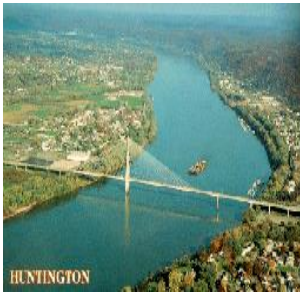


Huntington

COMMUNITY DESIGN

Mid-Range Housing Plan



Community Design Innovations / July 2014

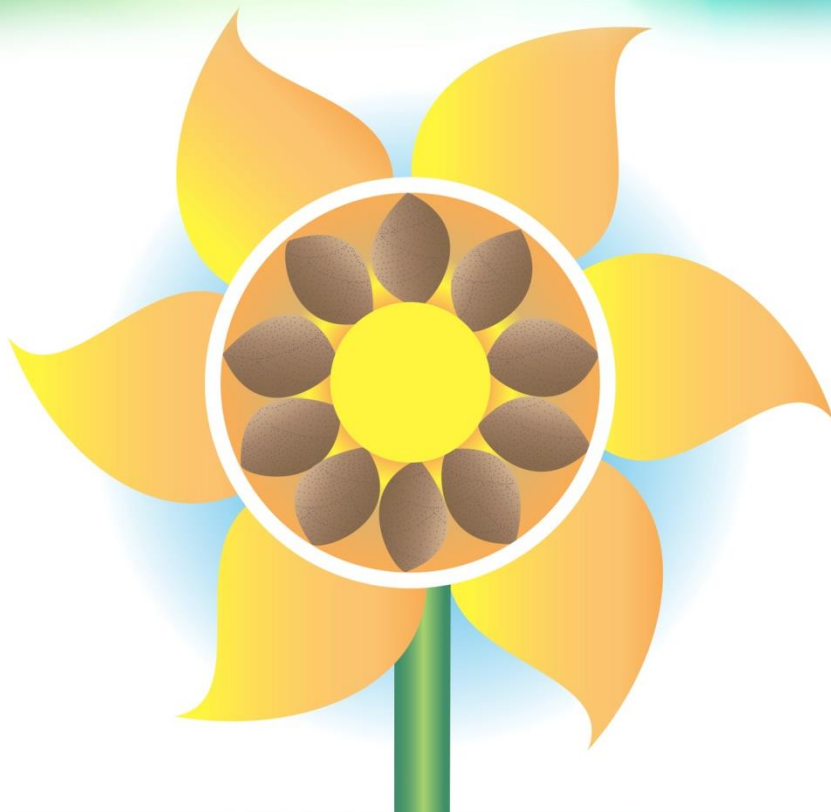


Table of Contents

Project Rationale and Catalyst.....	3
Community Design Innovations Overview	4
The City of Huntington, West Virginia	5
The Huntington Mid-Range Housing Team.....	7
Aim	8
Assess	9
Plan	14
Execute	16
Evaluate	16
Data Sources.....	18
 Appendix A – Community Design Innovations Model and Terms.....	19
Appendix B – Summary of Huntington Environmental Scan	21
Appendix C – Summary of Quality of Life Indicators Assessment	22
Appendix D – Summary of Catalytic Assessment	23
Appendix E – Summary of Neighborhood Assessment	26
Appendix F – Developing a Measurable Action Campaign	32

PROJECT RATIONAL AND CATALYST

Housing is an integral part of our lives. The neighborhood or community that we live in influence the availability of medical services, school and work opportunities, shopping, transportation, cultural events, and religious, recreational, and community activities. The need for mid-range housing development within the context of comprehensive community planning was identified in the fall of 2013 when a community housing discussion was held with key stakeholders in the City of Huntington, West Virginia at the Cabell County library. Jessica Pressman with Create Huntington and Phoebe Patton Randolph with Edward Tucker Architects coordinated the housing discussion and Bruce Decker with Collective Impact, LLC prepared for and facilitated the session.

There were 29 participants in the discussion with participants representing a diverse array of stakeholders including but not limited to concerned citizens, Wayne County Habitat for Humanity, Mountwest Community and Technical College, Huntington Tri-State Chamber of Commerce, Herald Dispatch, Southwest Community Action Council, KYOYA Interstate Planning/Region II Planning and Development Coalfield Development Corporation, Huntington Housing Authority, Marshall University, City of Huntington, Huntington Police Department, Premier Properties/Realty Exchange, Franklin American Mortgage, City of Huntington Planning Commission, Edward Tucker Architects, Thorn Tree Apartments, and Tri-State Homebuilders Association.

During the session, participants were engaged in small group discussion regarding a series of questions as follows:

- What is your vision for the future regarding quality “mid-range” housing in the city of Huntington? What does it look like?
- What are some of the current strengths related to housing in Huntington (assets, things that are going well)?
- What are the current challenges related to housing in Huntington (barriers, things that could be improved)?
- Why are people reluctant to purchase and/or invest in homes in Huntington?
- What are some specific things that can be done to encourage investment in housing in the city of Huntington?
- What opportunities exist for “mid-range” housing development in the city of Huntington?
- What are some specific things that can be done to encourage investment in housing in the city of Huntington?
- Do you see specific opportunities/locations for mixed use development in the community (combining live/work/play uses – developments that contain residential, retail, office, and “third places”)?

In addition to small group discussion, participants also shared information about what housing efforts are currently underway in Huntington and identified what housing or housing-related resources they were aware of. Edward Tucker, Chair of City of Huntington Planning Commission provided a brief discussion about the importance of Huntington updating its zoning ordinances. Ed discussed how the process works and encouraged the city to invest in updating and improving the ordinance to more effectively and efficiently facilitate the development and/or redevelopment of the local housing stock.

Brandon Dennison from Coalfield Development Corporation and member of the Wayne County Community Design Housing Team discussed the process that their team recently went through to develop a comprehensive community housing plan. That project was funded by J.P. Morgan Chase Foundation

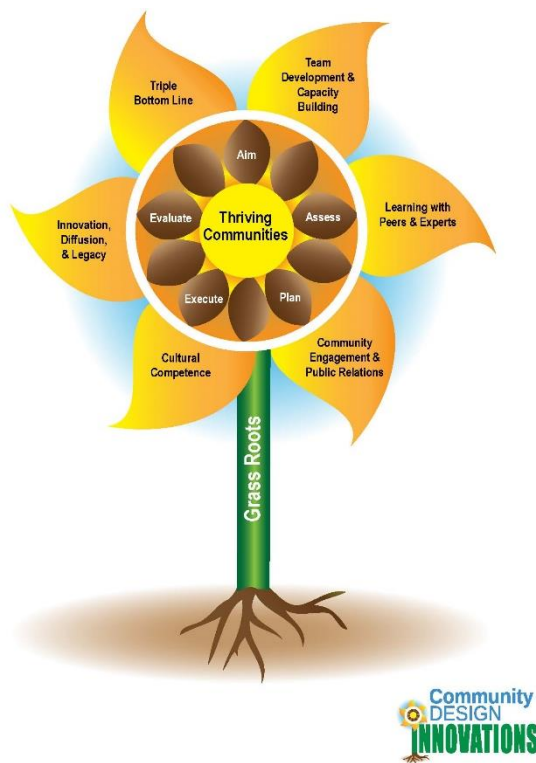
and sponsored by CommunityWorks in West Virginia. In 2012, Collective Impact, LLC implemented its signature model, Community Design Innovations, to lead the Wayne County Team (and three other West Virginia communities) through a strategic visioning and planning process, resulting in the development of a Community Design Housing Plan. The plan was adopted under resolution by the Wayne County Commission as the official county housing plan. Early successes have been achieved in the initial stages of plan execution.

At the conclusion of the housing discussion in Huntington, participants were asked if they had interest in moving forward with the process to develop a comprehensive Community Design Housing Plan for Huntington focusing on mid-range housing. Participants were in agreement to move forward with this work. An initial Design Clinic was to be scheduled as the next step to move this effort forward.

Phoebe, Jessica, and Bruce met in November 2013 and January 2014 to plan for the next steps in implementing the Community Design Innovations model in Huntington. Design Clinics were held with members of the Huntington Mid-Range Housing Team on January 15, February 25, April 2, and May 21 to work through the Community Design Innovations strategic visioning, assessment and planning process, resulting in the development of this plan.

