



# FAIRFIELD INNOVATION PLAN

HUNTINGTON, WEST VIRGINIA

CITY OF HUNTINGTON / HUNTINGTON WV HOUSING AUTHORITY

**FEBRUARY 2020**



HuntingtonWV  
Housing Authority

camiros



LONDON BONE BAKER ARCHITECTS



Center for Business and  
Economic Research

# KEY PARTNERS

**The Fairfield Planning Team would like to acknowledge the residents, stakeholders and partners who participated in this planning process. In particular, we would like to thank the Fairfield Alliance for their valuable knowledge and guidance during the process and the Community Ambassadors, whose dedication and persistence made this initiative a success.**

**Gary Adams** - MacKenzie Dow

**Matt Boggs** - Recovery Point

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**Joe Williams** - Basic Supply Co.

**Judy Williams** - Young Chapel

**Mary Witten Wiseman** - Foundation for the Tri-  
State

**Mayor Steve Williams** - City of Huntington

**Dr. Kevin Yingling** - Marshall University Pharmacy  
School



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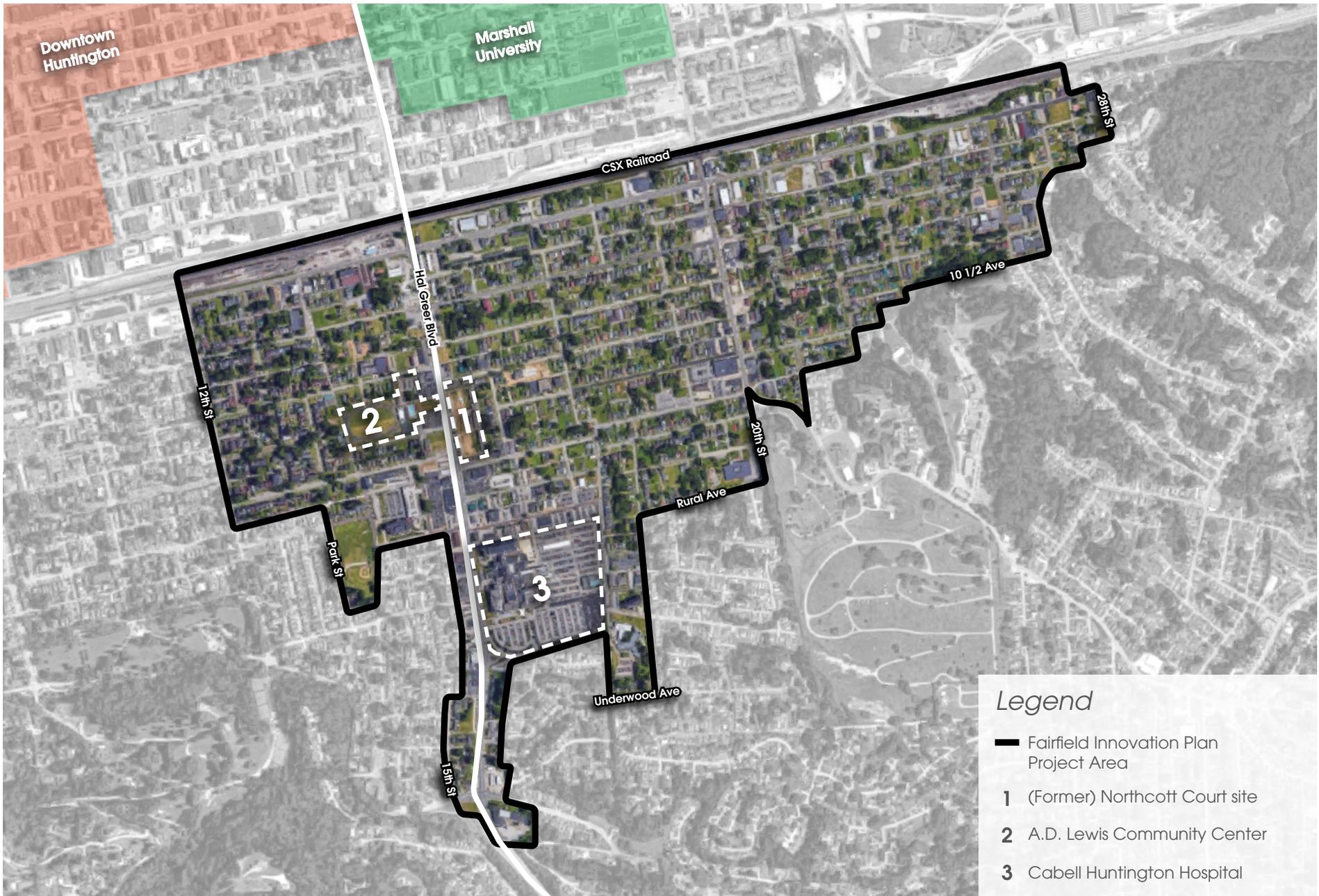
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# EXECUTIVE SUMMARY

The Fairfield Innovation Plan was developed with the active involvement of former Northcott Court residents, community leaders, residents of the Fairfield neighborhood, City staff and a variety of affordable housing, education and social service providers who have long-standing relationships with the City of Huntington, the Huntington WV Housing Authority (HWVHA) and the Fairfield community. The Fairfield Innovation Plan is consistent and builds upon the City's Comprehensive Plan and other citywide planning initiatives such as the Huntington Innovation Project Revitalization Plan, the award-winning America's Best Community Initiative, and the recently adopted Hal Greer Boulevard Corridor Plan.

The Fairfield Innovation Plan is a roadmap for the revitalization of HWVHA's former Northcott Court property and the enhancement of

the surrounding neighborhood to reestablish the Fairfield neighborhood as a vibrant and resilient community of opportunity and choice. A community that is livable, connected, prosperous, educated, safe, sustainable, and one that values its legacy and respects its people. The development of the plan has generated incredible excitement and positive momentum towards making the Fairfield neighborhood a better place to live while building significant local capacity to ensure the successful implementation of the plan in the short, medium, and long term.

The Fairfield neighborhood consists of 4,577 residents and nearly 2,500 housing units within 0.75 square miles. Fairfield is bisected by Hal Greer Blvd, the main gateway into the city from Interstate 64. The neighborhood is bordered by the CSX railroad and viaduct which cuts off the Fairfield neighborhood

from the downtown district and the Marshall University main campus. The Western border is demarcated by 12th Street which meanders south towards Meadows Elementary School and zig-zags towards 28th Street and 8th Avenue to the Northeast.

Although predominantly white, the planning area contains a higher percentage of African Americans (36%) relative to the City of Huntington as a whole (9%). The area is also more elderly with 30% of the population aged 65 or older, nearly double the rate of the city (17%).

Fairfield was given special attention to the city because it is among the most distressed neighborhoods in Huntington, with a poverty rate of more than 46% and a housing vacancy rate of 23%. Violent crimes are more than double the rate for the entire city over the past four years.

In spite of these challenges, the Fairfield community is resilient, civic leadership is determined, and residents and stakeholders have remained hopeful and have not let up at the opportunity to help bring positive change. Collectively, Fairfield is ready to build upon its unique assets and opportunities to generate the momentum needed for revitalization and stability.

Hal Greer Boulevard and 20th Street are important commercial corridors to the neighborhood and the city as a whole. 20th Street is a primary neighborhood-serving commercial corridor whereas Hal Greer Boulevard provides access to both neighborhood and regional-serving commercial and institutional destinations.

The city's largest employer, Cabell Huntington Hospital, is also located in the Fairfield neighborhood. The hospital is situated on a single large site spanning several blocks along Hal Greer Boulevard. Marshall University's Joan C. Edwards School of Medicine is also located on the hospital campus while several other University facilities including the newly constructed School of Pharmacy academic building and the graduate student housing complex are all located along Hal Greer. The new facilities were completed in August 2019 in time for the fall semester.

One of the neighborhood's most beloved assets, the A.D. Lewis Community Center has been providing recreational and educational



Left: The new Marshall University School of Pharmacy Building | Right: Cabell Huntington Hospital

opportunities for youth and the entire Fairfield community since 1967. A.D. Lewis is just tucked away along Hal Greer Boulevard across the street from the Northcott Court site. Other community facilities include the Douglas Center community facility, Ebenezer Free Medical Clinic, the Fairfield East Community Center (now run by Recovery Point of Huntington, the leading organization fighting the opioid epidemic in Huntington), and two local elementary schools: Spring Hill Elementary and Meadows Elementary. The faith community is active and plays a vital role in providing community support to many Huntington residents including those who reside outside of Fairfield.

Beginning in early 2016, the City of Huntington worked with Fairfield leaders and residents to create the "Fairfield Alliance", a 40+ member organization of representatives from Fairfield and key community institutions. The Fairfield

Alliance was critical in helping to lead the community engagement process for the Plan.

The Fairfield Innovation Plan enhances HWVHA's commitment to increasing the supply of affordable housing and leveraging partnerships to help its residents become fully self-sufficient, and contribute to the strength of Huntington's neighborhoods. The City of Huntington is equally committed to making the infrastructure and economic investments needed to revitalize the Fairfield neighborhood, and will lead the implementation of the Plan.

# CHOICE NEIGHBORHOODS INITIATIVE

The Choice Neighborhoods Initiative (CNI) is a Department of Housing and Urban Development (HUD) program that employs a comprehensive approach to neighborhood transformation.



The program helps communities transform neighborhoods by revitalizing distressed public and/or assisted housing, and catalyzing critical improvements in the neighborhood such as: vacant property, housing, business development, social services, education, transportation and improved access to jobs. The CNI ensures that current residents will be able to benefit from this transformation by preserving affordable housing or providing residents with the choice to move to affordable and accessible housing in another existing neighborhood of opportunity.

The Choice Neighborhoods Initiative (CNI) is focused on three core goals:

**Housing:** Transform distressed public and assisted housing into energy efficient, mixed-income housing that is physically and financially viable over the long-term;

**People:** Support positive outcomes for families who live in the target development and the surrounding neighborhood, particularly outcomes related to residents' health, safety, employment, mobility, and education; and

**Neighborhoods:** Transform distressed, high-poverty neighborhoods into viable, mixed-income and sustainable neighborhoods with access to well-functioning services, high quality public schools and education programs, high quality early learning programs and services, public assets, public transportation, and improved access to jobs.

To achieve these core goals, successful applicants are required to develop and implement a comprehensive neighborhood revitalization strategy, or Transformation Plan. This plan will become the guiding document for the revitalization of the public and/or assisted housing units, while simultaneously directing the transformation of the surrounding neighborhood into positive outcomes for families. To successfully develop and

implement the Transformation Plan, HWVHA will work with public and private agencies, community and philanthropic organizations, former Northcott Court residents, Fairfield residents, and other identified individuals and stakeholder groups to gather and leverage resources needed to support the strategic and financial sustainability of the plan.



## **ASSETS AND CHALLENGES**

In January and February 2019, the Planning Team conducted a series of Key Person Interviews with residents, partners and key stakeholders of the Fairfield Neighborhood. Feedback from these interviews were used to develop desired outcomes and initial Plan projects.

### **Tremendous Assets**

From the people, to the history, to its institutions, the Fairfield neighborhood has tremendous assets that have made it the unique and resilient community it is today. Some of the most identified assets include: the faith community, AD Lewis Community Center, and recreation/sports/fitness opportunities.

### **Action and Results**

Decades of overpromising and under-delivering have created a general sense of mistrust between residents of Fairfield and institutional leadership. The Fairfield Innovation Plan is a positive step forward to help right some of the wrongs of the past and should be leveraged to bring immediate action, productive results, and support to improve the Fairfield community.

### **Increase in Safety/ Perception of Crime**

Safety, or the perception of a lack of safety in the neighborhood, was often recognized as one of the most important challenges facing the community. Yet, despite a decreasing crime rate in the neighborhood over the past decade, there is still a negative stigma associated with the immediate area. An important measure of success for the Fairfield Innovation Plan is a continued decrease in crime and improved perception of public safety that will allow all residents to feel safe and enjoy the many things Fairfield has to offer.

### **AD Lewis is the Heart of the Community**

Located in the middle of Hal Greer Boulevard, AD Lewis is the literal and figurative heart of Fairfield. This sentiment was often repeated by many longtime residents who remember spending their youth there as the place to be after church on Sundays when the community would come together. After more than five decades, the community center is still a refuge for local youth offering after school activities, homework help, and sports/recreation opportunities. Expanding and improving AD Lewis's capacity would leverage a cherished institution towards improving the quality of life for youth and families.

### **Many longtime Residents**

The residents of Fairfield and the City of Huntington are proud of their heritage and it is no surprise that you will find many long term residents still residing in the neighborhood for many decades. Historically, Huntington was friendly towards newcomers and African Americans. Today, it is still common for new residents to be welcomed with open arms to the Fairfield community. The challenge of today is focused on mitigating chronic population loss and ensuring today's young generation buy-in to the future of Fairfield and develop a sense of ownership of their community.

### **Strong Anchor Institutions**

Despite the legacy of mistrust and a perceived antagonistic relationship with the immediate community, new leadership at Marshall University and Cabell Huntington Hospital has re-galvanized relations with Fairfield residents. With a new vision for community interaction, their efforts can have the potential to bring incredible support to nearby residents in the short, medium, and long term.

## Potential for a Grocery Store

Without question, the most often desired outcome for the Fairfield Innovation Plan is bringing a full-service grocery store back to the Fairfield community. Nearby residents who do not have access to a car are unable to walk to the closest grocery store several miles away and must rely on a public transportation system that is perceived as unreliable. One dollar store chain and several convenience stores are located within the neighborhood but offer food that is often less healthy and more expensive on a dollar-per-dollar basis than a traditional grocery store. As further detailed in the market summary, the daytime population of the neighborhood, bolstered by Marshall University and Cabell Huntington Hospital, would make it economically feasible to locate a grocery store along the Hal Greer Boulevard commercial corridor.

## Rich History

Part of what makes Fairfield so unique is its place in history, particularly African-American history. Huntington's relative openness towards African-Americans in the late 19th- early 20th-century created an environment which allowed several prominent African Americans to reside in the community including but not limited to Carter G Woodson, the father of "Black History," and civil rights activist Memphis Tennessee Garrison.

## Potential for New Housing Development

Fairfield and Huntington's population loss has left many vacant and neglected houses in its wake. Absent, and often distance, property owners have also made it more difficult for the neighborhood's housing stock to fight against persistent vacancy and dilapidation. New housing development, either through rehabilitation or new construction, will ultimately work toward neighborhood revitalization to help relieve some of the immediate housing needs of the community.



## Success through Partnerships

Today, there are many organizations already working on behalf of the community that are aligned with the vision, goals, and objectives of the Fairfield Innovation Plan. It is important to not only recognize these efforts but to actively work towards improving their capacity and connect like-minded organizations on working together if they are not already.



Left: An example of distressed housing along the 10th Avenue corridor | Right: The Carter G. Woodson Statue near 820 Hal Greer Boulevard

# The Fairfield Community Vision



Sustainable Economic Educational  
 Clean Family Thriving  
 Youth Welcoming Jobs Beautiful Recreation Growth Prosperous  
 Active Lighting  
 Kid-friendly Loving Pleasant Vibrant  
 Landscaping Affordable Equal  
**Safe**  
 Friendly Community  
 Opportunity

## FAIRFIELD VISION

Our vision for the Fairfield Community includes connecting HWVHA residents to improved neighborhood amenities and services and building upon Fairfield's unique history and culture to make a positive future possible. This will be accomplished by starting with the neighborhood's literal and figurative heart of the community, the former Northcott Court site and the A.D. Lewis Community Center.

Our vision for Northcott Court includes transforming the vacant site into a mixed-income, mixed-use development anchored by a full-service grocery store. Bringing a grocery store would fulfill the wishes of a generation to a neighborhood who saw its last full-service grocery close in 2004, and address the need to bring fresh, available produce to nearby residents. Staff and students of Cabell Huntington Hospital and Marshall University would also benefit tremendously from having immediate access to a grocery store and allow visitors to stay in the neighborhood a little bit longer. Other nearby ancillary businesses would also benefit from a steady flow of grocery store customers.

Replacement housing that meets resident preferences would be provided on the former Northcott site and throughout the Fairfield neighborhood. Across the street, the A.D. Lewis Community Center undergoes a renovation project that modernizes and expands its capacity to be a service provider to local youth.

Within the revitalized Fairfield Choice Neighborhood, home ownership increases, vacant sites are redevelopment, cradle-to-career education and programs are well utilized, black businesses are thriving, and residents have the support and services needed for economic mobility. With the vision fulfilled, Fairfield is stabilized as a true mixed-income community that honors its past and looks forward to the future.

We have developed integrated strategic initiatives designed to further our Plan objectives, avoid organizational and programmatic silos, and promote the social and economic integration of target housing residents into the fabric of the revitalized Fairfield neighborhood as summarized on the following pages.

## NEIGHBORHOOD PLAN

Residents and partners identified desired neighborhood improvements to establish development initiatives and programs to create a more complete neighborhood environment.



### **Value Statement:**

*Stabilize Fairfield into a resilient neighborhood. Create and maintain healthy, safe and affordable housing for all income levels in the neighborhood. Celebrate individual community character, cultural diversity, and values while cultivating a sense of unity and shared identity within the Fairfield community. Promote broader mobility and connectivity for all ages, including transit, bicycling, walking and driving.*

## Desired Outcomes

1

Residents, visitors, and workers in Fairfield have access to a full-service grocery store with healthy food options.

2

Vacant or underutilized property is redeveloped responsibly by developers who work holistically with the community. Significant new attractive rental and single-family housing are constructed for various income groups. Capacity for smaller local community developers is improved and enhanced.

3

The community honors the past and instills great pride among local residents. History is researched, documented and promoted as a way to enhance community identity.

4

Residents are connected with home improvement programs and financial assistance to remain in the neighborhood as it improves.

5

Additional services and amenities such as banks, pharmacies and barber shops are attracted to the neighborhood.

## Priority Projects

- Bring a full-service grocery store to the former Northcott Court site to serve as a community anchor to provide better access to healthy foods and to increase job opportunities.
- Leverage the grocery store to spur additional commercial development and amenities to the immediate neighborhood such as banks, pharmacies, barber shops, and restaurants.
- Connect Fairfield residents and first-time home buyers to housing assistance, finance, credit improvement, and homeownership programs.
- Replace poor or damaged lighting with enhanced lighting to create a more visible and safe nighttime environment.

## PEOPLE PLAN

The People section is divided into three distinct sections:

1. Education and Youth,
2. Safety and Health, and
3. Employment and Job Training



## EDUCATION & YOUTH

### Value Statement

*Improve educational outcomes, expand youth programming, and make Fairfield a more desirable place to raise children.*

## Desired Outcomes

1

New programs, events and activities are provided by local partners, geared towards all ages with special attention paid towards youth and seniors.

2

A Cradle-to-Career pipeline for the next generation of good paying jobs is established for Fairfield youth. Pathway/shadowing programs are given special attention to trade and vocational training.

3

Expanded and improved playgrounds and recreational areas including outdoor basketball courts are easy to access for local families on the east side of Hal Greer Boulevard.

4

Youth, teenagers and young adults are elevated as the next generation of neighborhood leadership.

5

Youth can safely and easily walk or ride to school and other neighborhood destinations.

## Priority Projects

- Support the A.D. Lewis Community Center to include more youth programs, playgrounds, services, and activities through renovation and expansion.
- Create a summer youth employment program that partners with Marshall University, Cabell Huntington Hospital, Marshall Health Network, Huntington Police Department, Huntington Fire Department, and other organizations.
- Create more opportunities for youth to develop critical life skills such as cooking, personal finance, and coping with emotions. Inform youth about the importance of school, the benefits of college, financial aid opportunities, and possible career paths.

## PEOPLE PLAN

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For illustrative purposes only

## SAFETY & HEALTH

### Value Statement:

*Strengthening the health and well-being of residents through the expansion of quality health care services, connection to a healthy and resilient environment, and community-based approach to safety and security.*

## Desired Outcomes

1

Safety is greatly improved through enhanced lighting and other physical changes. As a result, neighborhood residents feel comfortable exercising outside their home and throughout the neighborhood.

2

AD Lewis retains and expands its role as a community center for the Fairfield neighborhood with additional programming. Other local partners provide new programs, events and activities, geared towards all ages with special attention paid towards youth and seniors.

3

Community policing tactics are employed in the neighborhood to establish meaningful relationships with residents and business owners. Rates of violent crime, including gun violence, continuously fall.

4

Residents are connected with preventative health care programs aimed at reducing high blood pressure, heart disease, obesity, and diabetes. Urban farms and community gardens are established and expanded throughout the neighborhood to help address these needs while creating opportunities for in-fill development.

5

Cabell Huntington Hospital and Marshall University are a source for accessible, quality, affordable, and more immediate healthcare. Drug use and opioid addictions are treated with greater care as the drug trade is greatly diminished in the Fairfield neighborhood.

## Priority Projects

- Create a holistic community health initiative modeled after the Healthy Neighborhoods Healthy Families Initiative at Nationwide Children's Hospital in Columbus, OH to improve positive health outcomes to the Fairfield neighborhood.
- Encourage community policing efforts such as Coffee with a Cop and a neighborhood basketball tournament to create positive interactions with law enforcement and the general public.

## PEOPLE PLAN

The People section is divided into three distinct sections:

1. Education and Youth,
2. Safety and Health, and
3. Employment and Job Training



# EMPLOYMENT & JOB TRAINING

## Value Statement:

*Improve the local business environment and advance economic opportunity. Close racial disparities in business and individual success. Promote local economic development and entrepreneur opportunities, enhance community-serving establishments, and improve access to quality living wage jobs.*

## Desired Outcomes

1

Local anchor institutions, such as Marshall University and Cabell Huntington Hospital, work directly with residents and workers in Fairfield to utilize their resources to improve overall quality-of-life conditions for the Fairfield community. Needed services of anchor institutions are being met by local businesses taking advantage of current and new training programs.

2

Black-owned businesses have been incubated, fostered and are successful in serving residents and visitors. Local businesses are organized and directly connected to additional resources.

3

Buildings along Hal Greer Boulevard and 20th Street are attractive and well utilized.

4

A “one stop shop” is in place to help local residents find jobs. Job training services into high growth industries and the new green economy are available to residents.

5

Programs for ex-offenders are in place to help them reintegrate into society and find a living wage.

## Priority Projects

- Create a one-stop shop for multiple job services and assistance modeled after the Reeb Avenue Center in Columbus, OH.
- Leverage Cabell Huntington Hospital and Marshall University as anchor institutions modeled after the Healthy Neighborhoods Healthy Families initiative at Nationwide Children’s Hospital in Columbus, OH that prioritizes local hiring and helps facilitate multiple workforce development training opportunities.
- Support more vocational training classes at Huntington High School and apprenticeships at area firms to encourage more youth to enter the trades.

## HOUSING PLAN

HWVHA and the City of Huntington will lead implementation of the Housing Strategy which completely revitalizes the former Northcott Court Development site into a mixed-use, mixed-income complex anchored by a grocery store. The Housing Strategy replaces the 130 severely distressed public housing units throughout the immediate Fairfield neighborhood and the former Northcott Court site. The new housing will be sustainably designed, constructed and managed to high quality standards around open spaces, commercial development and infrastructure. The combination of unit types compiles with HUD's one-for-one replacement requirements to meet the needs of returning Northcott Court residents and local demand, while ensuring long-term affordability and appealing to an economically diverse population.



The Housing Strategy is well-defined and furthers HUD's core housing goals of the CN program through appropriate scale, density, mix of incomes, and building types while providing the foundation for deconcentration of poverty and improved access to regional assets and economic opportunities. Selected housing elements are based on resident and stakeholder preferences, the profile and needs of existing residents, local need and waitlists for affordable housing, existing market conditions, anticipated demand, and sustainable design principles for revitalization.

The Housing Plan will be developed in three phases to include a total of 230 mixed-income housing units along with space for retail, service and community uses.

### PHASE 1:

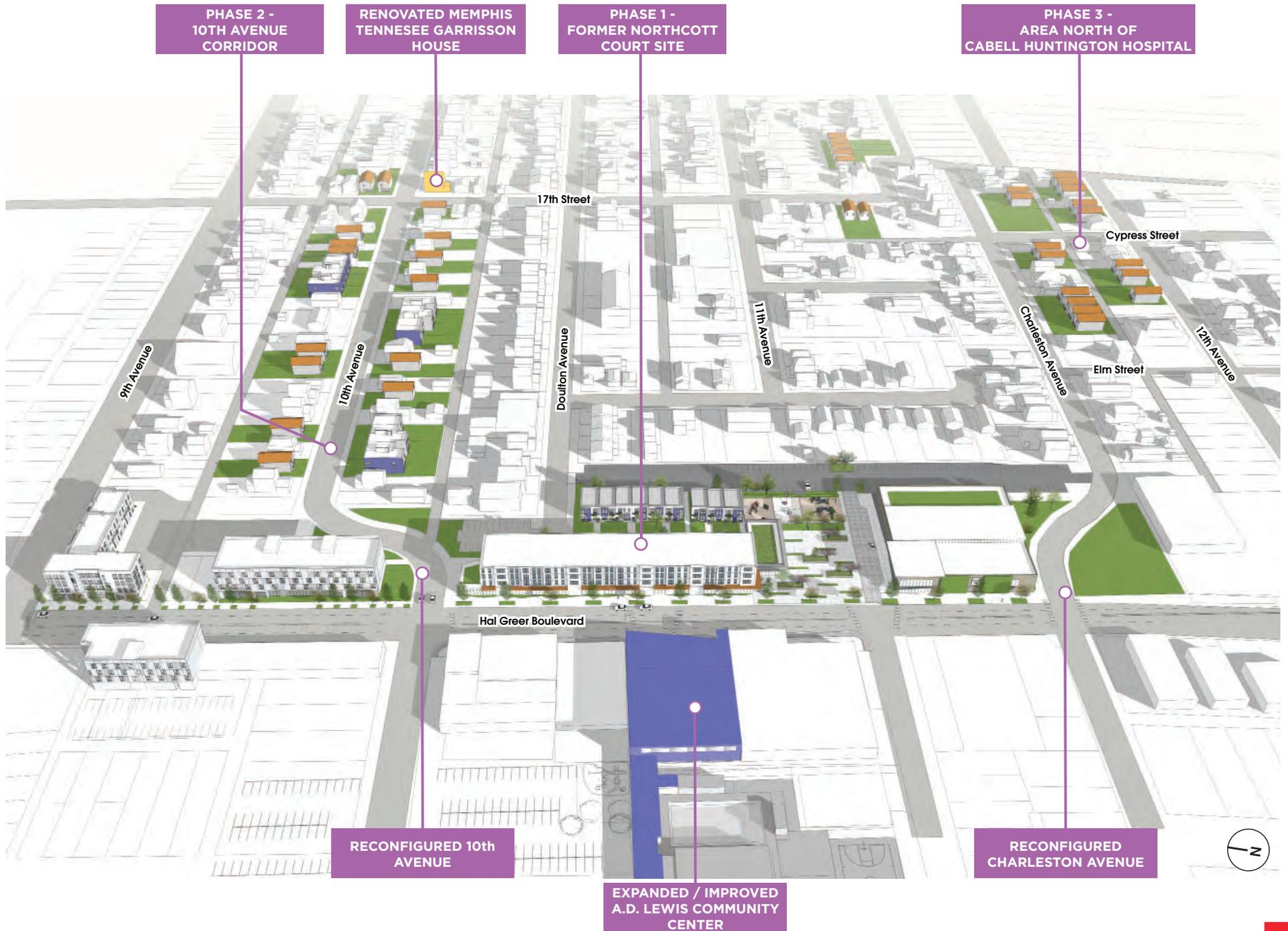
The redevelopment of Northcott Court with 91 units of housing, anchored by a full-service grocery store and additional retail and community space.

### PHASE 2:

96 units of housing and retail space along the 10th Avenue corridor stretching from Hal Greer Boulevard to 17th Street.

### PHASE 3:

29 single-family dwellings or duplex units in the area directly north of Cabell Huntington Hospital.





