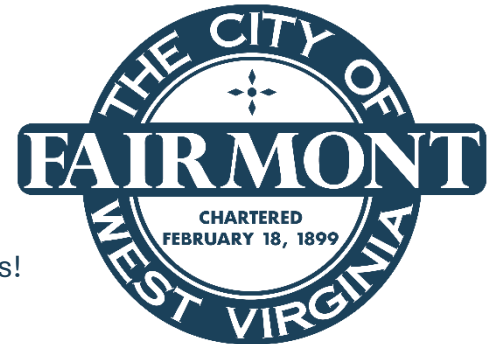


2025-2030

# STRATEGIC PLAN

A twenty-three plan guided by our TEAM FAIRMONT vision, mission, and values!



## **Introduction**

This document describes the strategic goals established by the City Council of the City of Fairmont, West Virginia, for the years 2025-2030. This document also lays out council's TEAM FAIRMONT vision, mission, and values, which will inform the city organization's work toward these goals.

Council's 2025-2030 vision has established goals in the following six Focus Areas:

### **Focus Area 1: Economic Revitalization & Expansion**

Fairmont is committed to creating an environment that leads to sustained economic revitalization and growth.

### **Focus Area 2: Efficient City Services**

Fairmont is committed to reliably providing a wide range of efficient, convenient services that add value to and enhance the daily life for community members and visitors.

### **Focus Area 3: Modern Facilities & Infrastructure**

Fairmont is committed to ensuring the maintenance, preservation and development of City facilities and infrastructure that serve our community members and visitors.

### **Focus Area 4: High Quality Municipal Workforce**

Fairmont is committed to providing a dedicated, high-achieving municipal workforce.

### **Focus Area 5: Community Safety**

Fairmont is committed to protecting the safety of and enhancing the well-being of all community members and visitors.

### **Focus Area 6: Powerful Partnerships & Collaborations**

Fairmont values productive, positive partnerships and collaborations with a variety of organizations, agencies, and community stakeholders.

## **Vision, Mission and Values**

This plan lays out strategic goals for the City of Fairmont. Our TEAM FAIRMONT vision, mission, and values guide our work toward these goals.

### **Vision Statement: 2025-2030**

By 2030, Fairmont will be known as a modern, inclusive city that respects and values its heritage.

Fairmont is regionally recognized as a center for technology and education, with a prosperous High Technology Park and two thriving higher education institutions. The city will continue to live up to that expectation with investments and focuses in these areas.

The city government will be regarded as a model employer that is transparent, accountable, and innovative. Coordinated efforts to modernize infrastructure will be making strong progress.

With a revitalized downtown, beautiful and accessible neighborhoods, two thriving post-secondary institutions, and continued expansion of the technology and light manufacturing sector, Fairmont will be ready for the challenges and opportunities as North Central West Virginia continues to grow.

### **Mission Statement**

Our mission is to provide responsive, effective, cost-efficient government services while actively looking for opportunities to exceed expectations and apply creative approaches as we enhance safety, wellbeing, prosperity, and quality of life in Fairmont.

### **Values**

To ensure our work is informed by our core TEAM FAIRMONT values, City of Fairmont officials and staff will:

- Hold ourselves to the highest ethical standards.
- Act as ambassadors of our city.
- Embrace accountability and openness.
- Lead by example.
- Guard our community's safety, health, and wellbeing.
- Expend public funds wisely and responsibly.
- Value and respect our coworkers.

## Focus Area 1: Economic Revitalization & Expansion

Fairmont is committed to creating an environment that leads to sustained economic revitalization and growth.

In this Focus Area, council establishes the following objectives:

1. Encourage and facilitate opening and operating successful businesses in Fairmont.
2. Maximize the value and impact of Tax Increment Financing Revenues.
3. Increase available housing and reduce obstacles to home ownership.
4. Protect and grow property values.
5. Define and enhance neighborhood identities.

