



Huntington Innovation Project

REVITALIZATION PLAN



Our Vision and Mission

The City of Huntington, West Virginia, has been on a meaningful and fruitful journey with the America's Best Communities Prize (ABC Prize) competition. The City started the competition with a number of disparate plans and ideas with no cohesion, all in varying stages of development, that might make our town a better place. But, during the process of the competition, our community began to flesh out ideas, form alliances and coalesce projects by taking them to the streets.

What a great response the City received from its citizens! Teams formed and began working diligently on projects and, in fact, these teams came up with ideas of their own that grew and enhanced the initial concepts. These revitalization plans target our most distressed neighborhoods, adopt innovative tactics to create a thriving 21st century economy, and use an approach that combines long-term and sustainable transformation with short-term steps which will ensure momentum toward that vision. Huntington declared that our community would "make no little plans" on revitalization, and our aim is still high.

The HIP Plan is now firmly in place in City Hall, as well as in the hearts and minds of our citizens. This document is the third incarnation of the HIP Plan as it has been revised at various stages of the ABC Competition. Huntington's success in moving through the varying stages of the ABC Prize from being one of several hundred applicants to now being one of the top eight finalists, has created an amazing energy in the community. Huntington is on the ABC national stage. We have leveraged \$12.7 million from the ABC Prize and our HIP initiatives. The HIP Plan has been honed and forged in the fire of hard work, dedication and citizen leadership. It is being carried out with diligence and is spiced with brilliant ideas. Our Mayor and community leaders are dedicated to holding to the vision, regardless of how many years it takes, to bring these projects to fruition. Huntington has momentum, and these HIP revitalization projects will be sustainable. Huntington has become the beacon of light that shines with hope, wellness, innovation and prosperity for the entire region.

The City of Huntington wishes to thank Frontier Communications for creating the America's Best Communities Prize competition, along with their partners, The Weather Channel, DISH and Co-Bank. The competition has inspired the Huntington community, catalyzed action, helped Huntington leverage more than \$12.7 million in new resources, and made our efforts to revitalize stronger and more focused, leading to greater success.



"Huntington, West Virginia, is a community that is uplifting its citizens and businesses to a new level of excellence and growth, overcoming the challenges of manufacturing and coal-sector decline, to create a 21st century place marked by innovation, creativity and collaboration. The Huntington Innovation Project is HIP and we are now putting HIP into action."



Steve Williams – Mayor / Huntington, WV

Introduction

Founded in 1871, Huntington has always been a resilient community and has a rich heritage forged by the Ohio River, America's early railroads, Marshall University and the burgeoning industrial revolution. Much of Huntington's early success began to slip starting in the 1960s with drastic declines in its economic base of heavy manufacturing and coal sector businesses. This led to a massive drop in population resulting in blight and poverty. The HIP Plan is designed to address these challenges of lost jobs and population, citizens living in poverty, hundreds of abandoned houses and swaths of brownfields where active factories once thrived.

The HIP Plan identifies four projects that allow for the transformation of three struggling neighborhoods through community and economic revitalization. These neighborhoods will become hubs for advanced making and manufacturing, job creation, solar roof innovation, a health corridor, modern housing and a mix of parks and green spaces which will attract the Millennial Generation and creatives to live, work and play in our City. Each area will be connected by complete streets, a robust trail network, and the high-speed broadband infrastructure of the future. These are the "factories" of Huntington's future, creating highly-skilled and family-wage jobs for our community and for the Appalachian region. Huntington is also committed to making this economic development sustainable, livable, and equitable for all of our citizens and our diverse neighborhoods. Altogether, these strategies for revitalization are the "Huntington Innovation Project" – our HIP Plan.

The HIP Plan is focused on four major projects:

-○ **Highlawn Brownfields** – Redeveloping 78 acres of abandoned and underutilized brownfields at former manufacturing sites, and implementing the "Huntington Brownfields Innovation Zone" or "H-BIZ" plan for 21st Century manufacturing, riverfront development, recreation and research in partnership with Marshall University and the private sector.
-○ **Fairfield Innovation Corridor** – Transforming the distressed, traditionally African-American "Fairfield" neighborhood with a complete street corridor upgrade, redevelopment of a severely distressed public housing complex into a mixed-use and mixed-income community hub, and the deployment of healthy community design and a health-sector economic renewal through anchor institutions Cabell-Huntington Hospital, Marshall University, local businesses and civic groups.
-○ **West End Revitalization** – Revitalization of a 96,000 square foot abandoned former clothing factory into the "West Edge Factory" to house Coalfield Development's workforce training operation including solar roof installation, agriculture, woodworking, construction and environmental remediation.
-○ **Gigabit City** – Deployment of high speed broadband connecting these three economic projects and key downtown corridors to create a "Fiberhood" for revitalization.

"Huntington is a resilient community with robust partnerships among civic leaders,



business, education, grassroots organizations, regional and national leaders, and philanthropy. Our collaboration has created amazing community revitalization already, and as we carry out the HIP Plan, we are ready for even more progress that benefits all our citizens." **Mary Witten Wiseman – President / Foundation for the Tri-State Community**



Foreword by Professor Ned Hill



Huntington, West Virginia, is a slice of America. It is experiencing disruptive change; Change that has shaken work and home. In the face of closed factories and coal mines, brownfields, and a population wrestling with its place in a competitive global economy, Mayor Steve Williams is leading a community that is reimagining its future pragmatically and optimistically. The Huntington Innovation Plan is comprehensive, yet targeted; rooted in the reality of today's economy while coupled with a vision that respects the city's past and repositions its residents for the future; it is aspirational while tackling current barriers to achieving that aspirational future.

HIP is a strategic planning document that sets the course for comprehensive citywide regeneration. It is a catalytic document that identifies resources and pathways to a competitive future. HIP responds to architect-planner Daniel Burnham's 1907 charge:

Make no little plans. They have no magic to stir men's blood and probably themselves will not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone will be a living thing, asserting itself with ever-growing insistency. Remember that our sons and grandsons are going to do things that would stagger us. Let your watchword be order and your beacon beauty. Think big.¹

HIP is not a physical plan that features grand architecture and urban design in the style of Burnham's City Beautiful movement. It does something that is much harder. It is a community development and economic development action plan that guides the regeneration of the competitive economic and social infrastructure of a city. The importance of HIP goes beyond three challenged neighborhoods, transcending the city's borders. HIP recognizes that Huntington is the anchor of the Tri-State region of Appalachian West Virginia, Northeastern Kentucky and the Southwestern corner of my state, Ohio.

The counties in the Tri-State region were the gateway to the American west in post-revolutionary America when founded in 1775. The city originally served hardscrabble farmers and then began to prosper as an industrial nation looked for coal and timber to power the industrial cities to its north and the mighty Ohio River took its natural resources south to the port of New Orleans. After its first 100 years, the city took a giant economic step when Collis P. Huntington built an enterprise that breached the Appalachians with rail linking the Tidewater ports in Virginia to the Ohio Valley and the cities of Cincinnati, Chicago, and eventually the West Coast. Huntington's founding in 1871 took place at the start of King Coal's century. Now, that cycle of prosperity has ended and a new century beckons.

The Tri-State region sits at the southern end of the Appalachian Basin. Natural gas deposits with rich pools of natural gas liquids, the building blocks of the plastics and chemical industries, are in the ground to its north. The barge, rail and pipeline traffic on and along the Ohio River is shifting from coal to natural gas, and its manufactured byproducts and investors are figuring out if the time is right to build multibillion-dollar cracking complexes in West Virginia, Ohio, and Pennsylvania. Collis Huntington's railroad has evolved into the CSX rail system, which has completed a multimodal land bridge from Virginia's Tidewater ports into America's Heartland, with a hub in Huntington. And, with HIP, the city of Huntington has rediscovered its front door—the Ohio River.

¹ Moore, Charles. "Daniel H. Burnham, Architect, Planner of Cities." Boston, Houghton Mifflin, 1921; Volume 2; Chapter XXV "Closing in 1911-1912;" Page 1921.

Foreword cont.

CEOS for Cities has developed an acronym or mnemonic device to guide city regeneration: CITY. **HIP is the embodiment of CITY.**

C represents the connected city. Huntington's Gigabit City promises to deploy gigabit fiber optic cable throughout HIP's neighborhoods, connecting Marshall University, health care providers, employers, and the target neighborhoods of Highlawn, the Fairfield Innovation Corridor, and the West End to the world. But the connectivity is more than fiber, it is the "Paul Ambrose Trail for Health", a "PATH" connecting all neighborhoods, and it is the upgrade of Hal Greer Boulevard to be a complete street corridor into the heart of the City. Most important of all is the connection to a revitalized Ohio River. Water brings life to cities as well as to people.

I is the innovative city, and here HIP shines. HIP is a plan that is designed to ignite entrepreneurs. Advanced technology centered on the engineering excellence of Marshall University, industry-led innovation centered on polymer chemistry, and new product development in Poly-TeCH offer the promise of a new competitive economy. HIP's celebration of microenterprises centered on local food and crafts-based woodworking recognizes that economic development can only take place through innovation and production of new goods and services. And that innovation is sustainable only if it is rooted in the competitive advantage of the region's economy.

T is talent. A city does not prosper if it does not encourage and nurture its native talent and if it does not offer ladders of opportunity. A city does not attract talent if it is isolated intellectually as well as physically. And talent cannot be retained unless the city is an attractive and healthy place to live.

The city's core must be vibrant—follow the example of Ashville, North Carolina. College towns offer a never-ending stream of talent and vibrancy—think of Ithaca, New York. And talented cities with natural amenities become regional anchors—this is where Portland, Maine and Portland, Oregon come to mind. HIP offers a distinctive combination attributed to all of these small city-centered regions.

HIP embraces highly-educated talent with its recognition of key anchor institutions. What distinguishes HIP is its emphasis on encouraging local talent that is searching for opportunity in a new economy. Coalfield Development's West Edge Factory promises to be a local talent incubator. The Mine-the-Sun Training Institute and the local food activities centered on The Wild Ramp open doors to self-sufficiency. And, the Fairfield Innovation Corridor promises to provide work opportunities to the young and the talented. The revitalization of Northcott Court offers a neighborhood that will retain and nurture families.

Y represents your city's distinctiveness. Y is admittedly a stretch, but it works because if a city and region are not distinctive and differentiated from other places and if their goods, services, and neighborhoods are not distinctive they cannot trade and attract new people and investment. Huntington is embracing its distinctiveness in HIP.

Huntington's history, environment, and culture are the roots of distinction. Huntington's cultural, environmental, economic, institutional, and architectural past are the basis for competing in the future. Through HIP, Huntington is celebrating its history but not using it as a closed door.

