

Report of the Mayor-Elect Steve Williams Transition Team, Economic Development Committee

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Prepared by:

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Preface

The Members of the Economic Development Committee of 2012 Mayoral Transition Team, Cathy Burns, Renee Maass, and Thomas McChesney, wish to sincerely thank Mayor-Elect Williams and Transition Team Chair, Dan O'Hanlon, for allowing us with the opportunity to assist in this critical effort. We also wish to thank the many individuals and organizations who spoke and shared ideas and information. The desire to see Huntington succeed was palpable and the willingness for individuals and organizations to play a meaningful role was clearly demonstrated.

Together, our community, working with Mayor-Elect Williams and his team, can and will make Huntington an Exceptional City!

Cathy Burns, Renee Maass, and Thomas McChesney

Summary

This report was prepared by Cathy Burns, Renee Maass, and Thomas McChesney, members of the Economic Development Committee of the 2012 Mayoral Transition Team. It codifies information obtained through a series of public forums and input received from residents of Huntington and others.

The Committee was tasked with identifying the single, highest priority economic development opportunity for the City of Huntington. The Committee used the following criteria to select the highest priority opportunity:

1. The opportunity must help achieve the goal of making Huntington an exceptional place to live and work.
2. It had to provide a meaningful economic development impact on the City and support the success of additional community and economic development opportunities.
3. It had to be primarily or exclusively within the control of the City of Huntington.
4. The opportunity was required to be achievable within approximately twelve months.
5. The opportunity had to provide a significant return on investment and be affordable.

As the highest priority economic development action, the Committee recommends the deployment of affordable, high speed broadband Internet service within the downtown business district, including the Old Main Corridor; combined with the deployment high speed Wi Fi throughout the central business district and in the City's residential neighborhoods.

In addition to this recommendation, the Committee identified several high priority tasks that will have a dramatic impact on the economic growth of Huntington, many of which require limited or no financial resources. All of the recommendations are described in the following sections.

Methodology

The Committee's assignment was to investigate and report on the City's highest priority economic development need. To accomplish this, the Committee held three public forums: 8:00 – 10:00 A.M., Friday, November 30, 2012; 8:00 – 10:00 A.M., Friday, December 7, 2012; and 4:00 – 6:00 P.M., Wednesday, December 12, 2012. Additionally, the Committee received written material submitted via email during the period, November 30 – December 18. The meetings and solicitation for written comments were promoted via the news media and social media. Committee members also extended personal invitations to individuals and organizations they believed would want to have direct input into the process.

In total, approximately sixty people attended the public forums. Seventeen people presented written information. The meetings and information were universally positive and demonstrated a sincere and absolute desire to see Huntington develop economically and socially. Based on the feedback from the meetings, the Committee identified the following over-arching community and economic development goals:

1. Improve the level of customer service provided by City government
2. Improve the human capital, including pre- and post-secondary education, workforce training, and reduce illegal workplace drug use
3. Improve the quality of housing stock
4. Improve the quality of life for residents
5. Promote tourism
6. Encourage existing businesses to remain and expand in Huntington
7. Recruit new businesses and individuals to Huntington

Recommendations

The following section more fully describes the Committee's recommendation as the City's highest priority economic development initiative. It also identifies several initiatives that the Committee believes will have a dramatic and lasting impact on the City's economic development without a significant expenditure of scarce City resources. Finally, it describes several other economic development opportunities that are critical for the future development of the City.

Highest Priority Economic Development Opportunity

Priority: Deploying affordable high speed broad band connectivity (with upload/download speeds of 25 MBPS – 100 MBPS) along the Old Main Corridor and the central downtown district, coupled with deploying WiFi connectivity throughout the central business district and residential neighborhoods should be the highest priority economic goal for the City of Huntington. This effort should be coupled with incentives and programs to encourage building and property owners to complete the "last feet" by installing high speed broadband access in commercial buildings and spaces.