# PLANNING PROCESS

As co-grantees, the City of Huntington (“City”) and the Huntington WV Housing Authority (“Housing Authority”) collaboratively and successfully managed the Fairfield Innovation planning process. To guide development of the Fairfield Innovation Plan, a project team was established that included senior staff from the City, Housing Authority, and the Planning Coordinator, Camiros. Since the City has primary grant responsibilities, its Project Manager assumed the responsibility for Plan coordination.

The target housing site (the former Northcott Court) and Fairfield residents were the most important stakeholders in the planning process, since they are the direct beneficiaries of the improved neighborhood. The Fairfield neighborhood is blessed with local businesses and organization partners key social and stakeholder assets that are helped maintain

community involvement of the planning process including: Cabell Huntington Hospital, Marshall University, Spring Hill Elementary School, Huntington Black Pastors Association, Coalfield Development Corporation, the Fairfield Alliance, and many others.



*The rules for Fairfield Family Feud are explained at the fourth community meeting held at the A.D. Lewis Community Center held on May 16, 2019*

## PROJECT TEAM

The development of the Fairfield Innovation Plan has been a collaborative effort. The City of Huntington and the Huntington WV Housing Authority selected Camiros to lead the planning process in a manner that was respectful to resident concerns, built trust and community partnerships, and illustrated a sustainable and strategic vision for the neighborhood. Members of the project team included:

### The Community

Specifically, the residents who live, work, and play in the Fairfield neighborhood and the businesses, organizations, and anchor institutions within and beyond the neighborhood who invest their time, skills and money toward the continued improvement of the quality of the neighborhood, and the quality of life of its residents. Members of the community attended meetings, volunteered their time, and expressed their concerns, needs, and desires to create a plan that ultimately is indicative of their needs and desires.



*Left: Community members have led the creation of the Plan (Source: Herald-Dispatch) | Right: the official logo for the City of Huntington*



### HUD

The U.S. Department of Housing and Urban Development's mission is to create strong, sustainable, inclusive communities and quality affordable homes for all. HUD oversees the Choice Neighborhood Initiative and serves as a valuable resource to guide the planning process.

### The City of Huntington

The City of Huntington was an active partner in developing the Fairfield Innovation Plan. The Department of Planning directed their time and energy to connect the planning team with people, organizations and resources. Prior to Fairfield Innovation Plan, they released the City's Comprehensive Plan, Plan 2025: The Future of Huntington, and have since been working towards its vision, goals, and objectives. Other recent successes include the Huntington Innovation Project and winning "America's Best Community award" in April 2017. These accomplishments and commitment to planning contributed to the city's award for the HUD Choice Neighborhoods Planning Grant.

## The Huntington WV Housing Authority

The Huntington West Virginia Housing Authority (HWVHA) currently meets the needs of over 5,000 individuals and families with 907 apartments and houses available for lease and another 1,512 units available through a subsidized rental program. The Housing Authority is primarily responsible for orchestrating the housing voucher program for former Northcott Court residents following the demolition of Northcott Court and will facilitate the return of residents back to the site and throughout the neighborhood based on the Housing Plan.

## Camiros

Camiros, Ltd. was selected by the City of Huntington and the Huntington WV Housing Authority as the Planning Coordinator to lead the planning process for the Fairfield Innovation Plan. Camiros, Ltd. is a nationally recognized planning firm based in Chicago who has worked to build sustainable communities since 1976. Camiros has served as the Planning Coordinator for several successful Choice Neighborhood Plans for:

- The Rockford, Illinois Housing Authority (2012 grantee);
- The Housing Authority of the City of Austin (2013 grantee);

- The Mobile, Alabama Housing Board (2014 grantee),
- The City of Flint, Michigan (2014 grantee)
- The Housing Authority of the City of Brownsville (2018 grantee).
- Camiros is also currently serving as the Planning Coordinator for Choice Neighborhood Plans in Chicago Heights, Illinois; Huntsville, Alabama; and Rome, Georgia.

## Blacks in Green

Blacks in Green assisted in community engagement events, partner outreach and planning strategy. For 10 years, Blacks in Green (BIG) has worked as a community development corporation recognized for their thought leadership in green community economic development planning. Their mission is to mainstream “The City of Villages” – where every household can walk-to-work, walk-to-shop, walk-to-learn, and walk-to-play, especially in African American neighborhoods.

## Landon Bone Baker Architects

Landon Bone Baker Architects led the development of the housing section of the Plan, as well as reinvestment concepts for the important A.D. Lewis Community Center. Landon Bone Baker Architects (LBBA) is an

architectural firm that has earned a strong reputation for bringing responsible design to affordable housing and neighborhood planning. LBBA strives to provide good design in a respectful way to lower and middle-income residents and communities throughout the U.S.

## Center for Business and Research (CBER)

The Center for Business and Economic Research (CBER) at Marshall University conducted a market analysis for housing, retail, and a grocery store in the Fairfield project area and an assessment of the local transportation system. CBER has developed a strong reputation by providing independent analysis and quality research to aid clients with economic and policy choices for nearly two decades.

## Resident Ambassadors

Three Resident Ambassadors were selected to provide input as members of the community throughout the planning process. They also encouraged community members to participate in the Resident surveys, helped market community events, and assisted in facilitating public meetings.

### TERESA JOHNSON

Teresa Johnson married Virgil Johnson and moved to the Fairfield area to open a childcare facility in 1979. She has been very active in the community with children and single parents. Her and Virgil became foster parents for six years. Her heart is with the families of Fairfield and community's challenges are very important to her. She believes great things can and will happen in the neighborhood. Her mantra is 'We are only limited to our ability to dream!'

### TIFFANI DANIELS

Tiffani Daniels was born and raised in the Fairfield neighborhood. She is the mother of two boys and one girl. She received a Bachelor's degree in Marketing from West Virginia State University and a Master's in Training and Development from Marshall

University. She returned to Huntington after receiving her undergraduate degree to care for her disabled mother. She coached cheerleading and has been on the board for the Douglass-Cammack Youth Football League for over ten years. She is currently attending Marshall University to obtain a Master's degree in Human Resource Development.

### KARA HORNBUCKLE

Kara Hornbuckle is a 28 year old Huntington native and resident and Marshall University graduate. Kara formerly worked in retail and sales at a local business for seven years and is working towards opening her own store. She is devoted to community service and currently serves on the Board of Directors for the Branches Domestic Violence Shelter. She is passionate about the growth and development of the Fairfield community. Her belief is that the Fairfield neighborhood is a very important part of Huntington with a very rich and beautiful history that can come alive again.



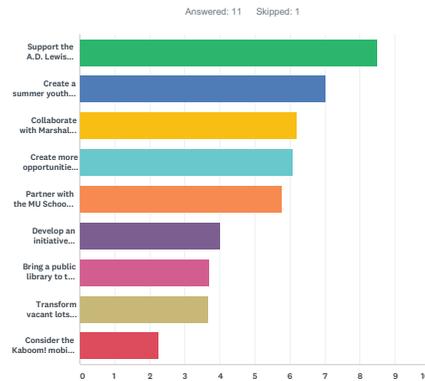
*Fairfield Innovation Plan's Resident Ambassadors Teresa Johnson (left), Tiffani Daniels (center), and Kara Hornbuckle (right)*

## Fairfield Alliance and Working Groups

In early 2016, the City of Huntington worked with Fairfield leaders and residents to create the Fairfield Alliance, a 40+ member organization of representatives from Fairfield and key community institutions. The Fairfield Alliance is co-chaired by President and CEO of Cabell Huntington Hospital, Kevin Fowler, and lifelong Fairfield resident and long-time Huntington City Council member, Sandra Clements.

The Fairfield Alliance provided a sounding board for the project planning team that served as the local steering committee for frequent, focused discussions about plan strategies and the roadmap for implementation. The Fairfield Alliance provided insights into the general community, feedback from public meetings and helped establish the criteria and guidelines for project evaluation. Frank discussions were encouraged to build consensus around the emerging Innovation Plan. Members of the Fairfield Alliance were integral in developing plan goals, objectives, and strategies. The Alliance will continue their dedication to the Fairfield Innovation Plan by helping implement many of the Plan's projects.

Q2 Education and Youth Working Group: Please rank the following project ideas in order of preference, 1 being your most preferred project.



Alliance members were also heavily involved throughout the planning process in the form of Working Groups which were focused on each of the key planning elements:

1. **Neighborhood, Housing, and Mobility**
2. **Education and Youth**
3. **Safety and Health**
4. **Employment and Training**

These Working Groups brought significant organizational capacity and input to the Plan. Fairfield Alliance Meetings benefited by breaking through organizational silos and incorporated all levels of expertise and participation into the development of specific improvement strategies that will last for years to come.



Left: Working Groups focused on the development of People and Neighborhood projects. | Right: Fairfield resident, Housing Authority Board Member, Founding Director of the Fairfield CDC, and former City Councilwoman Sandra Clements has helped to lead the Fairfield Alliance (Source: Herald-Dispatch)

## Fairfield Community Development Corporation

The Fairfield Community Development Corporation was formed following the Huntington Innovation Project. Their goal is to boost the Fairfield neighborhood with affordable housing, a complete street transformation of Hal Greer Boulevard and expand the health- and wellness-based economy.

## Community Engagement

Community outreach is an important component of equitable planning and an ongoing focus of the Fairfield planning effort. The planning process included dozens of meetings and events. Meetings were organized so that former Northcott Court and neighborhood residents could help craft plan elements, establish resident preferences, and achieve consensus.

The project website ([www.fairfieldinnovation.com](http://www.fairfieldinnovation.com)) provided opportunities for residents and stakeholders to easily engage in planning and stay abreast of the progress being made. Meeting notices, PowerPoint presentations, meeting notes, the Neighborhood Planning Handbook and the Neighborhood Data Book are posted on the project website. A Facebook page was created to promote events, share information, and enhance the reach of the community through social media.

Building community connections involves bringing people together to talk with each other about the opportunities and challenges that they and their neighborhood face, hopes for the future, and strategies for overcoming obstacles. As potential ideas were suggested, considered, modified, accepted or rejected, elements of the plan began to take shape. Financial realities can be expected to impact



**COMMUNITY PRIORITIES MEETING**

Thursday, February 21, 2019  
6:00 PM - 8:00 PM

A.D. Lewis Community Center  
1450 A.D. Lewis Ave.

Children are welcome...  
Food and refreshments will be served...  
We need your ideas, input, and feedback...  
WE HOPE TO SEE YOU THERE!

Use the hashtag  
**#FairfieldInnovation** in all of  
your social media posts!

Visit [www.fairfieldinnovation.com](http://www.fairfieldinnovation.com) for more information!  
Follow us on Instagram @FairfieldInnovation

What are your highest priorities for improving the Fairfield community in the short, medium and long term? What **Early Action Project** will you vote for to get the ball rolling while sparking positive change in the neighborhood? Come and meet the new Resident Ambassadors, who will be assisting with both engagement and action, and let them know your thoughts, concerns and ideas. We need your help in developing an Innovation Plan that will establish a vision for the former HuntingtonWV Housing Authority Northcott Court property and for the surrounding community as a whole. This meeting will also feature an update on the Hal Greer Boulevard Corridor Plan.

Contact: Scott Lemley  
Director of Planning & Development  
(304) 696-4486  
lemleys@cityofhuntington.com

HuntingtonWV  
Housing Authority  
camiros

Community Meeting flyers were distributed online and mailed throughout the community

the ability to accomplish everything that is included in the Plan. Nevertheless, having all of the components identified and in place creates a comprehensive roadmap for the future that can be used to direct future investments as conditions change and new financial resources become available.

## THE COMMUNITY AS PLANNER

Former residents of the Housing Authority's Northcott Court property are the core constituency for the Innovation Plan and have a central role in its development. Equally important are the residents and stakeholders of the broader Fairfield Neighborhood. All groups have witnessed the deterioration of the neighborhood housing stock and the demolition of vacant units that have



**Draft Plan Community Open House**

Thursday  
September 19, 2019  
6:00 pm - 8:00pm

A.D. Lewis Community Center  
1450 A.D. Lewis Avenue

...Raffle Prizes...  
...Food And Refreshments Will Be Served...  
...Children Are Welcome...  
WE HOPE TO SEE YOU THERE!

Visit [www.fairfieldinnovation.com](http://www.fairfieldinnovation.com)  
for more information!

- Stop By Any Time Between 6Pm and 8Pm. Raffles Will Be On The Half-Hour -

Please join us at the Community Open House to provide your input on the first Draft of the Fairfield Innovation Plan and to get the scoop on exciting changes envisioned for the neighborhood!  
Attendees will spend "Fairfield Bucks" on project ideas that are most important to them!

Contact: Scott Lemley  
Director of Planning & Development  
(304) 696-4486  
lemleys@cityofhuntington.com

HuntingtonWV  
Housing Authority  
camiros

contributed to the area's decline for many years. Many longtime residents are the living embodiment of the community that once was and their input was critical in the creation of a new vision towards a revitalized Fairfield.

One of the earliest actions undertaken by the City and the project team was to recruit three Resident Ambassadors to provide an ongoing resident perspective and assist the planning team in a variety of community engagement activities. They helped administer the target housing resident needs assessment survey and supplemental surveys of neighborhood residents and businesses within the Fairfield planning area. They explained the planning process to other Fairfield residents and represented the CN planning team at community events. The Resident Ambassadors

were a crucial link between the project team and the community and are poised to serve a similar role during the implementation of the Fairfield Innovation Plan.

## CAPACITY BUILDING

The planning process is intentionally designed to build capacity at all levels of participation. The Neighborhood Planning Handbook provided resident planning participants with an overview of the planning process, descriptions of opportunities for neighborhood involvement, and explains how the Fairfield Innovation Plan will be used to guide revitalization.

Neighborhood residents engaged in planning activities at community meetings designed to simultaneously gain input and prepare participants for the next stage of the planning process. Many neighborhood leaders and planning partners are members of the Fairfield Alliance, the entity that will help move the community's vision forward.

The overall goal of the capacity-building strategy is to ensure that available resources -- individual, organizational, or institutional -- are aligned and directed towards the successful development and implementation of a holistic transformation plan with strong community support. Building capacity emphasizes listening and communication skills where everyone's point of view needs to be considered. Language is important, and

it is reinforced when the planning process is inclusive and questions are encouraged, to otherwise run the risk of residents and stakeholders not fully understand what is being proposed and how it might affect them.

## EQUITABLE PLANNING APPROACH

Equitable planning encourages the creation and maintenance of economically and socially diverse communities that are stable over the long term. When residents, neighborhood groups, business leaders, interest groups, local officials and potential development partners work together to address neighborhood issues, the chances of building strong, stable, economically diverse, and vibrant communities increase. This is the approach being used to create the Fairfield Innovation Plan.

Equitable planning is one of the most important steps that a neighborhood can take to become healthier, safer and economically stronger. It is a concept that is fully embraced in the planning process. By bringing together residents, community leaders, stakeholders and community development experts, the neighborhood can set goals for its future, decide on its priorities and get the wheels turning toward positive changes. Planning is a big effort that has bigger payoffs.

Using this approach means that all parties must be sensitive to the opinions and values of others. This effort starts with the project team and expands outward. Besides putting the structure in place to support robust resident

and stakeholder participation, much of the first year of planning has been directed toward strengthening the partnerships between the City, the Housing Authority and the community, through the creation of the Fairfield Alliance, so that the projects included in the Plan can lead directly to implementation. Equitable planning requires building trust among all parties.



*A Fairfield resident talks about the challenges currently present in the neighborhood at Community Meeting 1*



## FAIRFIELD INNOVATION PLANNING PROCESS OVERVIEW

The development of the Fairfield Innovation Plan was accomplished by actively engaging former public housing and neighborhood residents through a collaborative planning process. The process heavily involved community engagement activities designed to build capacity so that the vision and action plan that form the Innovation Plan have strong community support. The agenda is ambitious, but one that has been developed by and for the residents of the target housing and surrounding neighborhood with the active support of the City, the Housing Authority, and a host of organizational and community partners.

### Issues and Opportunities/ Listening and Learning

The initial phase of the planning process was designed to gain insight about neighborhood conditions and the various needs, issues, and opportunities present in the community through key person interviews and a kickoff community meeting.

### KEY PERSON INTERVIEWS

Over the course of two days between January 9-10, 2019, the planning team conducted several key person group interviews with neighborhood leaders, business owners, and service providers to learn about their roles in the community and discuss areas of strength and improvement for the neighborhood. Many of the comments expressed during

the key person interviews were recurring throughout the planning process. Some of the most frequently-cited challenges that were identified included: vacant or dilapidated housing, lack of safety (or the perception of), Hal Greer Boulevard as an unsafe roadway, the need for job training and skills, youth activities, and overwhelmingly, the need for a grocery store. Areas of strength for Fairfield included the desire for Cabell Huntington Hospital and Marshall University to be a good neighbor and the resources that could be leveraged, the community’s direct connection to African-American history, the A.D. Lewis Community Center, and the work already being done by residents and local organizations to improve the lives of residents. Many interviewees were formally invited to participate in working group meetings later in the process.

### FAIRFIELD ALLIANCE MEETING 1

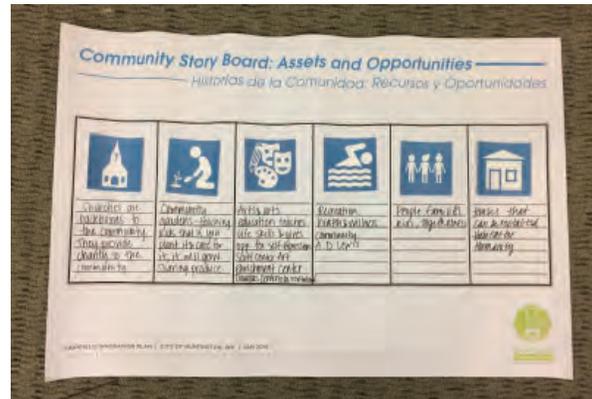
On January 10, 2019, the Planning Team was invited to attend the Fairfield Alliance meeting to provide an overview of the Fairfield Innovation plan to organization members. Mayor Steve Williams opened the meeting stating the sense of urgency and need to improve the Fairfield neighborhood. He cited the community’s historical neglect from the City of Huntington, Marshall University, and Cabell Huntington Hospital due to no fault of their own. With the Fairfield Alliance, the City

of Huntington, Marshall University and Cabell Huntington Hospital all at the table for the first time, the Mayor emphasized the opportunity currently presented to work together towards improving the Fairfield neighborhood.

Everyone in attendance was required to give their definition of success for the Fairfield Innovation Plan and how they could contribute. Some of the commonalities discussed included improving the AD Lewis Community Center, improving street and sidewalk conditions on Hal Greer Boulevard, maintaining the community's identity, preserving the neighborhood's past, engaging youth, fostering small businesses, expanding educational and workforce training, and ensuring residents are informed and engaged throughout the planning process.

## COMMUNITY OPPORTUNITIES MEETING

The first Community Meeting was held on the evening of January 10, 2019 at the AD Lewis Community Center and formally introduced the Fairfield Innovation Plan to the general public. The meeting was partnered with the planning team from the Hal Greer Boulevard Corridor Plan who provided an update on their plan as well. Meeting attendees participated in a group activity that helped identify the various assets, challenges, and



Meeting attendees were tasked with identifying the Fairfield neighborhood's community assets and areas of opportunity.

opportunities of the Fairfield neighborhood. Overall, residents thought some of Fairfield's best assets were the churches/faith community and AD Lewis Community Center. Some of the most pressing challenges were identified as: a lack of a grocery store, drug use, an aging housing stock, and traffic speeds on Hal Greer Boulevard. Ten potential Early Action Projects were identified: 1) Adopt-a-block program, 2) Beautification of AD Lewis Health & Wellness Center, 3) Community party, 4) Expanding the community garden network, 5) Identifying plaques and renaming streets after notable Fairfield residents, 6) Job fair, 7) Mini-library, 8) Neighborhood beautification and clean-up day, 9) Public art/mural project, and 10) Renovating the Memphis Tennessee Garrison house.



Meeting attendees at the Community Priorities Meeting prioritized a series of needs and desires using keypad polling

## COMMUNITY PRIORITIES MEETING

The second Community Meeting took place the evening of February 21, 2019 at the AD Lewis Community Center. This meeting reviewed the key highlights of Community Meeting 1 and including the ten identified early action projects. Using keypad polling, attendees were asked to answer a series of questions that helped the planning team refine the Fairfield community's needs and priorities across a series of topics. Meeting attendees thought single-family homes or townhouses were the most needed housing type; improving sidewalks was the most needed transportation improvement; and banking was the most cited commercial need. Meeting participants also identified an African-American museum as the best

way to promote community culture and local history. Other topics had less consensus including what types of open spaces are most needed (playgrounds vs community gardens vs active greenspaces/ball fields), what types of employers should be recruited to the neighborhood (small entrepreneurs, small manufacturing, retail/commercial), and improving public safety (better lighting and sidewalks vs community organizing vs greater police presence). Out of the ten Early Action Projects, a Job Fair received the most votes followed by identifying plaques, renaming streets after notable Fairfield residents, beautifying the A.D. Lewis Community Center, and renovating the Memphis Tennessee Garrison House into a museum.



*The Planning Team met with senior residents at the Marie Redd Senior Center*

## Visioning for the Future

The visioning process starts to create the Innovation Plan that the community can own and embrace. The focus of this activity is to engage constituents in the creation of a long-term vision for the neighborhood through open meetings, workshops, and outreach events. Once established, the vision incorporates the needs and desires of residents and serves as the compass for plan development.

### FAIRFIELD SENIORS MEETING

Members of the Planning Team met with senior residents at the Marie Redd Senior Center on February 21, 2019. The conversation touched on topics related to the lack of transportation options and activities for senior residents and the community's history of distrust with the City, Marshall University, and Cabell Huntington Hospital.

### FAIRFIELD ALLIANCE MEETING 2

The second Fairfield Alliance Meeting took place on March 28, 2019 and included a summary and discussion of Community Meeting 2 feedback, as well as the Planning Team facilitating a focus area visioning exercise. The meeting also included a focus on potential grocery store recruitment, led by consultant Ice / Miller.

## COMMUNITY VISIONING MEETING

Community Meeting 3 was held the evening of Thursday, March 28, 2018 at the A.D. Lewis Community Center. The purpose of the meeting was to generate visioning ideas for the future of the Fairfield community related to housing, beatification, commercial and community services,

First, in small groups, meeting attendees participated in a word visioning exercise where each participant wrote down three words that best described the neighborhood they want to live in.

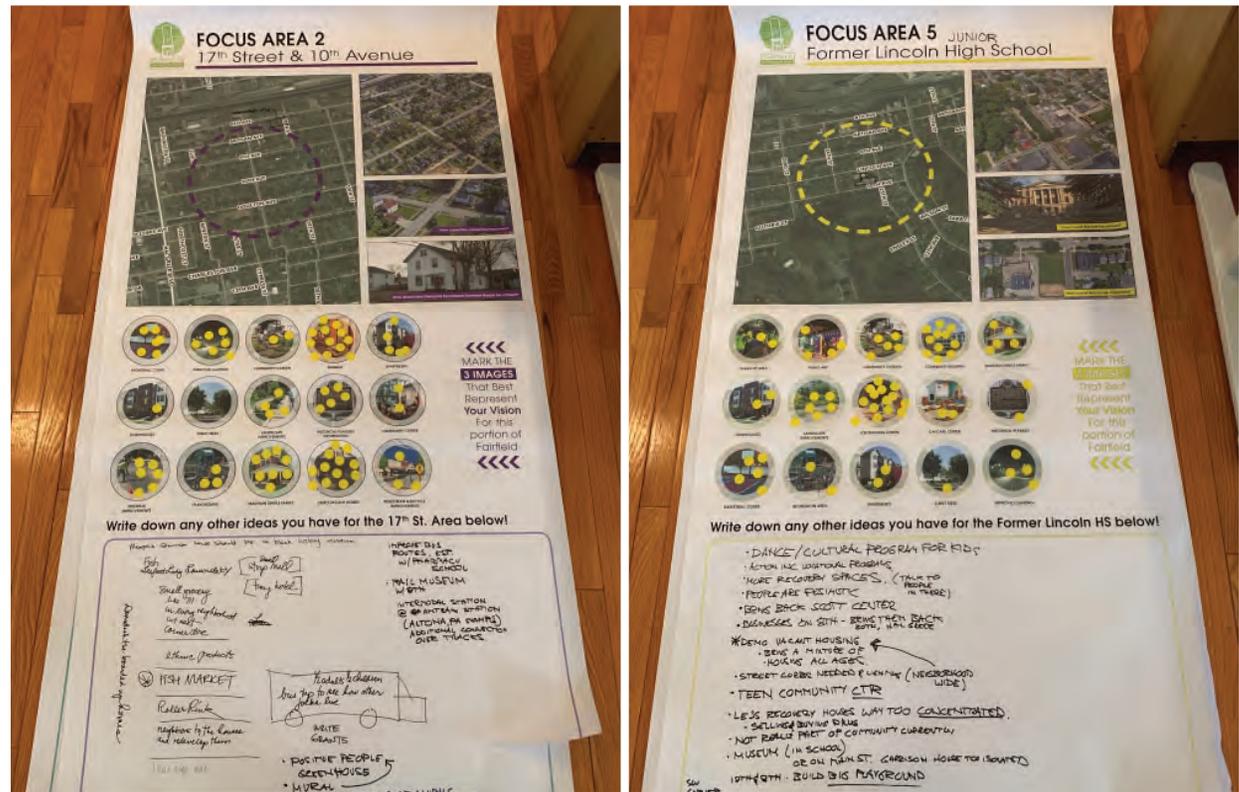
Meeting participants then wrote and identified what the most important thing(s) for their ideal neighborhood is. Grocery store was listed the most followed by access to childhood education, more resources to help improve the Fairfield neighborhood, and equal opportunity to jobs. Shopping, clean streets, Black-owned businesses, safe spaces for youth and seniors, a laundromat, and access to healthcare were also recognized as important elements for their ideal neighborhood.

Prior to the meeting, six focus areas within the planning area were identified to best leverage the community's existing assets to help improve neighborhood conditions. They included:

- The 20th Street Corridor,
- 17th Street and 10th Avenue,
- AD Lewis Community Center and the Northcott Court Redevelopment Site,
- Prindle Park,
- The Former Lincoln Junior High School, and
- Spring Hill Elementary

In an open house-style format, meeting attendees were tasked with selecting their top three favorite visioning ideas for each of the six focus areas using dot stickers. The sticker exercise illustrated a desire for:

- A grocery store on the 20th Street Corridor OR Hal Greer Boulevard,
- More restaurants and cafes along the 20th Street Corridor and Hal Greer Boulevard
- Readapting the former Lincoln Junior High School into a job training facility or a community space
- Expanding the AD Lewis Community Center



Meeting attendees at the Community Visioning Meeting selected their top three preferred ideas for six Focus Areas for enhancement in the Fairfield neighborhood

- More recreational options and various landscape improvements to Prindle Park
- Maintaining single-family homes and demolishing vacant housing throughout
- Improve lighting and provide a protected bus stop near Spring Hill Elementary School

## Preparing Strategies and Project Plans

Four Working Groups were organized around topics and interest areas developed during the visioning process. They included: 1) Neighborhood, Housing, and Mobility, 2) Education and Youth, 3) Safety and Health, and 4) Employment and Job Training. Over the course of a three month period, the Working Groups met several times to build upon the strategies that emerged from the visioning process.

## RESIDENT NEEDS ASSESSMENT SURVEY

The 112-question Resident Needs Assessment Survey was conducted in April 2019 and explored topics including: housing, transportation, source of news/information, thoughts about the neighborhood, education, youth, safety, health, grocery shopping, employment & job training, and financial services. The Resident Survey was broken up into four individual surveys based on the Working Group topics. Completing each of the four surveys gave respondents a raffle ticket that automatically entered them into a drawing to win either a \$50 Amazon Gift Card or a \$150 Amazon Gift Card. The winners were announced at the Fairfield Family Feud Community Meeting.

All former residents of the Northcott Court property were invited to participate in the Survey, which included questions regarding resident services that the Housing Authority could provide. The Resident Ambassadors assisted in marketing and administering the survey to former Northcott Court residents and other Fairfield residents.