Huntington, West Virginia, is a city whose people know where they come from, are proud of who they are, and are willing to embrace newcomers to build a future. Huntington is the center of what can become a plug and play region. It is struggling to become a region that judges people on what they can do and how they can contribute; not one that judges you on who your people were and what they used to do. **Huntington, West Virginia, is a slice of America.**

Biography Highlights: Professor Ned Hill

-○ *Professor of Public Affairs, Ohio State University, John Glenn College of Public Affairs & OSU College of Engineering, Department of City and Regional Planning Formerly Dean of the College of Urban Affairs at Cleveland State University Expert in urban policy, economic development, community revitalization, the manufacturing economy, metropolitan regional growth, and public finance*
-○ *Research and policy leader on manufacturing policy, including for the Center for Design and Manufacturing Excellence*
-○ *Senior Fellow at The Brookings Institute and its Metropolitan Policy Program Chairman of the Advisory Committee of the federal government's Manufacturing Extension Partnership*
-○ *Author of Economy Adversity and Regional Economic Resilience (2015) PhD in Economics, Urban and Regional Planning, Master's Degree in City Planning from the Massachusetts Institute of Technology, and Bachelor's Degree in Economics and Urban Studies from the University of Pennsylvania*





Hip [hip] Slang. – adj. Familiar with or informed about the latest ideas or developments: The City of Huntington is hip to the maker movement, advanced manufacturing, health, innovation and sustainability as key strategies for economic revitalization.

Origin 1900-1905; earlier hep; of disputed orig.

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Huntington's Revitalization Tactics

Spurred by the ABC Prize endeavor, Huntington laid out a vision for transforming its struggling neighborhoods and blighted sites into a new innovative economy. This new economy will be driven by brownfields and riverfront revitalization, the Polymer Technology Center of Huntington, the West End neighborhood revitalization including the West Edge Factory, and the Fairfield Innovation Corridor – all connected by high-speed broadband. Huntington has made great progress and the HIP Plan has so much momentum now, there is no doubt about its continued progress and sustainability. Winning the final ABC prize will give Huntington the ability to leverage substantial other public and private resources to continue to push the initiatives forward, and it will attract positive attention and investment from beyond our borders.

There are a handful of key drivers which characterize the implementation tactics for all three components of the HIP Huntington revitalization:

First, everything is partnership-driven, based on collaboration among diverse public, private, academic, healthcare, neighborhood and non-profit sectors.

Second, each HIP initiative is focused on transforming the most challenged places in our community - the places marked by brownfields, blight, extreme poverty and lack of opportunity. When Huntington transforms these struggling places, which were once the lifeblood factories and working neighborhoods of the city, the revitalization will have a domino effect that spreads into all our neighborhoods and beyond.

Third, Huntington's revitalization approaches use the brightest ideas and the most innovative development opportunities that America has to offer. Just as Huntington's river, rail and manufacturing commerce were at the forefront of American growth more than a century ago, Huntington will use advanced manufacturing, renewable energy innovation, technology advances, the most modern infrastructure, the maker movement and other pioneering approaches to drive our "factories of the future."

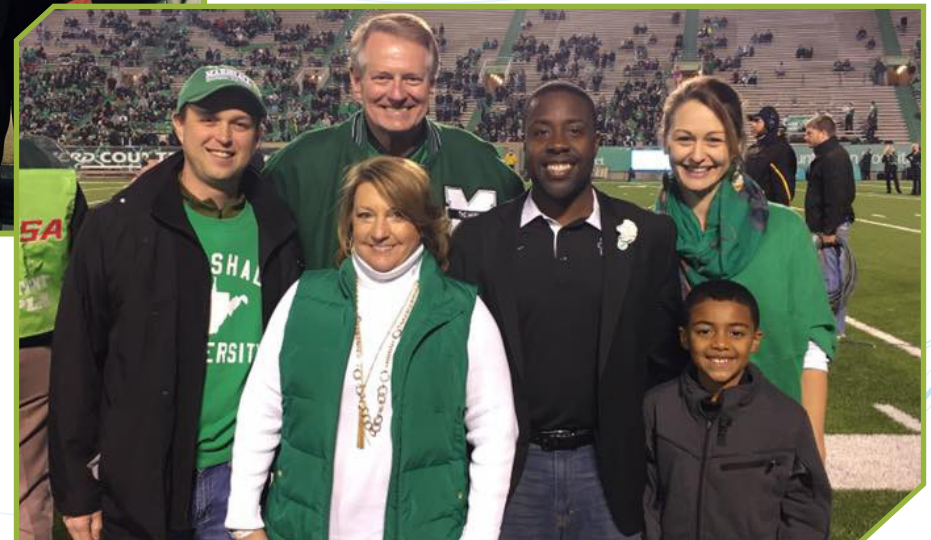
Fourth, Huntington will ensure that the benefits of the HIP revitalization are available to all and are equitable for our citizens. The endeavor is creating opportunities for the Millennial Generation while improving the quality of life of our most traditional neighborhoods and diverse peoples.

Fifth, Huntington is using its prize dollars to move the four projects further and to leverage additional funds. The \$100,000 prize money was used mainly to engage the National Development Council, America's longest-serving non-profit engaged in community development finance, to build financial stacks for our ABC projects; to engage a number of other consultants to develop land use plans and community engagement processes; take each project to its next level; and keep the community engaged in the process. Already we have leveraged an astounding \$12.7 million in resources since we took the ABC Prize challenge.

Our Success to Date

Making “no little plans”, Huntington has set revitalization goals that are long-term, transformational endeavors. These are not started and finished in only 11 months, and so Huntington’s goal in the ABC Prize was to achieve sufficient momentum, adequate resources, and strong enough collaborations to ensure that our projects got out of the concept and planning stages to real action and implementation. Huntington was determined to get these projects out of the gate and down the track with sustainable momentum toward our ultimate community vision.

Huntington has achieved the milestones established in its ABC Prize 11-month plan in Spring 2016, we have leveraged \$12.7 million since we launched our ABC revitalization effort, and our projects are in implementation and already making a difference. Through engagement of stakeholders and organizations in the community, our objectives and tactics have grown, though our ultimate goals for each project remain the same. Huntington presents the highlights here:



Huntington's ABC Team

Mayor Steve Williams
Brandon Dennison
Margaret Mary Layne
Joe Murphy
Matt Ward
Mary Witten Wiseman

Poly-TeCH & the Huntington Brownfields Innovation Zone (H-BIZ)

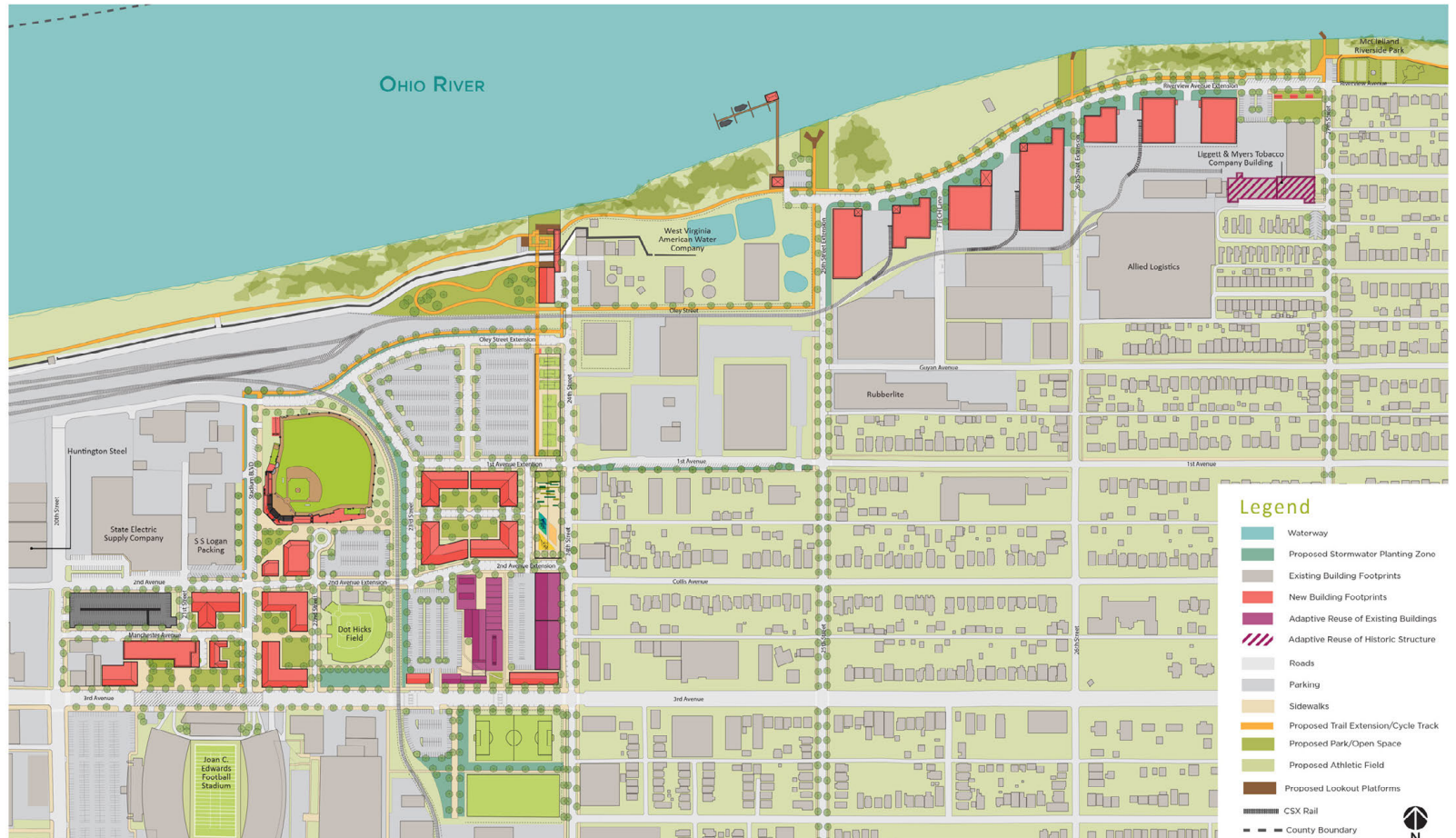
GOAL:

Huntington is renewing a massive swath of long-dead factories and vacant brownfields in the distressed Highlawn neighborhood, along the Ohio River, steps from downtown and the Marshall University campus, creating the “Huntington Brownfields Innovation Zone” or “H-BIZ.” H-BIZ will be a regional hub of mixed-use revitalization that will include a new baseball stadium, a hotel and conference center, a renewed Riverfront Park, trail facilities, modern housing and commercial development to serve workers, residents, visitors and the Marshall University community. A key H-BIZ anchor will be the “Polymer Technology Center of Huntington” or “Poly-TeCH,” a regional center for the commercialization and advanced manufacturing of polymer technologies. Poly-TeCH will be a 181,000 square-foot manufacturing campus on the Ohio River waterfront that will create hundreds of



jobs and an academic and workforce training center in collaboration with Marshall University. It will provide highly-skilled, family-wage jobs; create academic research and learning opportunities for Marshall University students; and incubate advanced polymer manufacturing factories into other vacant spaces in Huntington and the greater Appalachian region.