Justification: Commercial high speed connectivity is as critical to today's economy as the Interstate system, railroads, locks and dams on rivers, and airports were 20 years ago. It is a primary mode of transportation for today's commerce. Communities, large and small, that offer this resource are growing. Communities that lack this resource are not. Delivering high speed broadband to downtown buildings and WiFi throughout the City creates transformative economic opportunities that build upon the resources and capabilities being created in Marshall University's visual arts, forensics, biotechnology, medical, engineering, and other programs; and support the development and growth of a diversified economy built on small and entrepreneurial businesses.

High speed broadband capitalizes on Huntington's opportunity to develop an economic sector focused on visual design and arts. The relocation of ExodusFX from California to Huntington has caught the attention of similar companies in Los Angeles. Huntington possesses many of the attributes they seek: a high quality of life, access to major lifestyle amenities, inexpensive office space, etc. High speed broadband is a key component missing from our community's ability to attract these companies.

Deploying high speed broadband and WiFi supports several of the economic and community development goals identified by residents, including:

1. Improving the level of customer service provided by City government
2. Improving the human capital
3. Improving the quality of life for residents
4. Promote tourism
5. Encourage existing businesses to remain and expand in Huntington
6. Recruit new businesses and individuals to Huntington

Moreover, it is an integral component of several other identified community and economic development opportunities:

- Promote Huntington as a location for visual design companies
- Promote Huntington as a location for digital forensics companies
- Promote the creation of a shared office space facility
- Support the Marshall University Visual Arts Center
- Develop the upper floors of downtown buildings
- Close the education skills gap
- Improve customer service provided by City government
- Recruit conventions and meetings
- Establish a "first-rate" entrepreneurial program
- Promote commercial development of the Old Main Corridor
- Create sustainable neighborhoods
- Supporting the land bank program
- Capitalize on the Heartland Corridor project
- Create exceptional after school education and enrichment programs
- Capitalize on the Marshall University INTO program

High Priority Opportunities that Require Limited or No Financial Resources

The Committee identified several opportunities that will provide a substantial value and greatly foster economic development yet require few or no financial resources. Many require nothing more than strong leadership and direction from the City. We strongly encourage the Mayor to consider these at an equally high level of priority as the deployment of high speed broadband and WiFi. They are:

Establish a Community and Economic Development Council: Foster improved communication and collaboration by hosting regular conversations and meetings among the area's community and economic development organizations.

Continue Holding Public Forums: Continue holding regular, public forums, similar to those used by the Transition Team and/or modeled after the Create Huntington Chat 'n Chew, to solicit ideas and connect people working on community and economic development projects.

Benchmark Other Communities: Identify other cities that are similar to Huntington but more economically developed, and benchmark Huntington's goals and performance against those cities.

Support Small Businesses: Work with Unlimited Future Inc. or a similar entity to establish a "Business Advocate", "One Stop Shop", and culture of customer service to improve customer service for small businesses opening a location in Huntington. Work with UFI and other entities to assist with micro and small scale financing and connect small businesses with service providers.

Improve Morale: Provide leadership and direction to aggressively address issues of morale within City departments, including dedicating attention on ways to reduce wasteful spending within the City. Instill within individuals and departments an expectation that they will provide exceptional customer service.

Partner with the WV Chapter of the American Institute of Architects, Communities by Design Committee to submit a Rural/Urban Design Assistance Team proposal: Partner with AIA WV to submit a R/UDAT proposal for assistance developing a plan to address one or more of the following: PATH, KYOVA 2040 Plan, Plan 2025, Hal Greer Blvd redevelopment, Old Main Corridor development, Land Bank, improvements to the storm/waste water infrastructure, preservation of residential architecture, and addressing social issues such as health, education, poverty, and drug use.

Direct CDBG Funds at Economic Development Activities: Evaluate all programs funded by Community Block Development Grants to focus limited CDBG funding on programs that will spur economic development rather than maintaining social programs. Require CDGB fund recipients focused on community development to compete for and match any City funding.

Reverse the Decline of Public Education in Huntington: Use new, external funds, to create exceptional after school programs to be provided at community centers and elsewhere; and subsidize program tuition for City residents. Doing this will offer a competitive advantage to the City and will reduce declining population trends.