74 of the 81 survey respondents conducted each of the four resident surveys. Only seven former Northcott Court residents responded. Approximately 81% (65) respondents have lived in the Fairfield neighborhood for more than five years with almost 20% having lived in the neighborhood for more than 40 years. 40% reported that they were somewhat dissatisfied or very dissatisfied living in the neighborhood. More than half of the respondents had mixed feelings if the Fairfield neighborhood is a good place to raise children. An extra 15% said no. 64% said the neighborhood is getting worse. Gun violence/shootings, drugs, and vacant buildings were identified as the most pressing safety issues. On-the-job training programs, training in high-demand career fields, and job readiness services were identified as the most needed job services. The survey results were used to establish baseline metrics, identify potential service gaps and prioritize needs.

## FAIRFIELD FAMILY FEUD

The Fairfield Family Feud meeting was held on Thursday, May 16, 2019 at the A.D. Lewis Community Center. The meeting provided an opportunity to share the results of the four Resident Surveys in a fun and interactive way with community residents. Three rounds of Family Feud-style games were played containing three questions and answers taken from the Resident Surveys. The point values assigned to each answer indicated the number of people who responded with that answer in the survey. Members of the winning teams were awarded one ten-dollar Amazon gift card. Some of the questions included: What is the safety issue that Fairfield residents are most concerned with? What neighborhood-based activities or classes would Fairfield residents like to have available for children or teenagers? What health conditions have Fairfield residents been diagnosed with?

## WORKING GROUP MEETINGS

Starting in June 2019, the Four Working Groups of 1) Neighborhood, Housing and Mobility, 2) Education and Youth, 3) Safety and Health, and 4) Employment and Job Training met on three occasions to form solutions to challenges and initiatives to transform Fairfield into a neighborhood of choice. The Working Groups were designed

as subcommittees of the Fairfield Alliance but also included neighborhood residents and other local organizations and service providers knowledgeable about the topics being addressed. By design, Working Groups were organized as the link between neighborhood residents and the decision makers who have the resources to get things done.

## MEETING 1 - DESIRED OUTCOMES AND CASE STUDIES

The first round of Working Group meetings were held at Unlimited Future, Inc. from June 24-25, 2019. The purpose of the meeting was to prioritize desired outcomes of the Plan relating to each of the four Working Group topic areas. Meeting participants voted on their top five most desired outcomes based on ideas expressed from residents and stakeholders throughout the planning process (Results can be found on page 13 of the Executive Summary). Meeting participants also identified five measures of success for their preferred desired outcomes and three case studies/examples/projects that were able to achieve one of their primary outcomes.



*Working Groups strategized on how to recruit a grocery store to the Fairfield neighborhood*

## MEETING 2 - PROJECT IDEAS AND ACTIONS

The second Working Group meetings were hosted at Unlimited Future, Inc. from July 18-19, 2019. Prior to the meetings, the Planning Team tabulated all of the desired outcomes and measures of success and selected the most preferred ideas for each of the topic areas. The Planning Team also distributed a series of one-page descriptions for each of the case studies to help drive the conversation at the second Working Group meetings. Meeting attendees were asked to brainstorm project ideas that would help achieve one of the primary desired outcomes.



*Implementation action steps, partners and resources were identified through Working Groups*

## MEETING 3 - IMPLEMENTATION PARTNERS AND RESOURCES

The third round of Working Group meeting were held at Unlimited Future, Inc. from October 20-21, 2019. Working Group members were asked to rank their preferred project ideas through an online SurveyMonkey questionnaire prior to the meeting. The top project ideas were presented and meeting attendees were asked to identify possible implementation steps, potential partners, and potential resources to help achieve each project idea.

## Youth Meetings

Members of the planning team met with three separate groups of students on Thursday, May 16th to discuss neighborhood conditions and desired neighborhood improvements from a youth perspective.

### SPRING HILL ELEMENTARY

The first meeting was held at Spring Hill Elementary school and included more than a dozen students from fourth and fifth grade. The students liked the quietness of the neighborhood, the mall, the AD Lewis Community Center and the YMCA but shared concerns over gun violence, drugs, gangs, vacant housing, and the lack of activities for kids. The Spring Hill students would like to see more activities at the AD Lewis Community Center separated by age, an outdoor basketball court, and opportunities to create art. Following the discussion, the students participated in a mapping activity where they illustrated their desired neighborhood improvements.

### HUNTINGTON HIGH SCHOOL

The Planning Team met with Junior and Senior-year High School students from Huntington High School to discuss the field of urban planning and to conduct a keypad polling exercise focused on neighborhood

conditions, assets, and challenges. Almost half of the student participants did not feel strongly about the Fairfield neighborhood in general or if they thought it was a safe neighborhood. Some students emphasized the lack of activities or things to do in the Fairfield neighborhood and how gang culture and the drug trade is a challenge facing many of their peers. A little less than half of the students participants plan on or would not mind staying in the Fairfield community.

### A.D. LEWIS YOUTH

Members of the planning team also met with youth ranging from 6-13 years old at the A.D. Lewis Community Center to conduct a keypad polling exercise focused on neighborhood conditions, strengths, and challenges. More than half the youth surveyed love or like the Fairfield neighborhood. They like AD Lewis and think people in Fairfield are generally nice. Still, many felt that the neighborhood is generally unsafe, dirty, and sometimes violent. Almost half the youth surveyed would be interested in taking a cooking/life skills class. There was overwhelming support to expand the pool since it frequently becomes overcrowded. The majority of youth participants expressed their desire to see greater separation between youth and older kids/adults at AD Lewis. Some youth claimed that the older kids don't always set a good example and often took over spaces as well.



*Youth Meeting activity at Spring Hill Elementary School*



*Youth Meeting discussion at Huntington High School*

## Doing While Planning / Early Action Projects

Early action engagement activities include small-scale projects that bring people together as volunteers to achieve visible neighborhood improvements and/or promote good health/physical activities. During the Community Priorities Meeting held on February 21st, attendees helped to prioritize initial Early Action Projects and voted on a Job/Resource Fair, Identifying plaques/renaming streets after notable Fairfield residents, and Beautification of AD Lewis Health and Wellness Center.

The Fairfield Job Fair was held on Thursday, June 13, 2019 from 2-7PM at the St Peter Claver Catholic Church and featured over 22 employers and service providers. The job fair featured more than 15 employers offering part-time and full-time employment including: the Huntington Police Department, the Huntington Fire Department, the US Census, Marshall University, Cabell Huntington Hospital, The Tri-State Transit Authority, Sodexo and Unlimited Future Inc. Attendees were encouraged to come to the fair with resumes in hand and to be ready for on-the-spot interviews. In addition to the many employers who participated, information and resource tables were set up and refreshments were offered. Due to the success of the first job fair, another Fairfield Job and Resources Fair is scheduled for April 2020 at the Marshall University School of Pharmacy.



Thursday, June 13th · 2-7PM  
St. Peter Claver Catholic Church

### Fairfield Job Fair

Open to the Community and  
FREE to all job seekers!

Featuring more than 20  
employers offering part-time  
and full-time employment.

### Prepare Yourself!

- Dress in proper business attire
- Communicate professionally and efficiently
- Bring plenty of resumes

St. Peter Claver Catholic Church  
828 15th Street Huntington, WV



Left: Flyer for the Fairfield Job Fair held on June 13, 2019 | Right: the Memphis Tennessee Garrison House during the preliminary rehabilitation assessment

Two initiatives related to historic preservation began in the Spring following Community Meeting 2. One focused on identifying and installing historical plaques and markers and the other to transform the former residence of Memphis Tennessee Garrison House into a historical museum dedicated to African-American history. Descriptions of these projects are located in the Neighborhood and People sections of the Plan.

## Alignment with Other Planning Activities/Efforts

There are several planning initiatives and recent City actions that provide policy guidance and potential tools to assist with implementation of the Fairfield Innovation Plan. Residents and Planning Team staff also recognize the need to not “reinvent the wheel,” and must seek to build off related previous work and efforts that are currently ongoing.

## PLAN2025 COMPREHENSIVE PLAN

The City’s Planning Department conducted a robust process to create “Plan 2025: The Future of Huntington,” the city’s comprehensive plan. The document serves as a foundation for future land use decisions and policies regarding zoning, economic development, housing, transportation, and other public services. Plan 2025 provides an analysis, vision, and plan for revitalization for the Fairfield neighborhood based on community engagement conducted in 2012 and 2013. The strategies, goals, and objectives in the Fairfield Innovation Plan align with some of Plan 2025’s recommendations including: protection of historical assets, the development of a grocery store on Hal Greer Boulevard, increasing recreational capacity at the A.D. Lewis Community Center, improving pedestrian connections throughout the neighborhood, and improving bicycle/trail connections to Ritter Park.



## HUNTINGTON INNOVATION PLAN AND “AMERICA’S BEST COMMUNITY”

Huntington was named “America’s Best Community” in 2017 in a national contest based on which small cities could create and implement the best “Community Revitalization Plan”. Competing against 350+ other cities across America, Huntington created a vision for revitalization of its three most distressed neighborhoods – Fairfield, the West End, and Highlawn. Led by Mayor Steve Williams, the community convened a group of 80+ key stakeholders and entities to create the “Huntington Innovation Plan” or “HIP Project” to rejuvenate these neighborhoods, and conducted a comprehensive and ongoing stakeholder and public engagement process.

Huntington was awarded \$76,000 in challenge prize winnings when it became one of 50 quarterfinalists. Huntington then secured another \$100,000 when it became one of eight semi-finalist communities and used those winnings to move the HIP plan into early action activities, including the transformation of a brownfield and abandoned factory into the “West Edge Factory,” a job training facility for dislocated coal miners and distressed youth to learn applied skills in solar roofing,



Left: The City of Huntington was awarded \$100,000 when it became one of eight semi-finalist communities for the “America’s Best Community” contest | Right: An “America’s Best Community” banner was hung over 8th Avenue in downtown Huntington

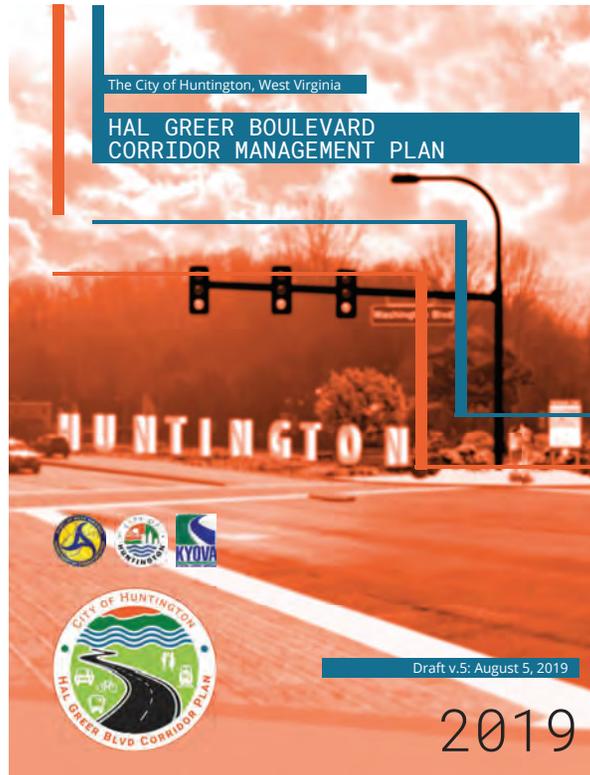


craft furniture-making, building rehabilitation, and sustainable community agriculture.

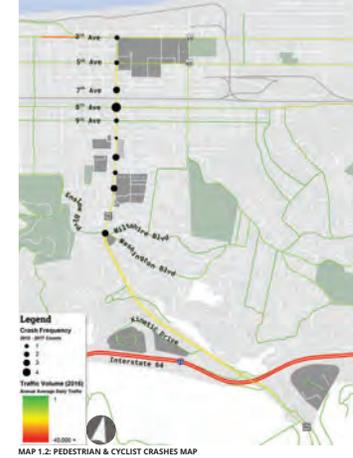
In April 2017, Huntington became the grand prize recipient and title of “America’s Best Community”. This game-changing event has energized the community, brought \$3,000,000 in ABC winnings and another \$12.7 million in leveraged resources. The goals of the Fairfield Innovation Corridor call to upgrade Hal Greer Boulevard into a “complete street” gateway into Huntington, transform Northcott Court into a mixed-use, mixed-income community hub, create a health- and medical- jobs sector, and improve opportunities for recreation and healthy living.

# HAL GREER BOULEVARD PLAN

The Hal Greer Boulevard Plan, led by global design firm Stantec, is a transportation plan to address concerns over congestion, flooding, pedestrian and cyclist safety, and connectivity along and across Hal Greer Boulevard from its descent from Interstate 64 to 3rd Avenue downtown. Some of the recommendations within the Fairfield area include realigning streets perpendicular to Hal Greer, installing mid-block crossings, adding median planters, installing brick pavers at certain intersection, and proposing a gateway park. More information can be found at [www.completehalgreer.com](http://www.completehalgreer.com)



Pedestrian & Cyclist Crashes Map (2013-2017)



### Pedestrian and Cyclist Crashes

The West Virginia Department of Highways collects and retains the data on reported crash incidences on roadways in the state. Data examined for this study was collected from 2013 through 2017 and shows that a total of 25 pedestrian and cyclist incidents were reported, roughly 4% of the total number of crashes reported along Hal Greer Boulevard. Out of four years of data, the only fatality to occur was when a car struck an individual walking across Hal Greer near the intersection of Boulevard Avenue at the hospital during the afternoon. Twenty of the remaining incidents resulted in some level of injury to the walker or cyclist and over half of the reported incidents occurred during the day. Visibility may not be the main cause of these crashes, which could be contributed to poor design and lack of facilities for pedestrian and cyclist safety.

At least 76% of these accidents occurred when individuals attempted to either enter or cross the roadway. Over 40% occurred within a marked crosswalk or at an intersection with no crosswalk.

MAP 1.2: PEDESTRIAN & CYCLIST CRASHES MAP

TABLE 1.1: AVERAGE TRAVEL SPEEDS FROM 5-6 PM

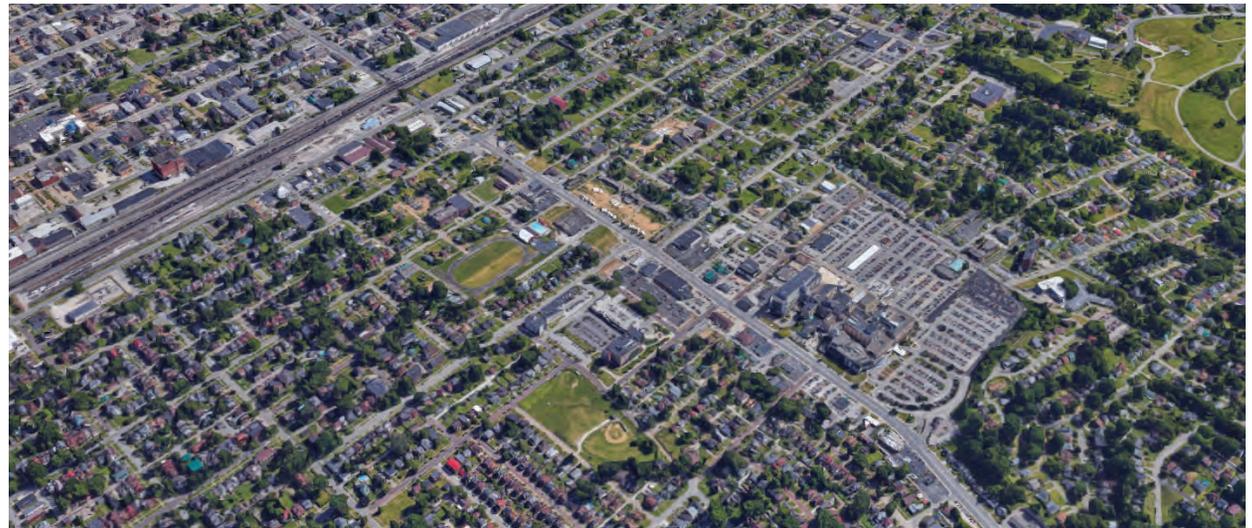
Name	Length (miles)	Average Travel Speed for Time Runs (South/Northbound (mph))			
		SB Run #1	NB Run #2	SB Run #3	NB Run #4
C&O VIADUCT TO 3RD AVE	0.45	22 mph	13 mph	16 mph	13 mph
WASHINGTON BLVD TO C&O VIADUCT	0.88	5 mph	13 mph	15 mph	14 mph
I-64/HHS TO WASHINGTON BLVD	1.94	30 mph	29 mph	40 mph	24 mph
<b>TOTALS</b>	<b>3.27</b>	<b>12 mph</b>	<b>19 mph</b>	<b>23 mph</b>	<b>18 mph</b>
<b>TOTAL TRAVEL TIME (MIN. SEC)</b>	<b>3:27</b>	<b>14m 58s</b>	<b>9m 45s</b>	<b>7m 54s</b>	<b>10:11s</b>

A detailed examination of current and projected traffic conditions, and the impacts from the proposed redesign of the roadway is in Chapter 6 on page 93



# NEIGHBORHOOD PLAN

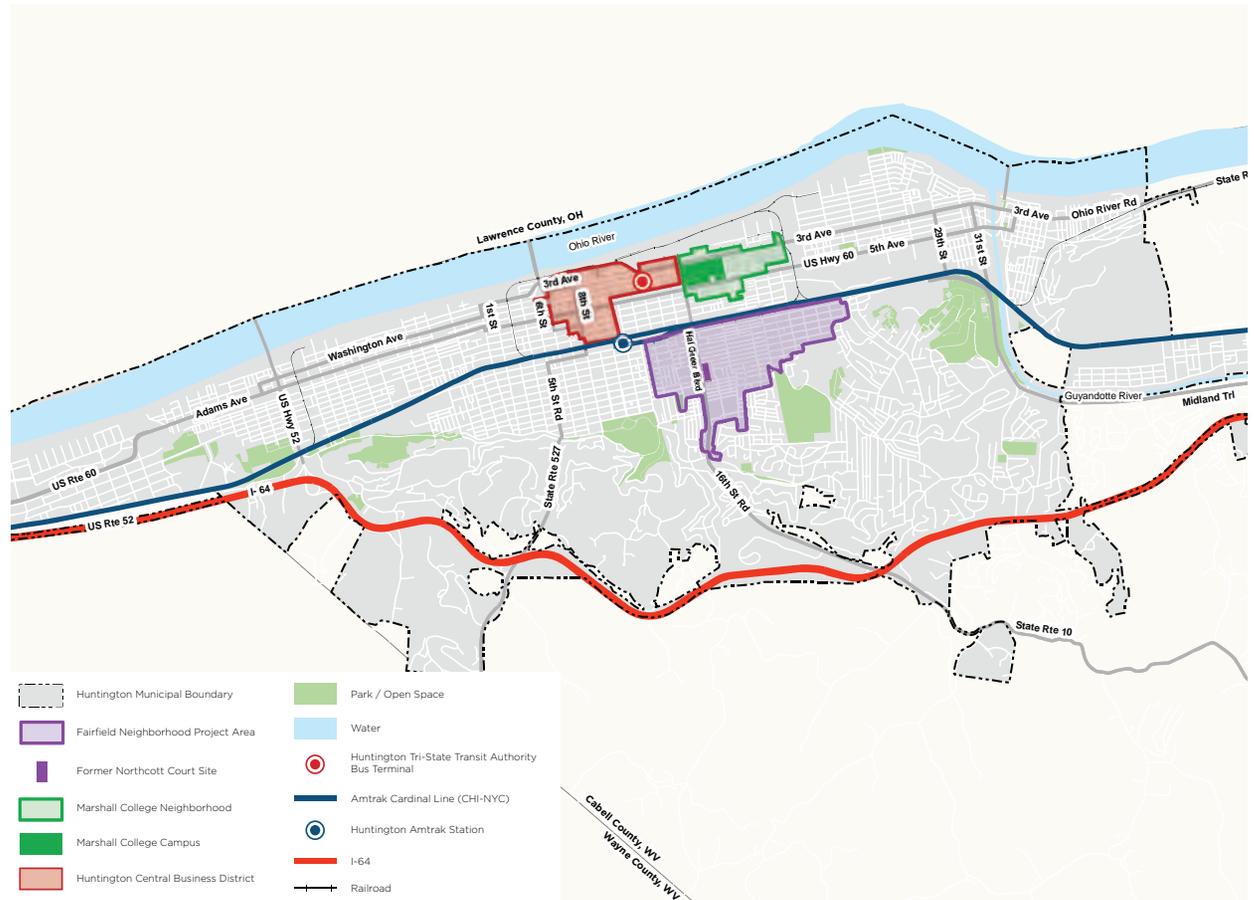
The Neighborhood Plan builds on existing neighborhood assets, the expertise of project leaders and partners, Fairfield's central location, and historic character as the framework for revitalization. The Planning Team used active and ongoing community engagement to build consensus on the strategy's desired outcomes and projects. A major element of the Neighborhood Plan is bringing a grocery store back to the Fairfield community and connecting residents to financial assistance and home improvement programs to remain in the neighborhood.



*Aerial View of the Fairfield Neighborhood*

## City Context

Huntington's ascension into a metropolitan area is rooted in its relationship with the Ohio River, America's early railroads, and the industrial revolution. In 1871, Collis P. Huntington and Delos W. Emmons founded the modern City of Huntington to serve as a transportation-shipment point for the Chesapeake and Ohio Railway (C&O). The C&O railroad succeeded in connecting West Virginia's natural resource extraction economy to factories across the country, fueling the last phases of America's industrialization. A few years prior, the newly formed West Virginia legislature resurrected the former Marshall Academy into the State Normal School of Marshall College in 1867. Known today as Marshall University, the university serves as an anchor institution for economic activity and civic pride for the City of Huntington. From its founding to the Great Flood of 1937, the City experienced a "boom" in population and prosperity. Huntington's prominence began to decline in the 1960s following drastic declines in its heavy manufacturing sector and the rise of suburbs fueling out-migration. The City's peak of 85,000 residents in 1970 has since declined to less than 50,000 today resulting in subsequent blight and poverty.



## NEIGHBORHOOD HISTORY

Fairfield is deeply rooted in African-American history from Huntington’s segregationist policies to several historical figures that once called the community home.

The founding of Huntington came at a particular time in American history when the North and South were still recovering from the Civil War and Jim Crow Laws were first appearing. Huntington’s economy prospered during the late 19th century/early 20th century and the region’s relatively tolerant racial climate allowed for black migrants to find gainful employment in Huntington. The first black church, the Mt. Olive Baptist Church, was founded in 1872 legitimizing black individuality and community aspirations.

In 1891, Huntington built Douglas school, named after abolitionist Frederick Douglass, as the first school for black youth on the corner of 8th Avenue and 16th Street (Now Hal Greer Boulevard). Carter G. Woodson, the Father of Black History, was one of the school’s earliest graduates and became principal four years later. The new Douglas School building was built in 1924 at 10th Avenue and Bruce Street and serves as the Douglas Center today housing the Ebenezer Medical Outreach program.

As early as the 1890s, the African-American population clustered along 8th Avenue between Sixteenth and Twentieth Streets, due in large part to physical segregation practices to create the borders of “Colored Huntington.” A small class of black professionals emerged within the city who had no direct experience with slavery and who were becoming increasingly knowledgeable of their rights. In response, Jim Crow laws and racially restrictive covenants contributed to creating segregationist practices that reinforced the concept of “colored Huntington” and solidified the Fairfield area into an African-American community.

Even after striking down the legalities of restrictive racial covenants in 1929, segregation practices persisted. Fairfield East, the area east of 20th Street was generally recognized as the White part of the neighborhood while Fairfield West was known as the black part.

Deindustrialization and globalization have drastically reduced Huntington’s industrial sector and many Black Huntingtonians were ill-equipped to adapt to the new structural changes in employment. Like many urban neighborhoods in the 20th century, Fairfield experienced a period of disinvestment, population loss, and a proliferating drug trade.



Top: The former Big Bear Supermarket at the former Fairfield Plaza in 1959 (Source: Herald-Dispatch) | Bottom: The Douglas High School Graduating Class of 1960 (Source: Herald-Dispatch)

## Notable Historical Figures

### DR. CARTER G. WOODSON

Dr. Carter G. Woodson is recognized as the national "Father of Black History." He moved to Fairfield in 1895 and graduated from Douglass High School in 1896. He later taught and acted as principal of Douglass High School from 1900-1903. Dr. Woodson became the second African-American to earn a Ph.D. from Harvard University and founded the Association for the Study of Negro Life and History in 1915 and the Journal of Negro History in 1916.

### MEMPHIS TENNESSEE GARRISON

Memphis Tennessee Garrison was known for her work in civil rights activism and as a leader of the NAACP, retired to the Fairfield community. She served as a substitute teacher and remained politically engaged locally and nationally. Garrison lived the last thirty years of her life in Fairfield and passed away in 1988. In 2017, her house located on 17th Street and 10th Avenue was added to the National Register of Historic Places.

### DR. FRANKLIN CLECKLEY

Dr. Franklin Cleckley was the first African-American to serve as a Justice of the West Virginia Supreme Court of Appeals was born in Fairfield but grew up in McDowell County.

### MARIE REDD

Fairfield resident, Marie Redd became the first African-American state senator in West Virginia history in 1998.

### HAL GREER

Hal Greer was the first African-American athlete who attended Marshall University. Greer was a 15-season veteran and ten-time NBA All-Star with the Philadelphia 76ers. He was inducted into the Basketball Hall of Fame in 1982. In 1996, a blue-ribbon panel of media, former players and coaches, current and former general managers and team executives selected Hal Greer as one of the 50 Greatest Players of All Time.



(From top left going counterclockwise: Dr. Carter G. Woodson, Memphis Tennessee Garrison, Dr. Franklin Cleckley, Statue of Carter G. Woodson located at the 800 Block of Hal Greer Boulevard, Marie Redd, Hal Greer)

## Fairfield Oral Histories

Marshall University librarians have recently started an oral history project that illustrates life in Huntington and the Fairfield neighborhood throughout the 20th century. Below are a few excerpts from their collection.