### Objective 1.1 Encourage and facilitate opening and operating successful businesses in Fairmont.

Actions	Estimated Time Frame	Deliverable or Result
Streamline Business License Tax	2025-2026	After reviewing existing business license categories, recommended changes were presented to City Council on November 25, 2025. An ordinance is in development for consideration by City Council.
Establish city-wide façade improvement grant program for small businesses.	2025-2030	The city submitted a congressionally directed spending request which was placed in the Financial Services & General Government Appropriations Bill in the U.S. Senate.  The appropriations request is still alive and working its way through the process. With the House Appropriations Committee recently advancing the legislation including earmarks on a bipartisan, bicameral basis.
Work with existing and prospective businesses, investors, and developers to attract, expand, and retain jobs and investment in Fairmont.	2025-2030	The city is engaged in multiple discussions with perspective businesses, existing businesses and developers on a host of potential investments.

Assess existing and review creation of new economic development incentives including funding sources.	2025-2026	Based on current economic development discussions the city is looking at various incentives that may require changes or approvals by City Council.
Begin Comprehensive Planning process with a heavy focus on community participation.	2025-2027	The comprehensive planning process is underway with the development of an RFP to be released soon. This process has been discussed with the Planning Commission who has provide input into the RFP process.
Review existing parking regulations and fees with Parking Authority providing recommendations to City Council.	2025-2026	After reviewing existing parking regulations, recommended changes were presented to City Council on November 25, 2025. An ordinance is in development for consideration by City Council.
Review existing sign regulations with the Planning Commission providing recommendations to City Council.	2025-2026	The Planning Commission is beginning discussions around draft sign regulation changes. Those changes will then be presented to City Council for potential approval.
Implement Outdoor Dining regulations to encourage additional outdoor dining.	2025-2026	Work is ongoing with the regulations but also on the development of locations for outdoor dining.
Implement Private Outdoor Designated Area (PODA)	2025	This action has been completed with the implementation of the Friendly City Spirits District. This has been a success, and the city is currently looking at expanding the boundaries based on business feedback.

**Objective 1.2 Maximize the value and impact of Tax Increment Financing Revenues.**

Actions	Estimated Time Frame	Deliverable or Result
Collaborate with community partners to leverage TIF funds for accessing additional funding/help in executing project plans.	2025-2030	We are currently leveraging funds associated with grants and private sector investment in existing projects and those projects being discussed for inclusion in the TIF projects.
Execute the completion of the West Fork River Rail Trail Extension.	2025-2027	Designs for the West Fork River Trail Extension are close to completion and will be out to bid around spring 2026.
Continue to complete the gaps located in Fairmont for the P2P Rail to Trail.	2025-2030	The city is continuing its focus on closing gaps in the P2P and was awarded funds alongside other agencies from the ARC that will help fund the creation of a strategic implementation plan.
Execute the redevelopment of the Adams Street parking lot and green space (Pierpont Plaza).	2025-2026	<p>The city is currently working with community partners and potential developers around improvements to these locations.</p> <p>We are working with CEC to map out improvements associated with multiple projects in this location downtown.</p> <p>While we are working with developers/investors with nearby properties it will be extremely important to link these projects with potential private sector investment in the area.</p>

Execute the redevelopment of the AJ Hays promenade project.	2025-2026	<p>The city is currently working with community partners and potential developers around improvements to this location.</p> <p>We are working with CEC to map out improvements associated with multiple projects in this location downtown.</p> <p>While we are working with developers/investors with nearby properties it will be extremely important to link these projects with potential private sector investment in the area.</p>
Execute infrastructure and other projects authorized by the city's TIF District as TIF and grant funds become available.	2025-2030	The city is moving forward with existing projects and looking at the inclusion of new projects in the city's TIF District.

**Objective 1.3 Increase available housing and reduce obstacles to home ownership.**

Actions	Estimated Time Frame	Deliverable or Result
Maintain and expand partnerships with developers to reduce the construction cost of high-quality housing.	2025-2026	Partnership and Collaboration.
Investigate the feasibility of modifying the zoning code to encourage housing infill and density.	2025-2026	Inventory, assessment, or study.
Evaluate implementation and funding for a Resident Exterior Renovation Grant program.	2025-2026	Participating in the Mon Valley Habitat for Humanity Owner Occupied Rehabilitation program to view its demand. The program was recently awarded \$1,000,000 from the Federal Home Loan Bank of Pittsburgh for their program in Fairmont.

