40 and over 65 are in large part searching for low maintenance living and more of them are smaller households than in previous generations. Smaller units (1-2 bedrooms) with low maintenance requirements (newer, modern, durable materials, with small or no yards) are in high demand.

The city's housing stock is 40% renter occupied (compared to 26% regionally). Residents expressed concern about rental property maintenance and upkeep, because lack of inventory means that owners can demand high rents for substandard properties without investing in improvements.

The city's residents generally have long durations of tenure (50% of households have lived in their home for 15-20 years) supporting the information that new people are not moving into Parkersburg. More of the newer housing in the region has been built in surrounding communities including Vienna, and across the river in Marietta, OH.

Because new homes are not being built in Parkersburg, the city has an old and likely somewhat obsolete housing inventory with 60% of homes built before 1960 (~48% regionally) and a nearly 13% vacancy rate (11% regionally), which indicates that the housing that is in Parkersburg is not meeting local market needs.

The cost to build a new home makes it difficult to provide “affordable” units for most workers in the area. At \$115/sq.ft (the going construction rate in early 2020), construction costs for a 1500 sq. ft. house would be \$175,000, excluding lot purchase and preparations, utilities, and permits. With these additional costs the price of a new home is boosted to the \$250,000 range.

The entry cost for a new home is particularly challenging when compared to the median household incomes in Parkersburg and the region. The median household income in Parkersburg is ~\$36,000, which is significantly lower than in Marietta and the Greater Parkersburg Region (~\$48,600). The affordable range for a mortgage based on the Parkersburg median household income would be between \$90,000 and \$140,000. A significant portion (44%) of the city’s households make less than the median income, pushing home ownership even further out of reach. More than 27% of those households with a mortgage pay 30% or more of their household income in monthly housing costs. When there is a gap in resources for local residents to afford to purchase a home, rental properties must fill the need.

Forty percent (40%) of all Parkersburg households rent, but there is a very low supply of professionally managed rental properties. Most of the city’s rental properties are single-family detached units, and a majority of those were built prior to the 1960s. Only about 12% of the city’s housing units are multi-unit buildings (more than 4 units in a structure). This deficit is driving up the rate of renter occupancy in the older single-family housing stock. Forty-four percent (44%) of renting households pay more than 35% of their income for monthly housing costs, meaning that these households are significantly burdened by housing costs. In 2018 the median monthly rent was \$660. Rental housing in the city is also relatively unaffordable for residents.

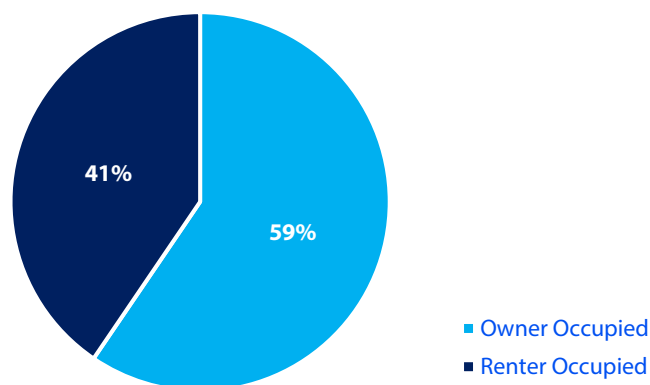


Figure 52: Owner versus Renter Occupancy for the City (percentages in this chart have been rounded and additional data and tables on housing can be found in Part 5: Appendices of this plan.

Missing middle housing is a national challenge and seems to be an issue in Parkersburg too. Significant efforts to adjust to changing household demographics are needed to attract and retain new populations and stem the decline in population to spur revitalization.

The city wants thoughtful, unique to Parkersburg, reinvestment, and redevelopment to reenergize neighborhoods and local business and create great places to live, work and play

Placemaking is where economic development and investment and community pride starts, this is fundamental to long-term success of the community. Previous economic development efforts have been focused on greenfield industrial development or other efforts to attract large employers from elsewhere.

Based on the land use patterns, transportation network, and a review of walk scores, large parts of the city are car-dependent, with most major roadways not designed to people walking or riding bikes. Parkersburg has an average Walk Score of 45 with 31,492 residents and not many bike lanes.