COMMUNITY DESIGN INNOVATIONS OVERVIEW

Community Design Innovations is a Collective Impact signature service for facilitating comprehensive community development. The model builds upon previous and current community planning and development successes; however, the process challenges communities to "go deeper!" utilizing a best practice approach to comprehensive community planning.



The mission of Community Design Innovations is to build capacity with diverse community teams to plan and implement priority strategies and solutions within a comprehensive community design; ultimately improving communities and strengthening the quality of life for families.

Community Design Innovations is a promising practice for leading communities of geographic location and/or common purpose through a holistic and integrated community planning process. It is a model for training and developing a team of practitioners and community stakeholders in comprehensive outcome-based planning and development.

Community Design Innovations increases local capacity to work collaboratively in implementing development strategies, solutions, and projects that improve communities and the quality of life of its residents.

Participating teams are led through a strategic visioning, assessment, planning, execution, and

evaluation process in their local communities. The focus or "cornerstone" of the process varies and may include areas such as affordable housing, substance abuse prevention, community development, child abuse prevention, youth development, community health, early childhood, addiction recovery, economic development, arts and culture, domestic violence, recreation and tourism, etc. For the purpose of the project in Huntington, mid-range housing is the target for model implementation.

Community Design Innovations Outcomes

- ✓ ***Leadership Development*** - increased leadership capacity of a diverse group of community stakeholders.
- ✓ ***Highly Functioning Community Team*** - increased social capital with stronger working relationships among diverse stakeholders.
- ✓ ***Community Design Plan*** - increased ability to implement identified solutions within a comprehensive community design and increased ability to leverage funding and support for executing priority projects.
- ✓ ***Thriving Community*** - an outcome and process that leads to a strong, flourishing community – a community that does more than survive – a community that blooms with economic security and a high quality of life

See [Appendix A](#) for the Community Design Innovations model and terms. To learn more about Collective Impact, LLC and the Community Design Innovations model, visit www.collectiveimpact.com.

THE CITY OF HUNTINGTON, WEST VIRGINIA

General Overview

Huntington is a city in the State of West Virginia. A major river port, the city is in Cabell and Wayne counties at the confluence of the Guyandotte River and the Ohio River. The first permanent settlement, Holderby's landing, was founded in 1775 in what was then the Colony of Virginia. The City of Huntington was founded as the western terminus of the Chesapeake and Ohio Railway in 1871.

The City is the home of Marshall University as well as the Huntington Museum of Art; the Big Sandy Superstore Arena; the Huntington District-U.S. Army Corps of Engineers; the Collis P. Huntington Historical Society and Railroad Museum; Camden Park, one of the world's oldest amusement parks; the headquarters of the CSX Transportation-Huntington Division, the largest division in the CSX network; and the Port of Huntington-Tristate, the largest river port in the United



States. The largest employers are Marshall University, Cabell Huntington Hospital, St. Mary's Medical Center, CSX Transportation, the U.S. Army Corps of Engineers, Amazon, DirecTV, and the City of Huntington.

Location



Huntington is located in the southwestern corner of West Virginia, on the border with Ohio, on the southern bank of the Ohio River, at the confluence with the Guyandotte River. Most of the city is in Cabell County, of which it is the county seat. A portion of the city, mainly the neighborhood of Westmoreland, is in Wayne County. Huntington is commonly divided into four main sections. The north/south divider is the CSX railroad tracks, while the east/west divider is First Street. Residents of Huntington are called "Huntingtonians."

Although situated in a Southern state, Huntington was originally considered a western city. Huntington is influenced by Appalachian Culture, Southern culture, Midwestern culture, and Mid-Atlantic culture. It is often referred to as one of the northernmost cities in the South or one of the southernmost cities in the North. The Huntington Metro Area is sometimes called **KYOWVA**, an acronym that refers to the three states that make up the region, (Kentucky, Ohio, and West Virginia).

As of the 2010 census, the Huntington metropolitan area spans 7 counties across 3 states, with a population of 365,419. Huntington is the largest city in the MSA and the second largest city in West Virginia, with a population of 49,138 at the 2010 census. The Huntington-Charleston TV market is the 64th-largest in the nation.

Economy

The growth of Huntington and its economy was originally based on steel processing, shipping, manufacturing, and transportation through the 1970s, then the city experienced deindustrialization which cost residents tens of thousands of low-skill, high-wage jobs. Huntington has since been adapting to the collapse of the region's steel industry. The primary industries have shifted to high technology, such as, the film and television industries, health care, biomedical technology, finance, tourism, and the service sector. The Amazon Customer Service Center in Huntington employs approximately 500-700 people.



Huntington has grown its economic base in recent years to include technology, retail, finance, education, and medical care (which constitutes the largest proportion of the city's employment). The largest employers are Marshall University, Cabell Huntington Hospital, St. Mary's Medical Center, Amazon, DirecTV, and the City of Huntington. Area retail is anchored by the Huntington Mall, the largest mall in the state, and a healthy downtown retail sector including many boutique shops along the Old Main Corridor, Third Avenue, and Pullman Square.

The newest area of development is Kinetic Park, a premier technology park on Sixteenth Street, 1/4 mile north of interstate 64. The flagship of the development is Amazon's new 70,000 sq. ft. Customer Service Center, which opened in November 2011. Other development in Kinetic Park includes a Spring Hill Suites by Marriott hotel, a Hampton Inn hotel, a Bob Evans restaurant, Goldy Chrysler, and the Huntington Pediatric Dentistry and Orthodontics clinic.

Huntington is also home to Heiner's Bakery. Founded in 1905, Heiner's employs nearly 500 people in its 130,000-square-foot (12,000 m²) facility. Huntington is still a base for the metalworking and welding trades with the repair of railroad rolling stock, barges, and river boat equipment. Major fabricating firms—such as Huntington Special Metals, Steel of West Virginia, Martin Steel, Huntington Plating, Richwood Industries, and Hammers Industries—serve the railroads, river transportation, steelmaking, coal, oil, natural gas, electrical, wind power, biofuel, and other important industries.



THE HUNTINGTON MID-RANGE HOUSING TEAM

The Huntington Mid-Range Housing Team is composed of the following individuals (in alphabetical order by last name):

- Christina Bailey – Citizen volunteer
- Tim Bailey – Citizen volunteer
- Steve Brown – Mountwest Community and Technical College
- Cathy Burns – Huntington Tri-Stage Chamber of Commerce
- Bryon Chambers – City of Huntington
- Michele P. Craig – KYOVA Interstate Planning. Regions II Planning and Development
- Brandon Dennison – Coalfield Development Corporation
- Bill Dotson – Huntington Housing Authority/Housing Development Corporation
- Niki Rowe-Fortner – Coalfield Development Corporation
- Brian Hoey – Marshall University
- Charles Holley – City of Huntington
- Scott Lemley – Huntington Police Department
- Elizabeth Pardue – Marshall University Center for Business and Economic Research
- Phoebe Patton Randolph – Edward Tucker Architects
- Christal Perry – City of Huntington/HURA Land Bank
- Jessica Pressman – Create Huntington
- Shane Radcliff – Premier Properties/Realty Exchange
- Donna Rumbaugh – Neighborhood Institute
- Breanna Shell – City of Huntington
- John Short – Franklin American Mortgage
- Chase Thomas – Coalfield Development Corporation

AIM – To identify and aspire to a collective vision for the future.

Definition of Mid-Range Housing

The Huntington Mid-Range Housing Team defines “Mid-Range Housing” as single-family housing that is priced and/or sales in the range of \$100,000 - \$225,000.

Vision for Mid-Range Housing

Vision – is the ideal situation or state that an organization or team is working to achieve. A vision statement describes this ideal situation or state. Vision defines the direction in which the organization or team is headed. **It is an end result.**

The shared vision of the Huntington Mid-Range Housing Team represents the direction the group will ‘aim’ its efforts. To aim means to identify and aspire to a collective vision.

The Huntington Mid-Range Housing Team adopted the following vision statement:

“We envision ...