THE HUNTINGTON BROWNFIELDS INNOVATION ZONE - HIGHLAWN BROWNFIELDS AREA-WIDE REDEVELOPMENT PLAN



BACKGROUND:

Beginning of Polymer Technologies in Huntington: In 1986, the West Virginia Development Office helped launch Rubberlite, Inc. a maker of innovative polymer products in Huntington. Today, the company employs 160 manufacturing workers in a 300,000-square-foot manufacturing center. Rubberlite makes polymers, a chemical product that is ubiquitous in American manufacturing, for the aeronautics, aerospace, consumer electronics, fashion, footwear, additive manufacturing (3D printers) and medical technology industries.

West Virginia Identifies a Major Opportunity for Job Creation and Business Expansion through Polymers: In 2014, the West Virginia Development Office and Rubberlite leadership identified a need in the Appalachian region and national market – a commercialization center for polymer technologies that can help manufacturers bridge the gap between promising polymer research and development breakthroughs and their commercialization, thereby launching into production. West Virginia determined that a polymer commercialization center could build upon the region's emerging downstream manufacturing opportunities from the shale gas sector, attract companies, commercialize new polymer technologies and launch new light manufacturing enterprises. Rubberlite agreed to lead an effort to bring such an advanced polymer technology center into reality in Huntington.

OBJECTIVES: Huntington's objectives in this HIP target area are to:

-○ **Transform brownfields, blight, abandoned factories and vacant spaces into a productive center of commerce and community;**
-○ **Create opportunities for a vibrant, mixed-use “H-BIZ” district that will include a new baseball stadium, a hotel and conference center, new Marshall University academic and athletic facilities, retail and entertainment destinations;**
-○ **Create a vibrant, world-class economic hub at the Poly-TeCH center;**
-○ **Restore the degraded and inaccessible Ohio River waterfront for public use and recreation, including a new segment of the “Paul Ambrose Trail for Health” (the PATH); and**
-○ **Provide job opportunities and quality-of-life improvements for the Highlawn neighborhood.**

TACTICS: H-BIZ and the Poly-TeCH initiative has been publicly unveiled and is well underway. H-BIZ and the Poly-TeCH partnership is poised for success with the following key tactics and accomplishments:

1.) Targeting Brownfields for Renewal: Huntington identified a section of the Highlawn neighborhood, the corridor of long-closed and vacant factories and brownfields along the Ohio River waterfront, as an ideal spot for the creation of new economic opportunities including the polymer commercialization and manufacturing center. This area includes the idled American Car & Foundry (ACF) complex which had once been the largest rail car manufacturing factory in the nation, the abandoned Ohio River Terminal coal dock/rail facility, and several other sites.

Huntington sought and secured the prestigious U.S. EPA Brownfields Area-Wide Planning grant (\$200,000) plus another EPA Brownfields Assessment grant (\$400,000) in late 2015. In 2015, U.S. EPA designated Huntington as one of 50 “Making a Visible Difference in Communities” pilots in America. Under the Making a Visible Difference initiative, the federal government convened officials from a dozen federal, state, regional and non-profit agencies in Huntington in December 2015 to forge an inter-agency, inter-governmental, and public-private partnership to bring resources and solutions to the Huntington riverfront revitalization. In 2016, Huntington was selected as the sole winner in a national contest run by U.S. EPA for a deployment of innovative “green infrastructure” approaches to stormwater management, targeted at this Highlawn brownfields areas.

2.) Overall Master Plan Unveiled with Community Consensus: In February 2017 Huntington’s H-BIZ plans culminated with the unveiling of a “Huntington-Highlawn Brownfields Innovation Zone / H-BIZ Master Plan”, backed with strong community consensus. This comprehensive H-BIZ Master Plan creates a long-term strategy and short-term steps for the productive and sustainable reuse of this brownfields area, identifies needed infrastructure upgrades, devises green infrastructure strategies to address stormwater and flooding, confirms highest-and-best market uses, engages investors and stakeholders, and addresses environmental contamination issues. The H-BIZ Master Plan calls for 75 acres and 1,000,000+ square feet of revitalization including 379,000 square feet of mixed-used development with a new hotel and conference center; 181,000 square feet at the Polymer Technology Manufacturing Center; 97,300 square feet of retail; and 400,000+ square feet of parks, open space, athletic and recreational facilities including a baseball stadium for Marshall University and regional use.

3.) Polymer Partnership Launch: In 2015, Huntington formed a partnership to design, develop and build the polymer technology center among the City of Huntington, the Huntington Municipal Development Authority (city’s development arm), Marshall University, the Marshall University Research Corporation and Rubberlite.

4.) Poly-TeCH Advances as a Strategy for Appalachian Transition: In summer 2015, the Benedum Foundation and the Appalachian Funders Network provided Huntington \$100,000 in grant awards to support the Poly-TeCH initiative as part of a broader strategy to provide highly-skilled jobs to dislocated coal miners under an effort called the “Just Transition” initiative. The Just Transition is a philanthropy-led initiative to support the POWER initiative (Partnerships for Opportunity for Workforce and Economic Revitalization), a bipartisan federal effort to boost economic transition in struggling coal communities like Huntington. This \$100,000 in philanthropic investment has been used for feasibility and business planning analyses from the Marshall Center for Business & Economic Research to confirm how Poly-TECH can serve local and regional needs and succeed as an enterprise. Huntington is very pleased to report that, in March 2017, the Appalachian Regional Commission provided a \$750,000 POWER grant to move the Poly-TeCH site into implementation as part of a regional jobs creation strategy.

5.) Land Acquisition: The Huntington Municipal Development Authority has used EPA funding for environmental/brownfields due diligence and to address contamination issues. Huntington has secured an agreement for purchase of the site of the riverfront brownfield where Poly-TeCH will locate, and leveraged \$100,000 in City funding with a \$900,000 commitment from the State of West Virginia and \$1 million from the Rubberlite company to cover the acquisition costs. Huntington has agreement with the owners of the second key brownfields site for acquisition, and is well underway with negotiations with the ACF brownfields site owners (a company owned by magnate Carl Icahn) about the transformation of that last piece of the H-BIZ brownfields puzzle.

6.) Design & Engineering of Poly-TeCH Campus: The Huntington Polymer Team will use the Appalachian Regional Commission grant to retain skilled architects, engineers, and community planners to design and engineer a state-of-the-art Poly-TeCH campus to be a center for learning, workforce development, and business expansion. At the same time, the design process will use community input to open this area of the Ohio River waterfront to public access and use through the continuation of the Paul Ambrose Trail for Health (PATH). Huntington is well underway with collaboration with the State of West Virginia’s top engineering firm involved in manufacturing revitalization to commence the plan for the horizontal development of the Poly-TeCH site.

7.) Infrastructure Upgrades: Huntington will upgrade the infrastructure in this targeted riverfront revitalization area to support Poly-TeCH and other revitalization, including high-speed broadband, complete street improvements to roadways, and green infrastructure deployment to handle stormwater runoff and flooding in this area. The City and HMDA will use Appalachian Regional Commission funds already secured, along with Economic Development Administration and Department of Transportation funds pledged for site development, to transform this blighted brownfields area in 2017-2018

8.) Construction, Launch & Operation of H-BIZ & Poly-TeCH: With the H-BIZ redevelopment vision unveiled, Huntington is pleased that key users of the future development are ready to move the plan into action. Marshall University has conveyed its intent to become the prime leasee of the new baseball stadium, to build a new academic science laboratory facility, and to support the new hotel and conference center as a key part of its community development mission. This has spurred multiple development and investment companies from the region to approach Huntington seeking the opportunity to become the master developer and financier of the H-BIZ development plan.

Further, in early 2017, the Rubberlite company made the decision to form a new, non-profit affiliated corporation to focus solely on the development and operation of the Poly-TeCH manufacturing campus. Rubberlite's President will take a leave of absence from his post to lead the new Poly-TeCH corporation, building on his previous experience of setting up similar manufacturing centers in Texas and Michigan. The new Secretary of Commerce of the State of West Virginia, himself an experienced developer of manufacturing and commercial projects, joined with the Mayor and City in early 2017 to pledge to attract new polymer-based manufacturing companies to Poly-TeCH.

RESOURCES + RELATIONSHIPS

Resources: The H-BIZ revitalization of the riverfront and the launch of Poly-TeCH is attracting a robust public-private-academic partnership to leverage resources for planning, design, construction and operation.

Secured: Huntington has secured major resources, including \$600,000 in U.S. EPA Brownfields grant funding; \$100,000 from the Benedum Foundation and Appalachia Funders Network; \$1,025,000 from Rubberlite, Inc.; \$100,000 from the Huntington Municipal Development Authority; \$900,000 from the West Virginia Economic Development Authority, \$750,000 from the Appalachian Regional Commission, and tremendous levels of in-kind staff time from the local partners described below.

Planned: Huntington used ABC Finalist resources to retain the National Development Council to work with its team to create a funding and financing plan for the full implementation of H-BIZ and Poly-TeCH. Huntington has already coordinated with key agencies that have pledged implementation funding, including U.S. EPA Brownfield Cleanup grants, U.S. Economic Development Administration's Public Works and Regional Innovation Strategy grants for Poly-TeCH development and infrastructure upgrades; West Virginia Infrastructure and Jobs Development Council grants and loans for Poly-TeCH construction; WV Department of Transportation funding for infrastructure upgrades; and New Market Tax Credits for Poly-TeCH construction.

Most importantly, private sector investors, redevelopment companies, and companies including Rubberlite have pledged to bring investment to the development and implementation of the H-BIZ plan, including the plan by Rubberlite to form a new entity dedicated solely to Poly-TeCH.

KEY PARTNER ROLES:

City of Huntington – Leverage resources and relationships, create overall master plan

Huntington Municipal Development Authority – Acquire and upgrade brownfield lands and infrastructure for new Poly-TeCH campus and surrounding mixed-use revitalization

Rubberlite – Lead in Poly-TeCH design and operational setup, support for participating business attraction, funding support

Marshall University – Partner on Poly-TeCH, commit as prime user of baseball stadium, athletic facilities, academic science lab, and user of hotel and conference center

Marshall University Research Corporation (including the Center for Business & Economic Research and the WV Brownfields Assistance Center) – Support in planning, feasibility studies, market assessments, and Poly-TeCH design.

West Virginia Department of Commerce and Development Office – Funding support and role in attraction of polymer companies to participate in commercialization and manufacturing initiatives at Poly-TeCH

Appalachia Funders Network/Benedum Foundation – Funding support, implementation planning, and help ensuring that Poly-TeCH provides economic support for broader regional needs and goals

Water Quality Board – Design and deploy green infrastructure to manage stormwater and flooding

Federal Agencies – U.S. EPA, Economic Development Administration, Department of Transportation, and Appalachian Regional Commission as project funders, and technical assistance on best practices for reuse of brownfields for innovative advanced manufacturing.