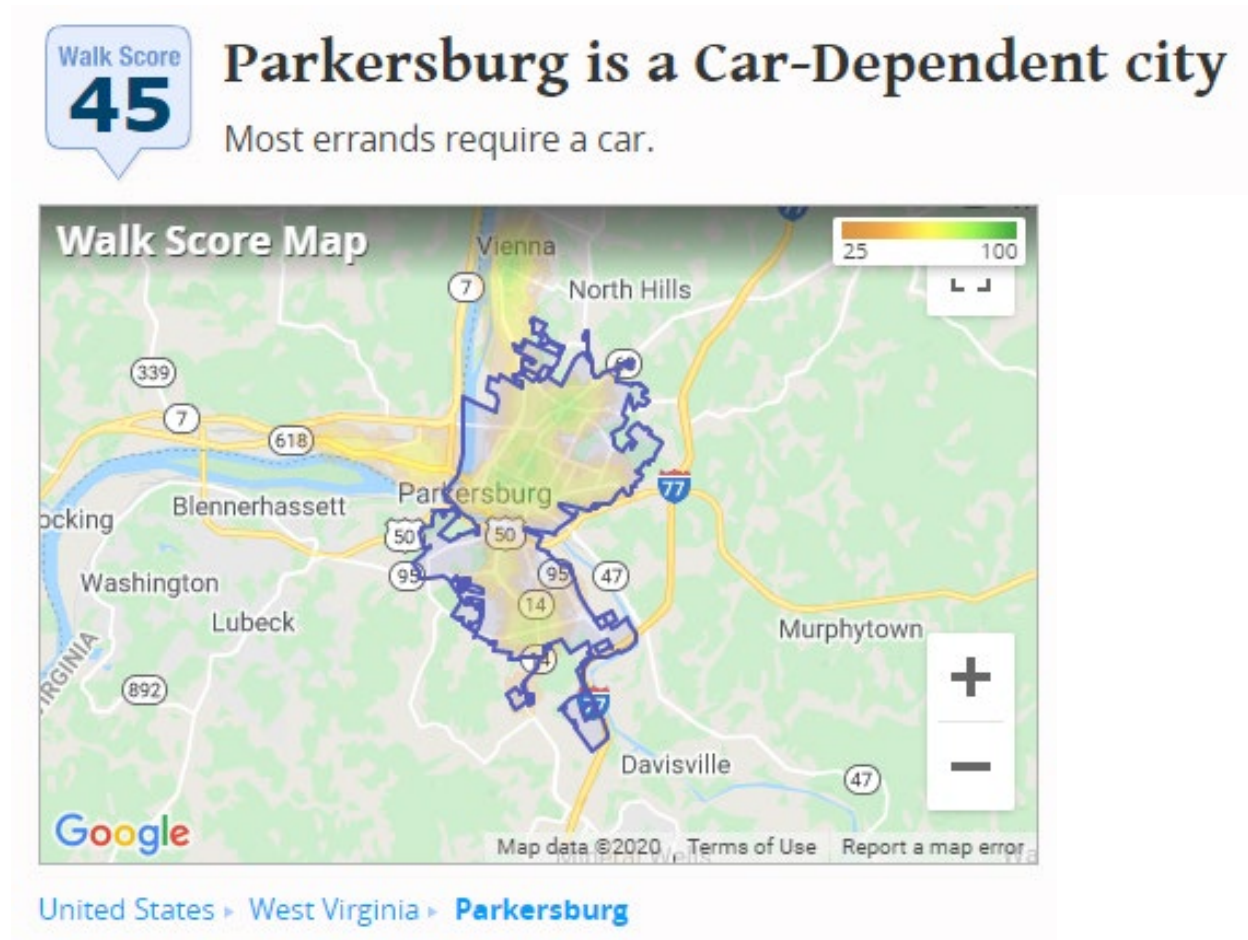


Figure 53: Walkability Score, Source Walkscore.com

Much of the city's network is state routes, and the city has limited ability to regulate the traffic on state roads regarding the freight or truck traffic through downtown. However, collaboration with the state department of transportation could allow for improvements to the design of roadways to become

more accommodating to different modes of travel and adjust to the decrease in population and changing demands on local infrastructure.

For the most part, the city's zoning regulations are very suburban in tone and the standards do not match what is built in a lot of neighborhoods. This plan includes an assessment of character and form and provides recommendations for form-based standards to maintain context and character through infill and redevelopment.

There are several buildings and landmarks that the community would like to see preserved, reused, or restored during development efforts. Many of these are in the downtown area. Continued collaboration with property owners and efforts to acquire and get these properties development ready will be necessary. The City is in the process of enabling a Land Reuse Agency which could be fundamental in this process.

Parks and open space are essential elements of quality neighborhoods and people are embracing outdoor recreation more. The plan includes an inventory of existing parks and open spaces and makes recommendations for inclusion of spaces in redevelopment efforts.

The city has numerous aging commercial and industrial areas in need of catalytic reinvestment the planning team used citizen input and an analysis of existing land use and ownership patterns to further identify locations for consideration. These locations are addressed as focus areas in the Geographic Plan.

The targeted reinvestment and redevelopment areas voiced by the community included:

- Dudley Avenue Near Parkersburg HS
- Downtown –customized economic development
- Riverfront
- Gihon Village Shopping Center
- Southgate Shopping Center
- Park Shopping Center
- Blizzard Drive Corridor
- Dupont Road E/Division Street Commercial Areas
- Emerson Avenue Corridor near 36th Street
- 11th Street/13th Street Neighborhood
- Spring-Lynn Street 13th to Stadium Drive Neighborhood