... healthy, beautiful neighborhoods with safe, well maintained, energy efficient houses, economically and socially diverse residents and residences, green spaces for play, exercise and interaction, and a sense of hope, pride and positive identity within the community.”

... a vibrant and progressive economy that encourages entrepreneurship and innovation through creative lifestyle solutions such as mixed use (live/work) developments, co-workspaces and incubators, neighborhood shops and restaurants, and shared community resources like free tool/equipment rentals, urban gardens and shop space.”

Mission for the Huntington Community Design Team

Mission – defines the needs that the organization or team was created to fill and answers the basic question of why the organization or team exists. A mission statement describes the reason for the existence of the organization or team. A mission serves as a guide for an organization or team **to achieve its vision.**

The agreed upon Mission for the Huntington Mid-Range Housing Team is:

“Improve the quality of Huntington’s mid-range housing stock in the \$100-225k price range by:

- Promoting and facilitating investment by identifying financial paths to improve housing stock*
- Fostering partnerships through working across discipline*
- Creating diverse, sustainable housing options that increase the quality of life in Huntington”*

Core Values of the Huntington Community Design Team

Core Values - are guidelines to help direct an organization or team internally and externally. Represents beliefs about how an organization or team operates. Sets the standards for how an organization or team behaves. Communicates to others the ethics of the organization or team.

Core Values identified and adopted by the Huntington Mid-Range Housing Team include:

- *Affordability*
- *Community*
- *Proactive*
- *Safety*
- *Sustainability*

ASSESS – To name the strengths, challenges, opportunities, threats, and capacity present along the path to our collective vision.

In order to identify the strengths, challenges, opportunities, threats, and capacity present along the path to achieving a collective vision, the Huntington Mid-Range Housing Team considered the current landscape related to housing and comprehensive community design in the City of Huntington using a variety of assessments.

Review of Existing Plans

Team member's reviewed the Summary of Review of Current Plans document prepared by Collective Impact. Four "housing related" plans were examined to identify any specific objectives or strategies related to mid-range housing that are currently being pursued within the City of Huntington. For the most part the strategies outlined in these plans did not appear to specifically address housing for middle income families or the adaptive re-use of existing structures as mid-range developments. The exception is the Plan 2025 which does include a number of more general strategies related to housing and community development that are informative when considering mid-range housing needs. Additionally, most references to housing development within the plans reviewed are stated in terms that make it difficult to determine if the listed strategies for housing development might address mid-range units.

Environmental Scan – Strengths and Challenges

Assessment of local conditions included an analysis of strengths and challenges. Team members identified the top strengths and challenges specifically related to the development of mid-range housing in Huntington. Results from the housing discussion conducted in October 2013 were used as a starting point for this work. This information was considered when the team identified priority strategies for the Mid-Range Housing Plan. The top strengths and challenges generated by participants at the February Design Clinic are found in Appendix B.

Quality of Life Assessment

Team members completed an informal "Quality of Life Assets Assessment" to determine the teams overall perceptions about key quality of life issues as they pertain to the City of Huntington. A five-point Likert-type scale was used to assess quality of life indicators in eight broad community development

domains (i.e., Health and Well-Being, Community Infrastructure, Development Resources, Image and Attitude, Natural Resources, Social Capital, Culture and History, and System Effectiveness.). This information was considered when the team identified priority strategies for the Mid-Range Housing Plan. Results of the assessment can be found in [Appendix C](#).

Catalytic Assessment

Team members conducted an assessment of their Community Design Team and of Huntington using Catalytic Components of the Community Design Innovations model. The Catalytic Components or ‘petals’ of the Community Design Innovations’ Model when addressed, increase a team’s capacity to succeed and enhance the survival of the team’s efforts (team development and capacity building; learning with peers and experts; community engagement and public relations; cultural competence; innovation, legacy and diffusion; and the triple bottom line). These are the accelerants or catalysts for adaptive change that are based in best practice. This assessment assisted the Team in identifying a number of catalytic strategies to guide their work as they further implement the CDI Model. Results of this assessment can be found in [Appendix D](#). Related strategies identified from the Capatlytic Assessment and can be found in the Plan section of this report.

Neighborhood Assessment

Huntington Mid-Range Housing Team members engaged in a Neighborhood Assessment to identify current development (residential, commercial, community, etc.) underway in each of the thirteen (13) neighborhoods in Huntington. In addition, “anchors or strength” and potential mid-range housing opportunities were identified in each of the neighborhoods. Each of the neighborhoods were rated on a scale as being either “healthy, transitional (trending up), steady, transitional (trending down) or distressed. Finally, neighborhoods were ranked by priority in order to identify initial priority focus for mid-range housing development. The top four (4) neighborhoods identified in the assessment are listed in order of priority ranking for development as follows:

- Highlawn
- Southside
- Downtown
- West Huntington

Results of the Neighborhood Assessment can be found in [Appendix E](#). Related strategies identified from the Neighborhood Assessment can be found in the Plan section of this report.

Huntington Demographic and Housing Characteristics

The following information is provided by Marshall University Center for Business and Economic Research (CBER) who has been an active partner in the Huntington Community Design Mid-Range Housing planning process.



Housing market dynamics are determined by the characteristics of the area residents, employers, amenities and other local attributes, as well as those of surrounding markets. Understanding the characteristics, such as trends in population, educational attainment, income levels and disability status, of an area is crucial for illustrating the factors that influence the demand for housing. Establishing this foundation is imperative to sound market analysis. A brief review of some of these characteristics is provided.

Based on the 2012 3-year average, the total Huntington population exceeded 49,300 individuals (U.S. Census Bureau 2014).¹ In general, the City of Huntington is comprised of working age individuals with at least a high school diploma. Approximately one-third of the population is currently married, about 17 percent of the overall population is children under 18 and about half of all households are comprised of families with children. One important consideration in analyzing local data is the presence of Marshall University, as college students may impact local economic and household dynamics, among other factors.²

Population Overview: Age and Educational Attainment

Within the City of Huntington, 16.7 percent of the population was under 18 years of age, more than 68.1 percent were 18 to 64 years of age and 13.5 percent were 65 and older.³ Nearly 97.5 percent of Huntington residents were born in the U.S., of which 73.7 percent are native to the State of West Virginia. Civilian veterans comprise roughly 10.6 percent of the civilian population 18 years of age and older (U.S. Census Bureau 2014).⁴

Nearly 20 percent of the civilian population have a disability. The proportion of individuals with a disability increases with age: more than 3 percent of individuals under 18 years of age; more than 18 percent of those aged 18 to 64 years; and nearly 49 percent of those aged 65 years and older.

Of the population aged 25 years and older, comprising nearly 66 percent of the City's total population, the largest proportion of individuals are high school graduates (30 percent) followed by those with some college but no degree (22 percent). Proportions of educational attainment in this population subgroup are provided in Figure 1.

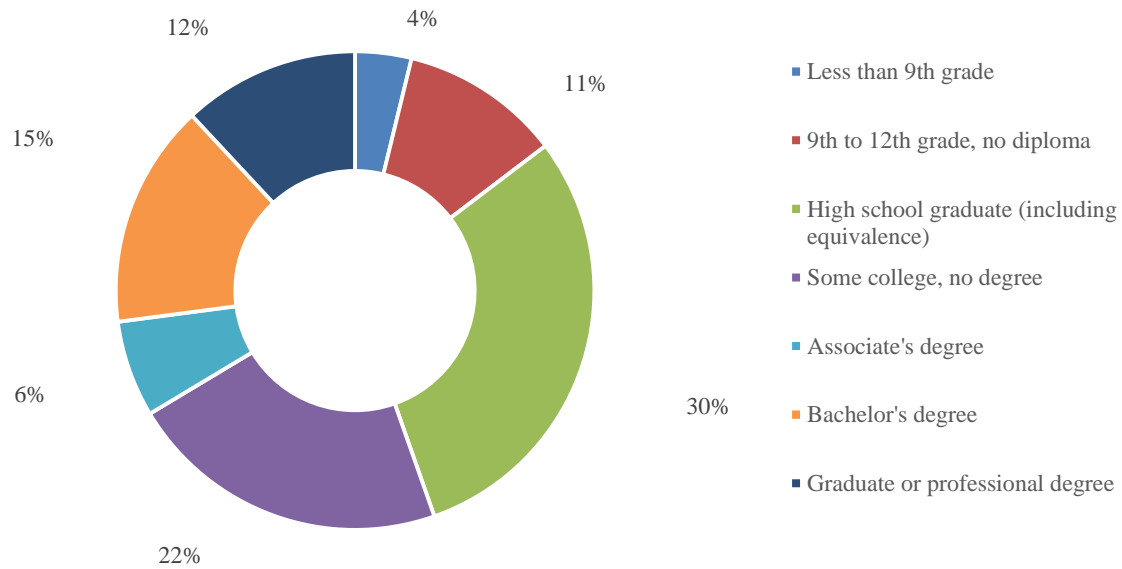
¹ The City of Huntington accounts for more than 13 percent of the Huntington-Ashland-Ironton MSA population and is the location of Marshall University, one of the largest higher education institutions in West Virginia. The University is a major employer in the area, and a portion of its nearly 14,000 students constitutes part-time residents.