### ON THE A.D. LEWIS COMMUNITY CENTER

*"(AD Lewis) was where the community would come together and it was almost like a community picnic. There would be football games, softball games, people just standing around talking, people having picnics just enjoying one another's company. What was Sunday when the community came together. And it wasn't one of those scheduled things; this was just something that was done."*

- Pastor Reginald Hill

### ON ENTERTAINMENT

*"We didn't go out much. As we got older, we went to the clubs and go skating...Bowling, I used to bowl a lot, go bowling, that kind of stuff...Yep. It was Imperial Lanes (on the same lot at the Family Dollar on 8th Avenue."*

- Pastor Reginald Hill

*"You know, I can remember once a week we would have these block parties and they would shut off 16th Street to 20th Street...and the mothers and vendors and everybody would just get together you know, with all kinds of things going on, dance contests, water balloon fights, food eating, anything you wanted to eat was there. And it was free and it was for us and it was something that they did for us, the community got together, they cared as a whole. Which you don't see now."*

- Gina Johnson

### ON EDUCATION AND SEGREGATION

*"(In gym class) We even had boxing. They gave you some gloves, you put them on your box to whoever was up next until one of you was down. It was fun...(Segregation) was 10 times worse than what it is now...Well there were places we couldn't go eat downtown and you weren't allowed to go out to the park until late, they really changed all that. There'd be fights in school, racial, Huntington High against Huntington East, racially motivated, that kind of stuff."*

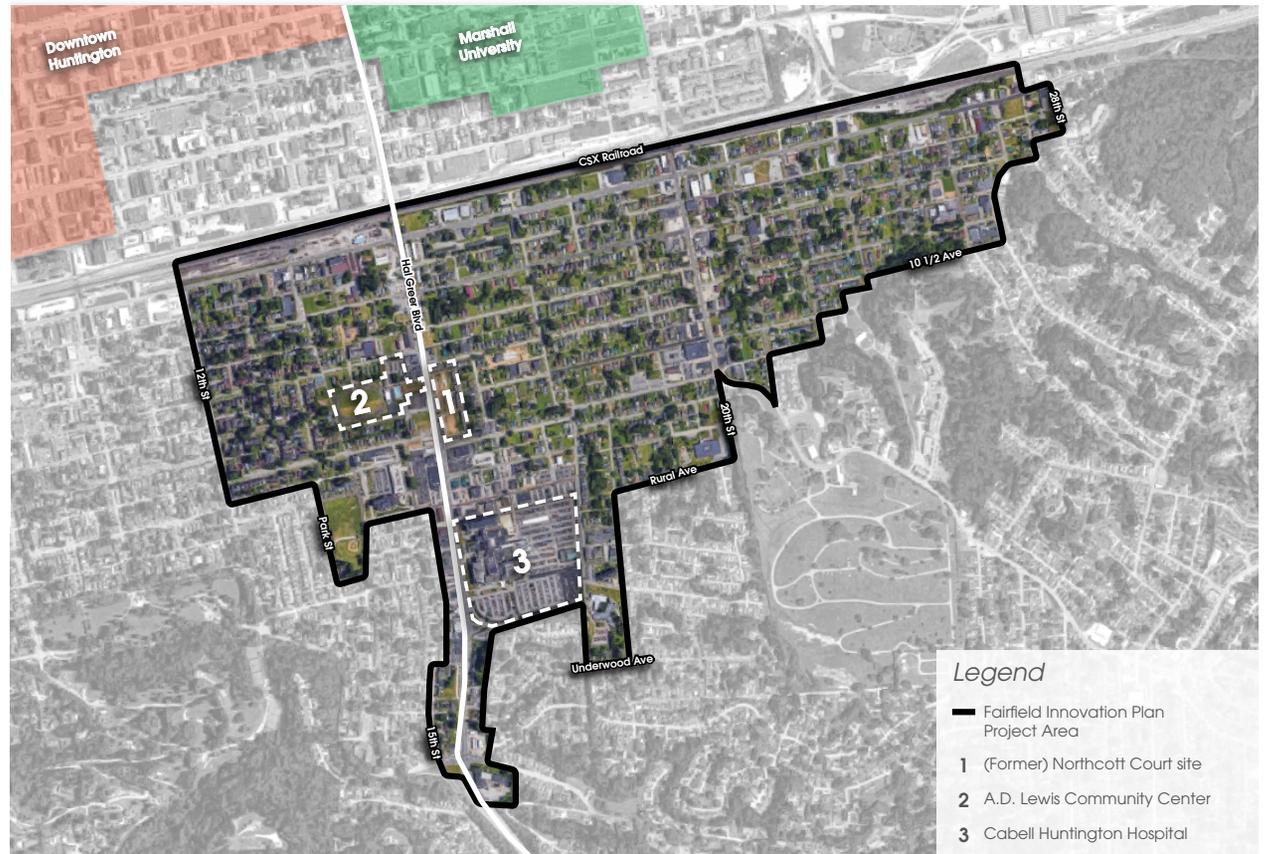
- Doris Atkison

*"We were in Lincoln's district and it was an integrated school. And then there was a lot of animosity there because black and whites did not get along. And so, there were times when we would get out of school to go to ball practice and then you was always confronted with a group of individuals who didn't want us there. And so, there was a fight almost every day. That was a given. You went to school to learn but you were going to fight your way back from school to home... Then in high school, high school was even more complex because they had closed Douglas, which was, it was predominantly black school. And that was our desire to go to Douglas and wear the blue and white. But then when integration came, it said we had to go to Huntington High and we did not really want to go to Huntington High ... All white school and Huntington High didn't want us to come because we were black. So, when we get to school there was a lot of friction, a lot of tension the first year that I was there. And fighting. There was a pretty good size riot broke out in the school hallways because of the tension between blacks and whites."*

- Pastor Reginald Hill

## THE FAIRFIELD NEIGHBORHOOD TODAY

Fairfield is described as a mixed-use neighborhood that combines historic homes and brick streets with modern homes and commercial buildings. The neighborhood has a well-defined northern boundary outlined by the CSX railroad that imposes a man-made barrier to Downtown and Marshall University's main campus. Hal Greer Boulevard's five lane road divides the neighborhood to connect Interstate 64 with downtown, Cabell Huntington Hospital, and Marshall University much to the detriment of pedestrians and cyclists. Both Cabell Huntington Hospital and Marshall University have a significant presence within the Fairfield neighborhood with multiple buildings and sites scattered throughout the area.



## Demographic Overview

The targeted Fairfield neighborhood (consisting of Cabell County census blocks 540110014001, 4002, 5001, and 6001 within census tracts 14, 15 and 16), consists of 4,577 residents and nearly 2,500 housing units out of Huntington's nearly 50,000 population.

## RACE/ETHNICITY

Approximately 36% of residents are African American, a rate much higher than such population in Huntington (9%), Cabell County (4.8%), and West Virginia (3.3%). The resident population is older, with more than 30% of the population aged 65 or older, nearly double the 17% rate of the city.

## NEIGHBORHOOD HOUSING STOCK

Fairfield is plagued by brownfields and blight, with 23% of housing units vacant and 10%--nearly three times the rate of the city. Subsequently, homes in Fairfield are reasonably priced, with median values concentrated between \$45,000 and \$56,000. However, many houses are old and in poor condition and recent residential sales prices have been, on average, about \$28,000 lower than citywide.

## INCOME

Median income ranges widely within the planning area's Census block boundaries, but when averaged together the planning area has a total median income of approximately \$29,088. Many families in Fairfield are heavily cost-burdened by rental and mortgage payments. In several block groups, 60% of households are paying more than 30% of income to rent or mortgage.

## CRIME

Part I violent crime rates in Fairfield are the worst in Huntington, with an average of over 13 violent crimes per 1,000 people, more than double the rate for the entire city over the past three years.

## ACCESS TO HEALTHY FOODS

The Fairfield neighborhood has not had a full-service grocery store since 2004. According to the Market Analysis report, the neighborhood is experiencing a leakage of grocery sales worth approximately \$22 million.

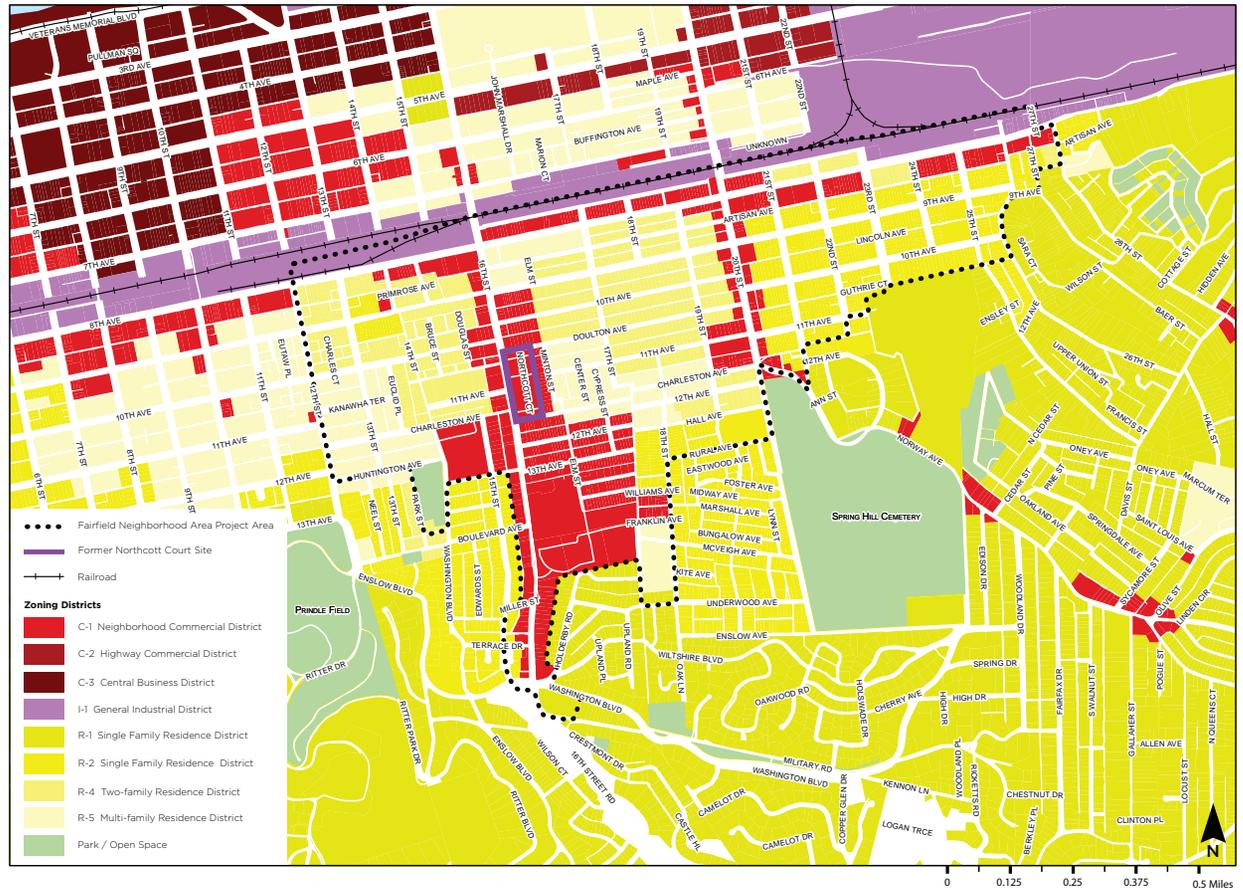
## SCHOOLS/EDUCATION

Spring Hill Elementary, is persistently low achieving, with 100% of its 573 children classified as needy, 82% in poverty, 34% with disabilities, 34% chronically absent, and proficiency levels of only 32% in English language (3rd, 4th and 5th grades), with math proficiency levels between 15-39% among those three grades.

# Zoning

Fairfield contains a variety of single-family, two-family and multi-family housing both historic and modern as reflected in its zoning map. Most of the residential areas within Fairfield are zoned for two-family or multi-family districts. Interestingly, the historical “White section” of Fairfield east of 20th Street is the only area of the neighborhood designated as a R-1 single-family district. The communities bordering Fairfield to the South and East also predominantly contain the R-1 single-family zoning designation.

While the Fairfield neighborhood is generally residential in character, large portions of the neighborhood are currently zoned for Commercial areas that are confined to Hal Greer Boulevard and 20th Street. Since Hal Greer Boulevard is a major arterial for the City’s transportation network, many of the businesses situated along the Boulevard are auto-centric in character with ample parking and frontages further setback from the sidewalk. Both Cabell Huntington Hospital and Marshall University buildings are situated on this stretch of Commercial-zoned parcels. 20th Street corridor is less so and has maintained its semblance of a neighborhood-serving commercial area.



Fairfield lacks parks and open spaces within its neighborhood boundary. Prindle Park is the only official park in the community and features two baseball fields but no playgrounds. Not shown on the Zoning Map, A.D. Lewis has a playground, running track, football field, and an indoor gym that serves as a recreational refuge for nearby youth. Just southwest outside of the neighborhood

boundary is Ritter Park, a regionally popular attraction offering trails, green spaces, a creek, rose garden, dog park, and two playgrounds.

## Hal Greer Boulevard

Hal Greer Boulevard is the main arterial of Fairfield with many of its important institutions located near or along the corridor. This one-mile corridor stretch is primarily a five-lane roadway with a center turning lane and narrow shoulders. Sidewalks are directly adjacent to travel lanes, typically five feet in width. Most intersections do not contain crosswalks or pedestrian countdowns. There is a lack of adequate lighting, few street trees, and no bicycle infrastructure in place making it a hazard environment for pedestrians, cyclists, and drivers alike.

The Hal Greer Boulevard Corridor Management Plan discovered a total of 25 pedestrian and cyclist reported incidents between 2013 and 2017. “The only fatality to occur was when a car struck an individual walking across Hal Greer near the intersection of Boulevard Avenue at the hospital during the afternoon. Twenty of the remaining incidents resulted in some level of injury to the walker or cyclist and over half of the reported incidents occurred during the day. Visibility may not be the main cause of these crashes, which could be contributed to poor design and lack of facilities for pedestrian and cyclist safety...At least 76% of these accidents occurred when individuals attempted to either enter or cross the roadway. Over 40% occurred within a marked crosswalk or at an intersection with no crosswalk.”



*The view along Hal Greer Boulevard looking south today*

Nearly 600 automobile crashes (including pedestrian and cyclist involved crashes) occurred in the same four-year period. The 8th Avenue intersection had the most reported incidents with 66.

The CSX railroad viaduct north of 8th Avenue makes walking less desirable to travel between Fairfield and downtown and Marshall University’s main campus. Sidewalks are narrow, automobile traffic remains speedy, and routine flooding make it a hostile pedestrian environment. Only a three-foot railing separates pedestrians from the hazards of the roadway. Subsequently, biking is also an unsafe mode due to the lack of a bike lane and narrow roadway and sidewalk conditions.

# Community Asset Map



 Former Northcott Court Site

- EDUCATION / INSTITUTIONAL**
1. Spring Hill Elementary School
  2. Meadows Elementary School
  3. Marshall University Forensic Science Center
  4. Marshall Internal Medicine
  5. Marshall School of Pharmacy
  6. Cabell Huntington Hospital

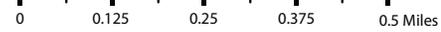
- PARK**
7. Prindle Park
  8. AD Lewis Running Track / Football Field

- FAITH**
9. Unitarian Fellowship of Huntington Church
  10. Shiloh Baptist Church
  11. Encouragers Fellowship Church
  12. Original Glorious Church
  13. St Peter Claver Catholic Church
  14. Morgan African Methodist Episcopal Zion Church
  15. Sixteenth Baptist Church
  16. Full Gospel Assembly Church
  17. Shiloh Seventh-Day Adventist Church
  18. Ebenezer United Methodist Church
  19. Young Chapel AME Church
  20. Antioch Missionary Baptist Church
  21. Muslim Association of Huntington
  22. Baptist Temple
  23. Full Gospel Assembly
  24. Church of Christ
  25. Church of Hope
  26. Church of God
  27. King of Glory Church
  28. Ninth Avenue United Methodist Church
  29. Twenty-Sixth Street Baptist Church
  30. New Beginning Apostolic Church

- SOCIAL SERVICE**
31. A.D. Lewis Center
  32. Ronald McDonald House
  33. Huntington Health and Rehabilitation Center
  34. Recovery Point of Huntington
  35. Score
  36. Unlimited Futures, Inc.
  37. Kisra
  38. Gunn Dentistry

- HISTORY/CULTURE**
39. Huntington Railroad Historical Society
  40. Carter Godwin Woodson Marker
  41. Memphis Tennessee Garrison House

- COMMERCIAL**
42. Family Dollar
  43. Whiteway Dry Cleaners
  44. Walgreens



# COMMUNITY ASSETS, CHALLENGES, AND PRIORITIES

## Community Assets

Resident and Stakeholder feedback from Community Meeting 1 identified Fairfield’s physical, social, and economic assets. The church and faith community was the most cited institutional asset followed by A.D. Lewis Community Center, Marshall University, and Cabell Huntington Hospital. Community gardens, the neighborhood housing stock, its community identity, and sports, fitness, and recreation opportunities were recognized. Overall, the meeting highlighted the mild consensus among the community where Fairfield’s strengths lie.

A comprehensive asset map illustrates the various organizations, churches, service providers, institutions, parks, and neighborhood amenities operating near or within the Fairfield community that could be further leveraged as areas of opportunity, collaboration, and support for neighborhood revitalization.

## Community Challenges

Meeting attendees at Community Meeting 1 were also asked to identify the neighborhood’s present challenges. In contrast to the asset portion of the meeting, listing Fairfield’s challenges achieved more broader consensus among meeting participants. The most recognized challenge for the community was the absence of a neighborhood full-service grocery store. Drugs, particularly, the heroin epidemic and the drug trade were the next cited neighborhood challenge. Housing vacancy and dilapidation were another concern followed by pedestrian and vehicular safety along Hal Greer Boulevard.

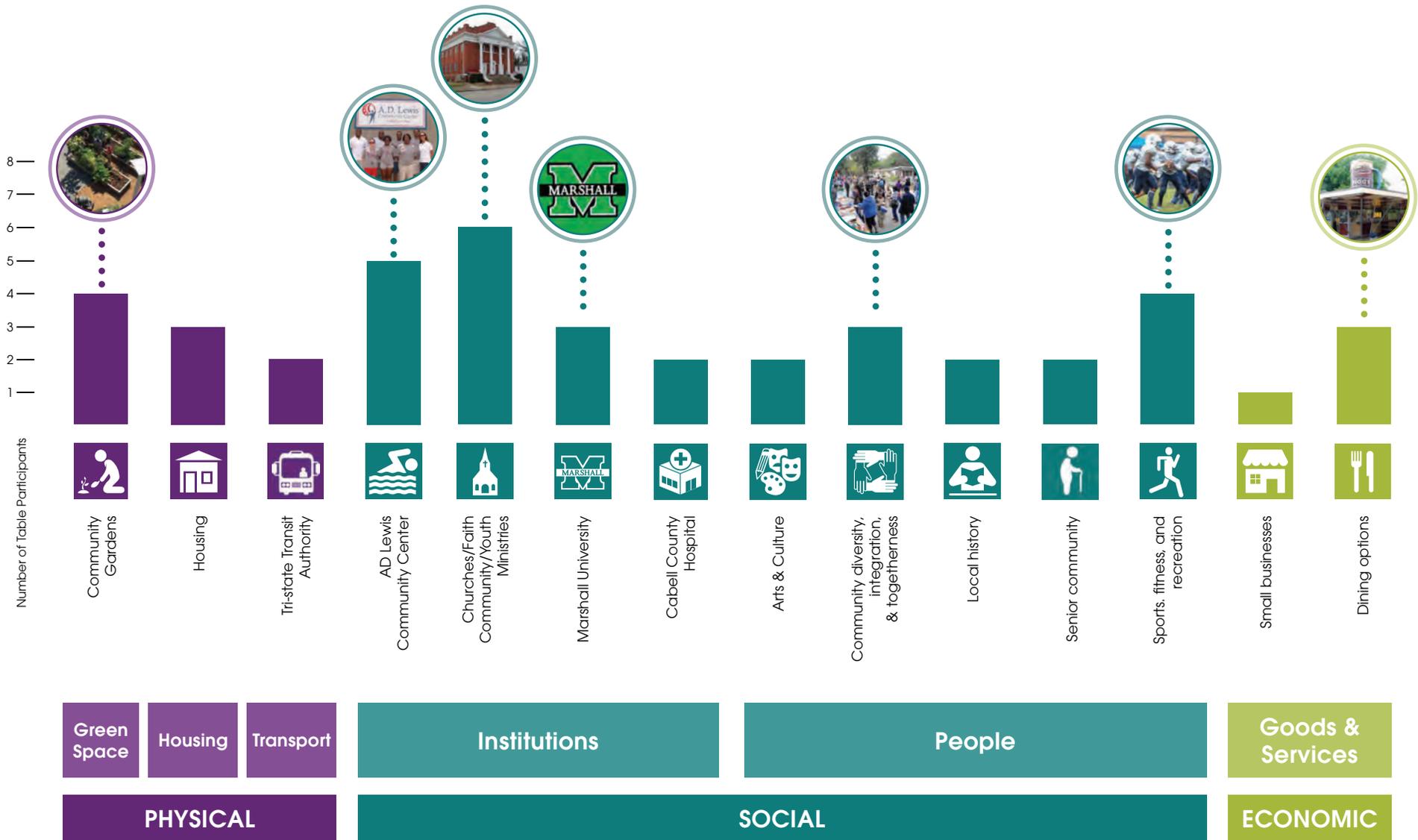
## Neighborhood Priorities

Community Meeting 2 focused on identifying community priorities. Attendees utilized keypad polling to answer questions intended to help prioritize various neighborhood elements. Results of this exercise were used to frame the Neighborhood section of the Innovation Plan and were incorporated into the various Working Group meetings.

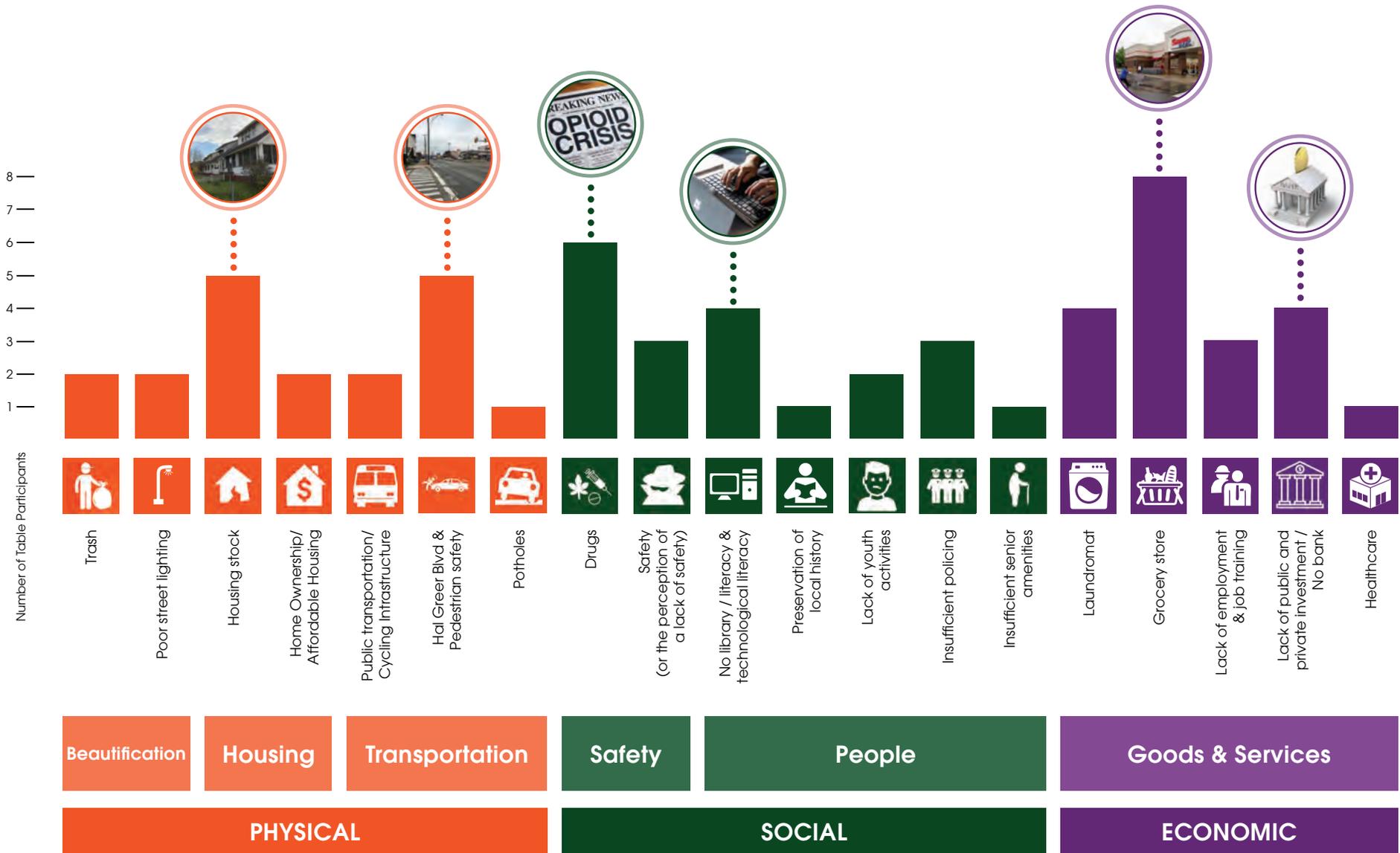


Top: Community Meeting 1 (Source: Herald-Dispatch) |  
Bottom: Community Meeting 2

# Community Defined Assets



# Community Defined Challenges



## MARKET ASSESSMENT

The neighborhood market analysis was conducted by Marshall University's Center for Business and Economic Research (CBER). Their analysis provides an overview of the financial feasibility of a grocery store located on Hal Greer Boulevard in hopes of creating catalytic development to spur additional business activity and improve the physical and financial health of area residents. The market assessment also provides housing recommendations to promote home ownership and affordable housing outlined in the Housing section of the Plan. If successful, this revitalization effort will increase the desirability of the neighborhood as a place to live, work, and shop.

### Grocery Store

The report defines the immediate market area as the Fairfield District which includes the Fairfield Innovation area and the seven nearby Census block groups whose closest shopping district is the Hal Greer corridor. The Fairfield District meets three key sets of criteria that establishes the minimum indicators of sustainability for a grocery store:

- 6,000-8,000 nearby households (7,100 households in the Fairfield District)
- A one-mile trade area with a population greater than 12,000 and 25,000+ for two miles (17,500 residents in the Fairfield District)
- A minimum annual average daily traffic volume (AADT) of 20,000 (The AADT in front of the former Northcott Court is 20,083)

Because of the large employers in the area, Cabell Huntington Hospital and Marshall University, the daytime population of the Fairfield District reaches 22,000 people with a resident population of 17,500. A May 2019 community grocery store survey focused on Marshall University and Cabell Huntington Hospital discovered that many area workers who are not Huntington residents already shop for groceries in other parts of the city and would prefer to shop at a store in Fairfield.

Current leakages of grocery sales in the Fairfield District are approximately \$22 million.

Even without a grocery store, the Fairfield area is still a shopping destination for non-residents. The area has surplus sales for restaurants and pharmacies, eclipsing residential population demand.

CBER's analysis estimates a conservative range of potential grocery sales between \$16 million and \$22 million annually for a traditional full-service store located on Hal Greer Blvd. A smaller grocery store that was not full-service would generate less sales. However, sales could exceed \$22 million if the store was a unique brand not available elsewhere in the region.

### Additional Commercial Needs

Interviews with Fairfield business owners also indicated additional needs for restaurants, including more varied fast food options, more banking options and a laundromat. Contrary to common perception, none of the businesses interviewed have had trouble with crime in the neighborhood and several have been operating in Fairfield for 15 to 30 years.

## **NEIGHBORHOOD VISION** Neighborhood Desired Outcomes

### **Value Statement**

*Stabilize Fairfield into a resilient neighborhood. Create and maintain healthy, safe and affordable housing for all income levels in the neighborhood. Celebrate individual community character, cultural diversity, and values while cultivating a sense of unity and shared identity within the Fairfield community. Promote broader mobility and connectivity for all ages, including transit, bicycling, walking and driving.*

Residents, visitors, and workers in Fairfield have access to a **full-service grocery store** with healthy food options.

**Vacant or underutilized property is redeveloped** responsibly by developers who work holistically with the community. Significant new attractive rental and single-family housing are constructed for various income groups. Capacity for smaller local community developers is improved and enhanced.

The **community honors the past** and instills great pride among local residents. History is researched, documented and promoted as a way to enhance community identity.

Residents are connected with **home improvement programs and financial assistance** to remain in the neighborhood as it improves.

**Additional services and amenities** such as banks, pharmacies and barber shops are attracted to the neighborhood.

# The Fairfield Community Vision



## Measures of Success

**Grocery Store/Ancillary Businesses** – A full service grocery store is viable over time that gives residents, workers, and visitors access to healthy food options; ancillary businesses such as a barber, bank, laundromat surround grocery store as its anchor; kids playing on playground; home-style restaurant opens up

**Vacant properties** – 50% torn down, 20% new housing; 30% parks and open space; people talking more positively about the neighborhood/providing reasons to stay; population growth; five new townhouse apartments are constructed for families; local landlords collaborate with contractors; outdoor basketball court, splash pad, playgrounds are constructed

**Honoring the past** – Walking tours; yearly cultural programs; dedicated funding and resources; historical plaques and markers installed; African-American History Museum; an app is developed; knowledge and worth of past and present

**Home improvement programs** – Increase in population staying in the community; residents invest more money in their property; people talking more positively about the neighborhood/providing reasons to stay

**Additional services and amenities** – Such as banks, laundromats, pharmacies, specialty clothing stores, and barber shops are attracted to the neighborhood.