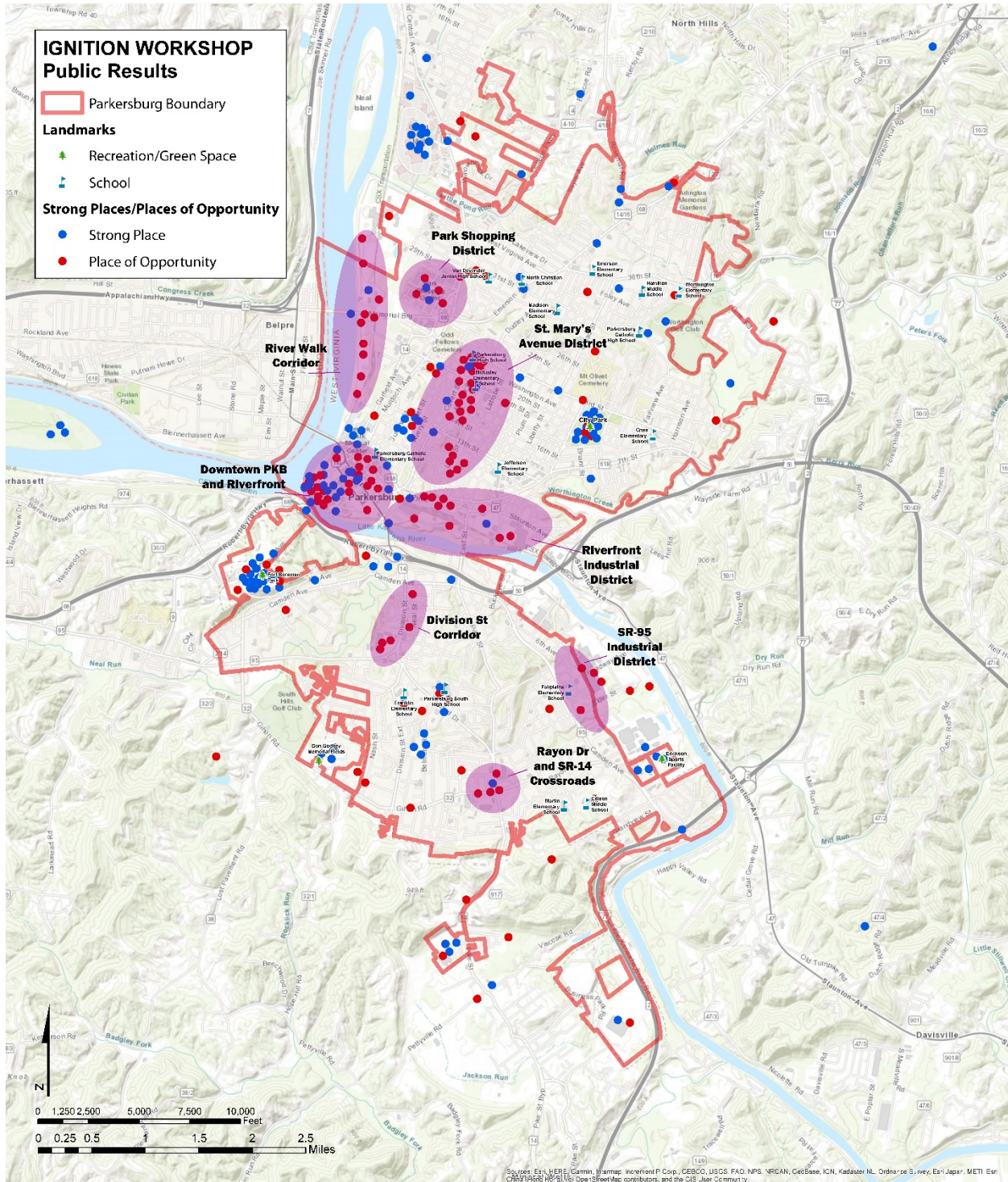


Figure 54: Ignition Workshop Mapping Activity Results

Existing Land Use

Existing Land Use shows the current organization and utilization of the land within Parkersburg’s jurisdiction. The total number of parcels, average parcel size, and the total acreage within each land use and can be found in the Existing Land Use Breakdown Table. Data used to create the Existing Land Use Map and the subsequent Land Use Breakdown Chart were derived from data from the Wood County Auditor.

Land Use Breakdown

Existing Land Use	Number of Parcels	Average Parcel Size (Acres)	Total Acreage	%
Single-Family Residential	12,167	0.19	2,350.45	38%
Multi-Family Residential	312	0.36	111.82	2%
Commercial	2,034	0.51	1,038.73	17%
Industrial	22	2.26	49.64	1%
Public/Institutional	744	743.69	743.69	12%
City Park	50	3.92	196.11	3%
Utility	6	1.20	7.19	0%
Vacant – Single-Family Residential	3,881	0.20	763.47	12%
Vacant – Multi-Family Residential	17	0.58	9.88	0%
Vacant – Commercial	603	0.98	589.76	10%
Vacant – Industrial	22	0.73	16.10	0%
Vacant – Public/Institutional	332	0.59	196.58	3%
Vacant – Utility	49	1.29	63.44	1%
Vacant Totals	4,904	4.37	1,639.22	-
Totals	20,208	13.88	6,136.86	-