Host Downtown Open House: Work with realtors and developers to host regular site tours and visitations of downtown commercial and residential property.

Increase the Number of Downtown Events: Hold more events downtown and coordinate the events so that they minimize the negative impact on downtown businesses.

Establish a Cadre of Downtown Ambassadors: Partner with the Convention and Visitors Bureau to enlist volunteers and others to serve as “downtown ambassadors”, to remove litter, provide directions to guests, etc.

Encourage Citizen Engagement: Affirmatively encourage citizens to get involved in creating the type of Huntington in which they want to live.

Change Local and Regional Perceptions: Working with the Convention and Visitors Bureau, HADCO, and others, launch and sustain a multi-media communications campaign to improve the City’s image.

Promote a Culture of Volunteerism: Advance a “culture of giving” in Huntington, encouraging residents, businesses, and organizations to support the City’s non-profit and faith communities through contributions of time, resources, and money.

Address Social Issues: Become an active partner, regularly attending meetings of the United Way and other organizations to affirmatively address social issues such as the poor state of education and training, skills gap, and illegal use of drugs in the workplace.

- Education and Training: Recognize the education and skill gap we (and other communities) face and work with the United Way and others to develop a strategy to improve attainment.
- Reduce workplace drug abuse: Recognize the serious problems employers face recruiting, hiring, and retaining employees who do not abuse legal and illegal drugs, and work with the United Way and others to develop a strategy to make the entire City a drug-free work zone.

Support Beautification Programs: Affirmatively support and assist the many individuals and organizations who volunteer their time on beautification efforts, including planting and maintaining flowers, trash and litter removal, graffiti abatement, etc.

Continue Reducing the B & O Tax: Steps taken to reduce the B & O tax by implementing a sales tax are seen as having been successful and as having a positive impact on both businesses and tax revenue. Continue looking for opportunities to reduce the B & O Tax.

Improve Customer Service: The City is not seen as “business friendly;” often not because of specific policies but rather because of the attitude of city employees. Implement an internal program to encourage employees to adopt a “How may I help you?” attitude where they engage businesses and residents to solve problems.

Address the Structural Costs of Municipal Pensions, Health Insurance, and other Post Employee Benefits: The liabilities are seen as a significant threat to prospective businesses and the financial resources used to fund these programs should be used to spur economic development.

Establish a Film Office: Work with the Convention and Visitors Bureau, WV Film Office, and others to capitalize on the growing interest in Huntington as a film destination by creating or designating a local film office.

Clean the City: Focus attention and resources on basic cleanliness, such as trash and litter removal, removal of yard waste, curb cuts, maintaining sidewalks, etc. Fix curb cuts on major arteries, including Third and Fifth Avenue, plant and maintain tree beds, maintain downtown sidewalks.

Promote Positive Media Coverage: Participate in a Public Relations Committee Led by the Convention and Visitors Bureau.

Recruit Conventions and Meetings: Participate in a coordinated effort by the Convention and Visitors Bureau, Civic Arena, area hotels, and others to target and pursue groups holding meetings and conventions.

Reorganize the Compliance Department: To focus effort and resources on economic development, reorganize the compliance department and zoning operations to fall under the City's development office.

Improve the Construction Permit Process: Organize and manage the department to provide better customer service and faster permitting for builders. Generate additional revenue by collecting mandatory inspection fees in advance rather than after-the-fact.

Supports Efforts to Establish a Certified Arts Community: Support the efforts of area arts organizations including the Huntington Museum of Art, College of Fine Arts, theater organizations, and others to designate Huntington as a Certified Arts Community and establish a city-wide public art policy.

Shop Local/Live Local: Establish a program to encourage large companies and organizations to buy goods and services from local providers. Encourage residents to support their hometown by shopping and living local.

Help Employers Reduce Health Care Costs: Investigate opportunities to help small businesses buy into health care programs of major employers and partner to reduce health care insurance costs.

