

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