Table 2: Land Use Breakdown Table

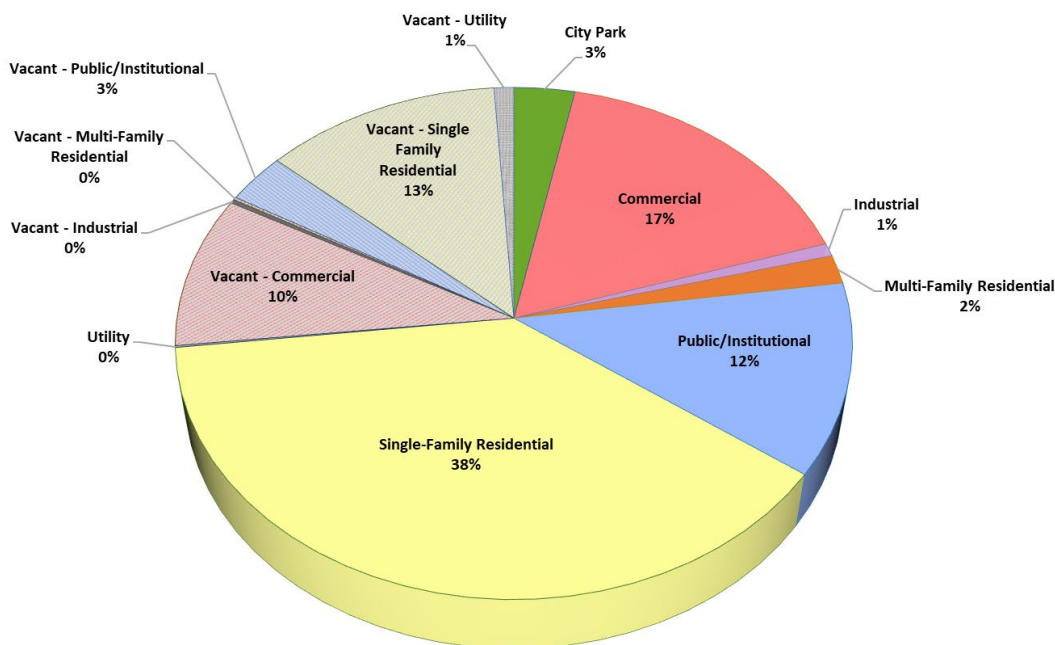


Figure 55: Land Use Breakdown Chart

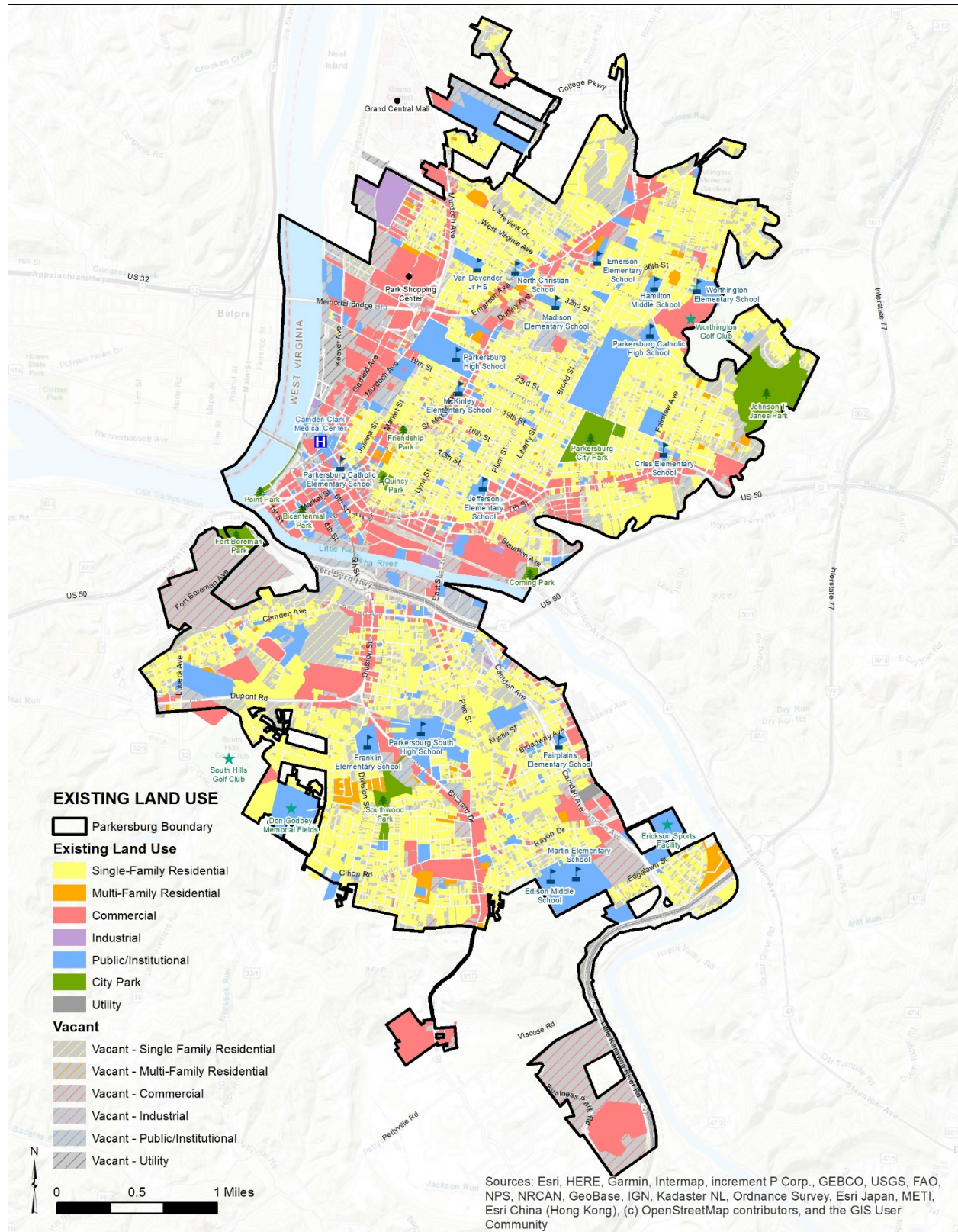


Figure 56: Existing Land Use Map

Zoning

To ensure Parkersburg residents continue to enjoy a good quality of life, now and in the future, the city must begin to approach economic growth and development in a sustainable way. For Parkersburg that means thinking about land use, development, and public/private investment in a comprehensive manner. The city should consider reviewing its current zoning ordinance to check if it is in alignment with the recommendations set forth in this plan. If properly written, aligned with supporting documents, and enforced, land use controls and regulations can encourage economic activity.

Part Thirteen (Planning and Zoning) of the Codified Ordinances of Parkersburg, WV provides the city's regulations for planning, zoning, and subdivision activities. Each of these regulations should be reviewed and amended accordingly to assist with the implementation of this Comprehensive Plan. The ordinances should be reviewed to ensure they are consistent and in compliance with Chapter 8A of the West Virginia Code.

The following is the official City of Parkersburg Zoning Map.