## EARLY ACTION PROJECT

### A.D. Lewis Expansion and Improvements

#### HISTORY OF THE AD LEWIS COMMUNITY CENTER

The A.D. Lewis Community Center was founded in 1967 named after Reverend Albert Dennis Lewis of the 16th Street Baptist Church who donated a portion of the property in 1918. Reverend Lewis started a community center in the basement of the church to provide a safe place for the youth of the Fairfield West community. He passed away in 1943. Between 1974-76, the AD Lewis Community Center was managed by the Boys and Girls Club of America and added a game room, weight room, cafeteria and kitchen to the facility which was just a gymnasium prior. It returned to a community center managed by the City in 1976.

#### CURRENT AND ONGOING IMPROVEMENT PROJECTS

Improvements/beautification of A.D. Lewis was one of the early action projects identified at Community Meeting 1 and further prioritized at Community Meeting 2. The City responded by replacing parts of the old perimeter fence, resurfacing the running track, and repairing the roof.

#### SCENARIO DEVELOPMENT

The Planning Team, created a series of diagrams that illustrate an expanded and improved community center by assessing various scenarios for redevelopment. These diagrams were presented and discussed with the A.D. Lewis Board and other stakeholders, leading to the Preferred Concept and cost estimate.

#### PREFERRED CONCEPT

The Preferred Concept includes a new community center space and gymnasium located on the vacant property along Hal Greer Boulevard (currently owned by Mackenzie Dow Furniture). This new facility would be connected to the existing center by an enclosed walkway along the north side of the pool. Creation of the walkway would necessitate vacating A.D. Lewis Avenue, and relocating utility lines that currently run through the site.

The new center would include spaces focused on older youth and adults, including the new gym, locker rooms, a community kitchen, an adult center, an event space, a kiosk library, classrooms, a teen center, a computer lab, a fitness center and studio, and office space.

The existing A.D. Lewis building would be re-purposed to serve younger children,



with space for child care, arts activities and general play.

The existing pool would be supplemented with a new splash pad and community garden space, while the current playground would include an adjacent picnic area.

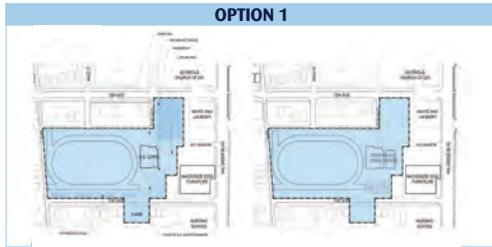
#### COST ESTIMATES

Cost estimates are based on \$12/SF for site improvements; \$200-250/SF for new construction; and \$150/SF for rehab.

- Existing site improvements and A.D. Lewis rehab = \$2,250,000 +/-
- New site improvements = \$250,000 +/-
- New 2 story building = \$4,750,000 +/-
- **TOTAL COST ESTIMATE: 7,250,000 +/-**

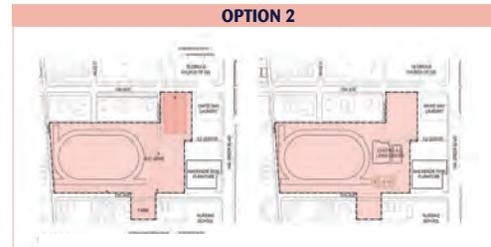
Action steps relating to this revitalization effort are located in the People Plan Section.

# A.D. Lewis Revisioning Diagrams



- PROS**
- » Keep the existing building
  - » Keep the existing pool
  - » Clearly separates age groups

- CONS**
- » No street presence for A.D. Lewis
  - » Parking is disconnected



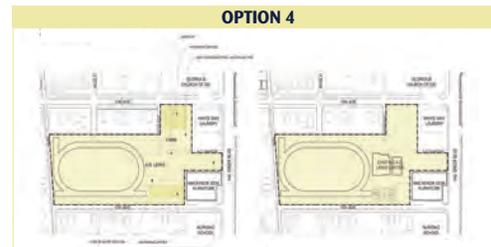
- PROS**
- » Keep the existing pool
  - » Clearly separates age groups
  - » Street presence for A.D. Lewis on 11th Ave

- CONS**
- » Parking is disconnected
  - » Demo existing building



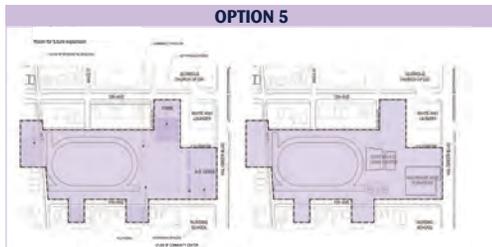
- PROS**
- » Potential to connect with the track
  - » Street presence on Hal Greer Blvd. and 11th Ave.

- CONS**
- » Parking is piecemeal
  - » Demo existing building



- PROS**
- » Clearly separates age groups
  - » Street presence for A.D. Lewis on Hal Greer Blvd.

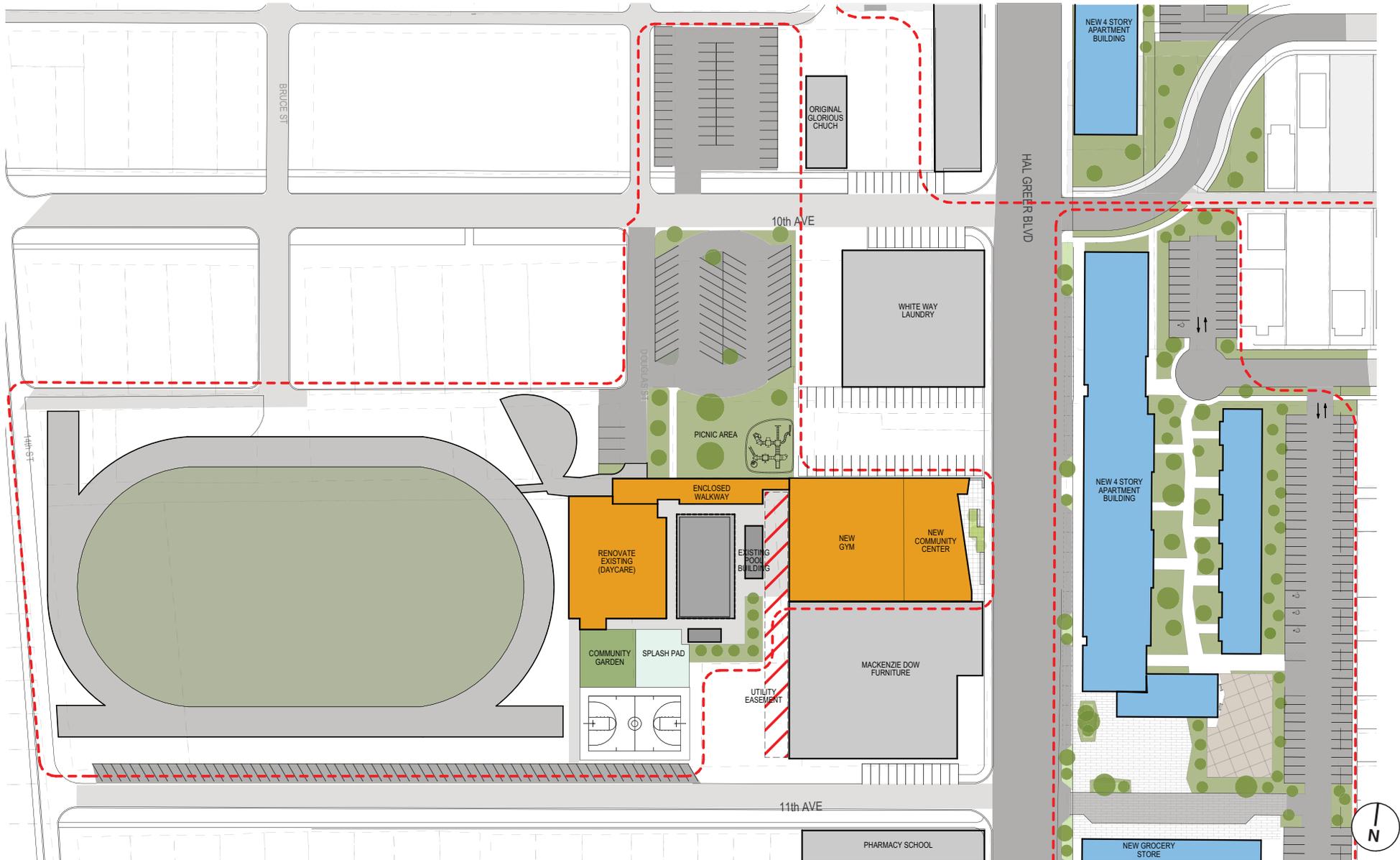
- CONS**
- » Spread out campus



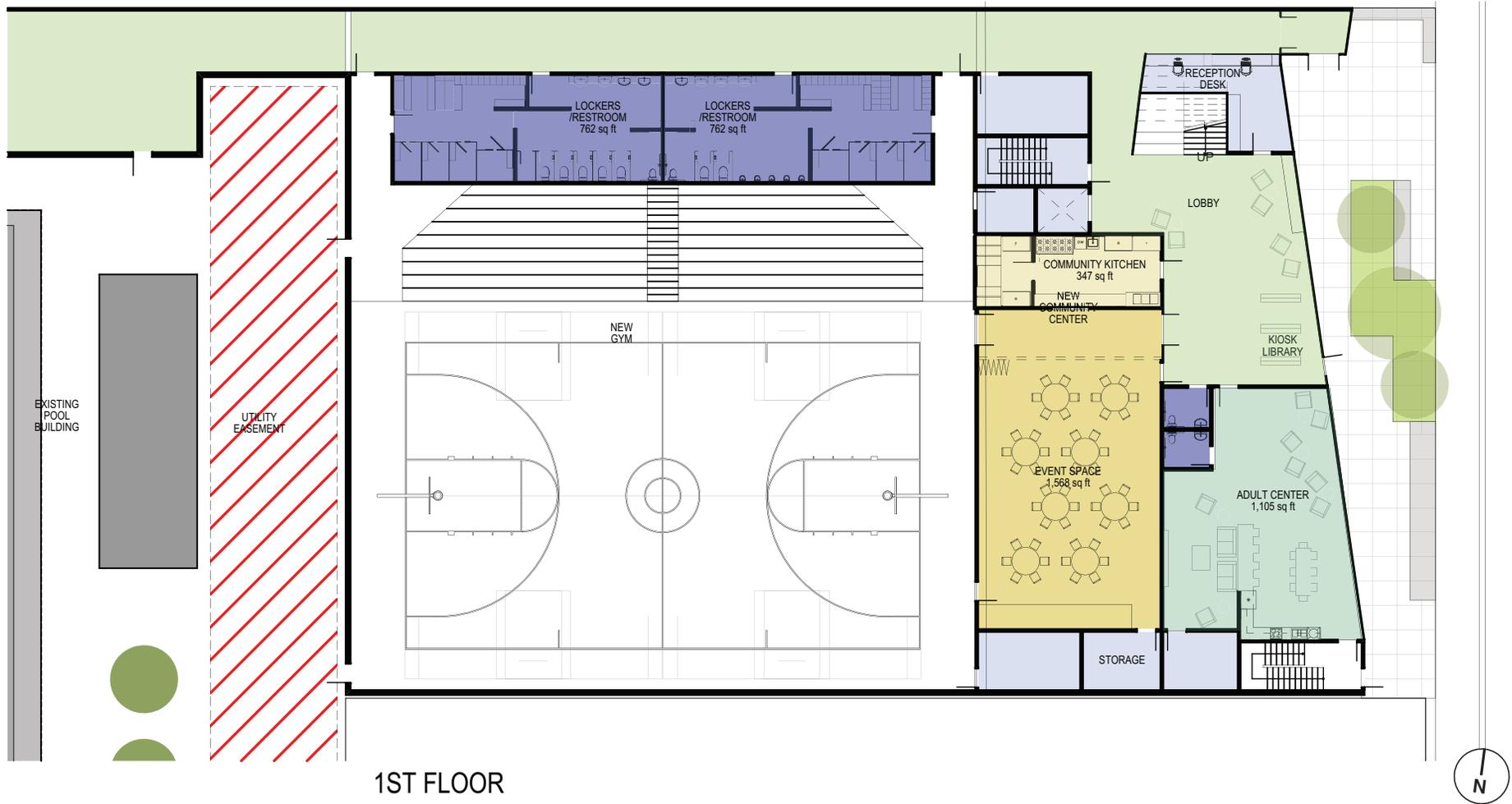
- PROS**
- » Keep existing pool
  - » A.D. Lewis is visible from Hal Greer Blvd.
  - » Adds infill housing off-site
  - » Room for future expansion

- CONS**
- » A.D. Lewis separated from track

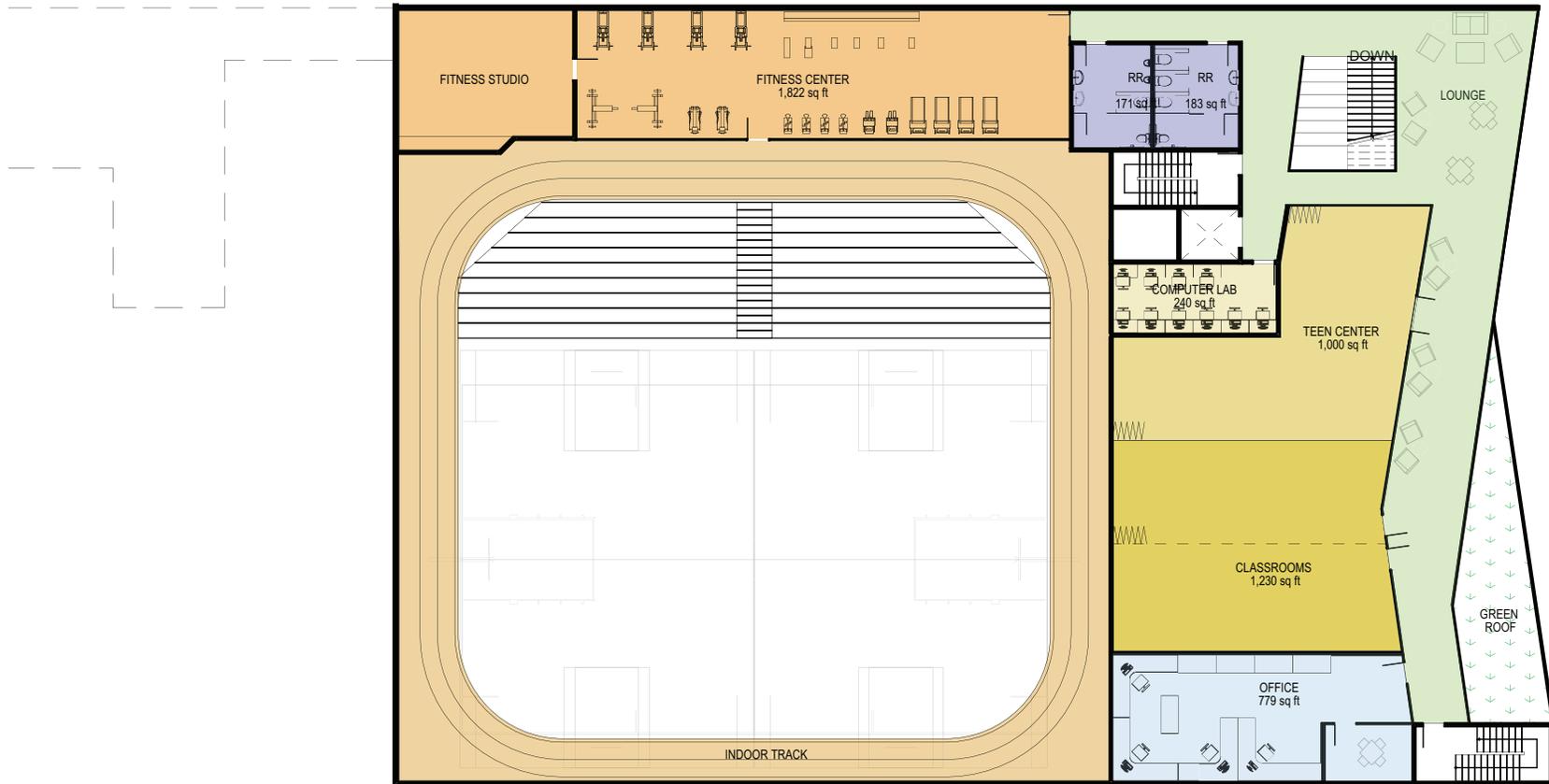
# A.D. Lewis Preferred Concept - Site Plan



# A.D. Lewis Preferred Concept - 1st Floor Expansion



# A.D. Lewis Preferred Concept - 2nd Floor Expansion



2ND FLOOR



A.D. Lewis Preferred Concept - 1st Floor View



For illustrative purposes only

# A.D. Lewis Preferred Concept - Gymnasium View



# View of A.D. Lewis Expansion, along with Phase 1 Housing Development



## EARLY ACTION PROJECT

### Memphis Tennessee Garrison House

Civil rights activist, Memphis Tennessee Garrison, retired to Fairfield where she remained politically active, securing resources for local schools, and even became the vice president of the NAACP. She lived her last thirty years at 1702 10th Avenue (southeast corner of 10th Avenue and 17th Street) where she opened her door to the community and hosted numerous meetings with African American leaders. Memphis Tennessee Garrison died on July 25, 1988 at the age of ninety-eight in Huntington. In 2017, her house was added to the National Register of Historic Places.

Her home is currently owned by the Carter G. Woodson Memorial Foundation Inc. In recent years, Carter G. Woodson Memorial Foundation members have renewed a campaign to renovate the existing structure into a local civil rights and black history museum.

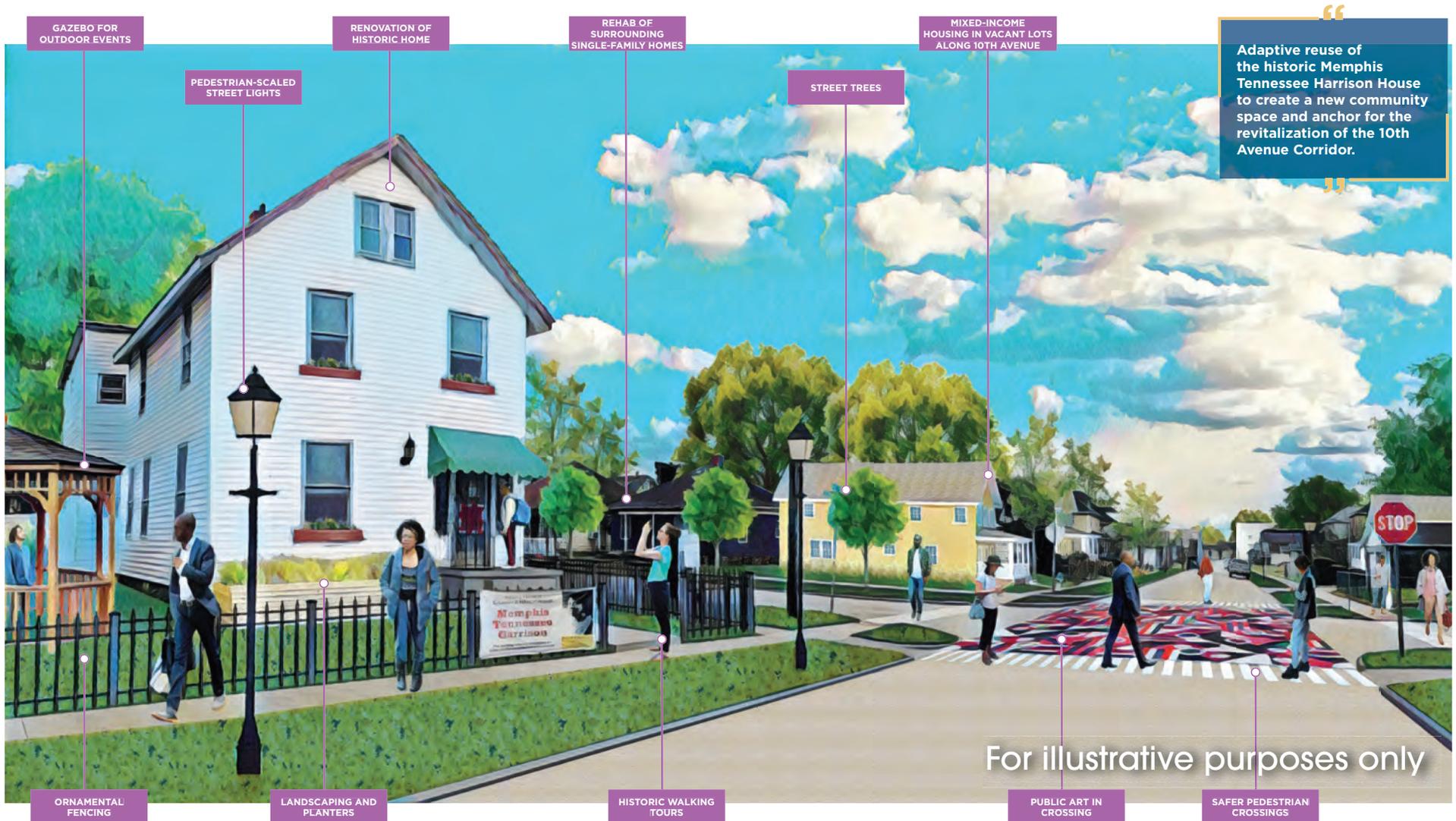
The vision and scope of work needed to make this transformation successful have not been finalized yet. A preliminary rehabilitation assessment was conducted during the Spring of 2019. This critical first step documents the existing conditions of the house and highlights typical design guidelines for renovated



*Existing conditions photos during the preliminary rehabilitation assessment in Spring 2019. The bottom two photos show the rehabilitation work that is currently being done as of February 2020*

historical structures. The report lists the types and costs of repairs that a rehabilitation proposal for the house would need to include such as: installing a modern central heating/cooling system, new exterior siding, a security system; updating electrical/plumbing; restoring exterior steps, porches, windows, awning; and developing an accessible parking plan.

# View of Renovated Memphis Tennessee Garrison House and 10th Avenue Corridor



## CASE STUDY

### The Safe House Museum

#### GOAL: HONOR THE PAST

#### LOCATION: GREENSBORO, AL

On the night of March 21, 1968, Martin Luther King Jr. sought refuge from the Ku Klux Klan inside a small shotgun style home in the depot neighborhood of Greensboro, Alabama. Today that house is known as The Safe House Black History Museum. It is a site of great significance to American Black History as well as the Civil Rights Movement of the 1950's and 1960's. The museum documents the struggle for equality at the local level, along with other highlights of the civil rights movement in hale county. The Safe House Museum is unique as it contains many artifacts of the struggle from slavery to equality, as well as unpublished local and state photos of the civil rights movement. There is living history at the museum as it is directed by Ms. Theresa Burroughs, a Greensboro native who participated actively as a foot soldier during the movement. Theresa and her family kept Martin Luther King Jr. safe in their home on the night of March 21, 1968.

The Safe House Black Historic Museum is an educational nonprofit corporation of Greensboro, AL which has as its mission to

preserve the unique culture and history of the rural, black belt south. The museum seeks to achieve its mission through: the promotion of African American heritage in the arts, mass media, and history, the promotion of the importance of preserving historic structures and documents, and the promotion of cultural research and documentation.

The project centers on the glass-enclosed connection of the two existing shotgun houses, one of which held the original Safe House museum. The exterior of the existing buildings have been restored to their original condition, while the additions provide a new reception area and a gallery space to feature African-American art.

[www.safehousemuseum.org](http://www.safehousemuseum.org)



## EARLY ACTION PROJECT

### Historic Plaque Program

The history of African Americans in Huntington and Fairfield is a rich and varied story with numerous important figures. In recent years, scholars have more actively begun to conduct research, collect oral histories, and work hard to preserve the history of the Fairfield neighborhood. As recently as May 2019, Dr. Cicero Fain III, a third-generation Huntington native and professor of history at the College of Southern Maryland published a book *Black Huntington: An Appalachian Story*. Many entities including the Carter G. Woodson Foundation and the City of Huntington are working to restore the home of Memphis Tennessee Garrison, a West Virginia native, Huntington resident and NAACP leader.

Huntington has already named several streets after its esteemed black sons – Carter G. Woodson, David Harris, Hal Greer. A coalition comprised of the city, the Fairfield neighborhood, Marshall University, and Cabell Huntington Hospital want to continue the tradition of honoring some of the heroes of Fairfield beginning with a street plaque honoring Hal Greer in front of Kopp Hall, the home of the new Marshall University School of Pharmacy.

To continue this work and create a streamlined process, the Huntington Black Pastors' Association has been tasked with and begun the process of gathering names of potential honorees from Fairfield's past and present. A nominee form is currently being distributed throughout the community.



*The Carter G. Woodson Statue located near Hal Greer Boulevard and 9th Avenue*

## PRIORITY PROJECTS

The following Priority Projects are intended to be led by the City and other community partners to help promote progress. These projects vary widely in size and scope but all of them are strategic in their purpose to effect positive change. The Plan recommends that the community consider three projects as the highest priorities for the Neighborhood implementation agenda. The Priority Projects were designed and specifically selected as catalysts for creating positive activity through interconnection of new services and uses for the Fairfield community. These are projects that have the potential to stimulate the revitalization of the area and trigger positive momentum for quality improvements and renewal. The Projects were developed through meaningful engagement with residents and were prioritized through the voting of Fairfield Alliance members.

The following pages include detailed descriptions of the Priority Projects:

1. Bring a full-service grocery store to the former Northcott Court site to serve as a community anchor to provide better access to healthy foods and to increase job opportunities.
2. Leverage the grocery store to spur additional commercial development and amenities to the immediate neighborhood such as banks, pharmacies, barber shops, and restaurants.
3. Connect Fairfield residents and first-time home buyers to housing assistance, finance, credit improvement, and homeownership programs.
4. Replace poor or damaged lighting with enhanced lighting to create a more visible and safe nighttime environment.





## DEVELOP A FULL-SERVICE GROCERY STORE ON THE FORMER NORTHCOTT COURT SITE

### PROJECT DESCRIPTION

- Bring a **full-service grocery store** to the former Northcott Court site to serve as a community anchor to provide better access to healthy foods and to increase job opportunities for Fairfield residents.

### POTENTIAL PROJECT PARTNERS

- Huntington WV Housing Authority
- Fairfield CDC
- Mountain Health Network
- Marshall University
- City of Huntington
- Huntington Internal Medicine Group (HIMG)
- Grocery Operators
- Huntington Black Pastor Association (Communication / Outreach)
- Coalfield Development
- Unlimited Future, Inc. (UFI)
- Huntington Area Development Council
- Community Residents
- Wild Ramp
- Cabell County Community Services Organization

### POTENTIAL ACTION STEPS AND TIMING

- Short-term (0-1 year)**
  - Procure Choice Neighborhoods developer with capacity to help move projects forward.
  - Establish coordination with all partners to ensure a single focused recruitment effort.
  - Establish a re-occurring event or block party on the former Northcott Court site starting in Spring 2021 to activate the site while beginning to provide fresh food through a farm stand or by utilizing the Wild Ramp Mobile Market. Use these events to provide updates to local residents.

- Led by the Fairfield CDC in coordination with the City of Huntington and other partners, develop a single marketing package utilizing elements of the Fairfield Innovation Plan, including the Market Study, as well as other promotional material.
- Demolish existing vacant community center building on site to create blank slate for redevelopment.
- Actively connect with, and begin to market the site to local and national grocery providers.

#### Mid-term (1-3 years)

- Work with the WVDOT to realign streets through the former Northcott Court Site, including potential property swap arrangements.
- Establish job readiness programs, including basic job skills for various grocery positions.
- Work with selected grocery provider, as well as Choice Neighborhood Developer, to design and construct mixed-use grocery store development.

#### Long-term (3+ years)

- Ensure that safety and security is improved in and around the grocery store site.