Maintain Aesthetic Improvements: The City has relatively new post lamps, trees, rods for banners and planters. It is imperative that the City maintain the banners with seasonal, attitude or event related messages; prune trees; plant and maintain flowers; and mulch beds low maintenance mulch to prevent weeds (perhaps glass mulch supplied by Blenko or area recycling efforts by Adams Trucking).

Establish a "First-Rate" Entrepreneurial Program: Partner with Vision Shared, the SBDC, UFI, and others to establish and promote a program that provides meaningful support to entrepreneurs.

Other High Priority Opportunities and Recommendations

The Committee identified a number of projects that have the potential to propel Huntington towards a bright economic future but require significant financial resources and/or are somewhat outside of the City's sphere of control. While the Committee did not identify these as the primary economic development opportunity, their priority could increase quickly based on external funding and other developments. They are:

Continue Advancing the City's Current Development Projects:

- Support the Land Bank: Continue to support and expand the Land Bank program, aligning the focus of the program with the City's economic development goals. Link the land bank program to efforts to develop Huntington as a sustainable community by establishing and promoting a program to encourage sustainable residential development, including making improvements to existing dwellings and encouraging developers to develop new, sustainable neighborhoods within the City.
- Create a Commercial Development at Northcott Court, Relocating the Residents to Nearby, High Quality Housing: Continue support for the relocation and commercial development of the Northcott Court Housing Development on Hal Greer Boulevard. Link the project to the efforts to develop Huntington as a sustainable community.
- Complete the Development of the Old Main Corridor: Continue development of the Old Main Corridor, develop and implement a strategy to market and promote the Corridor for residential and commercial development. Link this project to the Committee's recommendation to deploy affordable high speed broadband and WiFi.
- Utilize the Huntington Municipal Development Authority: Continue to seek opportunities to acquire industrial and commercial property within the City of Huntington and work with HADCO to promote and develop the property. Link this project to the Old Main Corridor project and high value projects led by HADCO and others.

Fully Support the Completion of Plan 2025: Fully support and staff the completion of the City's Plan 2025. Continue to seek input from neighborhood organizations and interest groups, and investigate and benchmark against plans of other cities. Allocate additional staff and recruit qualified volunteers to expand outreach to neighborhoods and organizations, and to conduct research into the City's needs and resources and into plans developed by other, similar cities. Plan 2025 should incorporate recommendations, such as:

- Promote the creation of a sustainable city: Establish and promote a program to encourage sustainable residential development, including making improvements to existing dwellings and encouraging developers to develop new, sustainable neighborhoods within the City.
- Create a sustainable, well-conceived zoning plan: Establish a modern zoning plan that meets the needs of home owners, residentially-appropriate commercial businesses, other commercial businesses, and industrial companies.

- Partner with the WV Chapter of the American Institute of Architects, Communities by Design Committee to submit a Rural/Urban Design Assistance Team proposal: Partner with AIA WV to submit a R/UDAT proposal for assistance developing a plan to assist in the development of Plan 2025.
- Improve the streetscape of major gateways: Improve the aesthetics of the City's major gateways (Hal Greer Blvd., Third Ave., Fifth Ave., 14th Street West, etc.).
- Create neighborhood historic districts: Promote the creation of historic overlay districts in the City's residential neighborhoods.
- Establish a west end arts community: Support the creation of a (Paducah, KY-like) arts community in Huntington's West End.

Renew Support for Huntington Area Development Council (HADCO) and Assume a Leadership Role on the Board and in Key Projects Affecting Huntington: Renew the City's financial support of HADCO, recognizing the importance of a regional economic development strategy.

- Develop the ACF Property: Work with HADCO, Marshall, and others to develop the former ACF Industrial Site as a new, commercial development.
- Promote the Development of High Quality Downtown Lodging: Work with the Convention and Visitors Bureau, HADCO, and others to develop top tier, downtown, lodging and conference facilities.
- Capitalize on the Heartland Corridor: Work with HADCO, the Rahall Transportation Institute, and others to create and implement a plan to capitalize on the development of the Heartland Corridor and intermodal facility in Pritchard, WV.
- Develop Kinetic Park: Work with HADCO, the Huntington Municipal development Authority, and others to develop and implement a plan to complete the "upper level" development of Kinetic Park, targeting technology based businesses and other high value employers.