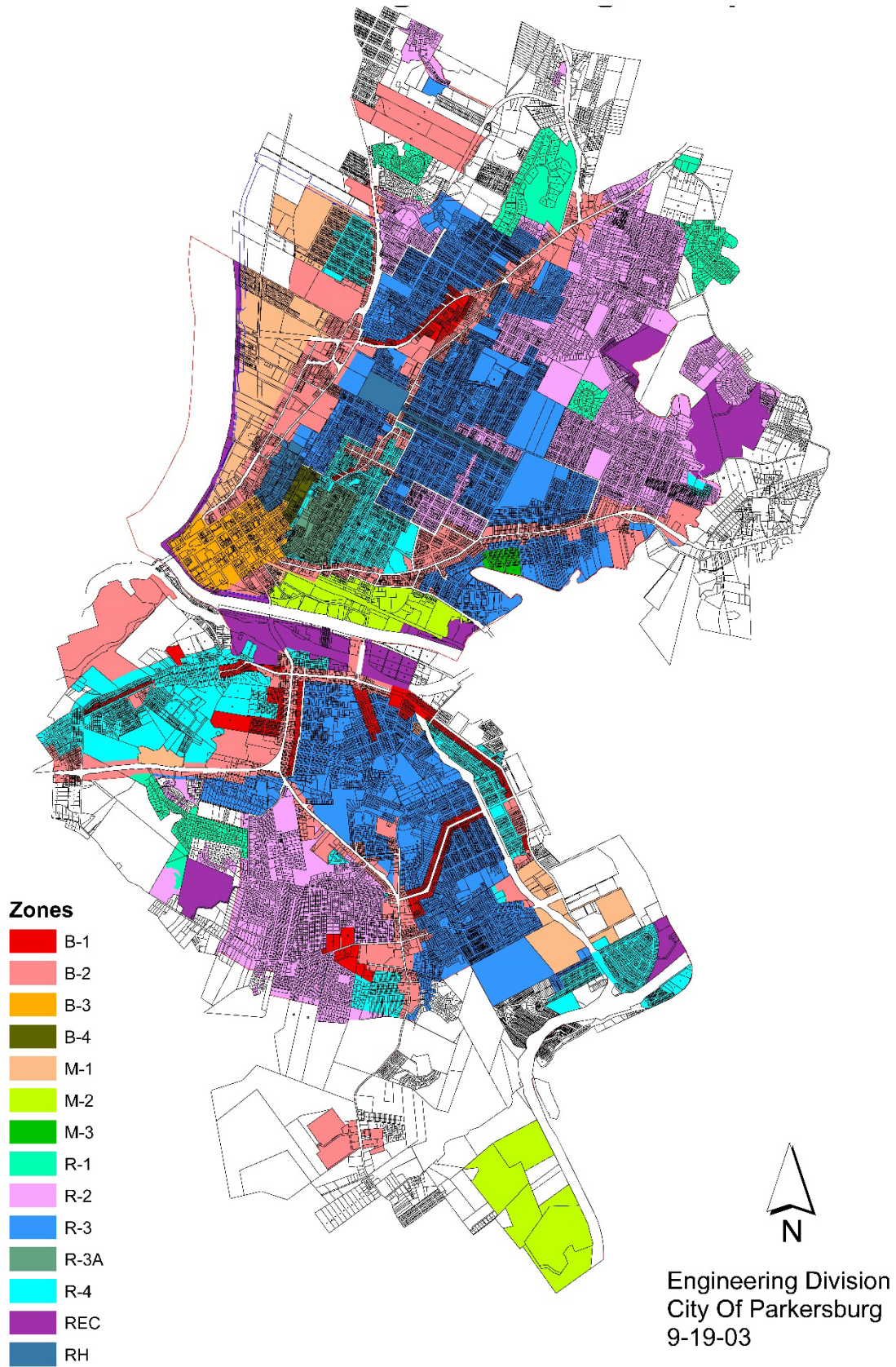


Figure 57: Zoning Map



Part 5: Appendices

Socio Economic Data Update 2018

Greater PKB Region

To better understand the context of Parkersburg as a city, the data provided here also includes information for the larger area around Parkersburg, Marietta, Ohio, and Athens, Ohio (to be further known in the analysis as the “Greater PKB Region”). This geography is a combination of the Athens Micropolitan Statistical Area, the Marietta Micropolitan Statistical Area, and the Parkersburg-Vienna Metropolitan Statistical Area. Although there is a state boundary, this area shares a workforce connection and provides a broad perspective of the region. The data used in this analysis was provided by American Community Survey (ACS) data from the United States Census Bureau.

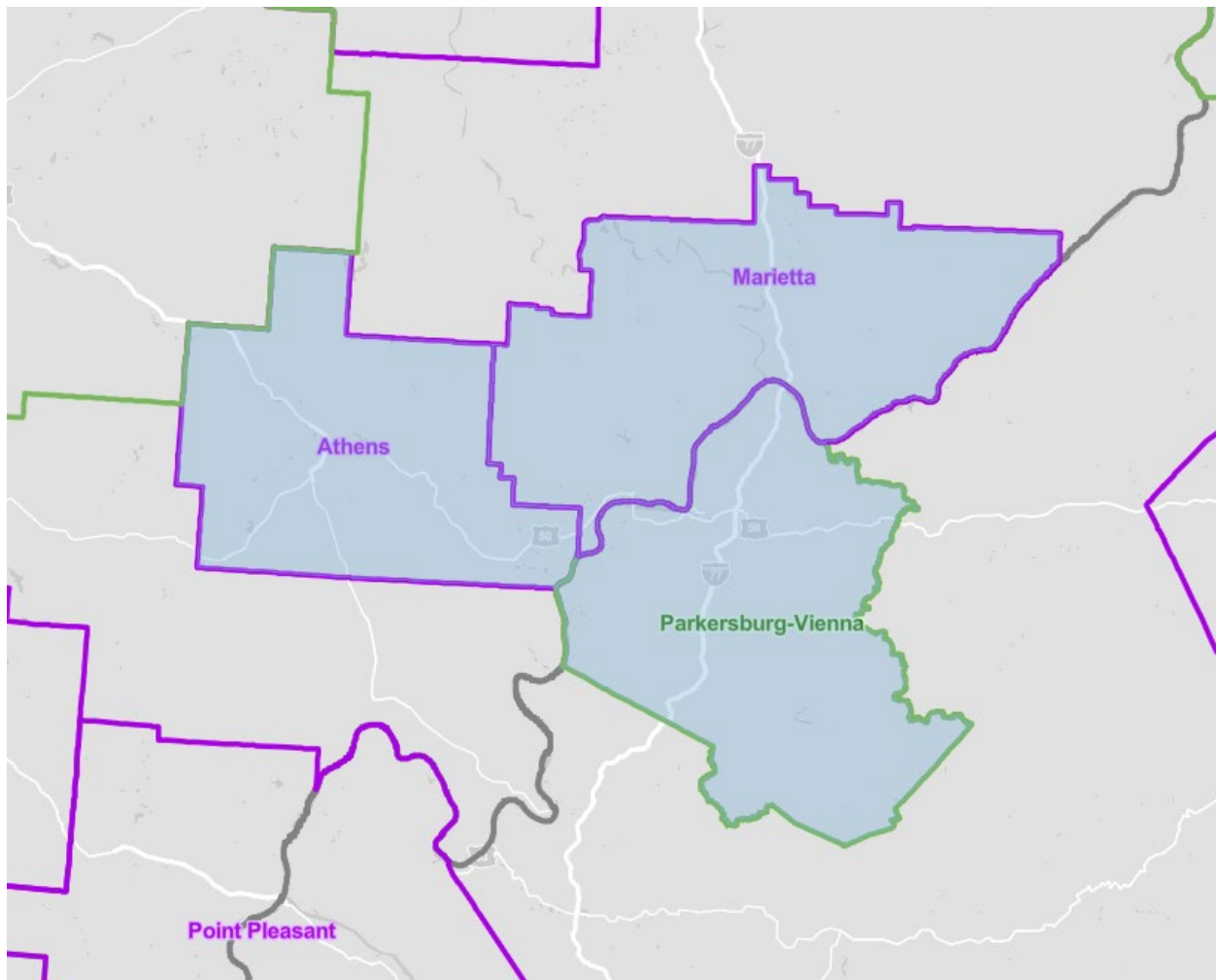


Figure 58: Areas Making Up the Greater PKB Region

Population

The demographic conditions of the City provide insight on the needs of the population and the opportunities for future development. The City has been experiencing moderate population loss for the

past few decades, decreasing from 31,492 persons at the 2010 census to an estimated 29,675 persons in 2018. This is a rate of -0.72% annually for 8 years or a cumulative decrease of -5.77%.

Historic Population Trends

Year	City of Parkersburg
1990 (Census)	34,736
2000 (Census)	33,671
2010 (Census)	31,492
2018 (PEP)	29,675

Table 3: Historic Population Trends, Source: American Community Survey (ACS)

The City of Parkersburg has been consistently shrinking for the last few decades, and recently dipped below 30,000 people in 2018.

Population Forecast

Given the decline in population, employment, and that status of housing inventory in Parkersburg, without intervention it is plausible that the city will continue to lose population to surrounding suburbs and cities.