² American Community Survey (ACS) respondents are polled as of their current residence at the time of query. For college students, children in custody arrangements and other individuals who may live elsewhere for a portion of the year, a two-month rule—indicating that the individual has lived at the residence for at least two months—is observed.

³ The remaining 1.6 percent of the population represents the institutionalized civilian population.

⁴ The remaining 2.6 percent were born either in Puerto Rico, the U.S. Virgin Islands or foreign born.

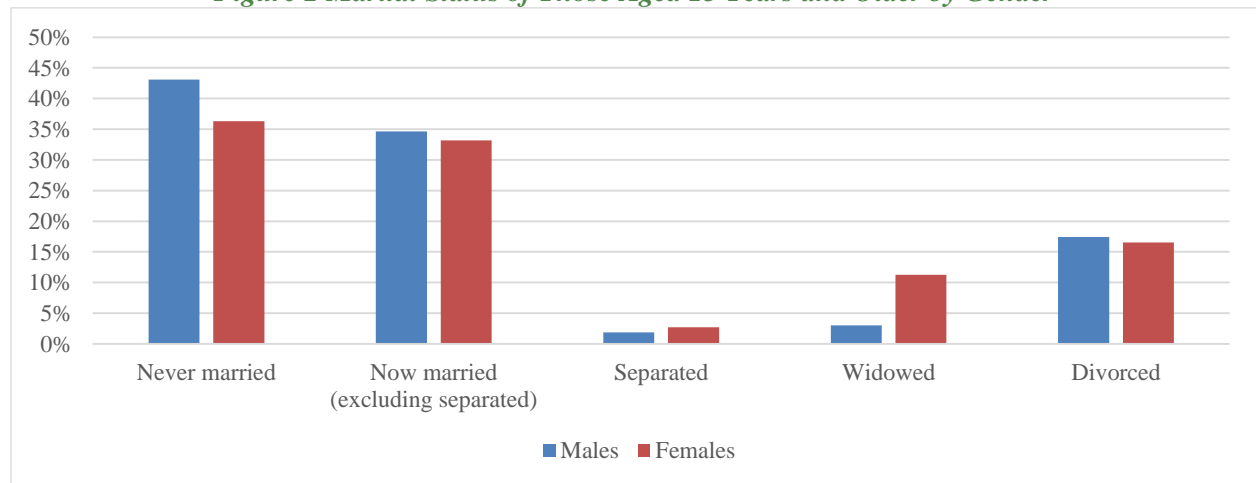
Figure 1 Educational Attainment for Huntington, WV Population Aged 25 Years and Older



U.S. Census Bureau (2014), 2012 American Community Survey (ACS) 3-year Estimates.

Males aged 15 years and older represent more than 41.1 percent of the Huntington population. Of these individuals, more than 43 percent have never married and approximately 34.6 percent are now married, excluding those who are separated (see Figure 2). Nearly 17.5 percent of this population subgroup are divorced. Females aged 15 years and older represent approximately 44.5 percent of the Huntington population. Of these individuals, more than 36 percent have never married and nearly 33.2 percent are now married (excluding those who are separated). More than 16.5 percent of this population subgroup are divorced.

Figure 2 Marital Status of Those Aged 15 Years and Older by Gender



U.S. Census Bureau (2014), 2012 American Community Survey (ACS) 3-year Estimates.

Household Composition Overview

There were nearly 21,400 households in Huntington as of the 2012 3-year average. Approximately 50.4 of these households were family households, while roughly 49.6 percent were nonfamily households (U.S.

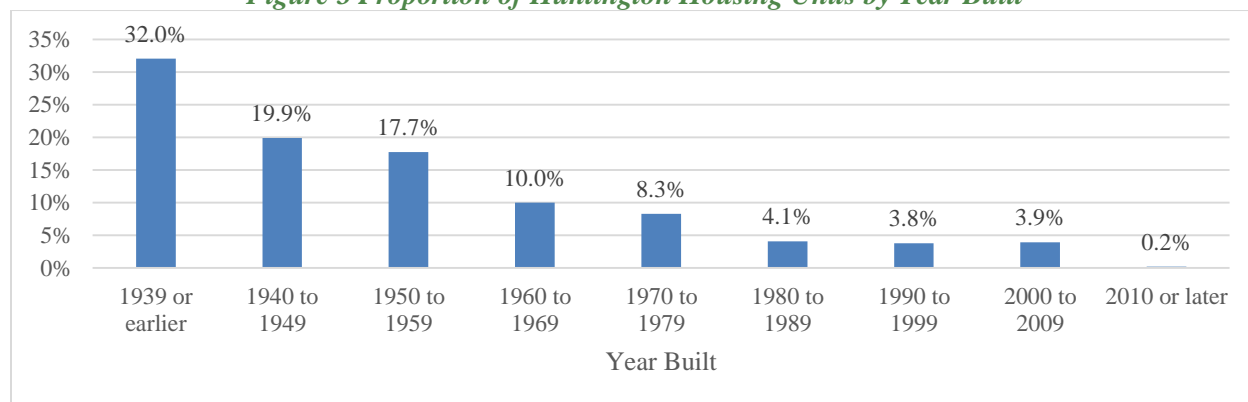
Census Bureau 2014). Of family households, the majority (62 percent) are comprised of married-couple families. More than 31 percent are female householder families with no husband, and approximately 6.6 percent are male householder families with no wife present. Roughly 7.6 percent of total households in Huntington are married-couple family households with their own children under the age of 18, while nearly 10 percent of total households are either male or female householders without a spouse present who have their own children under the age of 18.

Nearly 41 percent of total households are described as nonfamily with the householder living alone; this subgroup comprises more than 82 percent of all nonfamily households. Of nonfamily households where the householder lives alone, nearly 30 percent are individuals aged 65 years and older. This group makes up approximately 12 percent of all households in Huntington. Nearly 20.7 percent of total households have one or more people under the age of 18, and nearly 24 percent of total households have one or more people aged 65 and older. The average household size is 2.2 individuals and the average family size is 2.9 individuals.

Housing Characteristics Overview

More than 15 percent of total housing units in Huntington are vacant (U.S. Census Bureau 2014). Most units (roughly 65 percent) are one-unit detached structures, and the ratio of owner-occupied to renter-occupied homes is nearly equal (approximately 51 percent and 49 percent, respectively). The age distribution of Huntington housing units is inverted, with the largest proportion being built in the 1930s or earlier and the smallest proportion being new construction completed in 2010 or later (see Figure 3). In other words, less than 10 percent of the housing stock has been built in the last 25 years. The median year built of Huntington housing units is 1949 (U.S. Census Bureau 2014).

Figure 3 Proportion of Huntington Housing Units by Year Built



U.S. Census Bureau (2014), 2012 American Community Survey (ACS) 3-year Estimates.

These data for the City of Huntington show a population weighted toward educated, working-age individuals, and nearly equal shares of non-family and family households. The City's housing stock is aging, and more than 15 percent of all housing units were vacant as of the 2012 3-year estimates. Further consideration of resident characteristics—such as employment, income and commuting patterns—as well as housing stock and characteristics of surrounding areas, is needed to fully assess mid-range housing needs, challenges and opportunities in this area.