Support, Monitor, and Advance Important Economic Development Projects Led by Others:

- Complete the renovation of the Keith Albee Performing Arts Center (KPAC): Work with the Keith Albee Performing Arts Center Foundation, Marshall University Artists Series, and others to complete the renovations of the KPAC into a world-class entertainment venue.
- Redevelop Harris Riverfront Park: Work with the Greater Huntington Park and Recreation District, the U.S. Army Corps of Engineers, and others to implement the USACE master plan to further develop and improve access to the Park.
- Create pedestrian-level wayfinder signs: Work with the Convention and Visitors Bureau, Downtown Huntington Partners, and others to design and development of pedestrian-level wayfinder signs throughout the downtown business district.
- Support commercial development along the riverfront: Work with the Greater Huntington Park and Recreation District, the U.S. Army Corps of Engineers, and others to encourage the development of commercial properties along and near Harris Riverfront Park.
- Support the acquisition of a riverboat or riverboat operator: Work with the Convention and Visitors Bureau to recruit a riverboat operator or acquire a riverboat.

Summary of Recommendations Received

The following table provides a summary of the recommendations received by the committee and categorizes the recommendations into major economic and community development goals.

	Improve Customer Service	Improve Human Capital	Improve the quality of housing stock	Improve the quality of life	Promote tourism	Encourage businesses to remain and expand in Huntington	Recruit new businesses and individuals to Huntington
Improve the Availability of Affordable High Speed Broadband: Deploy high speed broadband (upload and download speeds of 25 MBPS – 100 MPBS) within the downtown district and foster the installation of high speed broadband in downtown office buildings.	X	X	X	X	X	X	X
Connectivity: Aid in the development of downtown commercial and residential space by making Huntington a “wired city” with high speed connectivity throughout the downtown district.	X	X		X	X	X	X
Create a New Web Presence: Create a new website and social media presence that promotes the City as a modern community and provides on-line access to city services.	X		X	X	X	X	X
Data Security Initiative: Support the growing data security program at Marshall University; coordinate an effort use the program to recruit digital forensics and information assurance businesses; and improve the availability of affordable, high speed broadband to support these businesses.		X			X	X	X
Promote Huntington as a Location for Visual Design Companies: Work with Marshall University and ExodusFX to promote Huntington to visual design and special effects companies.		X			X	X	X
Promote the Creation of a Shared Office Space Facility: Work with economic development organizations and developers to create a shared or “flex” office space to support telecommuters, microbusinesses, and others who require high quality, temporary office space.		X		X	X	X	X

Marshall University Visual Arts Center: Actively engage and support the College of Fine Arts in the development of the downtown Visual Arts Center, including helping COFA address: transportation between the Main Campus and downtown, parking, bike lanes and racks, and pedestrian safety and convenience.	X	X	X	X	X	X	X
Downtown Upper Floor Development: Create and implement a plan to develop the upper floors of downtown buildings for residential and commercial use.			X	X		X	X
Establish a Film Office: Capitalize on the growing interest in Huntington as a film destination by creating or designating a local film office.				X	X	X	X
Establish a Community and Economic Development Council: Foster improved communication and collaboration by hosting regular conversations and meetings among the area's community and economic development organizations.	X	X	X	X	X	X	X
Continue Holding Public Forums: Continue holding regular, public forums to solicit ideas and connect people working on community and economic development projects.	X		X	X	X	X	X
Support Small Businesses: Work with Unlimited Future Inc. to establish a "Business Advocate", "One Stop Shop", and culture of customer service to improve customer service for small businesses opening a location in Huntington. Work with UFI and other entities to assist with micro and small scale financing and connect small businesses with service providers.	X				X	X	X
Host Downtown Open House: Work with realtors and developers to host regular site tours and visitations of downtown commercial and residential property.			X			X	X
Downtown Events: Hold more events downtown and coordinate the events so that they minimize the negative impact on downtown businesses.	X			X	X	X	
Downtown Ambassadors: Enlist volunteers and others to serve as "downtown ambassadors", to remove litter, provide directions to guests, etc.	X	X		X	X		
Encourage Citizen Engagement: Affirmatively encourage citizens to get involved in creating the type of Huntington in which they want to live.	X	X	X	X			
Change Local and Regional Perceptions: Working with the Convention and Visitors Bureau, HADCO, and others, launch and sustain a multi-media communications campaign to improve the City's image.	X	X	X	X	X	X	X
Volunteerism: Advance a "culture of giving" in Huntington, encouraging residents, businesses, and organizations to support the City's non-profit and faith communities through contributions of time, resources, and money.		X		X	X		