Year	City Population	Greater PKB Region	State
1990 (Census)	34,736	161,907	1,792,600
2000 (Census)	33,671	164,624	1,807,000
2010 (Census)	31,492	162,056	1,854,200
2020 (Forecast)	29,701	160,630	1,855,800
2030 (Forecast)	27,896	158,670	1,921,000

Table 4: Population Forecast, Source: American Community Survey (ACS)

Comparatively, the region is also experiencing a slight decline in population but not at the rate of the city. The city is shrinking about 5 times faster than the region. A declining population is a symptom or indicator of the aging housing stock and decline in employment and changes in industry within the region and nation.

Population Age Demographics

Age cohorts are also a valuable gauge of where the communities' needs lie.

Parkersburg's population is older than the nation with a median age of almost 42. The region has an even higher median age of 43. The age distribution has not changed much from 2010, as the median age has not shifted. However, there is a slightly larger portion of the population under 18 years old than there was in 2010. Parkersburg and the region have seen some rebounding with an increase in the population under 18 increasing from just 15% in 2010 to 21% in 2018. This is much more in line with the national statistics. The city is still showing a deficit of 25-44-year-old population when compared with the nation.

Median Age 2018

Jurisdiction	Median Age
Parkersburg	41.8
Greater PKB Region	43.4
Nation	38.2

Table 5: Median Age (2018), Source: American Community Survey (ACS)

Age Distribution in 2018-Comparison

Age	City Percent	Greater PKB Region Percent	National Percent
Under 18	20.9%	21.5%	22.4%
18-24	9.0%	7.1%	9.4%
25-34	12.2%	11.7%	13.8%
35-44	11.5%	11.6%	12.7%
45-64	27.7%	28.0%	25.6%
65 and over	18.9%	20.2%	16.0%

Table 6: Age Distribution (2018) – Comparison, Source: American Community Survey (ACS)

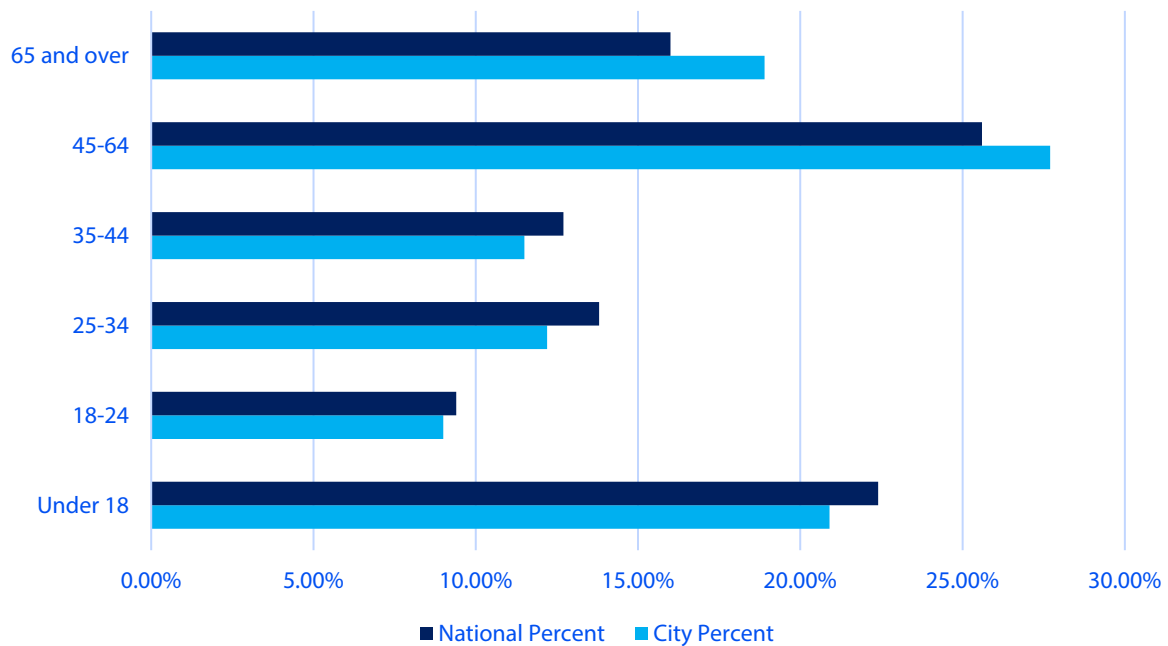


Figure 59: Population by Age Cohort (2018), Source: Table 6

Age Distribution 2010

Age	City Percent	Greater PKB Region Percent	National Percent
Under 18	14.7%	22.0%	24.0%
18-24	8.6%	7.6%	10.0%
25-34	12.0%	11.4%	13.3%
35-44	12.4%	12.5%	13.3%
45-64	27.2%	29.8%	26.4%
65 and over	19.2%	16.9%	13.1%

Table 7: Age Distribution (2010) – Comparison, Source: American Community Survey (ACS)

Figure 2 – Change in Age Groups in the City of Parkersburg from 1990 to 2000

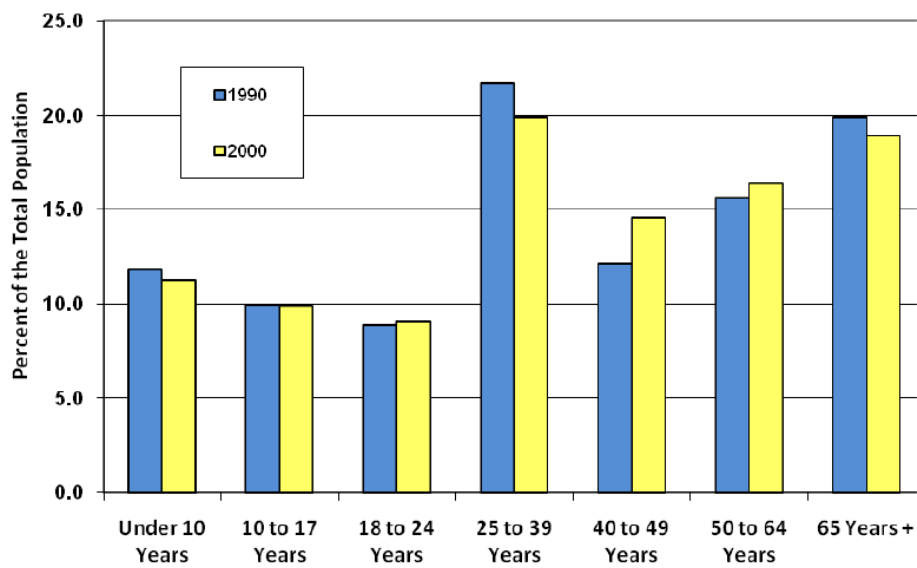


Figure 60: Source 2010 Comprehensive Plan Figure 2

Households with Children Under 18

Jurisdiction	Households (Percentage)
Parkersburg	27.1%
Greater PKB Region	27.7%
Nation	30.3%

Table 8: Households with Children Under 18, Source: American Community Survey (ACS)

One-Person Households 2018

Almost 37% of the city’s households are made up of one person. This is particularly notable because this is almost 10% more than the national statistic, yet the city’s housing stock is primarily (76%) older single-family detached housing built for multi-person families.