### POTENTIAL RESOURCES

- Choice Neighborhoods Implementation Grant
- Low Income Housing Tax Credits (LIHTC)
- Tax Increment Financing (TIF)
- New Market Tax Credits
- Appalachian Regional Commission Grants
- Federal Healthy Food Grants
- Marshall University and/or Cabell Huntington (potential public-private partnership)
- Community Based Learning
- USDA grants
- Federal grocery store startup grant
- United Way

- Community Residents
- Foundation for the Tri-State
- HOME and CDBG Funds

### METRICS FOR SUCCESS

- A full-service grocery store is developed at the former Northcott Court site by 2023.
- 78% of Fairfield residents drive a car to travel to the grocery store and only 1% walk. Once opened, the grocery store's central location decreases car dependency and enables 20% of Fairfield residents to regularly walk to the grocery store.
- Fresh, organic produce and healthy food offerings are available and affordable.
- The grocery store prioritizes equitable hiring practices including hiring qualified candidates who live in the Fairfield neighborhood, those who identify as a person of color, and those who were formerly incarcerated.
- The grocery store incorporates and honors Fairfield's rich history into its store design.
- The grocery store includes a variety of additional spaces dedicated to local vendors and neighborhood services such as a local bank.
- Ancillary businesses open up in the immediate area and are locally-owned.

#### THIS PROJECT HAS THE POTENTIAL TO HELP ACHIEVE THE FOLLOWING DESIRED OUTCOMES, DEVELOPED BY THE WORKING GROUPS:

- Residents, visitors, and workers in Fairfield have access to a full-service grocery store with healthy food options.
- Vacant or underutilized property is redeveloped responsibly by developers who work holistically with the community. Significant new attractive rental and single-family housing are constructed for various income groups. Capacity for smaller local community developers is improved and enhanced.



### PROJECT DESCRIPTION

- **Leverage the potential grocery store to spur additional commercial development** and amenities to the immediate neighborhood such as banks, pharmacies, barber shops, retail and restaurants to meet resident needs.
- The former Northcott Court site is situated in a commercially advantageous area of the city, in between downtown and I-64 and close to Marshall University and Cabell-Huntington Hospital that inflates the daytime population of Fairfield. Including additional businesses and amenities on and around the site creates a regional destination that enhances the tax base for the City, increases employment opportunities in the immediate neighborhood and provides needed services for residents and employees.

### POTENTIAL PROJECT PARTNERS

- City of Huntington
- MCTC Culinary Program
- Mountain Health Network
- Huntington Area Development Council
- Appalachian Regional Commission
- Unlimited Future
- Huntington Beauty School
- US Small Business Association
- Small Business Development Center
- Chamber of Commerce
- Marshall University - Center for Appalachian Prosperity
- Convention and Visitors Bureau
- Coalfield Development
- Coworks

- Huntington Area Development Council
- Workforce WV
- Tri-State Transit Authority (TTA)
- WV Development Office
- Herb Henderson Office of Minority Affairs
- Wild Ramp

### POTENTIAL ACTION STEPS AND TIMING

- **Short-term (0-1 year)**
  - › Assess existing Zoning code and recommend changes on Fairfield commercial corridors if needed.
  - › Establish a Fairfield Business Association to work in conjunction with the Fairfield CDC.
  - › Assess community wants and needs related to retail and services.
  - › Provide improved public transportation options to beauty / barber training centers.
- **Mid-term (1-3 years)**
  - › Focus on the targeted recruitment of a family-style restaurant to the neighborhood.
  - › Utilization of food trucks, Food / business training for local residents.
  - › Establish a mentoring program for new restaurant and barber/beauty businesses.
- **Long-term (3+ years)**
  - › Create a pop-up restaurant incubator space on the Hal Greer Corridor.
  - › Utilizing the Wild Ramp Market as model create a neighborhood food hall with space for local vendors.
  - › Establish a community Barber/Beauty shop space.
  - › As part of Phase 2 Housing Development, create new mixed-use buildings around Hal Greer and 10th Avenue.

### POTENTIAL RESOURCES

- Fund for business startup and training
- Lower taxes for emerging businesses
- WV Development Office resources
- City Business Services
- Workforce WV Training
- WV Development Fund

### METRICS FOR SUCCESS

- 69% of residents currently travel outside the Fairfield neighborhood for work, shopping or services. New commercial properties and employment opportunities surrounding the grocery store decrease that figure to 60% by 2025.
- Only 3% of Fairfield resident survey respondents reported that one of the Fairfield neighborhood's biggest strength was employment opportunities. That figure increases to 10% by 2025.
- Commercial tenants prioritize equitable hiring practices including qualified candidates who live in the Fairfield neighborhood, those who identify as a person of color, and those who were formerly incarcerated.
- Residents feel that several commercial needs are met that were once lacking such as banks, laundromats, pharmacies, specialty clothing stores, barber shops, beauty shops, etc.

### THIS PROJECT HAS THE POTENTIAL TO HELP ACHIEVE THE FOLLOWING DESIRED OUTCOMES, DEVELOPED BY THE WORKING GROUPS:

- ✓ Residents, visitors, and workers in Fairfield have access to a full-service grocery store with healthy food options.
- ✓ Vacant or underutilized property is redeveloped responsibly by developers who work holistically with the community. Significant new attractive rental and single-family housing are constructed for various income groups. Capacity for smaller local community developers is improved and enhanced.



## CREATE AND CONNECT RESIDENTS TO NEW HOUSING PROGRAMS

### PROJECT DESCRIPTION

- Connect Fairfield residents and first-time home buyers to existing **housing assistance, finance, credit improvement, and homeownership programs.**
- Connecting Fairfield homeowners to housing assistance programs will increase the value of their homes. Further, as the neighborhood improves, finding pathways to homeownership for renters will help ensure they benefit from the development that occurs in Fairfield for the long term.

### POTENTIAL PROJECT PARTNERS

- Huntington WV Housing Authority (Existing homebuyer program)
- City of Huntington
- Habitat for Humanity
- WV Housing Development Fund
- United Way (Consumer Credit Counseling)
- Fairfield CDC
- Representative Sean Hornbuckle (Financial Literacy Training)
- Local banks
- Huntington Realty Association
- Old Colony Realty company
- Kenny Clemons (and other African American Realtors)
- Local churches (education and outreach, communication)
- United Way
- Cabell County Schools
- Huntington Land Reuse Agency

### POTENTIAL ACTION STEPS AND TIMING

- **Short-term (0-1 year)**
  - Bring more visibility to existing programs, so that people know that they can qualify. Focus on

younger residents and families.

- Tell stories of successful home buyers who utilized existing programs.

- **Mid-term (1-3 years)**

- Enroll residents in United Way Consumer Credit Counseling.
- Establish personal finance education program at Huntington High School.
- Address challenging landlord issues in neighborhood (including absentee) by utilizing City Rental Registry and Vacant Property Registration along with an expanded inspection program.

- **Long-term (3+ years)**

- Continue to focus on neighborhood promotion to help create a positive identity for outsiders.
- Establish a Tax Sale Education Program within the community so that potential buyers understand their options.

### POTENTIAL RESOURCES

- City of Huntington First Time Homebuyer Loan
- WV Housing Development Fund Loan and Moving Up Programs
- Tax Sales
- United Way training programs
- Fairfield CDC resources
- 5/3 Bank Mobile Credit Counseling
- Community Reinvestment Act
- Fannie Mae

### METRICS FOR SUCCESS

- 70% of Fairfield resident survey respondents believe more housing specifically designed to accommodate seniors and residents with disabilities is needed in the Fairfield neighborhood. Those housing needs are met and less than 50% of Fairfield residents believe more housing in this category is needed by 2030.

- 35% of Fairfield resident survey respondents currently rent their home. Residents are connected to pathways to home ownership and the number of renters in the neighborhood decreases modestly to 30% as the supply of housing also increases marketed towards a range of income households by 2025.
- Fairfield residents are more aware of and sign up for housing assistance, finance, credit improvement, and homeownership programs. 25% of Fairfield resident survey respondents say there is no issue with their home. That figure increases to 50% by 2025.
- The housing stock of Fairfield residents improves and grows in value. The number of vacancies decrease and there is an increase in new construction housing catered towards the Fairfield community.
- The improved housing stock and the housing assistance programs attract more first-time home buyers from within the Fairfield community.
- The pool of funding for housing assistance programs continues to grow.
- Fairfield residents remain in the neighborhood over the long term.

### THIS PROJECT HAS THE POTENTIAL TO HELP ACHIEVE THE FOLLOWING DESIRED OUTCOMES, DEVELOPED BY THE WORKING GROUPS:

- ✓ Vacant or underutilized property is redeveloped responsibly by developers who work holistically with the community. Significant new attractive rental and single-family housing are constructed for various income groups. Capacity for smaller local community developers is improved and enhanced.
- ✓ Residents are connected with home improvement programs and financial assistance to remain in the neighborhood as it improves.



## ENHANCE NEIGHBORHOOD LIGHTING

### PROJECT DESCRIPTION

- **Replace poor or damaged lighting with enhanced lighting** to create a more visible and safe nighttime environment.
- A study from the University of Chicago Urban Labs in partnership with New York City concluded that new lights installed at public housing developments experienced significantly lower crime rates than those that did not receive newly installed lights. Sites with increased lighting also experienced a 36% reduction in “index crimes” at night — a subset of serious felony crimes that includes murder, robbery and aggravated assault.

### POTENTIAL PROJECT PARTNERS

- City of Huntington (Public Works)
- Cabell County Commission
- HuntingtonWV Housing Authority
- Local Businesses
- American Electric Power
- Huntington Police Department
- State Electric
- General Building Supply
- West Virginia Electric
- Home Depot
- Lowes
- Appalachian Power
- KYOVA
- WVDIH
- WVDOT

### POTENTIAL ACTION STEPS AND TIMING

- **Short-term (0-1 year)**
  - Conduct a nighttime walking tour to assess issues in the neighborhood.
  - Contact American Electric Power (AEP) to understand the inventory of current lighting needs and conditions.
- **Mid-term (1-3 years)**
  - Begin to replace old lights with LED lights.
  - Advertise AEP program for street lighting improvements.
  - Improve Public Works tree trimming activities in areas where street lights are currently blocked.
  - Implement a residential porch-lighting initiative.
- **Long-term (3+ years)**
  - Evaluate City lighting standards and how they may apply to both existing development.
  - Implement a pedestrian-scale business night initiative.

### POTENTIAL RESOURCES

- Appalachian Power Grants
- Home Depot and Lowes Grants
- CDBG Grant funds for business lighting
- KYOVA resources

### METRICS FOR SUCCESS

- 28% of Fairfield resident survey respondents said they sometimes feel safe outside their home at night, and 16% said rarely. Following Plan adoption, less than 20% of people sometimes and less than 5% rarely feel safe outside their home at night. In other words, 75% of Fairfield residents usually or always feel safe outside their home at night by 2025.
- 26% of Fairfield resident survey respondents felt that street lighting was one of the safety issues they were

most concerned about. Following Plan adoption, less than 15% of residents feel street lighting (or lack thereof) is a safety issue by 2025.

- 37% of Fairfield resident survey respondents and 22% felt that property and violent crimes respectively are the safety issues they are most concerned about. Improved lighting conditions, along with other implemented public safety measures, help reduce the likelihood of crimes occurring. Following Plan adoption, crime rates within the Fairfield community improve and less than 25% of Fairfield residents feel property crimes are the crimes they are most concerned about by 2025. Less than 15% feel the same way about violent crimes.
- The perception of crime and safety in the Fairfield neighborhood improves, particularly from those who live outside the neighborhood.

### THIS PROJECT HAS THE POTENTIAL TO HELP ACHIEVE THE FOLLOWING DESIRED OUTCOMES, DEVELOPED BY THE WORKING GROUPS:

- ✓ Safety is greatly improved through enhanced lighting and other physical changes. As a result, neighborhood residents feel comfortable exercising outside their home and throughout the neighborhood.

## Additional Projects

In addition to the four Priority Projects, several other ideas and actions were discussed by the Working Group and should be considered for medium to long term implementation. These projects are summarized below:

- Reduce squatters in abandoned houses and have landlords be held accountable.
- Enhance bus routes and crosswalks that allow children to safely travel to school and other neighborhood destinations.
- Develop a community clean-up and maintenance initiative to keep streets, sidewalks, parks, and vacant parcels clean over time.
- Support the renovation of the Memphis Tennessee Garrison (MTG) House into a historical site and a Museum devoted to Huntington's Black History. Develop programs and events that help educate the public on Huntington's contribution to Black History.
- Explore non-traditional business models, such as cooperatives, for the grocery store and other commercial development that generate broad community wealth and ownership of community resources.
- Collaborate with the City of Huntington Land Bank, possibly through the Fairfield Alliance CDC, for housing



- (re)development and to ensure long-term affordable housing opportunities in the neighborhood.
- Create a historical trail of plaques, markers, signs, and public spaces that celebrate the Black History of Fairfield. Develop an app or walking tour program that helps guide and inform visitors.
- Formalize the Fairfield Improvement Council or another similar homeowners or neighborhood association to advocate and organize activities in the Fairfield neighborhood. Develop a newsletter and maintain a strong web presence to keep residents informed.
- Explore partnerships with organizations such as Habitat for Humanity to help construct new homes. Leverage the construction of new homes as an opportunity to hire locally and assist underemployed Fairfield residents develop construction/trade skills.
- Develop a network of local community gardens on vacant lots to bring additional healthy food options to the community that can also be sold at the newly-created grocery store. Leverage the community gardens as a source for workforce development and to facilitate community connections across multiple generations.

## CASE STUDIES

### The ReFresh Project

**GOAL: GROCERY STORE**

**LOCATION: NEW ORLEANS**

Located in the Mid-City neighborhood of New Orleans, the Whole Foods Market Broad Street location anchors the ReRefresh Project, a 60,000-square-foot development that aims to stimulate growth in the Broad Street commercial corridor and to improve access to fresh, high-quality food and health-related programs in the community.

The ReRefresh project grew out of planning efforts from the Broad Community Connections (BCC) initiative in wake of Hurricane Katrina to improve health and economic vitality along a section of the Broad St corridor in the Mid-City neighborhood. Their advocacy work called for a major “catalytic” anchor retail project that would become Project ReRefresh: a healthy food hub which includes a high-quality grocery store, a teaching kitchen for Tulane University’s culinary medicine program, a culinary job training and development program for at-risk youth, community meeting spaces, offices for other mission-aligned non-profits, nutrition classes, and an on-site urban teaching farm.



After some initial hurdles, BCC was able to partner with L&M Partners, an experienced for-profit developer of mixed-income housing and mixed-use properties with the expertise and know-how to make the ReRefresh Project into a reality. L&M was already established in the immediate neighborhood after completing the Iberville redevelopment project (which coincidentally was also a Choice Neighborhood project), three blocks south of the site. The project was able to secure financing through a flexible loan offered by the Low Income Investment Fund (LIIF), a national Community Development Financial Institution (CDFI) that worked previously with L&M.

Today, the ReRefresh coalition is comprised of more than 40 partners. They organize events and programming on site to address social and environmental determinants of health, healthy food access, culinary and nutrition education, youth and workforce development, healthcare access, gardening and fitness classes, and access to wraparound services while fostering community organizing and relationships.

[www.broadcommunityconnections.org/projects/refresh](http://www.broadcommunityconnections.org/projects/refresh)

[www.buildhealthyplaces.org/whats-new/the-refresh-project-new-orleans-la](http://www.buildhealthyplaces.org/whats-new/the-refresh-project-new-orleans-la)

## The Market @ 25th

GOAL: GROCERY STORE

LOCATION: RICHMOND, VA

The Market @ 25th is a full-service grocery store with the intent to remove the food desert characterization to the East End neighborhood in Richmond, VA. Opened in April 2019, the spacious 27,000 square-foot grocery store offers fresh, affordable healthy food along with a pharmacy, deli, fresh fish and seafood, sushi counter, salad bar, and soon, a credit union. Yet, this part of Richmond has not had a major grocery chain locate in their neighborhood due to perceived economic constraints. Within the neighborhood are four large public housing communities and the census tracts bordering the Market @ 25th have median household income ranging between \$15,000-\$25,000.

Nevertheless, the goal of The Market @ 25th is to create a community hub and economic engine for the East End neighborhood. Most of the people hired to work in the store are from the surrounding neighborhoods. Many of the products offered come from local restaurants and businesses among them Mama J's restaurant that will sell prepared macaroni and cheese, collard greens, and fried chicken. A local coffee shop, Brewer's Café, will have a location inside. Over 60 local and Virginia-produced products will be sold at the store.



Part of the business strategy is to have no shortage of activity occurring on-site. The Market @ 25th is the anchor component of a larger mixed-use complex on-site that will have 42 apartments open in May along with a VCU Health and Wellness Center that will offer health screenings, nutrition counseling, behavioral health support, chronic disease management and health education. PBS KIDS Ready to Learn outreach initiative will also be a permanent fixture at the Market @ 25th to provide fun and educational child and family engagement opportunities while parents shop. The Ready to Learn initiative hired a local resident with deep connections to the community to serve as a liaison to the Market and assist in developing programs and experiences that are meaningful to residents.

Special events are a daily occurrence in their community rooms that invite community residents and customers to attend cooking demonstrations, financial literacy classes, lunch and learn seminars, and other community-led events.

The store's décor honors the neighborhood history by naming departments after neighborhood schools. One wall showcases a historical timeline of the Church Hill neighborhood from the 1600s to the 2000s developed in tandem with local historian Elvatrice Belsches. Each aisle carries the name of a neighborhood church over a list of what's in the aisle.

[www.themarketat25th.com](http://www.themarketat25th.com)

# FOCUS AREAS

In addition to the Northcott Court / A.D. Lewis Area along Hal Greer Boulevard, and the 10th Avenue Corridor, other locations within the Fairfield Innovation Planning Area were selected by the Planning Team to best leverage the community's existing assets to help revitalize and improve neighborhood conditions.

At Community Meeting 3, neighborhood residents and stakeholders prioritized their preferred visioning elements through a dot voting exercise. The following pages summarize feedback related to other important parts of the neighborhood.

### FOCUS AREA 1 20<sup>th</sup> Street Corridor

### FOCUS AREA 2 17<sup>th</sup> Street & 10<sup>th</sup> Avenue

### FOCUS AREA 4 PRINDLE PARK

### FOCUS AREA 6 SPRING HILL ELEMENTARY

**Write down any other ideas you have for the Prindle Park Area below!**

*KEEP AS A PLACE FOR YOUTH  
DO NOT LET US ALL ORBIT BOUNDARIES  
TO THE AREA*

*ALREADY A PLAYGROUND BETTER*

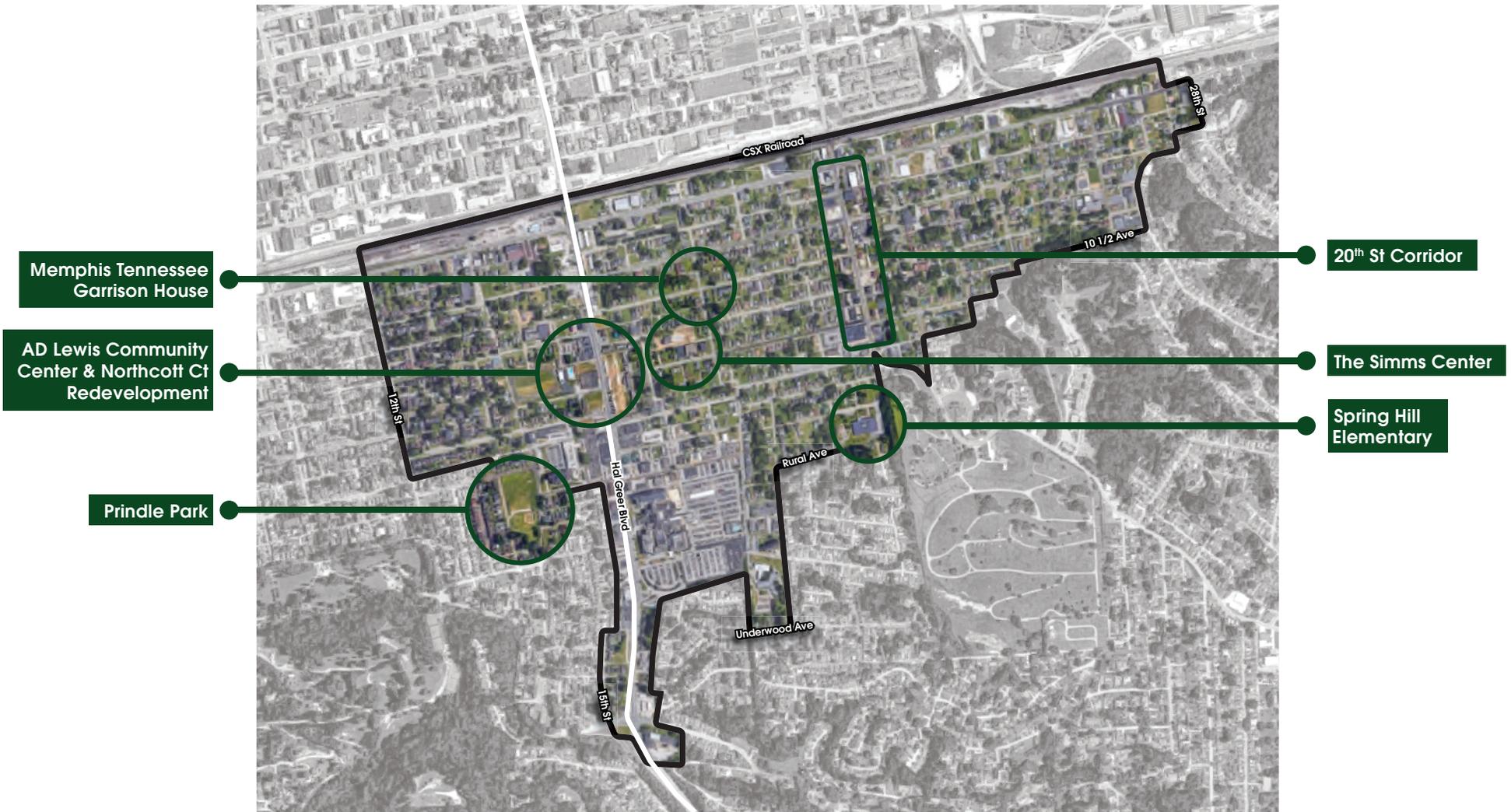
**Write down any other ideas you have for the Spring Hill Elementary Area below!**

*Playground*

*Fix Roads*

*Manufactures (Lawn!)*

# The Six Focus Areas



## The 20th Street Corridor Focus Area

The 20th Street Corridor was the historical unofficial boundary between East and West Fairfield. Today it is a neighborhood-serving commercial strip with offices, retail, and a number of underutilized or vacant lots. The City has secured the land and \$1.8 million in committed to construct a new fire station at 9th Avenue and 20th Street.

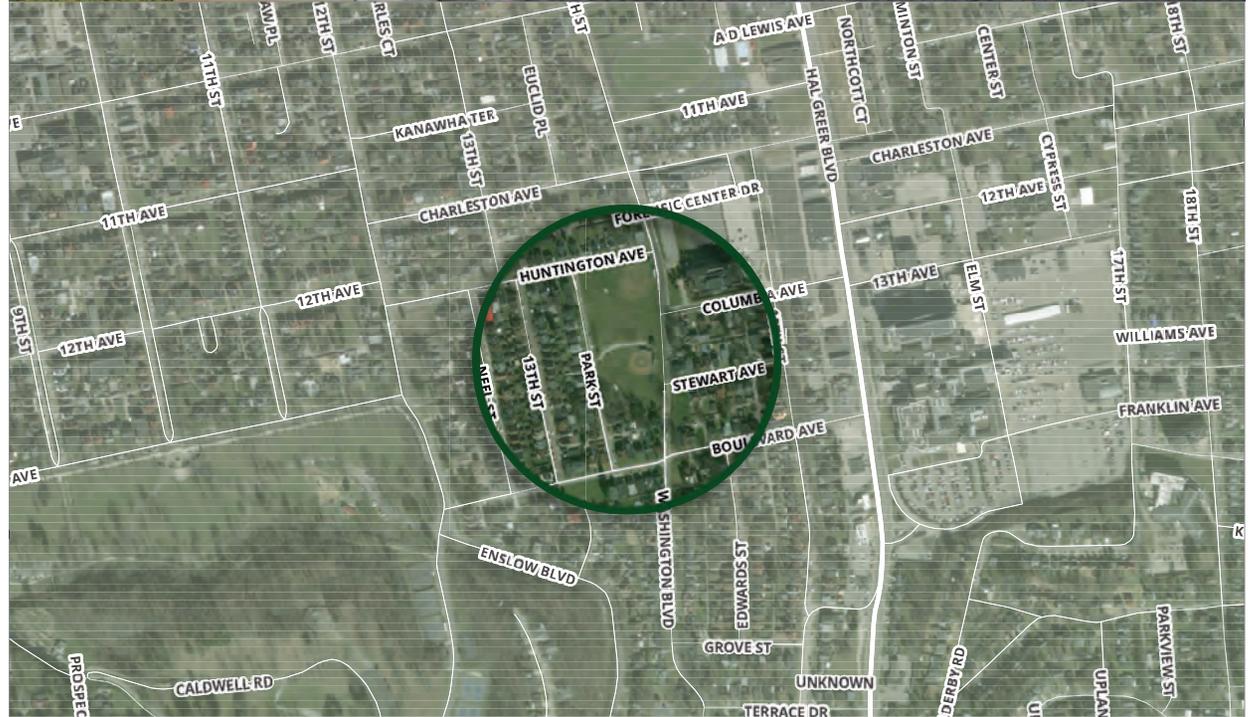


# 20th Street Corridor Focus Area

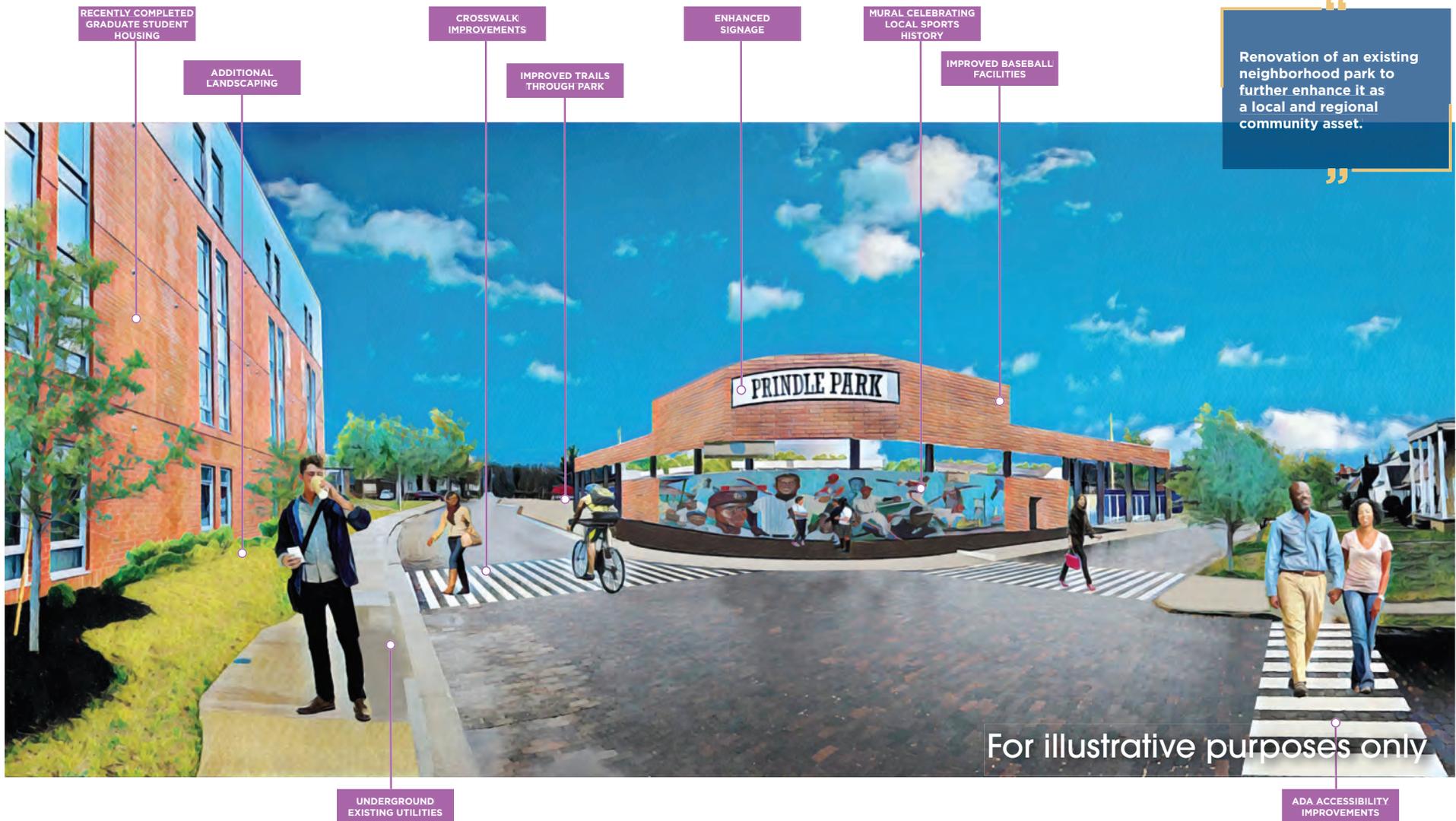


## Prindle Park Focus Area

Located on the southwest part of Fairfield, Prindle Park has two little league baseball fields with enough space for additional programming. It is situated a block away from the site of the new Marshall University School of Pharmacy graduate dorm.