Address Social Issues: Become an active partner with the United Way and other organizations to affirmatively address social issues such as the poor state of education and training, skills gap, and illegal use of drugs in the workplace.		X		X		X	X
Education and Training: Recognize the education and skill gap we (and other communities) face and work with the United Way and others to develop a strategy to improve attainment.		X		X		X	X
Reduce workplace drug abuse: Recognize the serious problems employers face recruiting, hiring, and retaining employees who do not abuse legal and illegal drugs, and work with the United Way and others to develop a strategy to make the entire City a drug-free work zone.		X		X		X	X
Support Beautification Programs: Affirmatively support and assist the many individuals and organizations who volunteer their time on beautification efforts, including planting and maintaining flowers, trash and litter removal, graffiti abatement, etc.	X		X	X	X		X
Benchmark Other Communities: Identify other cities that are similar to Huntington but more economically developed, and benchmark Huntington's goals and performance against those cities.	X	X	X	X	X	X	X
Improve Morale: Provide leadership and direction to aggressively address issues of morale within City departments, including dedicating attention on ways to reduce wasteful spending within the City. Instill within individuals and departments an expectation that they will provide exceptional customer service.	X		X	X	X	X	X
Direct CDBG Funds at Economic Development Activities: Evaluate all programs funded by Community Block Development Grants to focus limited CDBG funding on programs that will spur economic development rather than maintaining social programs.	X		X	X	X	X	X
Reverse the Decline of Public Education in Huntington: Use new, external funds, to create exceptional after school programs to be provided at community centers and elsewhere; and subsidize program tuition for City residents. Doing this will offer a competitive advantage to the City and will reduce declining population trends.	X	X	X	X		X	X
Continue Reducing the B & O Tax: Steps taken to reduce the B & O tax by implementing a sales tax are seen as having been successful and as having a positive impact on both businesses and tax revenue. Continue looking for opportunities to reduce the B & O Tax.	X					X	X
Improve Customer Service: The City is not seen as "business friendly;" often not because of specific policies but rather because of the attitude of city employees. Implement an	X		X	X	X	X	X

internal program to encourage employees to adopt a “How may I help you?” attitude where they engage businesses and residents to solve problems.							
Address the Structural Costs of Municipal Pensions, Health Insurance, and other Post Employee Benefits: The liabilities are seen as a significant threat to prospective businesses and the financial resources used to fund these programs should be used to spur economic development.	X	X	X	X	X	X	X
Promote Tourism Venues: Work with the Convention and Visitors Bureau to promote tourism venues, such as the Huntington Museum of Art, Heritage Farm, Heritage Station, Touma Museum of Medicine, and coordinate tours of downtown churches.	X			X	X	X	X
Clean the City: Focus attention and resources on basic cleanliness, such as trash and litter removal, removal of yard waste, curb cuts, maintaining sidewalks, etc.	X			X	X	X	X
Improve Curb and Sidewalk Aesthetics: Fix curb cuts on major arteries, including Third and Fifth Avenue, plant and maintain tree beds, maintain downtown sidewalks.	X			X	X	X	X
Promote Positive Media Coverage: Participate in a Public Relations Committee Led by the Convention and Visitors Bureau.	X			X	X	X	X
Huntington – It’s ON! Participate in the Convention and Visitors Bureau’s new branding campaign, “Huntington – It’s ON!”	X			X	X	X	X
Recruit Conventions and Meetings: Participate in a coordinated effort by the Convention and Visitors Bureau, Civic Arena, area hotels, and others to target and pursue groups holding meetings and conventions.					X	X	
Reorganize the Compliance Department: To focus effort and resources on economic development, reorganize the compliance department and zoning operations to fall under the City’s development office.	X		X	X		X	X
Improve the Construction Permit Process: Organize and manage the department to provide better customer service and faster permitting for builders. Generate additional revenue by collecting mandatory inspection fees in advance rather than after-the-fact.	X		X	X		X	X
Create a Grants Office: Establish a City grants office tasked with researching funding opportunities for the City and local non-profits, and coordinating a strong local response to the opportunities.	X	X	X	X	X	X	X
Shop Local/Live Local: Establish a program to encourage large companies and organizations to buy goods and services from local providers. Encourage residents to support their hometown by shopping and living local.				X	X	X	