Jurisdiction	Households (Percentage)
Parkersburg	36.7%
Greater PKB Region	30.6%
Nation	27.7%

Table 9: One-Person Households (2018), Source: American Community Survey (ACS)

Two-Person Households 2018

Jurisdiction	Households (Percentage)
Parkersburg	33.2%
Greater PKB Region	36.5%
Nation	33.7%

Table 10: Two-Person Households (2018), Source: American Community Survey (ACS)

Average Household Size 2018

The city’s average household size is much smaller than that in the region or nation. Since 2010, the nation has experienced a general increase in household sizes. In 2010 estimates and forecasts assumed a continuation of shrinking household sizes because of declining birth rates. However, economic shifts have spurred a resurgence in multi-generational households, and adult children continuing to live with parents.

Jurisdiction	Average Household Size
Parkersburg	2.31
Greater PKB Region	2.53
Nation	2.72

Table 11: Average Household Size (2018), Source: American Community Survey (ACS)

Race

Understanding the racial diversity of the city is also valuable in understanding which groups may be experiencing cultural isolation or may have other needs that are not being met through the institutions. The U.S. is becoming a more culturally and racially diverse country, and that can be part of what is attractive in retaining younger populations. Cultural diversity is seen as an indicator of economic potential, and there is compelling evidence from national markets that growth among Black, Hispanic, and Asian households is the primary driver for continued sustainability of single-family detached residential markets. As the older white population are empty nesters and downsizing, while many Millennial householders who grew up in suburbs are seeking more urban homes both groups are searching for homes with significantly less maintenance, and home ownership has been prioritized less because of extensive student debt. Additionally, the expense of housing in major metro regions has made smaller cities like Parkersburg much more attractive for younger professionals looking to make meaningful contributions to their communities and to afford a home of their own.

Race	City Percent	Greater PKB Region	State*
White	93.9%	96.3%	93.0%
Black	2.7%	1.3%	3.8%
Asian	0.3%	0.5%	0.7%
American Indian & Alaska Native	0.3%	0.2%	0.1%
Other	0.1%	0.1%	0.4%
Two or More Races	2.7%	1.6%	1.9%

Table 12: Population by Race, Source: American Community Survey (ACS)

Housing

The population in Parkersburg largely consists of people of an older than average median age, and people with disabilities (20% in Parkersburg vs. 13% nationally). These groups have special housing and neighborhood needs that cannot be easily met in older homes without modifications. This is a challenge, because 60% of the housing stock was built before 1960, as compared to 48% regionally. The costs to build a new home make it difficult to be “affordable” for most workers in Parkersburg. The median household income in the city is just over \$36,600. Construction alone for a 1,500 sq. ft. house will cost around \$175,000, excluding lot purchase and preparations, utilities, and permits. These additional costs will likely boost this to the \$250,000 range.

Missing Middle housing that meets the needs of a large segment of the household population through lower maintenance, gentle density housing product is a national challenge and seems to be an issue in Parkersburg too (See MissingMiddlehousing.com for description of this product).

Existing Housing Inventory

Units in Structure

Number of Units	City	Greater PKB Region	State	Nation
1 (Single-Family)	75.7%	73.8%	73.0%	67.3%
2	5.2%	2.9%	2.0%	3.6%
3-4	5.8%	5.8%	2.8%	4.3%
5-9	3.6%	2.5%	2.9%	4.7%
10-19	1.8%	2.1%	1.8%	4.5%
More than 20	6.3%	2.8%	2.6%	9.5%

Table 13: Units in Structure, Source: American Community Survey (ACS)

Seventy-four percent (74%) of the housing stock in Parkersburg, is single-family detached, which is equivalent to the region. Only about 12% of the city’s housing units are multi-unit buildings (more than 4 units in a structure). This is driving up the rate of renter occupancy in the older single-family housing stock. 40% of the housing stock is renter occupied, as compared to 26% regionally. This leads to more maintenance and upkeep concerns. Fifty (50%) of households have lived in their homes for 15-20-years. The city has 13% vacancy rate, as compared to 11% regionally.

Age of Structure

Age	City	Greater PKB Region	State	Nation
Built after 2014	0.1%	0.6%	1.6%	3.5%
2000-2014	3.6%	9.6%	13.2%	16.2%
1980-1999	11.9%	25.6%	26.7%	27.2%
1960-1979	24.8%	30.2%	25.3%	25.7%
1940-1959	32.0%	21.3%	18.2%	15.0%
Before 1939	27.6%	12.6%	15.0%	12.5%

Table 14: Age of Structure, Source: American Community Survey (ACS)

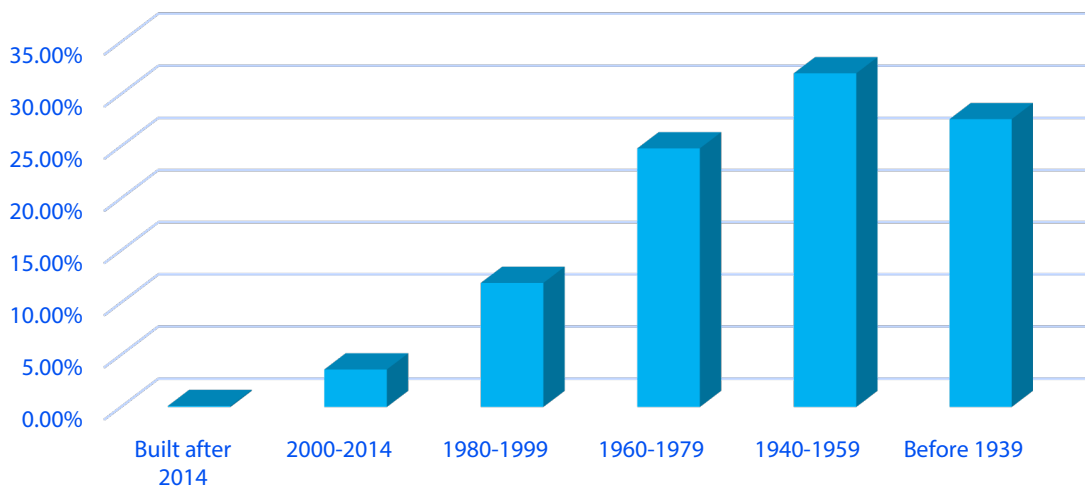


Figure 61: Percentage of City Housing Stock by Age of Structure, Source: Table 14.