HOW SUSTAINABLE SUCCESS WILL BE MEASURED OVER THE FUTURE: Each quarter, the Huntington Polymer team will continue to convene with City of Huntington leadership to evaluate progress, track milestones, evaluate ways to improve performance and outcomes, and report progress (or challenges) to key stakeholders in the public. Key milestones will include:

- Success in meeting timelines for land acquisition, infrastructure upgrades, campus design and engineering, commencement of construction, and completion of construction for H-BIZ projects;
- Amount of investment in mixed-use revitalization, and completion of construction for key projects including baseball stadium, hotel and conference center, housing, and retail hub development
- Amount of investment attracted for construction of \$35-plus million Poly-TeCH campus;
- Number of polymer companies or projects, and amount of investment, attracted to the future Poly-TeCH campus;
- Number of new jobs created and workers employed each year at Poly-TeCH operation from 2017-2021;
- Number of Marshall University faculty and students involved at Poly-TeCH;
- Degree to which community stakeholders are satisfied with Huntington's ability to create a riverfront revitalization and Poly-TeCH campus that is green, walkable, accessible, integrated with the surrounding neighborhood, and an ongoing source of jobs and tax base.

West End River-To-Rail Revitalization & the West Edge Factory

GOAL:

Huntington will continue the “River-to-Rail Revitalization” in the West End to reduce blight, boost a healthy local foods campaign, and create quality jobs through Coalfield Development Corporation’s new “West Edge Factory” and its innovative job programs including the Mine-the-Sun Solar Training Institute.



BACKGROUND:

River-to-Rail Initiative for West End Revitalization: When Mayor Steve Williams took office in 2013, he worked with the community to launch the “River-to-Rail” initiative. The goals of this initiative are to help transform the economically distressed West End of Huntington with job creation, blight elimination, crime reduction and rejuvenation of the Central City commercial district of the West End with The Wild Ramp and the Central City Market, the Boys & Girls Club and antique shops and restaurants on 14th Street West. River-to-Rail’s completed projects include streetscape revitalization, upgrades to the Boys & Girls Club, raingarden and green infrastructure upgrades, over 100 tree plantings and community beautification. Guided by a grassroots task force of engaged citizens, the River-to-Rail participants will continue to guide and sustain overall efforts in this section of the community.

Coalfield Development Corporation: Formed in 2009 as a not-for-profit group, Coalfield is a community-based organization focused on job training skills for opportunity youth and dislocated workers, including those stranded by the declining coal-sector economy of the region. Regionally and nationally recognized for its innovative approach, Coalfield creates quality jobs and generates opportunities for low-income families in southern West Virginia (www.Coalfield-Development.org). When Coalfield’s building crews were called in to demolish a historic but long-closed, 96,000 square foot clothing factory, Coalfield instead raised the support and leveraged the resources to buy the site and transform it into the “West Edge Factory,” it’s new base of operations for job training and social enterprise that is putting dislocated workers back into business to transform the community and region. At the West Edge Factory, Coalfield is using the “33-6-3” model, under which participants each week work for 33 hours for pay, receive 6 hours of associate’s degree education and obtain 3 hours of life and personal management skills to ensure development of the whole person. Coalfields enterprise centers include Reclaim Appalachia providing skills training in building reclamation, remediation and reuse; Revitalize Appalachia focusing on sustainable construction; Rediscover Appalachia providing training on artisan-based entrepreneurship and furniture-making; Refresh Appalachia focusing on sustainable and niche agriculture; Reawaken Appalachia for community-based real estate development; Retread Appalachian providing CDL trucking licensing; and Rewire Appalachia is training workers to be certified solar roofing and technology installers.



A key player in Huntington’s HIP Plan, Coalfield has made tremendous progress since the launch of the ABC Prize. The White House, U.S. EPA, U.S. Economic Development Administration, U.S. Department of Health and Human Services, and the Appalachian Regional Commission convened in the West End and provided \$4,970,000 in leveraged resources for construction of the West Edge Factory and expansion of the Coalfield Development Corporation’s job training endeavors to a broader Appalachian region. Further, the Just Transition Fund, the Benedum Foundation, the U.S. Conference of Mayors, the J.M. Kaplan Innovation Fund, the Diehl Family Social Enterprise Competition, Enterprise Community Partners, the Wells Fargo Foundation, and ArtPlace America have provided another \$1,230,000 in philanthropic backing to boost the Coalfield Development Corporation’s model.

In June 2016, Coalfield graduated its first class of 21 entrepreneurs who have moved from distress and dislocation to new careers. Coalfield will expand this model even further, as it has created a new “Mine-the-Sun Solar Training Institute” for the training and certification of solar roof technology installers – with more than 30 solar roofs already installed or ordered by non-profits and civic organizations across West Virginia. This ranges from a new solar roof on the Catholic Charities social service building in Wheeling, WV to a new system on a County economic development division headquarters, to the largest solar facility in the entire state, a 400-kw system to be placed on the roof of the West Edge Factory itself.

The Wild Ramp and Central City Market: Huntington joined forces with innovative nonprofit organizations to transform the old, empty Central City Market into a hub for fresh, locally-grown food. The Wild Ramp, which located in the West End in May 2014, has teamed up with the Cabell County Tailgate Farmer's Market to sell healthy, locally-grown foods to the community year-round. The Wild Ramp now has more than 150 producers from within a 250-mile radius, but approximately 75 percent of those producers come from within a 50-mile radius, including high tunnel production by Coalfield's Refresh Appalachia operation (www.WildRamp.org.) In the summer 2016, federal agency leaders, the White House, U.S. Congress Members and state officials gathered with the community at the Wild Ramp to announce a major round of POWER grant funding for the Appalachian region, including for the Wild Ramp and Coalfield Development Corporation.



Heartland Intermodal Gateway: Even bigger revitalization is possible for the West End with the launch in November 2015 of the Heartland Intermodal Gateway, one of the largest rail freight intermodal hubs in the nation. Strategically located between Norfolk, Va., and Chicago, this intermodal rail-truck facility, just 12 miles south of Huntington, has direct access to the trade routes of 50 international shipping lines. This will create massive opportunities for warehousing, distribution, logistics, light manufacturing and product assembly in the region, including Huntington's West End.



OBJECTIVES: Huntington's objectives in this HIP target area are to:

-○ **Complete the renovation of the West Edge Factory as a regional jobs training, empowerment, and social enterprise center;**
-○ **Use the new Mine the Sun Solar Training Institute at West Edge to employ dislocated coal workers and re-wire West Virginia one roof at a time;**
-○ **Transform lives by putting people into family-wage jobs and giving them the skills to join the workforce;**
-○ **Create new spin-off businesses and jobs from the Heartland Intermodal Gateway in a light industrial park made up of spaces currently housing abandoned or underutilized warehouses and factories in the West End; and**
-○ **Improve quality of life through brownfields and blighted housing removal, streetscape revitalization on 14th Street West, partnerships with the Boys & Girls Club and healthy foods opportunities emerging from The Wild Ramp and Central City Market.**

TACTICS: Huntington is teamed with the River-to-Rail Revitalization Task Force, The Wild Ramp, Coalfield Development Corporation, Heartland Intermodal Gateway and other partners to accomplish the West End revitalization. Accomplishments so far:

West Edge Factory Construction: Construction drawings and plans for the renovation of West Edge are now complete, funds for complete build-out of the factory are secured, and the process of construction is underway. The West Edge Factory will be a training and social enterprise center that includes a woodworking shop, a craft furniture factory, the solar training institute, an incubator-education space for sustainable farmers as well as high tunnels on the grounds, a music studio and performance space, live/work space for artists and a retail store that can market hand-crafted goods.

Solar Enterprise: Currently, the partnership of Coalfield Development and Solar Holler (www.SolarHoller.com) is the only operating solar roofing contractor in Huntington or anywhere in the broader region. Through marketing and interaction with key leaders of civic, non-profit, and business organizations across West Virginia, this partnership is growing the number of solar roof installations throughout Appalachia. With 21 certified solar workers already, Coalfield will be able to expand this enterprise with the new Mine-the-Sun Training Institute now completed at West Edge.

New Freight Enterprises in Now-Vacant Buildings and Brownfields: The empty warehouse and factory space and vacant lots in Huntington's West End that are right along the I-64 Corridor will be included in a study undertaken by Advantage Valley (a regional economic development group) that will identify and prioritize developable sites along the I-64 Corridor between Huntington and Charleston, WV. This effort will be coupled with a parallel effort to explore the creation of a site development fund to bring a prioritized list of sites to the shovel ready stage. It will also support action by the Huntington Area Development Council and the Huntington Municipal Development Authority to acquire, assemble, rehabilitate or demolish these former factories and warehouses and put them back into productive use to serve the Heartland Intermodal Gateway.

Streetscape Revitalization of the West End Core on 14th Street West: The River-to-Rail Task Force and other community partners have secured public and private funds to upgrade the Gazebo, install bike racks, plant 100 trees, refurbish and replant large corner entrance planters, install green infrastructure, add to the public art "Quilt Trail" and create two façade murals. A local commercial bakery located on 14th Street West has invested in paving its parking lot and loading dock incorporating green infrastructure thereby reducing storm water issues. Approximately 20 blighted former houses will be demolished, and this core neighborhood revitalization continues to expand.

RESOURCES + RELATIONSHIPS

Resources:

As described above, Coalfield Development Corporation has already secured \$6.2 million since the launch of the ABC Prize from federal, state, local, banking, and philanthropic sources. Further, the West End's River-to-Rail Revitalization has secured an anonymous \$100,000 gift from a private donor for demolition of blighted housing and \$375,000 of investment in improving site infrastructure by a local bakery and miscellaneous donations and gifts totaling over \$110,000.

KEY PARTNER ROLES:

City of Huntington – Serves as facilitator and applicant for federal dollars when necessary

River-to-Rail Task Force – This grassroots task force of neighborhood, nonprofit, business and civic leaders from the West End will continue to guide and support the revitalization of this neighborhood, including through the West Edge Factory and Solar Holler initiatives

Coalfield Development Corporation – Leader of the social enterprise that is creating West Edge and training its high-skills workers

JM Kaplan Foundation – Coalfield's Executive Director, Brandon Dennison, is the winner of the 2015 JMK Social Innovation Prize of \$175,000, one of only 10 selected in a national competition of more than 1,100 proposals. Beyond dollars, this prize brings the support of the Foundation to encourage and advise on the projects of Coalfield.

Solar Holler – a company dedicated to bringing solar photovoltaic to communities using innovative and affordable financing models;

Layne Consulting, Inc. – Works to advise and support Coalfield Development and to design and carry out its capital campaign

Foundation for the Tri-State Community – Works to advise and support Coalfield Development and is the manager of the funds raised in its capital campaign. The Foundation also raises and manages funds for tree planting and beautification.