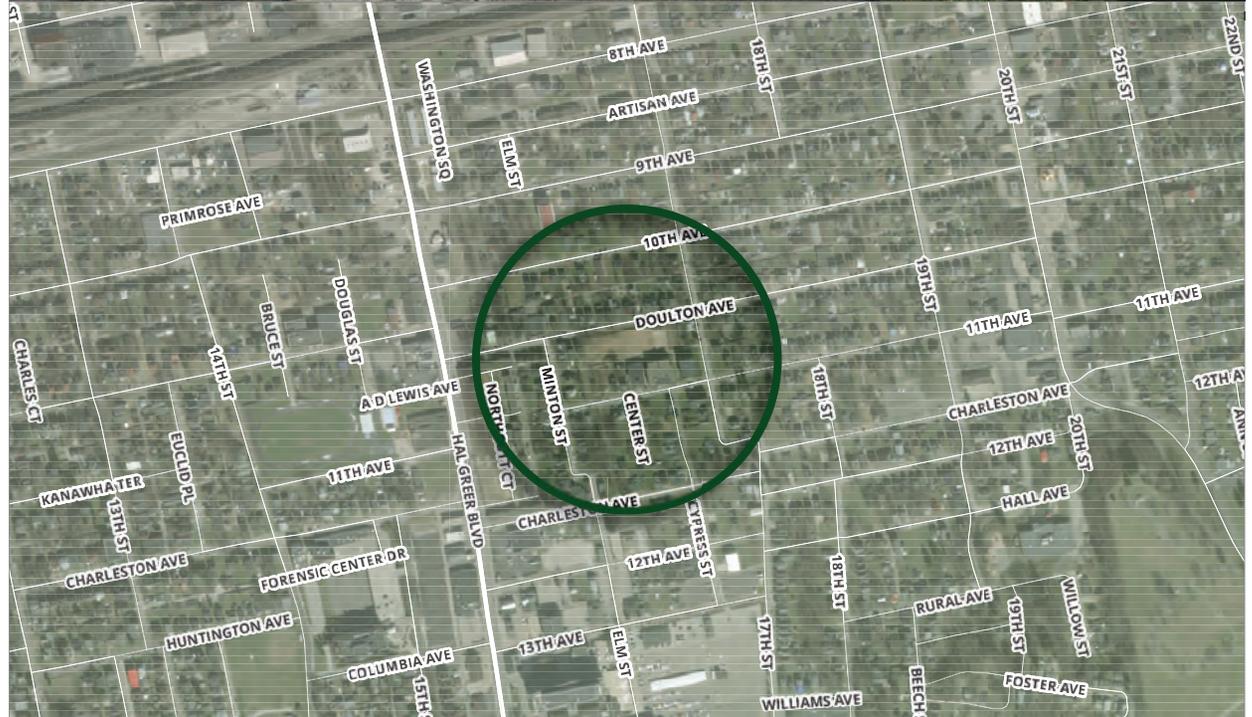


# Prindle Park Focus Area

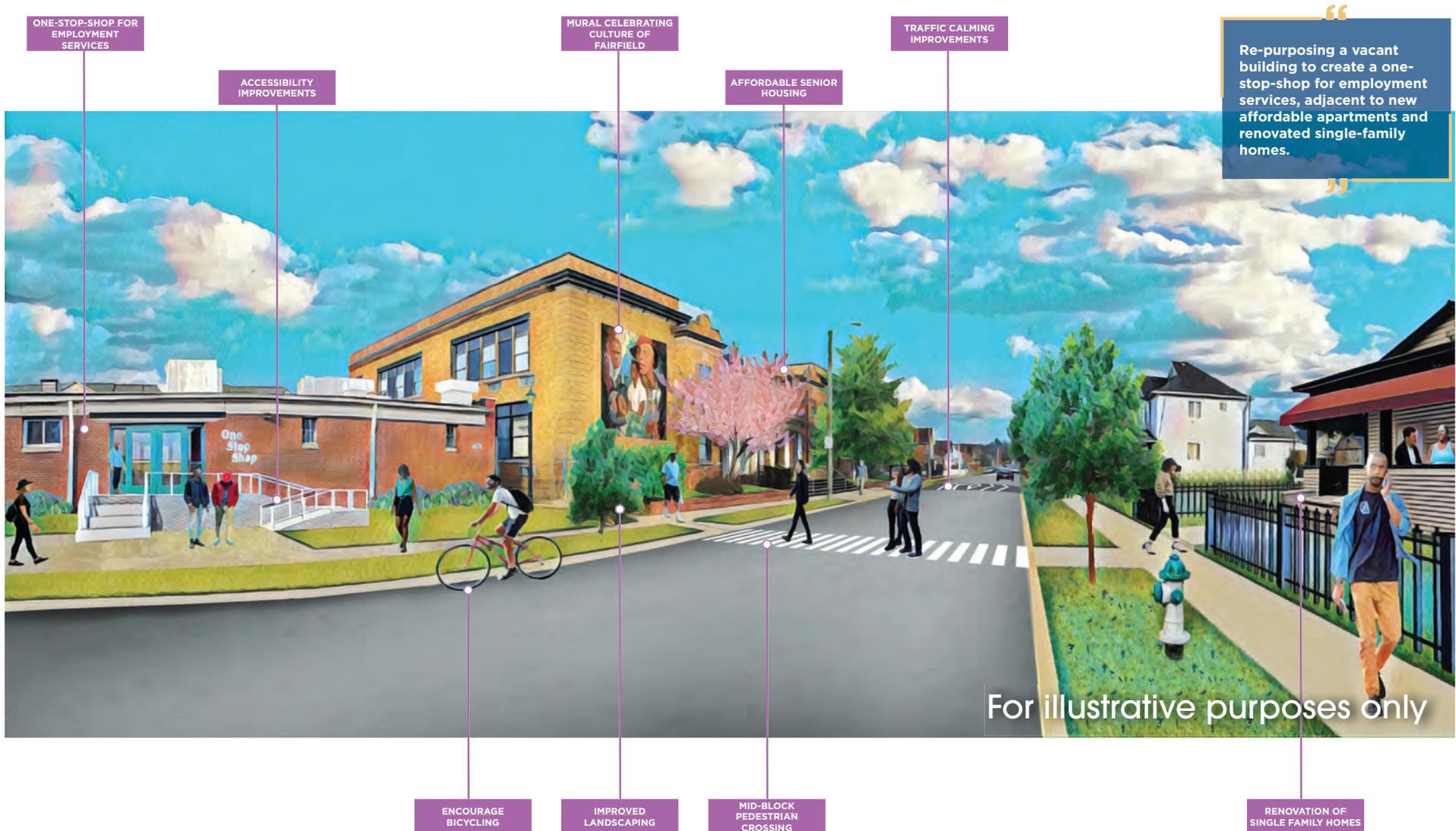


## Simms Center Focus Area

Built in 1920, the Simms School Building is a historic elementary school located on 11th Avenue. The school closed after 1980, and it is now being renovated for affordable senior housing. An addition, named the Simms Center was completed in 1964 and has been vacant for a number of years.



# Simms Center Focus Area

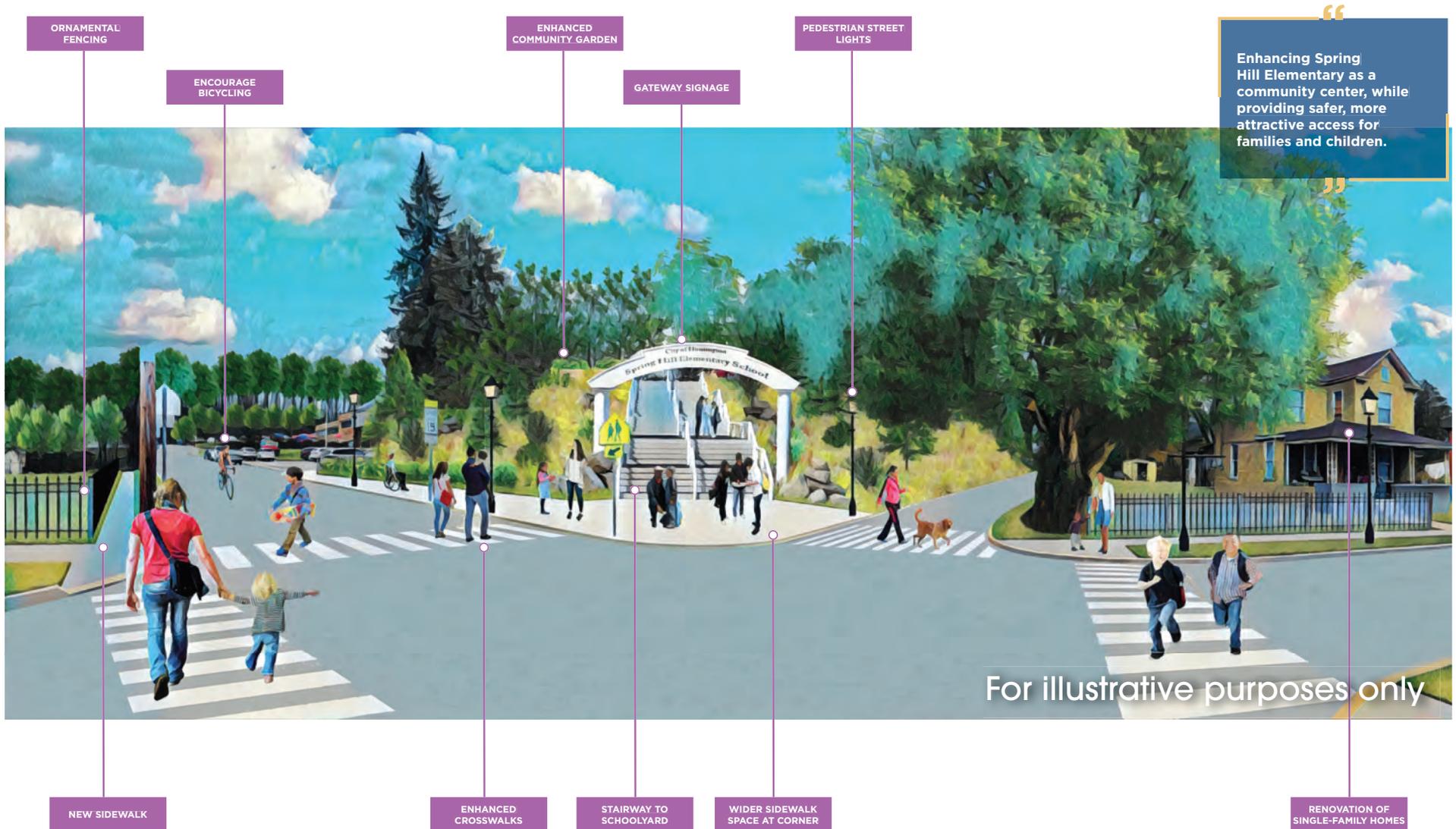


## Spring Hill Elementary Focus Area

Spring Hill Elementary is one of the local elementary schools located at 19th Street and Rural Avenue. 430 students are enrolled but experienced a loss of student enrollment following Northcott Court's demolition. The school currently partners with AD Lewis, Save the Children, Ebenezer Community Outreach, and the Fairfield East Community Center to provide additional youth programming outside the classroom.



# Spring Hill Elementary Focus Area



“  
Enhancing Spring Hill Elementary as a community center, while providing safer, more attractive access for families and children.  
”

For illustrative purposes only



# PEOPLE PLAN

The People element of our Plan is centered around enhancing opportunities and access to those opportunities for Fairfield residents. This element outlines three broad initiatives focused on Education and Youth, Safety and Health, and Employment and Job Training. Each of these areas address critical gaps and needs identified throughout our planning process.

## People Priorities

Community Meeting 2 focused on identifying community priorities. Attendees utilized keypad polling to answer questions intended to help prioritize various programmatic elements. Results of this exercise were used to frame the People section and were incorporated into Working Group meetings.

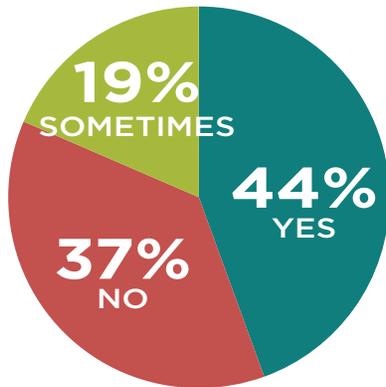


# EDUCATION & YOUTH

WHAT NEIGHBORHOOD-BASED ACTIVITIES OR CLASSES WOULD YOU LIKE TO HAVE AVAILABLE FOR THE CHILDREN OR TEENAGERS THAT LIVE WITH YOU? (OUT OF 44 RESPONSES)



DO YOU PARTICIPATE IN THE SCHOOL'S PARENT TEACHER ORGANIZATION (PTO) AND/OR ATTEND ACTIVITIES AT THE SCHOOL CHILDREN OR TEENAGERS LIVING IN YOUR HOME ATTEND?



FROM NEEDS ASSESSMENT OUT OF 27 RESPONDENTS

DO YOU THINK THE FAIRFIELD NEIGHBORHOOD IS A **GOOD PLACE** TO RAISE CHILDREN?



FROM NEEDS ASSESSMENT OUT OF 75 RESPONDENTS



## Value Statement

*Improve educational outcomes, expand youth programming, and make Fairfield a more desirable place to raise children.*

## Desired Outcomes

**New programs, events and activities** are provided by local partners, geared towards all ages with special attention paid towards youth and seniors.

A **cradle-to-career pipeline** for the next generation of good paying jobs and the Green New Economy is established for Fairfield youth. Pathway/shadowing programs are given special attention to trade and vocational training.

**Expanded and improved playgrounds and recreational areas** including outdoor basketball courts are easy to access for local families on East Side of Hal Greer.

Youth, teenagers, and young adults are elevated as the **next generation of neighborhood leadership**.

Youth can **safely and easily walk or ride to school** and other neighborhood destinations.

## Measures of Success

**New programs, events and activities** – Adding playgrounds and centers for other activities such as tumbling, cheerleading, and dancing; annual events with programs dedicated; leveraging sports programs at Marshall for youth; STEAM education; implementation of a late evening safe places program; increasing capacity at the JW Scott Community Center; monitoring number of programs offered and attendance numbers

**Cradle-to-career pipeline** – Monitoring occupational and income growth for adults over time; Leveraging resources from Marshall Business school to monitor job opportunities and hires; monitor job demand; identify students in need of projects; creation of an education program for local jobs; mentor programs are available in every field; creation of a network of partners that allow students to learn and observe from each partner and rotate every couple of weeks.

**Playgrounds and recreational areas** – New playground east of Northcott Ct; multi-purpose field at A.D. Lewis; age appropriate playgrounds

**Youth leadership** – Interest and commitment to pastors and mentorship programs; formation of the junior leadership team comprised of students from several schools; youth eventually retain future leadership positions; monitoring number of students/ youth involvement in leadership programs

**Youth walking and biking safety** – Safe crossings on Hal Greer; circulator bus to AD Lewis; listening and implementing feedback from youth.

## PRIORITY PROJECTS

The following Priority Projects are intended to be led by the City and other community partners to help promote progress. These projects vary widely in size and scope but all of them are strategic in their purpose to effect positive change. The Plan recommends that the community consider three projects as the highest priorities for the Neighborhood implementation agenda. The Priority Projects were designed and specifically selected as catalysts for creating positive activity through interconnection of new services and uses for the Fairfield community. These are projects that have the potential to stimulate the revitalization of the area and trigger positive momentum for quality improvements and renewal. The Projects were developed through meaningful engagement with residents and were prioritized through the voting of Fairfield Alliance members. The following pages include detailed descriptions of the Priority Projects:

1. Support the **A.D. Lewis Community Center** to include more youth programs, playgrounds, services, and activities through renovation and expansion.
2. Create a **summer youth employment program** that partners with Marshall University, Cabell Huntington Hospital, Marshall Health Network, Huntington

Police Department, Huntington Fire Departments, and other organizations.

3. Create **more opportunities for youth to develop critical life skills** such as cooking, personal finance, and coping with emotions.





### PROJECT DESCRIPTION

- Support the **A.D. Lewis Community Center** to include more youth programs, playgrounds, services, and activities through renovation and expansion. Improved spaces and programming for youth can help improve students' overall academic performance, improve classroom behavior, encourage physical activity and good dietary habits, and ensure a safe space for kids to enjoy while parents are working.

### POTENTIAL PROJECT PARTNERS

- A.D. Lewis Community Center
- A.D. Lewis Foundation
- YMCA
- Fairfield CDC
- Marathon Petroleum
- Mountain Health Network
- Herb Henderson Office of Minority Affairs
- MacKenzie Dow
- Cabell County Schools / Votec
- City of Huntington
- Black Pastors
- Foundation for the Tri State
- Fifth Third Bank
- Marshall University
- Huntington WV Housing Authority
- Mountwest Technical and Community College
- Workforce WV

### POTENTIAL ACTION STEPS AND TIMING

- **Short-term (0-1 year)**
  - › Create a preferred schematic design and cost estimate for renovation or expansion.

- › Through the Foundation, hold conversations with Federal partners (Justice and Labor) regarding programing resources.

#### ▪ **Mid-term (1-3 years)**

- › Work with MacKenzie Dow to acquire additional property for expansion.
- › Conduct a promotion and advocacy fundraising campaign.
- › Create and distribute a Developer RFP for reinvestment.

### POTENTIAL RESOURCES

- Department of Justice and Department of Labor skills development programs, HUD Choice Neighborhoods Implementation
- Herb Henderson Minority Office of Affairs connection to Governor for funding decisions
- Community Reinvestment Funds – 5/3 Bank, United Bank, State Grant Programs
- Marathon Petroleum, State Treasurer - WV Get a Life Program (personal finance)
- Cabell-Huntington Hospital Endowment
- Choice Neighborhoods Implementation Grant

### METRICS FOR SUCCESS

- 30% of of Fairfield resident survey respondents reported that their children go to the A.D. Lewis Center for after school activities on a regular basis. Following A.D. Lewis enhancement (and possible expansion), 40% of Fairfield youth attend after school activities at the A.D. Lewis Center by 2025.
- Fairfield resident survey respondents would like to see mentoring (32%), academic tutoring/homework assistance (30%), recreation/sports (27%), music/band/singing/dance (25%) activities/classes made available in the neighborhood. By 2025, over 75% of residents believe those activities have been made available.

- Additional spaces are created for new programs, events and activities for youth at the A.D. Lewis Community Center. New programs, events and activities for youth are created and well-attended.
- A.D. Lewis receives additional funding to create and preserve youth programming activities.
- New partnerships with local organizations are formed to increase the number of programs and events at the A.D. Lewis Community Center.

### THIS PROJECT HAS THE POTENTIAL TO HELP ACHIEVE THE FOLLOWING DESIRED OUTCOMES, DEVELOPED BY THE WORKING GROUPS:

- ✓ New programs, events and activities are provided by local partners, geared towards all ages with special attention paid towards youth and seniors.
- ✓ Expanded and improved playgrounds and recreational areas including outdoor basketball courts are easy to access for local families on East Side of Hal Greer.
- ✓ Youth, teenagers, and young adults are elevated as the next generation of neighborhood leadership.



## CREATE A SUMMER YOUTH EMPLOYMENT PROGRAM

### PROJECT DESCRIPTION

- Create a **summer youth employment program** that partners with Marshall University, Cabell Huntington Hospital, Marshall Health, Huntington Police Department, Huntington Fire Department, and other organizations. The goal of the program will be to connect youth to resources for developing essential job and leadership skills, explore career opportunities, and start building their professional networks.

### POTENTIAL PROJECT PARTNERS

- A.D. Lewis Community Center
- YMCA
- Fairfield CDC
- Marathon Petroleum
- Mountain Health Network
- Herb Henderson Office of Minority Affairs
- MacKenzie Dow
- Cabell County Schools / Votec
- City of Huntington
- Black Pastors
- Foundation for the Tri State
- Marshall University
- Huntington WV Housing Authority
- Mountwest Technical and Community College
- Workforce WV
- Huntington Fire Department

### POTENTIAL ACTION STEPS AND TIMING

- **Short-term (0-1 year)**
  - › Promote achievements of local youth in media.
  - › Identify potential employment opportunities at Anchor Institutions.

- **Mid-term (1-3 years)**
  - › Establish Youth employment and mentorship program on Marshall University Campus.
- **Long-term (3+ years)**
  - › Establish Police Department and Fire Department training and mentoring programs.
  - › Establish Cabell Huntington Hospital mentoring programs.

### POTENTIAL RESOURCES

- Marshall Healthcare Pipeline Initiative
- Upward Bound Program
- Future Grocery Store
- Local businesses
- Healthy Gran Families (State Program)

### METRICS FOR SUCCESS

- 32% of Fairfield resident survey respondents would like to see more summer youth employment opportunities made more available in the neighborhood. Following Plan adoption, more than 50% of Fairfield residents believe more summer employment opportunities have been made available for Fairfield youth by 2025.
- Relationships between the Fairfield community and nearby anchor institutions such as Marshall University and Cabell Huntington Hospital improve due to an increase in summer youth employment opportunities made available to Fairfield residents.
- Summer employment gives Fairfield students exposure to professional fields and industries that they intend to pursue in college or at a trade/vocational school.
- Youth retain leadership positions among their peers and eventually become further committed to the health and well-being of the Fairfield neighborhood.

### THIS PROJECT HAS THE POTENTIAL TO HELP ACHIEVE THE FOLLOWING DESIRED OUTCOMES, DEVELOPED BY THE WORKING GROUPS:

- ✓ New programs, events and activities are provided by local partners, geared towards all ages with special attention paid towards youth and seniors.
- ✓ A cradle-to-grave pipeline for the next generation of good paying jobs and the Green New Economy is established for Fairfield youth. Pathway/shadowing programs are given special attention to trade and vocational training.
- ✓ Youth, teenagers, and young adults are elevated as the next generation of neighborhood leadership.

## ✓ CREATE ADDITIONAL OPPORTUNITIES FOR YOUTH TO DEVELOP CRITICAL LIFE SKILLS

### PROJECT DESCRIPTION

- Create **more opportunities for youth to develop critical life skills** such as cooking, personal finance, coping with emotions, and other “soft skills.”
- Life skills are not always available for youth at school or at home, but are nonetheless important for personal growth. Building life skills help children develop good habits, better judgment, and improved wellness.

### POTENTIAL PROJECT PARTNERS

- Foundation for the Tri-State
- Unlimited Future
- United Way
- Cabell County Schools
- Marshall University
- Benedum Foundation
- Former Home Economics Teachers
- HTN Black Pastors
- Full Gospel Assembly
- Recovery Point
- Young Chapel
- Antioch Missionary Baptist Church
- Positive People Program (Scott Center)

### POTENTIAL ACTION STEPS AND TIMING

- **Short-term (0-1 year)**
  - » Identify additional spaces and opportunities for programs in the neighborhood.
  - » Transition the Education and Youth Working Group into an Implementation Committee.
  - » Greater utilization of Fairfield East Community Center for programs.

- » Identify counselors, especially grief counselors who can work within the neighborhood.
- » Utilize Marshall Pharmacy space for leadership meetings (CDC, Business Association etc.).
- » Better outreach of existing programs to local schools.

#### ■ Mid-term (1-3 years)

- » Expand and improve the A.D. Lewis Community Center in order to host programs.

### POTENTIAL RESOURCES

- Checkmates program being started at AD Lewis (funded by Cabell County Hospital)
- Upward Bound Program
- Future Grocery Store
- Local businesses
- Healthy Gran Families (State Program)

### METRICS FOR SUCCESS

- 25% of Fairfield resident survey respondents would like to see more life skills (cooking, financial literacy, civility) classes offered in the neighborhood. 46% of youth respondents at the A.D. Lewis Youth meeting would like to see cooking and life skills classes offered at A.D. Lewis. After Plan adoption, more than 50% of Fairfield residents believe more life skill classes are offered to Fairfield youth.
- Spaces at the A.D. Lewis Community Center or elsewhere in Fairfield are created to support opportunities for life skill development.

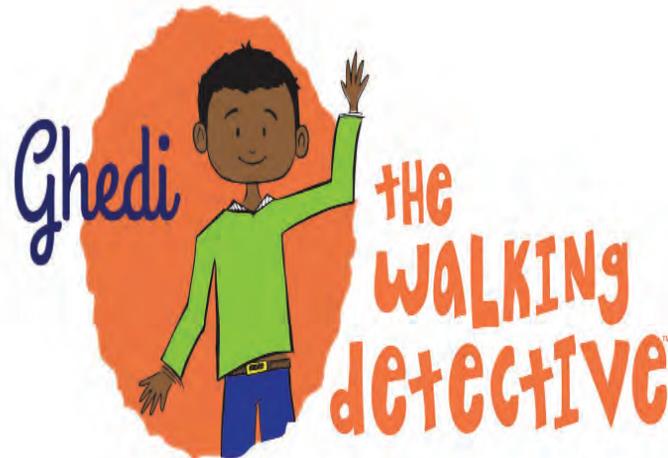
### THIS PROJECT HAS THE POTENTIAL TO HELP ACHIEVE THE FOLLOWING DESIRED OUTCOMES, DEVELOPED BY THE WORKING GROUPS:

- ✓ New programs, events and activities are provided by local partners, geared towards all ages with special attention paid towards youth and seniors.
- ✓ Youth, teenagers, and young adults are elevated as the next generation of neighborhood leadership.

## Additional Projects

In addition to the three Priority Projects, several other ideas and actions were discussed by the Working Group and should be considered for medium to long term implementation. These projects are summarized below:

- Collaborate with Marshall University students and athletes to serve as mentors, tutors, and teachers to Fairfield youth. MU students inform youth about the importance of school, the benefits of college, financial aid opportunities, and possible career paths.
- Partner with the MU School of Pharmacy, Cabell Huntington Hospital, schools, and other organizations to increase exposure to healthcare-related career paths for youth and to develop health education opportunities focused on specific topics, age groups, and demographics.
- Develop an initiative similar to the Walking Detective program focused on the heritage and history of the Fairfield neighborhood that helps youth understand their built environment.
- Bring a public library to the Fairfield neighborhood and partner with the MTG house and other organizations for cultural/ arts programming.



- Transform vacant lots into mini parks. Ensure play areas are suitable for different ages/stages/abilities.
- Consider the Kaboom! mobile playground model and grants offered by Kaboom! to help fund mini-parks and other recreational sites.



## CASE STUDIES

### South Charleston Community Center

**GOAL:** NEW PROGRAMS, EVENTS AND ACTIVITIES

**LOCATION:** SOUTH CHARLESTON, WV

The South Charleston Community Center in South Charleston, WV is a multipurpose recreational facility that houses a gym, swimming pool, sauna, racquetball courts, tennis courts, and a health club complete with treadmills, ellipticals, and weight machines. The center offers men and women an array of fitness classes such as Pilates, Zumba, yoga, pilates, swim lessons, aqua aerobics, and classes catered toward seniors. Youth are also invited to participate in recreational sports leagues throughout the year from football to cheerleading, basketball, little league, softball, soccer, and swimming. The center also offers one-day sports clinic sessions for children looking to improve their basketball or baseball skill set. Building and room rentals are also available to host meetings, birthday parties, and events.