Maintain and expand partnerships with agencies to provide incentives to any first-time home buyer inside city limits.	2025-2027	Partnership and Collaboration.
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**Objective 1.4 Protect and grow property values.**

<b>Actions</b>	<b>Estimated Time Frame</b>	<b>Deliverable or Result</b>
Continue to utilize any available means and funding, including grant, public/private partnerships and budget expenditure, to improve or demolish dangerous and dilapidated structures.	2025-2030	The city has been incredibly successful in securing demolition funds through the WV DEP DLAP program in the amount of \$1,250,711. And we are continuing to work with the state to ensure a state budget allocation for this program.
Increase efforts to convey/auction City owned properties with the goal of returning them to the tax rolls.	2025-2027	We have shifted responsibility for these efforts to our inspections department and our currently evaluating ways to increase awareness of city owned parcels.
Evaluate the creation of a city land bank.	2025-2026	Inventory, assessment, or study.
Further strengthen public compliance with building and property-maintenance codes, using both enforcement and education tools.	2025-2027	Outreach and Education.
Evaluate changes to our Vacant Property Registration Program with recommended action to City Council.	2025-2026	Our team is preparing to visit the City of Wheeling to discussion the success of their Vacant Property Registration Program to inform potential changes to our existing program.
Develop partnerships with groups to help provide improvements to existing homeowners.	2025-2026	The city is planning to partner with the Mon Valley Habitat for Humanity Owner Occupied Rehabilitation that was recently awarded \$1,000,000 from the Federal Home Loan Bank of Pittsburgh for their program in Fairmont.

**Objective 1.5 Define and enhance neighborhood identities.**

Actions	Estimated Time Frame	Deliverable or Result
Continue to implement defined neighborhood signage and similar assets.	2025-2030	Program is ongoing with South Side and Merchant Street completed in 2025. And the Palatine Neighborhood set for completion in 2026.
Evaluate Creation of City/Citizen sponsored Neighborhood Associations.	2025-2026	Partnership and Collaboration.
Survey neighborhoods to identify desired improvements.	2025-2026	Survey.
Actively seek voluntary annexations to clean-up municipal boundaries and unify neighborhoods.	2025-2030	Annexation of Carriage Drive moving through the process with submission to the Marion County Commission coming soon.

## Focus Area 2: Efficient City Services

Fairmont is committed to reliably providing a wide range of efficient, convenient services that add value to and enhance the daily life for community members and visitors.

In this Focus Area, council establishes the following objectives:

1. Maximize transparency and public awareness of city news and information.
2. Modernize public-facing processes to improve efficiency and create a more user-friendly customer experience.
3. Modernize solid-waste management.
4. Streamline technology services used by various city departments.

### 2.1 Maximize transparency and public awareness of city news and information.

Actions	Estimated Time Frame	Deliverable or Result
Create and publicize citizen education assets concerning city government.	2025-2030	We had significant success with the Cultivate WV program in conjunction with the WV Community Development Hub. This community engagement effort is expected to continue with the creation of Team Fairmont Mini-Grants.
Expand use of streaming and video conferencing technology.	2025-2026	<p>The city has been investing in its streaming and video conferencing technology in its departments with funding partially coming from a grant award from the ARC.</p> <p>Improvements are also slated to take place in City Council Chambers with a complete overhaul of the audio and video technology.</p> <p>And we are looking to significantly invest in new audio and video technology in our meeting space at the E. Bruce McDaniel Water Treatment Complex. With the goal of hosting regional training for both our team and those around us.</p>

Involve young people with city government.	2025-2030	Our Communications Manager has been spearheading these efforts with us hosting the Generation WV Cohort in Fairmont during their program. We are looking to expand this partnership with Fairmont State University in 2026.
Improve consistency, appeal, and usability of city website.	2025-2026	The city will be going through a refresh of our website with Civic Plus in 2026.
Improve/streamline public notification systems for various city alerts.	2025-2026	Our team has been at work evaluating changes to our existing public notification system for alerts and hope to roll out changes in 2026.