Huntington Area Development Council – This non-profit economic and industrial development organization will help recruit new business investment into the vacant spaces in the West End that will be attracted by the new Heartland Intermodal Gateway and West Edge Factory innovation.

Advantage Valley – Regional economic development organization undertaking the study to identify developable sites along I-64 corridor and to investigate the creation of a site development fund.

HOW SUSTAINABLE SUCCESS WILL BE MEASURED OVER THE FUTURE: The City of Huntington will work with its River-to-Rail task force, Coalfield Development Corporation and others to track, evaluate and disseminate information on progress and outcomes, gauged by milestones which include:

-○ Extent of the West Edge Factory building converted to fully envisioned use for Coalfield's social enterprise activities;
-○ Number of solar roofs installed by Coalfield crews, in terms of roof sizes, kilowatts capacity, distribution among different kinds of buildings, and money saved by entities with the new roofs;
-○ Number of workers, including wage ranges, who succeed in becoming trained in solar roofing, agriculture, construction, carpentry and craft furniture-making, and number who succeed in maintaining full employment levels
-○ Number of facade and other improvements on 14th Street West and other key corridors
-○ Number of blighted houses rehabilitated, demolished or otherwise improved
-○ Number of rain gardens installed and urban trees planted in the neighborhood

Fairfield Innovation Corridor

GOAL:

To create the Fairfield Innovation Corridor in the Fairfield East and West neighborhoods including: upgrade the one-mile Hal Greer Boulevard gateway corridor into Huntington bisecting the neighborhoods into a “complete street”; transform the Northcott Court barracks-style public housing site into a mixed-use and mixed-income community hub; and create a health- and medical- jobs sector and opportunities for healthy living and recreation. The Fairfield Innovation Corridor will create a healthy and connected community in one of Huntington’s most distressed areas.

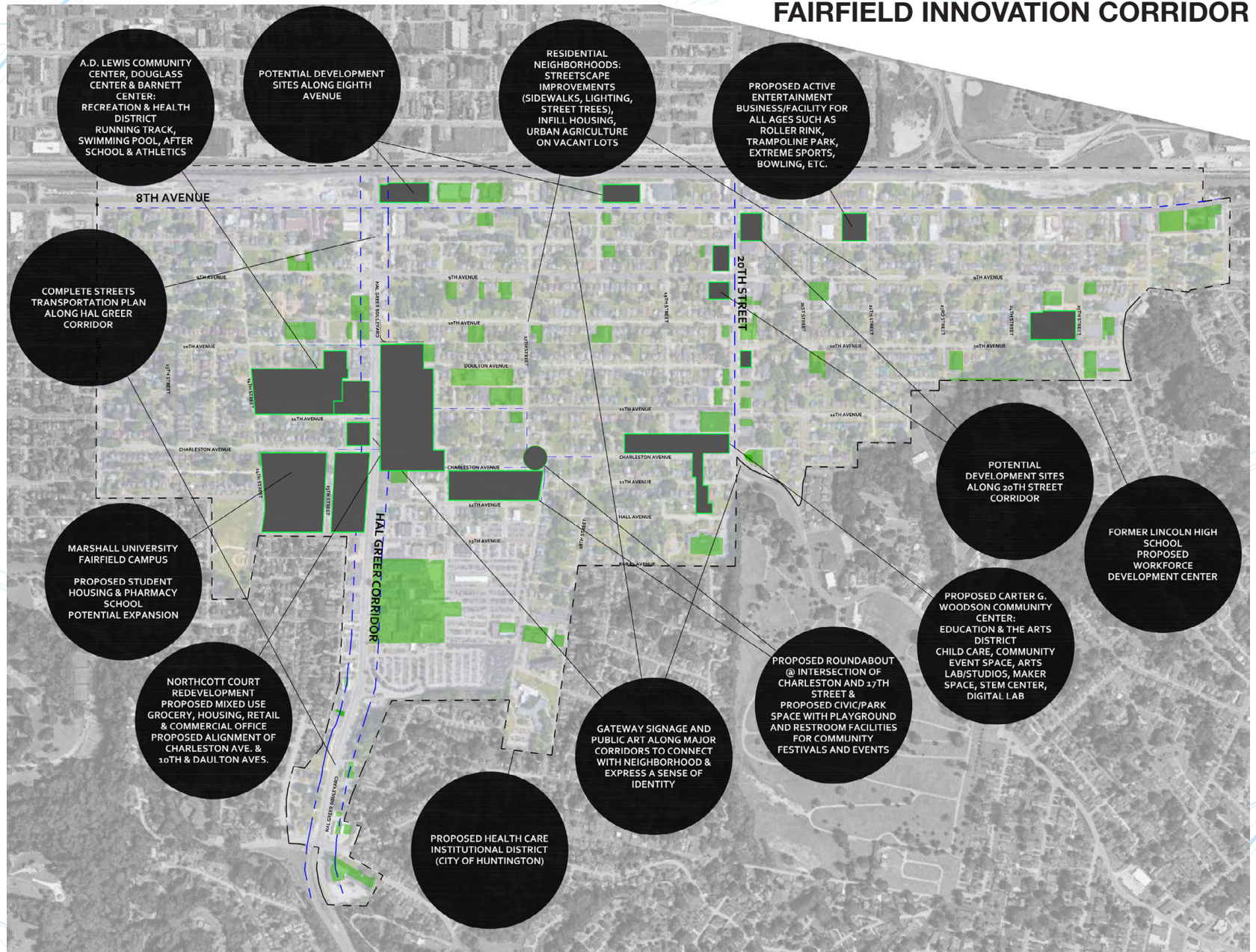
BACKGROUND:

Fairfield Alliance: The Fairfield Alliance was inspired by the ABC Prize and formed as a part of the HIP Plan. The Alliance is made up of representatives from all who live, work and play in this geographic region. When formed, it was the first time that the City, residents, African-American leaders, Cabell-Huntington Hospital, Marshall University, philanthropy, businesses, the Housing Authority, Marshall Health, and state leaders had sat at the table together to discuss common issues and concerns. By building bridges across the divides between the residents and the other entities, the Alliance has been able to undertake and complete a consensus revitalization plan and develop a level of communication which had not previously been possible. The Alliance is using anchor institution strategies to spur revitalization and investment in the Fairfield Innovation Corridor.

Fairfield Anchor Strategy: The Chairs of the Fairfield Alliance, the City of Huntington, Cabell Huntington Hospital, Marshall University, the Joan C. Edwards School of Medicine, Marshall Health (the faculty practice of the School of Medicine), and the Huntington Housing Authority have all executed a Memorandum of Understanding agreeing to collaborate on Fairfield revitalization projects such as the Northcott Court redevelopment, the submission of a HUD Choice Neighborhood grant, investments in the health, sports and recreation district, the complete street upgrades to Hal Greer, community programs and other initiatives. This MOU, together with the Fairfield Alliance, will ensure sustainable momentum on the Fairfield endeavor.

Heritage Farm Forum: A group of community leaders formed the Heritage Farm Forum to bring together the resources of Marshall University and the community to enhance education and create jobs. It has hosted numerous annual forums at Heritage Farm and Village Museum with varying topics. For the past two years since the launch of the ABC Prize and the Fairfield Innovation Corridor, this Forum has focused exclusively on the healthcare resources in the region as a driver for economic growth. The first forum convening in 2016 was very successful and articulated to the community the strength our healthcare system brings to economic development. The next forum will focus specifically on the development and enhancement of a community health & research center with job attraction coming from the supply chain; specialized healthcare businesses that provide such services as genetic sequencing, specialized monitoring of building environments, cutting edge diagnostics and consumer-targeted monitor wearables; and the commercialization of research. As these innovative health-sector businesses emerge, Huntington will seek to direct this enterprise to the vacant and blighted lots in the Fairfield Corridor, in order to drive the health economy there and provide opportunities for family-wage, 21st century jobs for neighborhood residents.

FAIRFIELD INNOVATION CORRIDOR



Fairfield HUD Choice Neighborhood Grant Work Team: This Work Team was formed to pursue a U.S. Department of Housing and Urban Development (HUD) Choice Neighborhood Grant. The Choice Neighborhood program provides funding and other support to create neighborhood transformation around the revitalization of severely distressed public housing – like the Northcott Court public housing on Hal Greer Boulevard. The Grant Work Team convened residents and representatives from the major anchors in Fairfield, together with expert consultants and support organizations. This Team met diligently from August through December 2016, and prepared a report of their findings focusing on three categories, Housing, Neighborhood and People, which dovetails with the grant. This effort will be the basis of the grant when it is prepared and submitted later in 2017.

OBJECTIVES: Huntington’s objectives in the Fairfield Innovation Corridor are to:

-○ **Renew the Northcott Court public housing slums with a new mixed-use, mixed-income complex to include sustainable mixed-income and market housing, a quality grocery store to serve this food desert, commercial offices for health-based enterprises, and additional retail space for neighborhood amenities.**
-○ **Improve the safety, beauty and sustainability along a key one-mile segment of Hal Greer Boulevard by designing and constructing complete street upgrades including walkability and biking improvements, traffic calming, and green infrastructure for storm water and other ecological improvements.**
-○ **Develop a Health, Sport and Recreation District centered around the existing A.D. Lewis Community Center, the Douglass Centre and the Erma Byrd Center for Health that will all be connected by landscaped walkways and paths.**
-○ **Strengthen the existing Fairfield Alliance and the relationships among its members and encourage investment by the anchor members in the Fairfield community.**
-○ **Develop a Community Arts District which would encompass a newly constructed community flexible space that would house a police satellite station, a daycare for children and seniors, event rental space and art/museum space for both visual and performing arts in close proximity to Spring Hill Elementary School.**
-○ **Demolish blighted structures, and grow home ownership, market housing and housing maintenance.**
-○ **Develop job preparation programs including, mentoring, leadership, tutoring, entrepreneurial training, and college prep.**
-○ **Enhance the safety of the entire area**
-○ **Grow the number of jobs available in the healthcare ecosystem**

TACTICS: The Fairfield neighborhood along Hal Greer Boulevard is underway with positive transformation using these tactics:

Northcott Revitalization: The core of the vision for Fairfield revitalization is to take advantage of the prime location and 20,000 daily traffic count at the former Northcott Court area to create a new mixed-use, mixed-income sustainable development to serve the neighborhood. The Huntington Housing Authority is moving forward on a plan for the construction of a mix of affordable workforce housing, market rate housing, retail spaces, and a grocery store for this food desert.

Creating a Health Innovation Corridor: Using the Fairfield Alliance, the Anchor Institutions MOU, and the Heritage Farm Forum, Huntington will enhance the health-based sector, attract medical and health-focused research and innovation, and increase the number of jobs in the healthcare ecosystem to provide opportunities at mixed-skill levels.