Maintain Aesthetic Improvements: The City has relatively new post lamps, trees, rods for banners and planters. Without ceasing, maintain with seasonal, attitude or event related messages; prune trees; mulch beds low maintenance mulch to prevent weeds (perhaps glass mulch supplied by Blenko or area recycling efforts by Adams Trucking); and rotate banners .	X			X	X	X	X
Help Employers Reduce Health Care Costs: Investigate opportunities to help small businesses partner to reduce health care insurance costs.		X			X	X	X
Establish a “First-Rate” Entrepreneurial Program: Partner with Vision Shared, the SBDC, UFI, and others to establish and promote a program that provides meaningful support to entrepreneurs.		X		X	X	X	X
American Institute of Architects Regional/Urban Design Assistance Team: Investigate and partner with the WV AIA to submit a proposal for assistance developing a plan to address one or more of the following: PATH, KYOVA 2040 Plan, Plan 2025, Hal Greer Blvd redevelopment, Old Main Corridor development, Land Bank, stormwater infrastructure, preservation of residential architecture, and social issues such as health, education, poverty, and drug use.	X	X	X	X		X	X
Land Bank: Continue to support and expand the Land Bank program, aligning the focus of the program with the City’s economic development goals.	X		X	X		X	
Hal Greer Boulevard / Fairfield West Development: Continue support for the relocation and commercial development of the Northcott Court Housing Development on Hal Greer Boulevard.			X	X		X	X
Old Main Corridor: Continue development of the Old Main Corridor, develop and implement a strategy to market and promote the Corridor for residential and commercial development.		X	X	X	X	X	X
Paul Ambrose Trail for Health (PATH): Continue development of the PATH.		X		X	X	X	X
Improve Streetscape of Major Gateways: Improve the aesthetics of the City’s major gateways (Hal Greer Blvd., Third Ave., Fifth Ave., 14 th Street West, etc.) through improved signage, flowers, etc. Medians on Rt. 60, Hal Greer Boulevard, 5th Street/I-64 interchange and near First Street and Adams Avenue could be improved with commercial, concrete planters and consistent, prominent, welcome signage.	X			X	X	X	X
Highlight Huntington’s Bridges: Use creative lighting on Ohio River bridges, through the use of colored gel lenses, to promote West Virginia's state colors, green for the "Jewel	X			X	X		