PLAN – Both the act and product of developing agree-upon, measurable strategies and action steps that are believed to help us reach our collective vision.

This initial version of the Huntington Mid-Range Housing Plan is to be considered a beginning and must be an evolving and living document as goals are addressed and strategies implemented throughout the City of Huntington. Through ongoing evaluation, successes will be realized and course corrections made.

Huntington Mid-Range Housing Team members reviewed neighborhood assessment information assessed on each of Huntington's neighborhoods at the May Design Clinic to assist them in identifying priority neighborhoods for mid-range housing development in Huntington. The Team narrowed down this list of four (4) neighborhoods from a larger list of 13.

The Team seeks to complete the following "Top Tier" projects throughout the City. The four (4) Top Tier projects identified here are viable projects with realistic chances for successful completion. These are also projects deemed to have high value for the neighborhoods in which they'll be completed, catalyzing broader community revitalization:

Goal 1: Execute specific mid-range housing and related community revitalization and development projects within priority neighborhoods throughout the City of Huntington

Strategies:

- Focus priority attention on the Highlawn neighborhood for mid-range housing and related community revitalization and development projects in order to establish a legacy of success for the neighborhood and an example for other neighborhoods within the city. Potential focus areas include:
 - Repurposing of the old Enslow Elementary School building
 - Demolition and/or deconstruction of unsafe properties (vacant, foreclosed, etc.) throughout the neighborhood
 - Improve aspects of and expand the neighborhood's historic district
 - Focus on redevelopment of 3rd Avenue (30th Street to 26th Street)
 - Repurposing of the Tobacco Warehouse on 27th Street
 - Redevelopment of the American Car and Foundry (ACF) brownfield properties
 - Connect the Paul Ambrose Trail for Health (PATH) to downtown and/or the cycle track
- As the second priority neighborhood of focus, revitalize the Southside neighborhood with potential focus areas for redevelopment and revitalization as follows:
 - Focus development/redevelopment efforts on creating the 10th Street green corridor
 - Improve aspects of and expand the neighborhood's historical district from 16th Street to the Memorial Arch
 - Reclaim housing from rental to single family home ownership
 - Re-zone target areas of the neighborhood to single family home ownership
- As the third priority neighborhood of focus, revitalize the Downtown neighborhood with potential focus areas for revitalization and development as follows:
 - Focus development/redevelopment efforts on 6th Street to 1st Street to 7th Avenue to 4th Avenue

- Continue momentum on revitalization of Old Main Corridor with specific attention on loft and upper level apartments for young professionals and other “urbanites”
 - Work collaboratively with Downtown stakeholders (Chamber of Commerce, Neighborhood Association, City of Huntington, developers, etc.) to support the continued expansion and development of 4th Avenue businesses
 - Create action campaign plans for repurposing or redevelopment of the Emmons property, Prichard Building, and Coal Exchange Building
- As the fourth priority neighborhood of focus, revitalize the West Huntington neighborhood with potential focus areas for revitalization and development as follows:
 - Focus development/redevelopment efforts on 2nd Street West to 17th Street West
 - Work collaboratively with the West Huntington stakeholders (City of Huntington, neighborhood association, developers, etc.) to identify small and/or individual lots to be merged to increase market value
 - Create action campaign plans for construction of new housing in vacant lots with a focus on mid-range housing, bungalows, townhouses, etc., with
 - Work collaboratively with the West Huntington stakeholders (City of Huntington, neighborhood association, developers, etc.) to develop play areas, green space, and commercial ventures such as neighborhood restaurants, shops, etc.
 - Establish a historical preservation commission in the West Huntington neighborhood
 - Establish design review standards for revitalization and development purposes in the West Huntington neighborhood

The Huntington Mid-Range Housing Team also adopted a number of catalytic strategies that they plan to carry out over the coming months and years in order to build the necessary capacity for executing the housing plan and support implementation of priority neighborhood projects. Catalytic strategies were identified and ranked in order of priority by the Huntington Mid-Range Housing Team. Following are twelve (12) catalytic strategies listed in order of priority, with those marked with an asterisk (*) already being in progress:

Goal 2: Execute specific catalytic strategies in order to build the necessary capacity for executing the housing plan and support implementation of priority neighborhood projects throughout the City of Huntington.

Strategies:

- The City of Huntington will conduct a citywide market study to identify housing topology and validate and/or negate the selection of the four (4) priority neighborhoods of focus for mid-range housing and related community revitalization projects. *
- Host a statewide land recuse summit (target October 7-8, 2014) *
- Engage political and community leaders, developers, bankers, realtors, and investors into the process to support the Mid-Range Housing Plan and work toward securing needed resources for plan implementation
- Identify strategies and incentives to encourage our college graduates to stay in Huntington
- Conduct an assessment of abandoned, vacant, and underused properties to determine the most appropriate development/redevelopment strategies (demolition, renovation, deconstruction, etc.)
- Support the development of entrepreneurs and small businesses via an incubator and commercialization approach through a collaborative partnership with local educational entities (Marshall University, Mountwest Community and Technical College, Huntington Junior College, ITT Technical Institute, etc.)

- Develop a slogan for “living in Huntington” (i.e., I love Huntington!)
- Engage Marshall University, Chamber of Commerce, HADCO and other key stakeholders to produce an annual report on the economic health of the city
- Coordinate financial, construction, design workshops, etc.
- Assess our young adults regarding what types of housing they want to live in
- Develop a resource toolbox for homeowners and investors
- Coordinate skilled labor and green building training opportunities

EXECUTE – To follow through, to work the plan, to do what we said we'd do.

In order to execute the plan – “follow through, work the plan and do what we said we'd do”, upon completion of the citywide market study which is currently underway, Huntington Mid-Range Housing Team members will need to convene to confirm which one of the four priority neighborhoods to begin initial focus for mid-range housing development and revitalization within the context of a comprehensive community design. An “action campaign” will need to be developed for the execution of the priority neighborhood projects and a team of stakeholders will need to be engaged to execute and evaluate progress. Depending on the number of stakeholders engaged, more than one priority mid-range housing development and revitalization project may be executed and evaluated simultaneously. Ultimately, all four (4) of the priority neighborhoods should be in the process of executing and/or completing mid-range housing development and revitalization within the context of a comprehensive community design.

Huntington Mid-Range Housing Team members will also need to develop “action campaigns” for several of the top priority catalytic strategies and engage teams of stakeholders from the community to execute and evaluate progress for each. As specific catalytic strategies are in progress and/or completed, the next several priority catalytic strategies on the list should be addressed in the same manner and so on until all of the identified strategies are in progress and/or completed.

A format for developing a “Measurable Action Campaign” that may be applied to each project and/or project is found in Appendix D.

EVALUATE – To discover, name, and apply what is going well and what we would like to change.

Evaluation at its most basic level helps you see if you are doing what you said you would do and if it is working. The Huntington Mid-Range Housing Team should evaluate ongoing progress and outcomes as it implements this plan using one of several methods of evaluation.

Evaluation does not need to be complex or time-consuming. Looking at evaluation as a way to “check-in” on how you are doing is a way to simplify it. Using the Collective Impact’s ***Check-In Process***, it can be boiled down to two questions - “*What is working well?*” and “*What could be improved?*” Having the answers to these two questions can help you celebrate and build on your successes and create change where needed. A “check-in” can be done using existing data to answer these questions, or by asking those involved with the project or effort to answer these questions.

Collective Impact's **5-Point Evaluation Process** is another approach for evaluating progress and impact. This approach is more involved and is outlined as follows:

1. Identify and monitor “process indicators” necessary to measure the way in which ongoing activities of the Huntington Mid-Range Housing Team are carried out.
 - What are the short term indicators of progress?
 - Are we doing what we said we would do?
 - Are projects moving forward as planned?
 - Are the specific strategies and activities we identified to reach our goals being carried out?

Examples of process indicators might include:

- ✓ Number of Team meetings held.
- ✓ Number of implementation issues discussed.
- ✓ Qualitative description of problem solving by the Team.