Greening the Hal Boulevard Corridor for Community Health: An effective health corridor is more than growing the medical and health-related institutions on the roadway. It is also about creating a neighborhood that is more walkable, green and livable. Backed by the U.S. Secretary of Transportation, the WV Secretary of Transportation, and Senator Joe Manchin, Huntington is collaborating with the WV Department of Transportation, KYOVA Interstate Transportation Planning, and the Federal Highways Administration to upgrade the wide and unsafe Hal Greer Boulevard into a complete street. The State and region have funded and launched a Corridor Management Plan to design, engineer, and leverage resources for the construction of wider sidewalks, traffic calming measures, crosswalks, a dedicated bike lane, and streetscaping that incorporates an expanded urban tree canopy and green infrastructure for storm water management.

Construction of a new Marshall University School of Pharmacy and student housing complex in the Fairfield area.

Safe Streets & Neighborhoods Strategy: After violent crime and open-air drug activity in the neighborhoods located along Hal Greer Boulevard reached a peak in 2005 with the deaths of four high school students, Huntington adopted an aggressive community policing and “Weed and Seed” approach to public safety in this neighborhood. This resulted in a 35 percent decrease in drug offenses and 28 percent decrease in violent crime in this neighborhood. Huntington plans to enhance neighborhood safety even further now with targeted police patrols that will be directed via high-tech GIS and data analytics. As Huntington moves into more pro-active “seeding” approaches of urban and neighborhood revitalization, the Police Department will continue its community policing approach.

Removal of Blighted and Problematic Housing: The Huntington Housing Authority, Housing Development Corporation, Huntington Urban Renewal Authority, the City’s Code Enforcement Unit, the Huntington Land Bank and others are partnering on a major effort to acquire blighted and dilapidated houses. They will be transformed into livable, affordable housing. Huntington Urban Renewal Authority has acquired 30 dilapidated houses and, working with Habitat for Humanity and the Housing Development Corporation, the community has created more than 50 affordable duplex, senior, and multi-family units. In 2013, Huntington developed and approved new smart-growth zoning and established the Fairfield West Redevelopment Plan. The tipping point has now come with the decision and steady action to demolish and remove the blighted, crime-plagued, 1940s barrack-style Northcott Court public housing complex centrally located on Hal Greer Boulevard. The first demolitions came in 2014, and this removal continues today.

Healthy Foods Initiative: Coalfield Development Corporation and its “Refresh Appalachia” institute has partnered with Cabell-Huntington Hospital to establish a community garden and high tunnel growing system to employ nine (9) new workers from the Fairfield neighborhood to produce healthy foods and agricultural products for the Cabell Huntington Hospital and local citizens.

RESOURCES + RELATIONSHIPS

Resources: Huntington used its ABC Prize Finalist winnings to secure the National Development Council, the nation’s longest-serving non-profit in community development finance, with a focus on distressed communities and neighborhoods. With expert finance advice, major enterprise funds for community investment, and access to innovative bonding tools for public-private partnerships, the National Development Council has played a substantial role in the Fairfield revitalization, devised a strong financing plan for the Northcott Court revitalization, and identified financing strategies for our goals.

Secured: Already, millions of dollars of local funding from the Huntington Housing Authority, the Huntington Urban Renewal Authority, and other city agencies are being used along with Low Income Housing Tax Credits and other public resources for the blight removal and community rebuilding process. Cabell-Huntington Hospital has committed \$50,000 as one-half of the match for the HUD Choice Neighborhood Grant to be submitted in 2017. Based on close collaboration, Huntington expects that the cost for construction of the complete street upgrade of Hal Greer Boulevard will be borne by the WV DOT and KYOVA Interstate Planning. Marshall Health has invested \$1,126,100 million in The Douglass Centre, the historic African-American former high school, and plans to invest an estimated \$3,000,000 more to bring the building to full use as a community center and public health center. In a story of inspiration, a local high school senior named Chip Sweeney, who was inspired by the Fairfield project and the ABC Prize competition, planned and conducted a celebrity bingo event with former pro football star, Troy Brown, providing \$30,000 to help fund sports upgrades to the A.D. Lewis Community Center. This helped inspire Marshall University to consider a major gift to the A.D. Lewis Center to restore its running track.

Huntington is very pleased that the AFL-CIO has committed to the Fairfield Innovation Corridor, including the development of the new Northcott Court mixed-use hub. The AFL-CIO seeks to bring the resources of its “Housing Investment Trust” or “HIT” to the Northcott project. One of the earliest and most successful practitioners of socially responsible, economically targeted investing in America, HIT has invested over \$2 million and leveraged over \$4.8 billion for housing and community development initiatives that “bring Wall Street to Main Street” and support thousands of union construction jobs. The AFL-CIO also runs a community development entity that invests New Market Tax Credit proceeds into community revitalization projects. The AFL-CIO is a key partner in the Northcott project, and has conveyed its solid interest in investing and supporting this initiative.

In January 2017, the Center for Community Progress, the nation’s leading organization supporting efforts to fight blight and vacant properties, chose Huntington, WV as one of only five national finalists in its “Vacant Properties Technical Assistance Program.” Huntington is now receiving an expert assessment and evaluation of the community’s blight elimination tools and, if selected as one of the three winners, Huntington will receive \$150,000 in technical assistance from some of the nation’s top experts on these community revitalization strategies.

KEY PARTNER ROLES:

City of Huntington – Complete street design and improvements, leadership on design and support of Northcott Court revitalization and management of HUD grant.

Huntington Housing Authority and the Huntington Housing Development Corporation – Continued leadership in the creation of new affordable and mixed-income housing in the neighborhoods surrounding Hal Greer Boulevard, and key role in public-private partnership to redevelop Northcott Court.

Fairfield Alliance – The Alliance will serve as a community visioning group and a way to build relationships to aid in the anchor strategy revitalization of Fairfield. It will provide oversight of the master planning process.

Cabell Huntington Hospital – Funder of Fairfield revitalization projects, and key driver of the expansion of the health-sector economy on Hal Greer Boulevard.

Marshall University and the Joan C. Edwards School of Medicine – Relocate the Marshall School of Pharmacy and student housing complex to vacant land on Hal Greer Boulevard.

Fairfield HUD Choice Neighborhood Grant Work Team – The Fairfield HUD Choice Neighborhood Grant Work Team will lead the effort to develop, submit and advocate for this grant.

Huntington Black Pastors Ministerial Association – Will serve as a sounding board for projects and programs growing out of the planning process and will aid in the dissemination of information to the community.

Coalfield Development Corporation – Refresh Appalachia – Will develop a location in Fairfield to construct high tunnels to grow vegetables employing Fairfield residents in its program for sale to Cabell Huntington Hospital and neighborhood residents.

Housing Investment Trust of the AFL-CIO – Has provided a letter of interest in aiding in the financing of the Northcott Court project.

West Virginia AFL-CIO – Will provide pre-apprentice mentoring and training to prepare Fairfield residents to enter its apprenticeship program.

National Development Council – Providing support to establish capital stack for Northcott Court redevelopment.

Marshall Health – The faculty practice of the Medical School is a part of the team investing in the Health, Sports and Recreation District in Fairfield.

HOW SUSTAINABLE SUCCESS WILL BE MEASURED OVER THE FUTURE: The City will work with the health-care institutions, Marshall University and neighborhood groups to regularly track, access, disseminate and evaluate information on the following factors:

-○ Levels of commitment and funding of key partners for Northcott revitalization, and timeline for construction of the new development hub;
-○ Levels of commitment and funding by key partners for Hal Greer complete street transformation;
-○ Number of new health and medical sector jobs created for all skill levels along the Fairfield Innovation Corridor;
-○ Number of blighted and uninhabitable housing structures removed;
-○ Number of affordable and market housing units created;
-○ Number of owner occupied homes created;
-○ Continued levels of reduced crime and drug activity;
-○ Number of urban trees and green infrastructure facilities deployed in revitalization projects;
-○ WalkScore level increases on corridor after implementation of projects;
-○ Amount of sales and pounds of produce grown by Coalfield Development in Fairfield Neighborhood; and
-○ Number of residents employed by Coalfield Development’s Refresh Appalachia from the Fairfield neighborhood



Gigabit City



GOAL:

The City of Huntington will partner with the private sector to design, engineer, fund, and construct a \$24 million, gigabit-speed broadband upgrade on key corridors and in targeted areas that have already been identified by the “Gigabit City” initiative sponsored by the West Virginia Broadband Development Council. This upgrade will connect established broadband hotspots at Marshall University, Cabell Huntington Hospital, and St. Mary’s Medical Center to newly-deployed gigabit infrastructure in downtown Huntington, the Highlawn riverfront, the Fairfield Innovation Corridor, and the West End revitalization areas.

BACKGROUND:

In 2013, the Chairman of the Federal Communications Commission issued a “Gigabit City Challenge” calling on all states to deploy gigabit-speed Internet access in at least one city. The State of West Virginia and its Broadband Enhancement Council chose Huntington as its pilot city and, in 2014, a gigabit feasibility study was developed. Huntington has now established a city-wide broadband viability analysis, street-by-street network geospatial mapping analysis with initial design scenarios, a network-cost analysis, a demand and use analysis, and a pricing plan analysis for capital debt service and operations.

This pilot feasibility study has identified a core gigabit deployment with a project cost of \$24 million that would be feasible from a physical and financial standpoint. It is providential that the most feasible locations for Huntington gigabit broadband deployment are the very areas targeted for HIP economic revitalization.

Huntington formed a Gigabit City Team made up of professionals with high levels of expertise in IT, including the WV State GIS Coordinator of the West Virginia Broadband Enhancement Council, the directors of IT for Marshall University and the Joan C. Edwards School of Medicine, the executive director of KYOVA Interstate Planning, Huntington’s federal funding consultant, as well as others. The Gigabit City Team established a target “fiberhood” pilot area that would follow Hal Greer Boulevard through the center of the Fairfield Innovation Corridor, adjacent to the Marshall University campus and downtown, to the area targeted for the Huntington/Highlawn Brownfields Innovation Zone, including Highlawn neighborhoods and St. Mary’s Hospital. The Gigabit City Team also determined how Huntington could work with private sector broadband developers and providers to explore the potential for a public-private partnership to implement this initiative. The City Council is now adopting a “Dig Once” Policy. The team has developed a source document for possible public grant funding for the project. The City has also issued a Request for Information due June 2017 to private providers to make proposals for models to carry out this initiative.

OBJECTIVES:

-○ **Deploy gigabit-speed broadband infrastructure to key commercial, educational, and health assets, including areas targeted for revitalization under the HIP community revitalization plan;**
-○ **Use Gigabit City progress to attract the best and brightest companies, entrepreneurs, millennials, and investors to Huntington.**

TACTICS:

Huntington is ready to move forward on implementing the Gigabit City program to connect and unleash our key economic hubs.

Review responses to request for information: The Gigabit City Team will appoint a review group to evaluate the RFI responses and do a comparative analysis of models proposed in Summer 2017

Establish Public-Private Partnership: Huntington will form a partnership with a private sector broadband developer/operator for the Gigabit City deployment, with agreements on priority deployment areas, financing, price/rate agreements, and operation.