City" or Marshall University or special lighting to reflect a monthly cause: autism, breast cancer, etc.							
Huntington Area Development Council (HADCO): Renew City's financial support of HADCO, recognizing the importance of a regional economic development strategy.						X	X
Develop the ACF Property: Work with HADCO, Marshall, and others to develop the former ACF Industrial Site as a new, commercial development.		X					X
Complete the Renovation of the Keith Albee (KPAC): Work with the Keith Albee Performing Arts Center, Marshall University Artists Series, and others to complete the renovations of the KPAC into a world-class entertainment venue.				X	X	X	X
Promote the Development of a Downtown Riverfront Hotel: Work with the Convention and Visitors Bureau, HADCO, and others to develop a top tier, downtown, river front hotel and conference facility.				X	X	X	X
Harris Riverfront Park: Implement the USACE master plan to further develop and improve access to the Park.				X	X		X
Heartland Corridor: Create and implement a plan to capitalize on the development of the Heartland Corridor and intermodal facility in Pritchard, WV.						X	X
Develop Kinetic Park: Develop and implement a plan to complete the "upper level" development of Kinetic Park, targeting technology based businesses and other high value employers.		X					X
Huntington Municipal Development Authority: Continue to seek opportunities to acquire industrial and commercial property within the City of Huntington and work with HADCO to promote and develop the property.	X		X			X	X
Plan 2025: Fully support and staff the completion of the City's Plan 2025. Continue to seek input from neighborhood organizations and interest groups, and investigate and benchmark against plans of other cities. Allocate additional staff and recruit qualified volunteers to expand outreach to neighborhoods and organizations, and to conduct research into the City's needs and resources and into plans developed by other, similar cities.	X		X	X		X	X
Create Historic Districts: Promote the creation of historic overlay districts in the City's residential neighborhoods.	X		X	X	X		
Promote Sustainable Development: Establish and promote a program to encourage sustainable residential development, including making improvements to existing dwellings and encouraging developers to develop new, sustainable neighborhoods within the City.	X	X	X	X		X	X

West End Arts Community: Support the creation of a (Paducah, KY-like) arts community in Huntington's West End.			X	X	X		X
Central City: Focus on the redevelopment of Central City into a mixed use commercial and residential neighborhood.			X	X	X	X	X
Business Improvement District: Promote the implementation of the downtown business improvement district.	X		X	X	X	X	X
After School Education: Improve educational attainment and promote population growth by creating after school programs for residents that offer advanced arts and education, tutoring, mentoring, and other programs aimed at improving scholastic achievement.	X	X	X		X	X	X
Support Commercial Development along the Riverfront: Seek a boating infrastructure grant and other funding to encourage the development of commercial properties along and near Harris Riverfront Park, including Holderby Landing and the Huntington Yacht Club.				X	X	X	X
River and Rail Museum: Work with local groups to create a downtown River and Rail Museum.		X		X	X	X	X
Create Pedestrian-Level Wayfinder Signs: Fund the design and development of pedestrian-level wayfinder signs throughout the downtown business district.	X			X	X	X	
Certified Arts Community: Support the efforts to designate Huntington as a Certified Arts Community and establish a city-wide public art policy.	X	X		X	X	X	X
Capitalize on Marshall University's New Collaboration with INTO: Actively engage and support the International Programs office at Marshall University to welcome the approximately 2,000 foreign students who will be attending Marshall in the near future.	X	X		X		X	
Promote Curbside Recycling: Expand on the success of the region's current recycling program by offering single-stream, curbside recycling to residents.	X				X		
I 73 Corridor: Support the development of the Interstate 73 / US 52 Corridor.					X	X	X
Promote New Entertainment Businesses: Encourage the development of additional entertainment venues, including bowling alleys, theaters, miniature golf, etc.				X	X		X
Secure a Riverboat: Support the efforts of the Convention and Visitors Bureau to secure a riverboat for Huntington. The riverboat would be an important attraction for tourists and help distinguish Huntington from other cities in the region.				X	X	X	X

Appendices

1. High Speed Broadband Access
2. Department of Planning and Development
3. Huntington Municipal Development Authority
4. Bloomberg Challenge Proposal
5. Recommendations from the business community
6. Recommendations from Vaughn Grisham
7. Plan 2025
8. Rural/Urban Design Team Assistance Program of the American Institute of Architects
9. Aesthetic Enhancement Toolkit (provided by the New River Gorge Regional Development Authority and the Benedum Foundation)
10. Tourism
11. Marshall University Visual Arts Center and Support for the Arts
12. Sustainable City

High Speed Broadband Access

Department of Planning and Development

Huntington Municipal Development Authority

Bloomberg Challenge Proposal

Recommendations from the Business Community

Recommendations from Vaughn Grisham

Plan 2025

**Rural/Urban Design Team
Assistance Program of the
American Institute of
Architects**

Aesthetic Enhancement Toolkit

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Gorge Regional Development
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Tourism

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Sustainable City