2. Identify “outcome indicators” necessary to measure the broader results achieved through the Community Design Innovation process.
 - What are the longer term indicators that tell us we are accomplishing what we set out to do?
 - What are the key measures of change in community conditions?
 - Is mid-range housing more available?
 - Are there new community services?
 - Is financing for the priority projects available?
 - Are there more active neighborhood associations?

Examples of outcome indicators might include:

- ✓ Annual number of new mid-range housing starts.
- ✓ Number of affordable, high quality rental units available.
- ✓ Number of neighborhood associations engaged in community development projects.

3. Collect data and information on a regular basis that is sufficient to assess progress towards desired results.
 - What data is available over the long term that can be used to measure progress toward outcomes?
 - Where is that data available?
 - Who is monitoring the data and reporting it to the Team?
 - How often should the measures be reported in order to monitor progress and stay on track?

Sources of outcome data related to housing include:

- ✓ US Bureau of the Census - <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>
- ✓ USA Counties - <http://censtats.census.gov/usa/usa.shtml>
- ✓ WVU College of Business and Economics - <http://be.wvu.edu/demographics/housing.htm>

4. Review evaluative data and information regularly and make changes in strategies as may be necessary.
 - What does the data tell us about changes we may need to make in our goals, strategies, or priority projects?
5. Share evaluation results with key stakeholders (i.e., Huntington Mid-Range Housing Team, community leaders, funders, etc.)

In addition to and/or in place of the **Check-In** and **Five Point Evaluation Process** identified above, the Huntington Mid-Range Housing Team may wish to secure the services of a professional evaluator. Private consulting or higher education entities are a good source for identifying and engaging such evaluators.

DATA SOURCES

Data and information that was reviewed and used to inform the development of the Huntington Community Design Mid-Range Housing Plan includes:

- *Huntington Community Housing Discussion Summary, October 21, 2013*
- *Huntington Mid-Range Housing Design Clinic Summary, January 15, 2014.*
- *Huntington Mid-Range Housing Design Clinic Summary, February 25, 2014.*
- *Huntington Mid-Range Housing Design Clinic Summary, April 02, 2014.*
- *Huntington Mid-Range Housing Design Clinic Summary, May 21, 2014.*
- *Summary of Review of Current Plans, February, 2014*
- *Huntington Demographics and Housing Characteristics, Marshall University Center for Business and Economic Research (CBER), April, 2014*
- U. S. Bureau of the Census, 2010 Decennial Census and American Communities Survey 3-year estimates. <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>
- Wikipedia - http://en.wikipedia.org/wiki/Huntington,_West_Virginia

APPENDIX A - Community Design Innovations Model Terms

Community Design Innovations Model

The model is a picture of a sunflower. It is meant to describe the processes we will use and the adaptive information we will explore to work with others in our efforts to create strong, flourishing communities.

Thriving Communities

An outcome and process that leads to a strong, flourishing community – a community that does more than survive – a community that blooms with economic security and a high quality of life.

Grassroots

Refers to the leadership and decision-making by citizens and other key stakeholders - the people that live and/or work in a "community" affected by the work at hand

Core Model Components

Refers to the components of the Community Design Innovations' Model that serve as the logical process or steps that Community Design Teams work through; a central and foundational part - basic, essential, and non-linear.

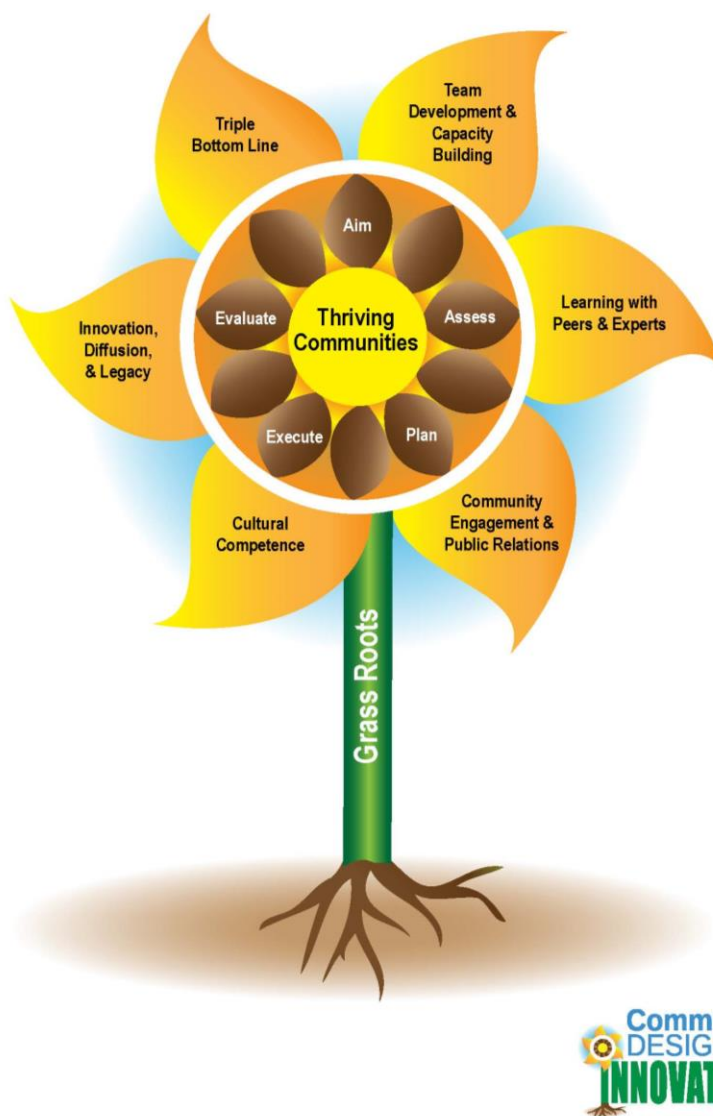
Aim - To identify and aspire to a collective vision for the future.

Assess - To name the strengths, challenges, opportunities, threats, and capacity that are present along the path to our collective vision.

Plan - Both the act and product of developing agreed-upon, measurable strategies and action steps that are believed to help us reach our collective vision.

Execute - To follow through, to work the plan, to do what we said we'd do.

Evaluate - To discover, name, and apply what is going well and what we would like to change to get better at the work of innovative community development.



Catalytic Model Components

Refers to the components of the Community Design Innovations' Model that when addressed, increase a community design team's capacity to succeed and enhance the survival of the team's efforts.

Team Development and Capacity Building - Team Development is the act of deliberately setting out to learn and practice getting better at working together as a team. **Capacity Building** is the planned process used to deepen our individual and collective abilities to positively contribute to the work of innovative community development.

Learning with Peers and Experts - The "fertilizer" of the Community Design Innovations model is the sharing of our own experiences and insights with each other, as well as bringing in the expertise of others to help move us toward our collective vision.

Community Engagement and Public Relations - The tools and techniques used to effectively communicate ideas, actions, and plans so that members of the community participate in developing their neighborhoods.

Cultural Competence - an ability to understand and interact effectively with people of different **cultural backgrounds**. **Culture is shaped by economics, gender, spiritual beliefs, race, ethnicity, and many other factors.**

Innovation, Diffusion and Legacy - **Innovation** is the use of ideas and approaches to produce novel results. **Diffusion** is the act of spreading ideas and approaches to others for modification and application to their own circumstances. **Legacy** is to leave behind something of value for generations to come.

Triple Bottom Line - People, planet, and profit together represent the triple bottom line. They are three indicators that many corporations and communities are using to measure the impact of their work. The triple bottom line can also be used as an assessment tool by asking; 'how might this decision: affect our residents; affect our environment; and affect our prosperity?'