Design & Engineer the Network: Huntington will facilitate a plan for public-private financing to conduct a more thorough design and engineering of the broadband deployment.

Funding the Deployment: A key task will be finalizing the funding/financing model for the initiative, which could include municipal bonding, TIF financing, private equity and debt contributions to be repaid with rate returns, and/or grants from the West Virginia Broadband Enhancement Council or federal economic development programs.

Deployment: Huntington will seek to deploy the gigabit system in 2020.

Expansion of Fiberhood: After deployment of the pilot fiberhood, Huntington will explore expanding the deployment to the West End and other parts of the City using lessons learned in the pilot fiberhood project.

RESOURCES + RELATIONSHIPS

Resources: Huntington was already designated the pilot community for the West Virginia Gigabit City initiative, and the City and its partners have established a comprehensive feasibility study. Huntington now seeks to develop an appropriate model to leverage local bonding/financing tools together with a private sector partner's resources, along with potential state and federal grants and financial incentives, for the design and deployment of the system.

KEY PARTNER ROLES:

City of Huntington – Form public-private partnership; role in funding/financing

Marshall University – Major user of gigabit broadband, support for design project

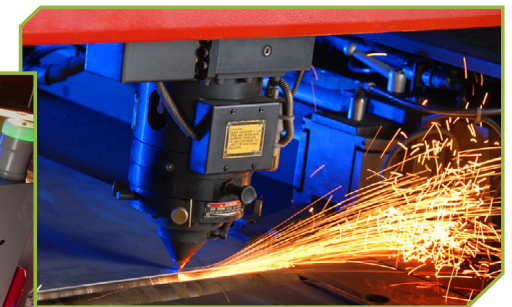
West Virginia Broadband Enhancement Council – Guidance on deployment design

Private Sector Partner – Key role in design, engineering, funding, deployment and long-term operations

HOW SUSTAINABLE SUCCESS WILL BE MEASURED FOR THE FUTURE: The Huntington Gigabit City team will regularly track, assess, report, and evaluate for improvements the following milestones and targets:

-○ Number of households, businesses, students, health care providers, and institutions reached with gigabit speed broadband deployments in boosting HIP initiatives on Ohio Riverfront, Fairfield and West End;
-○ Additional private sector economic investment in areas that obtain gigabit access

GIGABIT CITY



Photos courtesy of RCBI and Edward Tucker Architects

Engaging Huntington & the Appalachian Region

The vision and action strategy for the Huntington HIP revitalization has emerged from a robust, ongoing community engagement process that has truly energized the city. The HIP Plan serves as a record of a key touchstone point in the Huntington endeavor to move these initiatives to fruition and to create real benefit for all citizens. Moreover, Huntington seeks to use HIP to benefit the Tri-State region, and to be a model for economic transition and vibrancy in the Appalachian region around us.

This section of the plan describes how Huntington is engaging its citizens, neighborhoods, key organizations, and the broader region in an effort to create America's best community. It explains how Huntington has:

-○ **Organized a Strong Leadership Team to lead Huntington's HIP Community Revitalization Plan;**
-○ **Engaged Key Organizations, Stakeholders, and Citizens to inform and enhance the Huntington HIP plan;**
-○ **Utilized Project Teams to propel the key HIP initiatives;**
-○ **Leveraged Additional Investment into the Huntington HIP revitalization; and**
-○ **Spread the excitement to the broader Appalachian region**



Huntington HIP Teams

The Huntington HIP Revitalization has been led and coordinated by Huntington Mayor Steve Williams, Foundation for the Tri-State Community President Mary Witten Wiseman, former City Manager Margaret Mary Layne, City of Huntington Communications Director Bryan Chambers, Coalfield Development Executive Director Brandon Dennison, Tri-Fecta Productions owner Joe Murphy, Edward Tucker Architects principal Phoebe Randolph and community revitalization consultant Matt Ward of the national firm Sustainable Strategies DC. This core group was the best able to inspire community participation, facilitate the creation of a vision, and mobilize resources for implementation. This core group formulated key concepts for the initiative, convened key entities and individuals to lead core projects and components, facilitated public engagement and interaction, and led the creation and implementation of the HIP Plan. This core team also conducted substantial interaction with key City of Huntington departmental leads and their staff to plan and implement the HIP revitalization.

The leadership team was guided by a robust and diverse team of public, private, academic, and non-profit representatives who formed the ABC Executive Work Group. The Work Group held in-depth workshop meetings to review, discuss, and confirm Huntington HIP concepts and plans and to ensure that these plans were realistic, achievable, and connected to real community needs. The Work Group was also engaged in the initial creation of the HIP plan. These individuals are at the forefront of Huntington's revitalization, and closely tuned to the needs of the economically distressed neighborhoods and struggling citizens who most need this endeavor to succeed. The Executive Work Group was composed of the following 30+ representatives:

Mayor Steve Williams

Tom Bell, Director, Huntington Municipal Development Authority

Cathy Burns, City Manager, and former President, Huntington Chamber of Commerce

Lisa Chamberlin, VP Strategic Marketing and Planning, Cabell Huntington Hospital

Bryan Chambers, Communications Director, City of Huntington

Chris Chiles, Executive Director, Region II Planning & Development Council/KYOVA Interstate Planning Commission

Sandra Clements, Co-Chair of Fairfield Alliance / Former City Councilmember

Michele Craig, retired Executive Director, Region II Planning & Development Council / KYOVA Interstate Planning Commission

Ed Dawson, Executive Editor/Publisher, The Herald-Dispatch Newspaper

Brandon Dennison, Executive Director, Coalfield Development Corporation

Mike Emerson, CEO, Huntington Steel

Kevin Fowler, CEO, Cabell Huntington Hospital / Co-Chair of Fairfield Alliance

Dr. Jerome Gilbert, President, Marshall University

Kevin Gremse, Senior Director, National Development Council

Beth Hammers, Executive Director, Marshall Health / Marshall Medical School

Brandi Jacobs-Jones, Chief of Staff & SVP for Operations, Marshall University

Margaret Mary Layne, President, Layne Consulting, Inc., former City Manager

Vickie Lester, Executive Director, Huntington WV Housing Authority

Alan Letton, President, Rubberlite, Inc.

David Lieving, Executive Director, Huntington Area Development Council

John Maher, Executive Director, Marshall University Research Corporation

Bishop Samuel Moore, Huntington Black Pastors Ministerial Association / Fairfield West community

Joe Murphy, Tri-Fecta Productions

Robert Plymale, Associate Vice President, Marshall University Research Corporation for Economic Development / WV State Senator

Phoebe Randolph, Principal in Edward Tucker Architects

Donna Rumbaugh, President, the Neighborhood Institute of Huntington

Bishop Charles Shaw, President, Huntington Black Pastors Ministerial Association / Fairfield West community

Wendy Thomas, Retired Educator, Fairfield West community leader, board member Huntington WV Housing Authority

Matt Ward, CEO, Sustainable Strategies DC

Monte Ward, Chief Financial Officer, Cabell Huntington Hospital

Mary Witten Wiseman, President of the Foundation for the Tri-State Community

Community Engagement

With a strong concept for the Huntington HIP revitalization approach formed by the core team and the Work Group, Huntington took the concept to the broader public, to obtain input and guidance from key organizations, stakeholders, and citizens. This community engagement included:

Community Stakeholders: Huntington has engaged 80+ key stakeholders representing neighborhoods, organizations, institutions, academics, business, local government, non-profit, and other entities that have been convened, consulted, and kept in the loop on the development of the Huntington HIP revitalization. These folks are also our representatives out in the community engaging citizens on the HIP revitalization and its progress. This diverse group includes local officials, Marshall University stakeholders, economic development and planning organizations, labor unions, manufacturers, business leaders, health and hospital leaders, infrastructure agencies, public safety officials, the media, transportation entities, philanthropic foundations, healthy foods non-profits, art and cultural organizations, banks, realtors, railroads, maker movement organizations, churches, housing authorities, state and federal elected representatives, state and federal agency leaders, and others representing the assets, diversity, and hope of Huntington. The City has a well-crafted contact database that enables it to reach out to these key stakeholders on a regular basis about our plans, progress, and needs for community input.

Public Meetings: Huntington has conducted a series of public and key stakeholder meetings, with information and outreach provided by both traditional and social media, to discuss the concepts and plans for HIP. This includes two workshops at which the team convened our stakeholders to unveil the final plan draft, take input, and build community excitement for this effort.

Common Story Forum: Huntington convened in August 2015 a “Common Story” forum led by the Marshall Center for Business and Economic Research, which brought together 25 representatives from key entities to identify the most important community values, needs, and ideas that were shared among the Huntington community, and to discuss how these perspectives aligned with the Huntington HIP plan. These stakeholders met as a group, and also broke into five task forces to discuss the most important concerns and needs in the community, and the keys to enabling progress and change on those concerns. This session focused on a wide range of topics including livability, economic development, jobs, housing, infrastructure, education, workforce development, crime, taxation, and other issues.



The Common Story forum identified clear priorities among this diverse group of community stakeholders, who conveyed that “economic development”, “jobs”, and “livability” were the most important areas and keys to success for Huntington’s future. Importantly, the Common Story group confirmed that the core Huntington HIP initiatives – the Polymer Technology Center and riverfront brownfields revitalization, the Fairfield Innovation Corridor, the West End River-to-Rail Revitalization and West Edge, and the Gigabit City deployment – could provide tremendous benefits and forward progress for Huntington on these core issues of economic development, jobs, and livability. The Common Story workshop was memorialized and analyzed in a 27-page report provided by the Marshall Center for Business and Economic Research, a report which informed this HIP revitalization plan. The participants in the Common Story forum included among others:

-○ Mayor Steve Williams
-○ Barnes Agency (communications firm)
-○ Coalfield Development Corporation
-○ Create Huntington
-○ Foundation for the Tri-State Community
-○ The Herald-Dispatch
-○ Highlawn Neighborhood Association
-○ Huntington City Council Members
-○ City of Huntington, City Manager
-○ City of Huntington, Communications Director
-○ City of Huntington, Director of Planning and Community Development
-○ Huntington Municipal Development Authority
-○ Huntington Area Development Council
-○ Huntington Steel
-○ Huntington Urban Redevelopment Authority
-○ Marshall University
-○ Marshall University Research Corporation
-○ Marshall University Health Systems
-○ Neighborhood Institute of Huntington
-○ Recovery Point
-○ Walnut Hills Action Team
-○ West Huntington Neighborhood Association
-○ West Virginia State Senator and West Virginia State Delegate

Project Teams

The Huntington HIP initiative has multiple components that are integrated to form a comprehensive economic revitalization strategy for the community. Each of the core components of the Huntington HIP revitalization – the Polymer Center and the waterfront revitalization, the West End Revitalization, the Fairfield Innovation Corridor, and the Gigabit City initiative – have their own, focused project teams. These project teams are each conducting their own substantial community engagement, convening key stakeholders, and coordinating with the City of Huntington on the overall endeavor.