Occupancy/Tenure

Average Household Size

Jurisdiction	Average Household Size
Parkersburg	2.31
Greater PKB Region	2.53
State	2.47
Nation	2.72

Table 15: Average Household Size, Source: American Community Survey (ACS)

Vacancy Rates

Jurisdiction	Vacancy Rate
Parkersburg	11.6%
Greater PKB Region	12.7%
State	17.5%
Nation	12.2%

Table 16: Vacancy Rates, Source: American Community Survey (ACS)

Renter vs. Owner

Jurisdiction	Owner Occupied	Renter Occupied
Parkersburg	59.5%	40.5%
Greater PKB Region	72.0%	28.0%
State	72.9%	27.1%
Nation	62.3%	35.2%

Table 17: Renter vs. Owner, Source: American Community Survey (ACS)

Year Householder Moved into Unit

Year Moved In	City	Greater PKB Region	State	Nation
2017 or later	2.9%	2.8%	3.4%	4.9%
2015-2016	13.7%	11.1%	9.4%	12.5%
2010-2014	27.6%	25.6%	23.3%	28.9%
2000-2009	23.6%	24.4%	26.5%	26.4%
1990-1999	14.1%	15.6%	15.3%	13.4%
1989 and earlier	18.1%	20.6%	22.0%	13.9%

Table 18: Year Householder Moved into Unit, Source: American Community Survey (ACS)

Housing Value and Costs

Median Home Value

Jurisdiction	Median Home Value
Parkersburg	\$89,900
Greater PKB Region	\$116,200
State	\$115,000
Nation	\$204,900

Table 19: Median Home Value, Source: American Community Survey (ACS)

Median Housing Cost as Percentage of HH Income (Owner)

Median Housing Costs as % of HH Income (Owners)	City	Greater PKB Region	State	Nation
Less than 20.0%	57.8%	59.3%	56.5%	44.8%
20.0-24.9%	10.7%	11.9%	13.3%	15.8%
25.0-29.9%	6.5%	6.9%	8.5%	10.7%
30.0-34.9%	6.7%	5.7%	5.5%	7.1%
35.0% or more	18.3%	16.2%	16.3%	21.6%

Table 20: Median Housing Cost as Percentage of Household Income (Owner), Source: American Community Survey (ACS)

Median Housing Costs as Percentage of HH Income (Renter)

Median Housing Costs as % of HH Income (Renters)	City	Greater PKB Region	State	Nation
Less than 15.0%	12.6%	17.2%	16.9%	12.8%
15.0-19.9%	9.9%	10.8%	12.2%	12.7%
20.0-24.9%	13.0%	11.8%	12.1%	12.8%
25.0-29.9%	11.4%	9.2%	11.2%	11.5%
30.0-34.9%	9.1%	10.5%	9.0%	9.1%
35.0% or more	44.1%	40.4%	38.6%	41.1%

Table 21: Median Housing Costs as Percentage of Household Income (Renter), Source: American Community Survey (ACS)

The average value of a housing unit in Wood County was \$118,600 in 2019, an increase of \$16,100 in 9 years. The median purchase prices in the region during 2019 were as follows:

Median Purchase Price by County in 2019

County	Median Housing Unit Value
Wood County	\$118,600
Jackson County	\$121,000
Wirt County	\$86,100
Ritchie County	\$85,800
Pleasants County	\$107,000

Table 22: Median Purchase Price by County (2019), Source: American Community Survey (ACS)

In comparison the median household income in the City of Parkersburg in 2019 was \$36,010. This is an index of 3.29 meaning that median home is 3.29 times the median family income. On average a home is considered “affordable” with an index of 3.0.

Without additional detail available on current housing costs, median rents, and a more detailed breakdown of household income characteristics it is difficult to assess the exact challenge for housing affordability. This index does not incorporate the impacts of travel costs for households commuting to other areas for employment.

Forty-four percent (44%) of Parkersburg households make less than \$35,000 a year, while 34% of regional households make less than \$35,000 a year. Twenty-seven percent (27%) of those households in Parkersburg pay 30% or more in monthly housing costs, as compared to 19% regionally. Forty-four (44%) of renting household pay more than 35% of their income in housing costs, which is classified as extremely cost burdened by housing. Median rent in Parkersburg is \$660/month.

Economic Data

Household Income

Jurisdiction	Median Household Income
Parkersburg	\$36,010
Greater PKB Region	\$45,586
State	\$44,921
Nation	\$60,293

Table 23: Household Income, Source: American Community Survey (ACS)

Major Employers

The leading manufacturing sectors in Parkersburg, West Virginia are chemicals, glass, ferrous metals, laboratory equipment, aluminum products, tools, wooden products, and plastics. Educational services and healthcare are also significant economic forces. In addition, Parkersburg is located in a major agricultural region which includes fruit, vegetables and dairying. Parkersburg is also a shipping center.

The top job providing sectors in Parkersburg are healthcare, construction, accommodation and food services, education, chemicals, and the government. Sales and office occupations make up 28% of the jobs. Management, professional and related occupations make up 23% of the labor force.

In Parkersburg, there are many jobs where the majority of the workers have a college degree. These include registered nurses, teachers, wholesale and manufacturing sales representatives; social and human service assistants; child, family and school social workers; computer specialists, human resources, training and labor relations specialists; and medical and health services managers.



Trends and Forces Presentation (March 12, 2020)

Development Types Handbook

Plan Maps