APPENDIX B - Summary of Huntington Environmental Scan

Priority Strengths	Priority Challenges
<ul style="list-style-type: none"> – Walkability/transportation – Park system – Convenience/layout/access to amenities – Marshall University – Architecture/character – City is well planned and walkable – Straight streets/grid layout – Neighborhood identities and definition – Strong neighborhood associations – Historic homes – Land Bank – Flat usable land – Convenient amenities and services – Architecture/historic character – Layout/accessibility – Neighborhood identify/culture – Proximity to resources and amenities – Professional services available 	<ul style="list-style-type: none"> – Apathetic property owners – Redevelopment of existing property – Code enforcement – Lack of new housing – Large, expensive, out of date homes – Negative perception of neighborhoods – Absentee landlords – Per capita income – Access to funding – Lack of options – Lack of usable land/lots too small – Lack of variety – Education – Absentee landlords/rentals – Perception of crime/urban density vs. rural – Schools being moved outside neighborhoods/city limits – Declining property values – Lack of investor confidence

APPENDIX C – Summary of Quality of Life Indicators Assessment

- 1. Health and Well-Being (Assessed as Neutral/Average - 3.2 average score)**
Includes Healthy People, School Readiness, Educational Attainment and Access, Community Safety, Family Stability, and Economic Security
- 2. Community Infrastructure (Assessed as Neutral/Average – 3.0 average score)**
Includes Housing, Facilities, Utilities, Transportation and Roads, Communications, and Internet/Technology
- 3. Development Resources (Assessed as a Neutral/Average - 2.8 average score)**
Includes Financial Investments, Local Financial Resources, Legal Resources, Business Development, Access to Outside Resources, Resource Mobilization, Business Diversity, Entrepreneurship, and Building on Local Resources
- 4. Image and Attitude (Assessed as Neutral/Average - 2.7 average score)**
Includes Sense of Place, Seeking Innovative Ways to Improve, Sense of Hope, Pride in the Community, Focus on Possibilities and Solutions, and Action Oriented
- 5. Natural Resources (Assessed as Neutral/Average – 2.8 average score)**
Includes Air, Water, Soil, Minerals, Biodiversity, Land Use, Forest, and Agriculture
- 6. Social Capital - Working Together (Assessed as Neutral/Average – 2.6 average score)**
Includes Shared Vision, Leadership, Citizen Engagement, Planning, Ability to Solve Problems, Internal Connectedness, and External Connectedness
- 7. Culture and History (Assessed as Mostly a Strength – 2.1 average score)**
Includes Heritage, Arts, Recreation, Spirituality, and Historic Preservation.
- 8. System Effectiveness (Assessed as Neutral/Average – 3.0 average score)**
Includes Access to Community Resources, Awareness of Community Resources, and Interaction of Community Systems

It was noted by several Team members that while the majority of the domains were assessed as neutral/average that many of the indicators have been “trending upward” over recent years and will likely continue to do so.

APPENDIX D – Summary of Catalytic Assessment

Team Development and Capacity Building - *Team Development* is the act of deliberately setting out to learn and practice getting better at working together as a team. *Capacity Building* is the planned process and strategies used to deepen our individual and collective abilities to positively contribute to the work of innovative community development.

Current Status of Team Development and Capacity Building
<ul style="list-style-type: none"> – Groups that are interested – Neighborhood association – This group – Create Huntington – Land Bank – Neighborhood institute – Create Huntington – Land Bank – Support & Engagement from community

Possible Actions/Strategies for Developing Our Team and Our Capacity
<ul style="list-style-type: none"> – Bring into the fold – Incorporate more developers into team – Financial peeps – Realtors – People with resources – Market study – Legislative change at city/county level and state – Engage developers, bankers, realtors, investors – Market study – housing typology – Identify opportunities for engagement – Skilled labor, green building training – Financial and tax incentives – Community centers / recreation – Study of income levels

Learning with Peers and Experts - The "fertilizer" of the Community Design Innovations model is the sharing of our own experiences and insights with each other, as well as accessing the expertise of others to help move us toward our collective vision.

Current Status of Learning with Peers and Experts
<ul style="list-style-type: none"> – Harvard training – Chuck Marohn – River to Rail – CPLI training – Smart growth – technical assistance – River to Rail

Possible Actions/Strategies for Learning with Peers and Experts
<ul style="list-style-type: none"> – Industry experts – realtors, developers, financial peeps/bankers – Huntington Land Bank Summit – Ask Marshall students what they need to stay

Community Engagement and Public Relations - The tools and techniques used to effectively communicate ideas, actions, and plans so that members of the community participate in developing their neighborhoods.

Current Status of Community Engagement and Public Relations
<ul style="list-style-type: none"> – Slogan – people want to live in Huntington – Newspaper – Present to neighborhood associations – Have info to present / discuss at events – PR campaign to promote living in Huntington – Churches – Young families, empty nesters, retirees, single professionals
Possible Actions/Strategies for Community Engagement and Public Relations
<ul style="list-style-type: none"> – Identify ways to communicate with more people/influence

Cultural Competence - An ability to understand and interact effectively with people of different cultural backgrounds. Culture is shaped by economics, gender, spiritual beliefs, race, ethnicity, and many other factors.

Current Status of Cultural Competence
<ul style="list-style-type: none"> – Understanding of neighborhood identity – Diversity? – MU foreign exchange program – Fair housing rule by city council for people with disabilities and sexual orientations – River to rail demographics research – Fairfield neighborhood – redevelopment weed & seed did good research – Felony friendly employers – Ramada, Roosters, White Way – Foreign exchange program at Marshall – Fair housing through city – Habitat program – Each neighborhood has its own identity – Weed and seed / River to Rail programs through police department – Northcott redevelopment
Possible Actions/Strategies for Increasing Cultural Competence
<ul style="list-style-type: none"> – Re-entry and substance abuse treatment – Need more education and youth programs – Neighborhood resources and services not spread equally – Racism – segregation > is still an issue – Afraid to step out of comfort zone – not missing – Perception of Hal Greer entrance and pedestrian crossing – Re-entry after substance abuse program

Innovation, Diffusion and Legacy - *Innovation* is the use of ideas and approaches to produce novel results. *Diffusion* is the act of spreading ideas and approaches to others for modification and application to their own circumstances. *Legacy* is to leave behind something of value for generations to come.

Current Status of Innovation, Diffusion and Legacy
<ul style="list-style-type: none"> – Innovation – getting better and being open to new ideas – Diffusion – good at stealing ideas and modifying – Police and HVRA model for states – Huntington in bloom – Create Huntington

- Forensic science center top in country
- Legacy – health system – vs. obesity publicity
- Better at new innovation
- New arts program
- Create Huntington / share ideas
- Healthcare (legacy)

Possible Actions/Strategies for Addressing Innovation, Diffusion and Legacy

- Innovation through all generations/classes (who all is doing innovative things)
- Do more bragging / branding
- Seek out more publicity
- Hold onto college grads
- Good for entrepreneurs here but could do better
- Hold on to college grads
- Better image perception > promote self to others better

Triple Bottom Line - People, planet, and profit together represent the triple bottom line. They are three indicators that many corporations and communities are using to measure the impact of their work. The triple bottom line can also be used as an assessment tool by asking; how might this decision: affect our residents; affect our environment; and affect our prosperity?"

Current Status for Meeting The Triple Bottom Line

- The Wild Ramp/community gardens/storm water
- Profit > growth is important but not all growth is equal
- People – friendly?
- Housing stock – very imp resource
- Better money management
- Friendly people
- Recycling, Huntington in Bloom, community gardens

Possible Actions/Strategies for Meeting The Triple Bottom Line

- Need more recycling options
- Innovation in green technology
- Renovation of current housing stock to be more efficient and sustainable
- Housing/HGTV (Rehab addict)
- Community pride – littering / campaign
- Look for appeal to long-term residents
- Green technology

APPENDIX E – Summary of Neighborhood Assessment

(Neighborhoods are listed in order of priority ranking for development)

Highlawn

Healthy
Transitional (trending up)
Steady
Transitional (trending down)
Distressed

Current development underway

- Multi-unit residential
- Marshall University Soccer Complex
- Highlawn Business District
- St. Mary's Hospital expansion
- Chipotle restaurant
- Sheetz
- PATH

Anchors of Strength

- River
- Park
- Hospice
- Beautiful historic homes
- Staunton Avenue
- So many services

Opportunities for Mid-Range Housing Development

- Enslow Middle School
- Lots of empty property
- Warehouse rehabs
- Eminent domain Highlawn Avenue rebuild with green homes and spaces
- Tobacco building on 27th Street
- Condos / rentals for MU and professionals

Southside

Healthy
Transitional (trending up)
Steady
Transitional (trending down)
Distressed