These project teams include:

The Huntington Polymer Team: For more than two years, a team including the Huntington Municipal Development Authority, the Marshall University Research Corporation, the Center for Business and Economic Research, the WV Brownfields Assistance Center, the WV Department of Commerce, and Rubberlite have been leading the effort to plan and implement the Poly-TeCH initiative.

The Huntington Brownfields Task Force: The City of Huntington has convened a Brownfields Task Force to guide the effective use of EPA brownfields grant funding and ensure that it supports the revitalization of stranded properties on the riverfront and other HIP revitalization project areas. This Task Force includes the Mayor, the City Manager, the Director of the Huntington Municipal Development Authority, the Director of the Department of Planning and Community Development, the Marshall University Associate Vice President for Economic Development (who chairs this task force), the West Virginia Department of Environmental Protection's Brownfields Director, the Director of the West Virginia Brownfields Assistance Center, the Huntington Director of Stormwater, and key consultants and advisors.

The River-to-Rail Revitalization Task Force: A citizen-led committee guides the revitalization of the struggling West End and conducts community improvement and beautification projects to boost the value of community assets such as the 14th Street West corridor and the Boys & Girls Club.

The West Edge Team: Led by Coalfield Development Corporation and others, this team is working on the renovation of the West Edge Factory and the revitalization of the distressed West End of Huntington.

The Fairfield Alliance: The transformation of the Hal Greer Corridor into a more healthy neighborhood, and the expansion of the critical health and medical sector, is led by a strong team that includes leadership from Fairfield residents and leaders of Cabell Huntington Hospital, the Center for Rural Health, the Joan C. Edwards Medical School, Marshall Health-University Physicians Group, the Marshall University Forensic Science Center, the Huntington Housing Authority, the Huntington Black Pastors Ministerial Alliance, the Foundation for the Tri-State Community, the Huntington Department of Planning and Community Development, the Huntington Police Department, Huntington Urban Renewal Authority, the Huntington Land Bank, the A.D. Lewis Community Center, and many others.

The Fairfield HUD Choice Neighborhood Grant Work Team: This Team was made up of community stakeholders representing the same entities as the Fairfield Alliance that worked to develop the necessary community input and ideas to create a strong application for the HUD Choice Neighborhood grant.

The Gigabit City Team: The team that is leading the Gigabit City initiative for Huntington is overseen by the City Manager together with leadership of the West Virginia Broadband Enhancement Council, WVNet (a state-created entity which is trying to boost telecommunications and computing infrastructure, connections, and services to educational organizations in West Virginia), Marshall University, the Joan C. Edwards School of Medicine, and other IT leaders in the Huntington Region.

Social Media Team: This team is made up of individuals who volunteered after Huntington became one of the eight finalists in the ABC Prize to take to social media using the #abc8 hashtag to promote all that was good about Huntington and the HIP Plan.

Ambassador Team: This team is made up of individuals who have strong connections to the community who agreed to serve as a speakers bureau about the ABC Competition and the HIP Plan. This group completed two trainings and, in addition to formal speaking engagements, invested time in talking about the HIP Plan to their strong networks in the community. A renowned acting troupe even put on an extra production of its play “Collis P.” (after city founder Collis P. Huntington) to raise awareness and funds for Huntington’s ABC effort!

#abc8 Restaurant Team: This team is made up of local restaurants in the area that designated one night a month where persons who dined were encouraged by their wait staff to post on social media why they think Huntington is America’s Best Community.



Leveraging Additional Investment

more than \$12.7 million leveraged by ABC Prize!

A key component of our approach to success and community engagement is to leverage resources to move initiatives forward. Huntington is bringing together local funds including municipal commitments, innovative financing, grassroots fundraising, and local/regional philanthropic contributions with federal grants, state government investments, private sector investments, and other resources to propel our revitalization. Since the launch of the ABC Prize competition and our HIP Plan, Huntington has secured and leveraged \$12,702,000 in resources for our community revitalization. Listed below are some of the ways that we have leveraged our efforts, which will continue to be a part of the HIP revitalization implementation moving forward. Huntington is sure we only need \$3 million more to keep our HIP momentum going past the point of no return!

Huntington HIP Plan – \$1,009,000 total leveraged

- \$100,000 from the ABC competition that was used to further each project of this plan through planning, outreach, and the development of financing models
- \$65,000 from the ABC competition, along with over \$25,000 in community matches from a wide variety of stakeholders, to create and implement this community revitalization plan
- \$25,000 Just Transition grant from Appalachia Funders Network & Rockefeller Family Fund, to support planning on Poly-TeCH, West Edge and the Fairfield Innovation Corridor
- \$644,000 Drug Treatment Courts Grant from the U.S. Department of Justice and the U.S. Department of Health and Human Services for addiction recovery programs, so that the heroin scourge does not hold the community back
- \$175,000 in in-kind professional service commitments from a variety of private sector entities on these HIP revitalization projects

Huntington Brownfields Innovation Zone (H-BIZ) -- \$3,525,000 total leveraged

- \$1,000,000 contribution from Rubberlite Company for Poly-TeCH
- \$900,000 in West Virginia Economic Development Authority investment
- \$750,000 Appalachian Regional Commission grant for Poly-TeCH

- \$400,000 Brownfields Assessment Grant (U.S. Environmental Protection Agency) to overcome brownfield barriers in all three of the HIP revitalization project areas of the Highlawn neighborhood, the Hal Greer Corridor, and the West End
- \$200,000 Brownfields Area-Wide Planning Grant (U.S. Environmental Protection Agency), to plan the productive reuse of the Highlawn waterfront area including Poly-TeCH
- \$100,000 in U.S. EPA Technical Assistance for green infrastructure deployment
- \$100,000 investment of Huntington Municipal Development Authority funds
- \$75,000 Claude Worthington Benedum Foundation Grant and \$25,000 Rubberlite match to create the business and strategic plan for the Poly-TeCH initiative

Fairfield Innovation Corridor -- \$1,030,000 total leveraged

- \$450,000 provided by Cabell Huntington Hospital for complete street and walkability improvements to Hal Greer Boulevard on the planned Fairfield Innovation Corridor
- \$400,000 from the WV Department of Transportation and federal highways to conduct a Corridor Management Study in the Fairfield Corridor
- \$100,000 anonymous gift to demolish abandoned and blighted housing
- \$50,000 from Cabell Huntington Hospital to serve as one-half the match for the HUD Choice Neighborhood Grant
- \$30,000 raised by high school senior, Chip Sweeney, for sports upgrades at A.D. Lewis Community Center

West End & West Edge Factory -- \$6,990,000 total leveraged

- \$1,800,000 from the US EDA to help fund the renovation of West Edge Factory
- \$1,500,000 POWER grant from the Appalachian Regional Commission to further Coalfield Development initiatives
- \$800,000 job training grant to Coalfield Development Corporation from the U.S. Department of Health and Human Services, to boost the West Edge and Solar Holler 33-6-3 workforce initiatives

- \$550,000 Benedum Foundation grants for the West Edge Factory revitalization by Coalfield Development Corporation initiatives
- \$400,000 from BB&T Banks to help fund the renovation of West Edge Factory
- \$375,000 investment in private green infrastructure of a local bakery to aid in stormwater abatement and enhance beautification in West End
- \$350,000 from ArtPlace to acquire the West Edge Factory
- \$200,000 U.S. EPA Environmental Workforce Grant for Coalfield's Reclaim Appalachia
- \$200,000 from Mary Reynolds Babcock Foundation for West Edge Factory
- \$175,000 from JM Kaplan Foundation to further Coalfield Development initiatives
- \$150,000 "Community Wins" grant from the US Conference of Mayors and Wells Fargo for West Edge Factory
- \$110,000 private gifts to fund River to Rail Initiatives
- \$100,000 anonymous gifts to demolish abandoned and blighted housing
- \$80,000 in impact investment provided by Chase Bank for the revitalization of 14th Street W. in the West End.
- \$75,000 Just Transition grant for West Edge Factory
- \$55,000 from Enterprise Community Partners for West Edge Factory
- \$20,000 private gift to West Edge Factory capital campaign

Gigabit City -- \$148,00 total leveraged

- \$8,000 from WV Broadband Deployment Council for Feasibility Study
- \$90,000 NTIA Funds for Technical Assistance
- \$50,000 NTIA Funds for Regional Broadband Planning

Engaging the Broader Appalachian Region

As discussed throughout this plan, Huntington is a gateway to the broader Appalachian region of southern West Virginia, eastern Kentucky, and southern Ohio, and a key source of jobs, hope, growth, and progress for this region. This region is struggling with unemployment, poverty, and health and social challenges. If Huntington can show how it can move from worst-to-first through community engagement, a strong vision for revitalization, and smart implementation and action plans, we can be an important source of positive momentum and a beacon of light for other communities in Appalachia.

Already, the City of Huntington, the Foundation for the Tri-State Community, Marshall University, the Marshall University Research Corporation, Cabell Huntington Hospital, Coalfield Development Corporation, and other dedicated community entities are fully engaged in this broader region, and working daily to improve the lot of struggling families. Through the HIP Plan, these partners intend to do even more.

Huntington has become a force for good in Appalachia, and a recognized model for other communities across the country. The Huntington community calls on everyone to be part of this forward progress, to roll up their sleeves, and to be part of a new frontier for community revitalization.



Sustainability for the Future

Huntington “made no little plans” when it selected the initiatives that formed its ABC Prize and HIP revitalization approach. No matter the outcome of the final prize, Huntington has passed the tipping point of momentum on its endeavors to develop the Huntington Brownfields Innovation Zone, the Fairfield Innovation Corridor, the West Edge Factory & West End Revitalization, and Gigabit City.

So how will Huntington sustain this HIP revitalization? We will use the tools that enabled us to create this plan in the first place, and to make so much progress together:

-○ **Community-based, public-private partnerships**
-○ **A focus on the common good, equity, and those most in need**
-○ **A commitment to innovation and “no little plans”**
-○ **Leveraging of resources toward the vision**

Huntington is confident that we will use these drivers of revitalization to sustain our momentum. For we have joined together in partnership, we have shared a bold vision, we have maintained our community values, and we have kept our eyes on the prize.

Thanks to all of our community partners for sharing your time, resources, photographs and vision to move Huntington forward to be America’s Best Community.

“ Make no little plans; they have no magic to stir men’s blood and probably themselves will not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone be a living thing, asserting itself with ever-growing insistency. ”

– Daniel Burnham

“ Communities can be shaped by choice, or they can be shaped by chance. We can keep accepting the kind of communities we get, or we can start to create the kind of communities we want. ”

– Richard Moe, National Trust for Historic Preservation

“ Give me a place to stand, and I will move the world. ”

– Robert Kennedy