## 2.2 Modernize public-facing processes to improve efficiency and create a more user-friendly customer experience.

Actions	Estimated Time Frame	Deliverable or Result
Improve/streamline digitized customer-facing processes and services to the extent allowed by law.	2025	Our team has been working on the roll out of our new forms system that will also include a new payment platform.
Engage in formal and informal information exchange with other cities to learn of potential practice and process improvements.	2025-2030	Partnerships and Collaboration.

## 2.3 Modernize solid-waste management.

Actions	Estimated Time Frame	Deliverable or Result
Investigate the feasibility of the city operating its own solid-waste service.	2025-2026	Inventory, assessment, or study with action plan.
Survey customers about their view of existing solid-waste service and make recommendations for improvement.	2025-2026	Survey.

Evaluate the implementation of a leaf collection program as part of solid-waste services.	2025-2027	Inventory, assessment, or study.
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#### 2.4 Streamline technology services used by various city departments.

Actions	Estimated Time Frame	Deliverable or Result
Evaluate existing technology systems used by various departments for efficiency and cost.	2025-2030	Inventory, assessment, or study.
Implement work-order/maintenance system for the Public Works Department.	2025-2026	Looking to implement a new work-order/maintenance system in 2026.
Continue to support and strengthen the city's cybersecurity practices.	2025-2030	Outreach and Education.

**Focus Area 3: Modern Facilities & Infrastructure**

Fairmont is committed to ensuring the maintenance, preservation and development of City facilities and infrastructure that serve our community members and visitors.

In this Focus Area, council establishes the following objectives:

1. Enhance Stewardship of city facilities and real property.
2. Enhance/Expand municipal park facilities.
3. Street and right-of-way management.

**3.1 Enhance Stewardship of city facilities and real property.**

Actions	Estimated Time Frame	Deliverable or Result
Create and implement a facility improvement plan for Public Safety Building, third floor city hall, Watson Fire Sub-Station.	2025-2029	Currently reviewing draft of RFP for Architecture Services that will be released associated with these items in the first half of 2026.
Assess the need for a dedicated location as part of the review for establishing a city solid-waste operation.	2025-2030	Inventory, assessment, or study with action plan.
Continue to seek redevelopment of Masonic Temple Building and Monroe Street Fire Station.	2025-2028	Working with Fairmont State University around the Masonic Temple Building and recently submitted an ARC planning grant application for \$100,000.00  Still working with private sector investors on the redevelopment of the Monroe Street Fire Station. This project will be amended in the TIF plan in the first half of 2026.

### 3.2 Enhance/Expand municipal park facilities.

Actions	Estimated Time Frame	Deliverable or Result
Continue improvements to existing park facilities based on existing needs and stakeholder input.	2025-2030	Work is ongoing as part of our capital improvement plan with major investments occurring at Windmill Park, Rotary Club of Fairmont Mini-Park, Bellview Park and planned investments at 5 <sup>th</sup> Street Park.
Implement Beltline recreational amenities as part of rail to trail development and former Helmick manufacturing property.	2025-2027	The city announced the plans for Momentum Adventure Park in 2025, and plans are moving towards bidding in spring 2026.

### 3.3 Street and right-of-way management.

Actions	Estimated Time Frame	Deliverable or Result
Enhance roadway medians and rights of way with landscaping.	2025-2026	Infrastructure Upgrades.
Identify public open space locations for beautification projects and or the expansion of public art.	2025-2026	Infrastructure Upgrades.
Improve city gateway entrances by identifying key locations and including landscaping, lighting and signage to provide a strong community identity.	2025-2026	The city is currently moving forward with design of new gateway signage with the Social Bee Marketing Agency.
Continue investment in the city-wide paving program.	2025-2030	Infrastructure Upgrades.
Work with Mon Power on fixing/upgrading streetlights across the city.	2025-2028	The city enrolled in an LED light conversion program with Mon Power.
Implement bike lanes and sharrow-routes through the city on key corridors.	2026-2028	The city is planning to submit for a BUILD planning grant for the Locust Avenue Corridor Revitalization and Connectivity (LACRC) Plan.

Inter-relate infrastructure and zoning. Parking exemptions related to walkability, buses, trails etc. And require ROW development based on adjacent zoning.	2026-2027	Plan Implementation.
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#### Focus Area 4: High-Quality Municipal Workforce

Fairmont is committed to providing a dedicated, high-achieving municipal workforce.