Current Development Underway

- Bike shop on 10th Street
- Some housing renovations – spurred by schools

Anchors of Strength

- Ritter Park to Riverfront Park on 10th Street
- Walkable neighborhoods
- YMCA
- Neighborhood schools
- New park @ Miller School site
- Dog park
- Community garden @ Miller

Opportunities for Mid-Range Housing Development

- Re-develop 10th Street (park > downtown)
- Re-zone / re-claim from multi-family to single family housing
- New grocery store. Not Kroger
- Green housing renovations – protection from flood risk

Downtown

Healthy	
Transitional (trending up)	
Steady	
Transitional (trending down)	
Distressed	

Current Development Underway

- Old Main Corridor Project
- PATH
- University Plaza (3rd Avenue)
- Downtown building renovations
- Renaissance Center/Arcade
- Children's Medical Museum
- MU Arts Building COFA

Anchors of Strength

- Pullman
- Festivals
- Heritage Station
- River
- Restaurants
- Skate park
- Condos

Opportunities for Mid-Range Housing Development

- Mixed use multi-story live/work development west of downtown. 6th Avenue
- Upstairs housing options especially along 3rd/4th (Old Main Corridor)
- Affordable rentals/condos

West Huntington

Healthy	
Transitional (trending up)	
Steady	
Transitional (trending down)	
Distressed	

Current Development Underway

- River to Rail program
- Natural playground
- Wild Ramp
- Montessori School
- PATH

Anchors of Strength

- Old Central City
- Wild Ramp
- St Clouds

Opportunities for Mid-Range Housing Development

- West Middle School Rehab
- Lots of empty land, flat, perfect for actual subdivision and shopping development
- Paving of Virginia Avenue between 14 & 15th to connect to downtown via Virginia Avenue
- Mixed use
- Awesome entrances from West Huntington to downtown along Adams/Washington

Altizer

Healthy	
Transitional (trending up)	
Steady	

Transitional (trending down)
Distressed

Current Development Underway

- Park

Anchors of Strength

- I-64 access
- Skateland
- River
- PATH
- Stand-alone neighborhood gated by river

Opportunities for Mid-Range Housing Development

- JH Fletcher area
- Townhomes
- Renovate homes existing; bring home values up
- Area north of Altizer
- Great small housing options

Fairfield

Healthy
Transitional (trending up)
Steady
Transitional (trending down)
Distressed

Current Development Underway

- Northcott Court commercial redevelopment
- New affordable housing
- Community gardens
- Medical offices

Anchors of Strength

- Douglas High School Building
- Barnett Childcare Center
- Ebenezer Medical Outreach
- Hospital
- Community Gardens
- Faith Based Community
- 2 community centers
- Forensic Science Center

Opportunities for Mid-Range Housing Development

- Affordable homes – close to downtown
- 20th Street development project
- New apartments, condos and single family homes
- Safe pedestrian access to services

Westmoreland

Healthy
Transitional (trending up)
Steady
Transitional (trending down)
Distressed

Current Development Underway

- Corbin Building

Anchors of Strength

- Camden Park

- Camden Park
- PATH

- Westmoreland Park

Opportunities for Mid-Range Housing Development

- Great small quality housing options

Walnut Hills

Healthy
Transitional (trending up)
Steady
Transitional (trending down)
Distressed

Current Development Underway

- NA

Anchors of Strength

- Rotary Park - trails

Opportunities for Mid-Range Housing Development

- Affordable, quality infill housing
- Sustainable/eco/energy efficient renovations of good quality housing stock

Guyandotte

Healthy
Transitional (trending up)
Steady
Transitional (trending down)
Distressed

Current Development Underway

- PATH
- Civil War Days
- Swine Fest

Anchors of Strength

- Historic houses / association
- River
- VFW
- Boys & Girls Club
- Maddie Carrol House
- Ghost Tours
- Big vacant space

Opportunities for Mid-Range Housing Development

- Neighborhood
- Commercial mixed use housing
- Inexpensive homes – easy to MU and downtown
- Old Dump

Southeast Hills

Healthy
Transitional (trending up)
Steady
Transitional (trending down)
Distressed

Current Development Underway

- Gallagher Village
- Dollar General
- Park at 911 Center

Anchors of Strength

- 911 Center
- Library
- Forest Hills NA
- Huntington HS

Opportunities for Mid-Range Housing Development

- Mixed housing and services around awesome commercial @ Gallagher Village

Enslo Park

Healthy
Transitional (trending up)
Steady
Transitional (trending down)
Distressed

Current Development Underway

- NA

Anchors of Strength

- Ritter Park
- Creek
- Dog park
- Baskin Robbins

Opportunities for Mid-Range Housing Development

- Green housing renovations - protection from flood risk

Southern Hills

Healthy
Transitional (trending up)
Steady
Transitional (trending down)
Distressed

Current Development Underway

- PATH
- Harveytown Park
- Heritage Farm

Anchors of Strength

- Heritage Farm Festival
- Park & PATH
- Huntington Museum of Art
- Radio and Technology Museum

Opportunities for Mid-Range Housing Development

- Green housing standards
- Renovations up to code

Marshall University

Healthy
Transitional (trending up)
Steady

Transitional (trending down)
Distressed

Current Development Underway

- Marshall 10 Year Plan
- New dorms
- Recreation field
- In-door practice field
- Engineering Facility
- Renovation of student center and other buildings
- New park by MU soccer field

Anchors of Strength

- University athletics (football, soccer, etc.)
- Campus green space
- Lots of people!

Opportunities for Mid-Range Housing Development

- Make student housing look good mixed with services

APPENDIX F - Developing a Measurable Action Campaign

Identify a "goal champion" for each priority project or goal. The goal champion is an individual that agrees to be responsible for assuring that each goal identified in the Community Design Mid-Range Housing Plan is moving forward, progress is regularly reviewed by the Team, and any needed changes in strategy are considered.

Identify key strategies that are necessary to support achieving the specific goal being pursued. Identify the action steps that must be taken to implement the identified strategies. Make sure that each step includes:

- What will be done
- The target date that each step will be completed
- Who will do each step (include specific persons' names who will be responsible for each step)
- Document date of when action steps are completed; include measures.

Make each action step **SMART!**

- Simple, Measurable, Attainable, Realistic, Time-bound

Sample Action Campaign Format:

Goal: Improve Community Conditions in Utopia Neighborhood

Goal Champion: John Daisy and Jane Flowers

Strategy 1: Revitalize Utopia neighborhood through the "A New Day in Utopia" project.

Action Steps:	Target Date	Person/s Responsible	Resources Needed	Progress/Completion Date
Establish Neighborhood Association in Utopia.				
Display two signs along the highway as you enter Utopia which state "A New Day In Utopia."				
Initiate a neighborhood watch program in the Utopia.				
Begin identifying key partners to participate in the revitalization project.				
Secure "former" widget factory buildings.				
Conduct a feasibility study to support the project.				
Begin exploring funding opportunities to support the revitalization project.				

Disseminate information about the project at various events throughout the county and at the Utopia Heritage Festival.				
Develop and submit press releases on a regular basis to inform and engage the community.				
Create a common message/talking points which is positive and encourages others to become engaged.				
Preserve legacy aspects of the factory (i.e., photos, outside of the building facade, etc.).				
Deconstruct a house/building in Utopia to demonstrate early success and gain momentum in the project.				
Conduct a meeting with interested parties to develop and manage a youth center.				
Disseminate information to local residents to increase awareness of available housing resources via a quarterly information resource fair				

Many thanks to Jessica Pressman and Phoebe Patton Randolph for engaging the Huntington community, coordinating the process, providing refreshments at the Community Housing Discussion and Design Clinics, and volunteering countless hours in planning and participation to ensure that this project is a success and that a lasting legacy is left behind for the future residents of Huntington, West Virginia!

Thank you also to the Marshall University Center for Business and Economic Research (CBER) for actively participating in the planning process and for providing the demographic and housing overview analysis included in this plan document.

And finally thank you to The City of Huntington and the many other individuals and organizations that committed their time and efforts in working through the Community Design Innovations process by participating in the Community Housing Discussion and Design Clinics and formulating the goals and strategies identified in this plan.

Community Design Innovations

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