In this Focus Area, council establishes the following objectives:

1. Continue to improve employee recruitment and retention.
2. Train and develop employees to a high standard.
3. Demonstrate commitment to employee safety.

##### 4.1 Continue to improve employee recruitment and retention.

Actions	Estimated Time Frame	Deliverable or Result
Promote internal and external awareness of the importance of public service and the value of the city’s compensation package.	2025-2030	Outreach and Education.
Conduct periodic compensation studies to ensure city compensation remains as fair and competitive as possible.	2026-2030	Inventory, assessment, or study.
Establish and publicize outlets and incentives for employees to give back to the community.	2025-2030	Our team has been implementing regular staff give back days and they have been incredibly well received.

##### 4.2 Train and develop employees to a high standard.

Actions	Estimated Time Frame	Deliverable or Result
Train supervisors in management techniques.	2025-2030	Outreach and Education.
Evaluate feasibility of providing access to third-party/online training programs.	2025-2030	Inventory, assessment, or study.
Maximize opportunities for all-hands training, presentations, and social/recreational events to further strengthen interdepartmental relationships and collaboration.	2025-2030	Outreach and Education.

Encourage attendance at municipal training sessions/conferences provided by organizations like the WV Municipal League, National League of Cities, WV Brownfield & MainStreet, etc.	2025-2030	Outreach and Education.
Development of a comprehensive new employee orientation training with an overview for all departments, then specific job-related training for certain departments.	2026	Outreach and Education.

#### 4.3 Demonstrate commitment to employee safety.

<b>Actions</b>	<b>Estimated Time Frame</b>	<b>Deliverable or Result</b>
Update response plans concerning emergencies in the workplace.	2025-2030	Inventory, assessment, or study.
Provide hands-on training concerning emergencies in the workplace.	2025-2030	Outreach and Education.

**Focus Area 5: Community Safety**

Fairmont is committed to protecting the safety of and enhancing the well-being of all community members and visitors.

In this Focus Area, council establishes the following objectives:

1. Improve and expand public safety infrastructure and resources.
2. Enable efficient emergency response and effective disaster response.
3. Facilitate the safe, efficient movement of drivers, bicyclists, and pedestrians.

**5.1 Improve and expand public safety infrastructure and resources.**

Actions	Estimated Time Frame	Deliverable or Result
Deploy public safety cameras in strategic locations including but not limited to municipal parks.	2025-2026	Cameras have been installed at Windmill Park, 5 <sup>th</sup> Street Park and Norwood Park. They are currently in the process of becoming operational.
Implement Municipal Body Worn-Cameras for Police Department.	2025-2026	The Fairmont Police Department is in the process of rolling out city issued body-worn cameras.
Evaluate additional technology improvements for public safety operations.	2025-2030	Inventory, assessment, or study with action plan.
Implement distribution of opioid settlement funds.	2025-2026	<p>The city is in the process of moving this forward, but we admit it has taken longer than we'd like.</p> <p>We are in the process of developing rules for the AD-HOC committee when it comes to the consideration of applications. We hope to get this process back on track in January of 2026.</p>

### 5.2 Enable efficient emergency response and effective disaster response.

Actions	Estimated Time Frame	Deliverable or Result
Work with partner agencies to review and update standard operating procedures for disaster scenarios.	2025-2026	Inventory, assessment, or study.
Further strengthen emergency communication capabilities and strategy.	2025-2026	Process Improvements.
Plan for continuity of government after catastrophic event.	2025-2030	Plan Development.
Sponsor or provide training through ICC for “Disasters and Disaster Response Inspection” and FEMA	2026-2028	Outreach and Education.

### 5.3 Facilitate the safe, efficient movement of drivers, bicyclists, and pedestrians.

Actions	Estimated Time Frame	Deliverable or Result
Develop the City-Wide Safety Action Plan as part of the DOT’s Safe Streets and Roads for All (SS4A).	2025-2026	Our City-Wide Safety Action Plan has been delayed with the change in federal administration, and we are working through this with our federal partners.
Plan and implement various street safety enhancements on a permanent or temporary basis (Including one-way streets, speed hump/bump, increased signage and street connections for select dead end streets).	2025-2026	The city is working through its Safe Streets and Roads for All funding that was awarded. This process has been delayed based on the change in federal administration.  We’re also working on changes to a couple of neighborhoods that will go out to bid in the spring related to speed humps and increased signage.

Plan for sidewalk improvements and development in high traffic areas.	2025-2030	The city is having discussions with CEC about a strategy document to prioritize sidewalk replacements.
Implement sidewalk improvements and development in high traffic areas.	2025-2030	<p>While we're working on implementing a broader plan, we've completed sidewalk improvements in the downtown core as part of street paving and drainage work.</p> <p>We applied for a transportation alternative grant in the amount of \$2,233,720 for the replacement of East Park Avenue sidewalks.</p> <p>This is being prioritized based on the planned resurfacing projects by WVDOH on all East Side routes.</p>

## Focus Area 6: Powerful Partnerships & Collaborations

Fairmont values productive, positive partnerships and collaborations with a variety of organizations, agencies, and community stakeholders.

In this Focus Area, council establishes the following objectives:

1. Seek opportunities to collaborate with local county and city governments.
2. Strengthen and extend existing partnerships with community stakeholders and organizations.
3. Forge connections at the state and federal level to maximize access to available programs and funding.

### 6.1 Seek opportunities to collaborate with local county and city governments.

Actions	Estimated Time Frame	Deliverable or Result
Facilitate regular information sharing with area city governments.	2025-2030	Partnership and Collaboration.
Attend and offer updates as needed on city projects at Marion County Commission Meetings.	2025-2030	Outreach and Education.
Seek collaboration with the Marion County Commission on issues affecting Fairmont and Marion County.	2025-2030	Partnership and Collaboration.

### 6.2 Strengthen and extend existing partnerships with community stakeholders and organizations.

Actions	Estimated Time Frame	Deliverable or Result
Hold regular opportunities for informal contact between staff and community members.	2025-2030	Outreach and Education.
Continue engagement with WV DOH on community priority needs. This should include partnerships around infrastructure upgrades on WV DOH maintained highways.	2025-2030	The partnership is going well with our advocacy leading to paving work downtown and all east side routes being prioritized for resurfacing in FY27.

Continue to grow communication with Fairmont State University and Pierpont Community and Technical Colleges.	2025-2030	The city is working very closely with both institutions around projects of mutual benefit.
Continue to grow communication with Marion County Schools.	2025-2030	The city is working with the Marion County School System to ensure that our investments in sports tourism also benefit our existing athletic programs.
Continue to grow communication with community organizations like the Council of Churches and Veterans Associations.	2025-2030	Partnership and Collaboration.
Collaborate with and support efforts to deal with homelessness and the issues around it.	2025-2030	We're continuing to collaborate with multiple partners through the Fairmont Unsheltered Task Force.  One key component is to implement an Outreach Worker through the United Way that can help with coordination of services.
Communicate and collaborate with Clarksburg, Bridgeport, and Morgantown to grow the upper I-79 Corridor.	2025-2030	Partnership and Collaboration.

### 6.3 Forge connections at the state and federal levels to maximize access to available programs and funding.

Actions	Estimated Time Frame	Deliverable or Result
Meet annually with congressional staff to plan effective applications for Congressionally Directed Spending.	2025-2030	These efforts are underway, and the city is maintaining regular communication with our congressional delegation on a regular basis.
Implement federal funding strategy and grants grid to secure funding for key projects and programs.	2025-2030	The city is consistently working with its federal advocacy consultant Merchant McIntyre & Associates and our Grant Administrator to ensure an effective strategy to secure funds for critical projects.

Meet regularly with state-elected leadership to ensure coordinated legislative efforts.	2025-2030	Partnership and Collaboration.
Attend conferences and information sessions to network with state and federal officials.	2025-2030	Partnership and Collaboration.
Meet and communicate with federal and state agencies on a regular basis.	2025-2030	As part of the city's efforts to engage with our congressional delegation we are also meeting with federal and state agencies around several critical projects and funding streams.