[www.communitycenter.cityofsouthcharleston.com](http://www.communitycenter.cityofsouthcharleston.com)



*Youth shooting hoops at the South Charleston Community Center*

## The Chicago Center for Arts and Technology (CHICAT)

**GOAL:** NEW PROGRAMS, EVENTS AND ACTIVITIES

**LOCATION:** CHICAGO, IL

The Chicago Center for Arts and Technology replicates the model created in Pittsburgh by Bill Strickland, who believed that every person deserves a beautiful environment to find inspiration and unlock human potential. He created an airy, bright center called the Manchester Bidwell Corporation to use art and technology to help adults-in-transition and youth in the community realize their own genius and change the lives of those in underserved communities.

CHICAT educates and inspires youth through free arts and technology programs and empowers adults through free job training programs that help them find sustainable employment. They elevate the talents of the community through transformative art studios, industry-driven vocational training and a beautiful space to unify the communities they serve.

CHICAT offers three studios three studio courses (Design, Digital, and 3-D Maker Lab) to middle schoolers and high schoolers. The organization also offers 6-9 month training for



*Programmatic diagram of CHICAT*

adults in maintenance mechanics, lab tech/quality control, and healthcare information technology.

[www.chicat.org](http://www.chicat.org)

## Summer Youth Employment Program at the University of Michigan

**GOAL:** CREATE A SUMMER YOUTH EMPLOYMENT PROGRAM

**LOCATION:** ANN ARBOR, MI

Since 2016, SummerWorks is a 10-week summer employment and mentorship program organized by Washtenaw County in partnership with the University of Michigan that pairs employers with local youth to provide on-the-job training. The University of Michigan joined the program in 2017 and has since paired over 150 youth to a variety of jobs across the U-M system.

The program provides an opportunity for high school students to gain access to work experience, mentorship, and life skills training at a time when the job market is more competitive and challenging in recent memory. From the University of Michigan's website:

*"As a result, young people — especially those lacking access to quality education, reliable job training, and professional development opportunities — can find it difficult to navigate the workforce, post-secondary education,*



*The Summer Class of 2018 pose for a photo*

*and the transition into adulthood.... Young people often encounter structural barriers when entering the workforce or pursuing higher education because job access and training resources are not equally distributed across communities. Summer jobs programs can help close these gaps and promote equity by creating opportunities for youth to explore careers and educational paths,*

*build professionalism skills, and engage in mentorship that prepares them for future success in higher education, the workforce, and beyond."*

[www.poverty.umich.edu/projects/summer-youth-employment-program/](http://www.poverty.umich.edu/projects/summer-youth-employment-program/)

# KaBOOM!

## GOAL: PLAYGROUNDS AND RECREATION AREAS

## LOCATION: NATIONWIDE

KaBOOM! is the national non-profit dedicated to bringing balanced and active play into the daily lives of all kids, particularly those growing up in poverty in America. KaBoom! brings people together from diverse backgrounds—from cities and city leaders to corporations and non-profits—to create places to play for all kids. The communities KaBoom! serves feel more engaged, connected and united by the common cause of ensuring kids can thrive—every day; everywhere. As of December 2018: 17,000+ playspaces built/improved, nearly 10 million kids served, 1.5 million+ volunteers engaged

Their Imagination Playground and Rigamajig provides mobile playgrounds that can move from site to site and ignite the imaginations and creativity within all kids.

KaBOOM!'s Play Everywhere initiatives brings playgrounds to unexpected but everyday spaces, making it easy and available for kids and families to access. Play Everywhere encourages people to think about spaces that could become PLAYces whether it is a laundromat, grocery store, sidewalk, bus



*The Hangout Project in New Orleans' Lower Ninth Ward created by KaBOOM!*

stop, or somewhere else, these often-boring situations can turn into stimulating, creative outlets for play. To help cities use Play Everywhere concepts as a solution for their communities, KaBOOM! offers several grant programs to help fund their Play Everywhere ideas.

The Hangout in New Orleans' Lower Ninth Ward, is located next to the neighborhood's only grocery store, barber shop and laundromat. Each platform of the installation makes a specific note or sound when it is touched, allowing the community to create songs and small concerts. As the pieces are

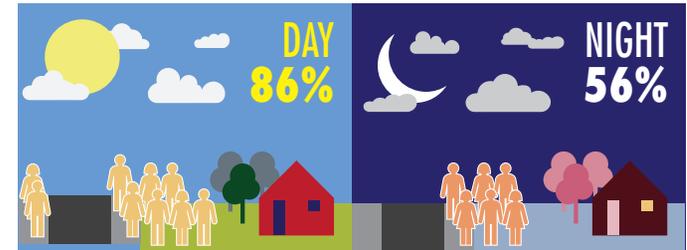
touched, the lights begin to change and the space becomes a magical musical light show. Since safety is a huge issue in the Lower Ninth Ward, the installation also acts as a source of lighting for the block at night.

[www.kaboom.org](http://www.kaboom.org)

# SAFETY & HEALTH



...ALWAYS OR USUALLY FEEL SAFE DURING THE...

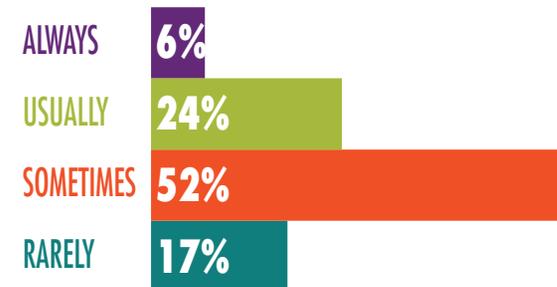


OUT OF 75 RESPONSES

WHAT WOULD MAKE YOU MORE LIKELY TO EXERCISE? (OUT OF 66 RESPONSES)



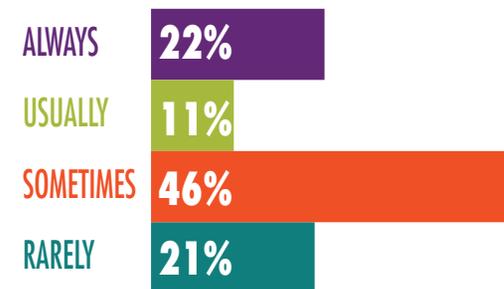
ARE THE HUNTINGTON POLICE HELPFUL WHEN DEALING WITH NEIGHBORHOOD RESIDENTS? (OUT OF 69 RESPONSES)



WHAT HEALTH CONDITIONS ARE DIAGNOSED IN YOUR HOUSEHOLD? (OUT OF 74 RESPONSES)



DO YOU SEE PEOPLE BUYING/SELLING/USING DRUGS IN THE NEIGHBORHOOD? (OUT OF 76 RESPONSES)



## Value Statement

*Strengthening the health and well-being of residents through the expansion of quality health care services, connection to a healthy and resilient environment, and community-based approach to safety and security.*

## Desired Outcomes

**Safety is greatly improved through enhanced lighting and other physical changes.**

As a result, neighborhood residents feel comfortable exercising outside their home and throughout the neighborhood.

**AD Lewis retains and expands its role as a community center** for the Fairfield neighborhood with additional programming. Other local partners provide new programs, events and activities, geared towards all ages with special attention paid towards youth and seniors.

**Community policing tactics** are employed in the neighborhood to establish meaningful relationships with residents and business owners. Rates of violent crime, including gun violence, continuously fall.

Residents are connected with **preventative health care programs** aimed at reducing high blood pressure, heart disease, obesity, and diabetes. Urban farms and community gardens are established and expanded throughout the neighborhood to help address these needs while creating opportunities for in-fill development.

**Cabell Huntington Hospital and Marshall University are a source for accessible, quality, affordable, and more immediate healthcare.**

Drug use and opioid addictions are treated with greater care as the drug trade is greatly diminished in the Fairfield neighborhood.

## Measures of Success

**Safety** – More people are outside throughout the day and night; crime/safety stats improve; lighting and sidewalk conditions improve

**New programs, events and activities** – Partner with Marshall athletes (especially girls); more programs enacted at Fairfield East; more opportunities for indoor recreation; AD Lewis programming grows and is physically expanded; more art programs; Regularly scheduled events and activities for all ages after school; cooking class is offered

**Community policing** – More police recruits from the neighborhood; greater interaction with the community; prep classes for police exams are created.

**Preventative health care programs/ community gardens** – 3-4 gardens in five years; farmers market/farm stand is created and open regularly; greater promotion of mobile market; Partnerships with farmers; Mandella Taylor spot is renovated; Grocery store addresses food access and offers cooking classes/prepared foods; Cabell County schools hire agriculture instructors

**Healthcare** – Urgent care opens in neighborhood; Less recovery facilities are needed; Reduced rates of health problems such as high blood pressure and obesity.

## Priority Projects

The following Priority Projects are intended to be led by the City and other community partners to help promote progress. These projects vary widely in size and scope but all of them are strategic in their purpose to effect positive change. The Plan recommends that the community consider three projects as the highest priorities for the Neighborhood implementation agenda. The Priority Projects were designed and specifically selected as catalysts for creating positive activity through interconnection of new services and uses for the Fairfield community. These are projects that have the potential to stimulate the revitalization of the area and trigger positive momentum for quality improvements and renewal. The Projects were developed through meaningful engagement with residents and were prioritized through the voting of Fairfield Alliance members. The following pages include detailed descriptions of the Priority Projects:

1. Create a **holistic community health initiative** modeled after the Healthy Neighborhoods Healthy Families Initiative at Nationwide Children’s Hospital in Columbus, OH to improve positive health outcomes to the Fairfield neighborhood.

2. Encourage **community policing efforts** such as Coffee with a Cop and a neighborhood basketball tournament or program that creates positive interactions with law enforcement and the general public.





## CREATE A HOLISTIC COMMUNITY HEALTH INITIATIVE

### PROJECT DESCRIPTION

- **Create a holistic community health initiative** modeled after the Healthy Neighborhoods Healthy Families Initiative at Nationwide (HNHF) Children’s Hospital in Columbus, OH to improve positive health outcomes to the Fairfield neighborhood.
- HNHF is composed of faith-based organizations, community development organizations, youth-serving nonprofits and local public schools to address health and quality-of-life issues in Columbus’ south side in the area around Nationwide Children’s. The program addresses: affordable housing, education, health and wellness, safe and accessible neighborhoods, and workforce development.

### POTENTIAL PROJECT PARTNERS

- Mountain Health Network
- Black Pastors
- Local Churches
- Marshall University
- Marshall Health
- Foundation for the Tri-State
- Coalfield Development
- Riverpark (Mental Health), Huntington Kitchen
- Ebenezer Community Outreach
- Marie Redd Senior Life and Enrichment Center
- Cabell County Community Services Organization

### POTENTIAL ACTION STEPS AND TIMING

- **Short-term (0-1 year)**
  - » Bring residents together for a dialogue related to overcoming cultural barriers to discussions relating to mental health.

- » Establish a drug awareness / prevention program.
- » Work with local schools, churches and community centers to provide site counselors for mental health issues.
- » Encourage youth to attend free Marshall Mental Health First Aid Class for HS Kids.

#### ■ **Mid-term (1-3 years)**

- » Reach out to anchor institutions to lead program (structure around HNHF), has to be all encompassing.
- » Reach out to Riverpark in order to conduct outreach for grief counseling.

### POTENTIAL RESOURCES

- Funding from Anchor Institutions
- Choice Neighborhoods Implementation
- Intervention classes

### METRICS FOR SUCCESS

- 29% of Fairfield resident survey respondents reported having fair or poor physical health. Following Plan adoption, less than 20% of Fairfield residents report having fair or poor physical health by 2030.
- Fairfield resident survey respondents reported that 37% of children/teens, 62% of adults, and 27% of seniors living in their household have seen a doctor in the last 12 months for a physical exam/check-up. Following Plan adoption, more than 50% of all children/teens and seniors and more than 75% of adults in Fairfield households go to the doctor for an annual check-up or exam in part due to the holistic community health initiative by 2025.
- 82% of Fairfield residents survey respondents report they do not have difficulty accessing health care services. Following Plan adoption with over 90% of Fairfield residents reporting they do not have difficulty accessing health care services by 2025.
- 16% of Fairfield residents claim they lack health

insurance coverage. Following Plan adoption, that figure is reduced to less than 10% of Fairfield residents by 2025.

- Fairfield youth are more active and follow a more healthy diet.
- Less addiction recovery facilities are needed in the Fairfield neighborhood.
- Relationships between the Fairfield community and nearby anchor institutions such as Marshall University and Cabell Huntington Hospital improve.

### THIS PROJECT HAS THE POTENTIAL TO HELP ACHIEVE THE FOLLOWING DESIRED OUTCOMES, DEVELOPED BY THE WORKING GROUPS:

- ✓ Residents are connected with preventative health care programs aimed at reducing high blood pressure, heart disease, obesity, and diabetes. Urban farms and community gardens are established and expanded throughout the neighborhood to help address these needs while creating opportunities for in-fill development.



## ENCOURAGE COMMUNITY POLICING EFFORTS

### PROJECT DESCRIPTION

- **Encourage community policing efforts such as expanding Coffee with a Cop and developing a neighborhood basketball tournament or program** that creates positive interactions with law enforcement and the general public.
- Coffee with a Cop brings police officers and community members together to discuss issues related to the community and learn more about each other. The neighborhood basketball program is intended to bring law enforcement and youth together through the game of basketball to promote stronger community relations.

### POTENTIAL PROJECT PARTNERS

- Huntington Police Department
- Huntington Fire Department
- Black Pastors
- A.D. Lewis Community Center
- City Mission
- Scott Center
- Huntington WV Housing Authority
- Cabell County Schools
- Mountain Health Network
- City of Huntington
- Marie Redd Senior Center.
- WV State Police
- Marshall University Police
- LISC Rural
- US Attorney's Office

### POTENTIAL ACTION STEPS AND TIMING

- **Short-term (0-1 year)**
  - » Organize a meeting with Huntington Police Department to discuss project.

- » Ensure that Police Department has a positive presence at community events, including football games at AD Lewis.
- » Expand Coffee with a Cop program at Marie Redd Senior Center.
- » Reconstitute successful PD Bike Patrol program.
- » Ask organizations to be sponsors for local sports teams and create a program or bulletin to recognize sponsors.

#### ▪ **Mid-term (1-3 years)**

- » Re-introduce a Police Athletic League (PAL) to Fairfield.
- » Create programs that are structured for younger kids and teens.

#### ▪ **Long-term (3+ years)**

- » Create a Big Brother- Big Sister Program in Fairfield.
- » Consider a High School Class to prepare interested students for police exam, coupled with drug/ awareness prevention classes.

### POTENTIAL RESOURCES

- City Mission Camp
- Sponsorships from partners
- Federal grants for community policing programs
- Explorer Program
- Cabell County Schools

### METRICS FOR SUCCESS

- 61% of Fairfield resident survey respondents would like to see an increase police presence in the neighborhood and 44% would like to meet and work with neighborhood residents to address crime. Following Plan adoption, 50% of all Fairfield residents feel the Police Department have successfully implemented those policies, in part due to community policing efforts such as Coffee with a Cop and a Hoops in the Hood-style program by 2025.
- 52% of Fairfield resident survey respondents believe that Huntington Police are sometimes helpful when

dealing with neighborhood residents. 17% believe Huntington Police rarely are. Community Policing initiatives decrease the level of dissatisfaction and following Plan adoption, less than 50% of Fairfield residents believe Huntington Police are sometimes or rarely helpful when dealing with neighborhood residents. In other words, more than 50% of neighborhood residents believe Huntington police are usually or always helpful when dealing with neighborhood residents by 2025.

- 37% of Fairfield resident survey respondents felt that property crimes are the safety issues they are the highest priority. Improved lighting conditions, along with other implemented public safety measures, can help reduce the likelihood of crimes occurring. Following Plan adoption, crime rates within the Fairfield community improve and less than 25% of Fairfield residents feel property crimes are the crimes they are most concerned about by 2025.
- Relationships and interactions between the Fairfield community and the Police Department are improved.
- Coffee with a Cop events and the neighborhood basketball tournament or program is regularly held and well-attended.

### THIS PROJECT HAS THE POTENTIAL TO HELP ACHIEVE THE FOLLOWING DESIRED OUTCOMES, DEVELOPED BY THE WORKING GROUPS:

- ✓ AD Lewis retains and expands its role as a community center for the Fairfield neighborhood with additional programming. Other local partners provide new programs, events and activities, geared towards all ages with special attention paid towards youth and seniors.
- ✓ Community policing tactics are employed in the neighborhood to establish meaningful relationships with residents and business owners. Rates of violent crime, including gun violence, continuously fall.

## Additional Projects

In addition to the three Priority Projects, several other ideas and actions were discussed by the Working Group and should be considered for medium to long term implementation. These projects are summarized below:

- Support the **Marshall University Resources for Exchange Initiative** that would allow MU staff and faculty to share their knowledge and area of expertise to the general public. E.g. an Econ professor willing to give a presentation on market analysis to members of the Fairfield community.
- Create a **“Foster a Senior” initiative** that presents volunteer opportunities and bridges inter-generational connections for youth. This program could also tie into Marshall University’s ongoing oral history of Fairfield series.
- Partner with local community gardens and schools to **revive the SCRATCH program** (Sustainable Community Revitalization in Appalachia Through Children’s Hands), a now-discontinued five-year program from 2012-2017 that gave approximately 70 elementary and middle school students an opportunity to learn high-yield gardening to work towards a certification from the Junior Master Gardener program.

- Reduce the concentration of **sober-living houses** in Fairfield.
- Develop a **mobile health clinic** that brings direct healthcare access to residents at their homes and at public events. Explore partnerships with Marshall University, Cabell Huntington Hospital, Marshall Health Network, and other related organizations.
- Open a **satellite police office** in the Fairfield neighborhood.
- Offer **self-defense classes** at AD Lewis Center.



## CASE STUDIES

### Hoops-in-the-Hood

**GOAL:** IMPROVED SAFETY

**LOCATION:** CHICAGO, IL

Hoops-in-the-Hood is a sports-based, community safety initiative by LISC Chicago that creates safe spaces for youth to interact and build positive relationships with peers and caring adults while making visible use of public spaces and fostering a sense of community. The summer basketball program is currently in 17 neighborhoods, many of which block off “hot-spots” for games. Local control is a key part of the program. Communities pick the locations and times for the program and choose the activities. In some neighborhoods the location is always the same, while others move each week to a new block, Chicago park or local gym.

[www.projecthood.org/hoops-in-the-hood](http://www.projecthood.org/hoops-in-the-hood)



## Nationwide Children's Hospital's Healthy Neighborhoods Healthy Families Program

**GOAL:** IMPROVE HEALTH OUTCOMES, IMPROVE SAFETY, REDUCE UNEMPLOYMENT

**LOCATION:** COLUMBUS, OH

Nationwide Children's Hospital created the Healthy Neighborhoods Healthy Families initiative in 2008 to create positive health outcomes for the surrounding South Side neighborhood. The HNHF initiative targets five impact areas: affordable housing, education, health and wellness, safe and accessible neighborhoods, and workforce development.

HNHF is focused on finding opportunities to give people greater access to affordable housing by eliminating vacant, blighted properties and increasing homeownership. Since 2008, they have positively impacted 350 homes through renovations, newly constructed homes built with energy efficiency, and grants awarded to current residents to make exterior improvements to their home.

The HNHF initiative supports several programs to improve education outcomes focused



*The Nationwide Children's Mobile Care Center visits neighborhoods to make it easier for children and families to receive health care by having medical equipment and health care providers on board.*

around school readiness and mentorship. SPARK: Kindergarten Readiness helps 80 preschool age children per year through a home visit once a month where children receive a new book, a lesson activity and educational supplies. Ninety six percent of children were kindergarten ready after completing the program, compared to just 32 percent before the program was enacted. More than 150 Nationwide Children's employees serve as mentors at neighborhood schools and in partnership with the Boys and Girls Club of Columbus and

the Harmony Project to provide homework help, reading support and guidance. The Upward Bound Math and Science program is intended to encourage more students to pursue postsecondary education in math and science-related fields. Students receive mentorship/tutoring through Saturday morning sessions, career exposure, hands-on learning activities, and a six-week summer session.

The HNHF initiative works to improve access to health care by offering community and school-based services. The Mobile Care

Center is a service truck that is able to provide primary care, preventative and educational services to medically underserved children throughout the neighborhood. The Early Childhood Classroom Consultation and Support program creates positive social and emotional development for youth. Nationwide Children’s clinicians provide classroom consultation and trainings for staff regarding the impact of toxic stress and trauma, coaching and modeling on how to use trauma-informed practices in the classroom, individual child observation and planning around challenging behaviors, social emotional groups for children in the classroom, and strategies to promote family engagement. The Care Connection program offers primary care services on site at the

school clinic or through the Mobile Care Center by a nurse practitioner who works with the school nurse. The goal is to bridge the gap for students who do not have access to a doctor. They also assist children to overcome life’s problems, mental stress, feel better, manage their relationships with others, and improve how they do in school.

Nationwide Children’s partners with community residents and stakeholders to improve the safety of South Side residents. The hospital is an active participant in the neighborhood block watch that works to prevent the possibility of crime in the area and to develop a sense of community spirit through activism. Nationwide supports neighborhood beautification efforts such as cleaning vacant lots and picking up litter. In 2014, eight vacant lots were cleaned and deweeded and 14 different streets and alleys had litter removed. The Community Crime Patrol program works to improve relationships between the community and the Columbus police force to deter crime. The Southside Leadership Academy is also designed to strengthen neighborhood ties by giving participants 10 leadership lessons and a community-based team project. More than 35 leaders have graduated. The Urban Food Forest is funded by a Parcels to Places grant to create 13 plant beds, one raised plant bed that is handicap accessible.

Nationwide Children’s also works to reduce unemployment and poverty in the community by creating opportunities to employment at the hospital and other area employers. More readiness training, career development and experiential learning opportunities are available for nearby residents. More than 800 residents of HNHF zip codes are employed at Nationwide Children’s. The hospital also hosts job fairs and workshops focused on professional development topics such as communication, job interviewing, and resume assistance. The Transitional Job Model program is partnered with Community Properties of Ohio to provide job coaching and job-readiness preparation skills. The Residences at Career Gateway on the South Side provides 58-units of affordable apartments and townhomes, along with on-site career development training. The proposed South Side Career Homes will include affordable housing within one mile of the hospital and integrated healthcare workforce training. Job coaching assistance and recruitment/retention support of rental candidates with average median incomes below 80 percent will be provided.

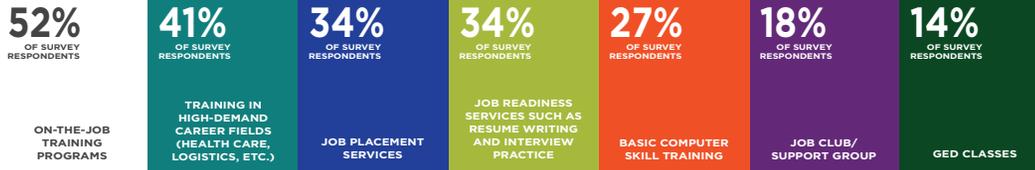
[www.nationwidechildrens.org/about-us/population-health-and-wellness/healthy-neighborhoods-healthy-families](http://www.nationwidechildrens.org/about-us/population-health-and-wellness/healthy-neighborhoods-healthy-families)



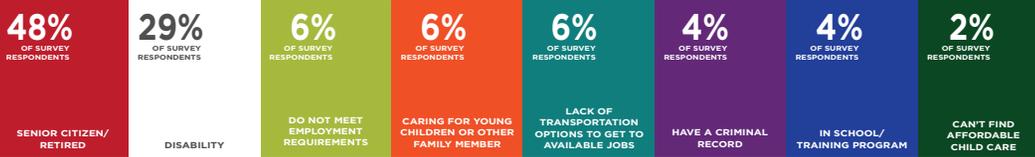
*HNHF is focused on revitalizing Columbus’ South Side, the area around Nationwide Children’s*

# EMPLOYMENT AND JOB TRAINING

WHAT KINDS OF JOB SERVICES WOULD BE MOST HELPFUL? (OUT OF 56 RESPONSES)



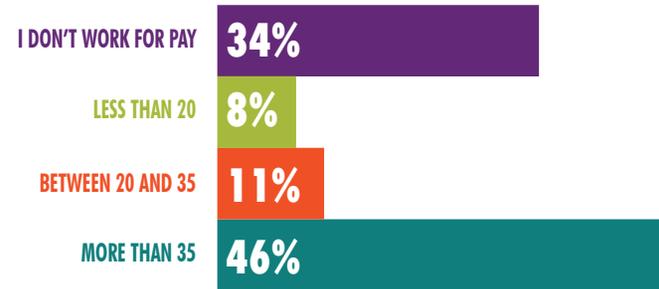
WHAT ARE THE MAIN REASONS FAIRFIELD ADULTS ARE UNEMPLOYED? OUT OF 48 RESPONSES)



WHAT IS YOUR BIGGEST CHALLENGE TO SAVING MONEY? (OUT OF 49 RESPONSES)



ON AVERAGE, HOW MANY HOURS PER WEEK DO YOU WORK FOR PAY? (OUT OF 65 RESPONSES)



HOW MANY ADULT MEMBERS (AGES 18+) OF YOUR HOUSEHOLD ARE EMPLOYED OR UNEMPLOYED? (OUT OF 64 RESPONSES)



## Value Statement

*Improve the local business environment and advance economic opportunity. Close racial disparities in business and individual success. Promote local economic development and entrepreneur opportunities, enhance community-serving establishments, and improve access to quality living wage jobs.*

## Desired Outcomes

Local anchor institutions, such as Marshall University and Cabell Huntington Hospital, work directly with residents and workers in Fairfield to **utilize their resources to improve overall quality-of-life conditions for the Fairfield community**. Needed services of anchor institutions are being met by local businesses taking advantage of current and new training programs.

**Black-owned businesses** have been incubated, fostered and are successful in serving residents and visitors. Local businesses are organized and directly connected to additional resources.

**Buildings along Hal Greer Boulevard** and 20th Street are attractive and well utilized.

A **“one stop shop”** is in place to help local residents find jobs. Job training services into high growth industries and the new green economy are available to residents.

**Programs for ex-offenders** are in place to help them reintegrate into society and find a living wage.

## Measures of Success

**Black-owned businesses** — More black-owned businesses open

**Buildings** — The corridor becomes more attractive; more businesses locate to Hal Greer and 20th Avenue;

**Employment services** — Measure social determinants of health (Those who are unemployed and are healthy have a better chance at finding a job); a Resource Center opens; Fairfield Innovation plan goals related to employment and training are monitored; neighborhood employment rate decreases.

**Programs for ex-offenders** — Poll those who are reintegrating back to society and ask them about recovery, finding a job, and other challenges they are facing; data is collected on job placement.

## Priority Projects

The following Priority Projects are intended to be led by the City and other community partners to help promote progress. These projects vary widely in size and scope but all of them are strategic in their purpose to effect positive change. The Plan recommends that the community consider three projects as the highest priorities for the Neighborhood implementation agenda. The Priority Projects were designed and specifically selected as catalysts for creating positive activity through interconnection of new services and uses for the Fairfield community. These are projects that have the potential to stimulate the revitalization of the area and trigger positive momentum for quality improvements and renewal. The Projects were developed through meaningful engagement with residents and were prioritized through the voting of Fairfield Alliance members. The following pages include detailed descriptions of the Priority Projects:

1. Create **a one-stop shop for multiple job services and assistance** modeled after the Reeb Avenue Center in Columbus, OH.
2. Leverage **Cabell Huntington Hospital and Marshall University as anchor institutions** modeled after the Healthy Neighborhoods Healthy Families initiative at Nationwide Children's Hospital in Columbus, OH that

prioritizes local hiring and helps facilitate multiple workforce development training opportunities.

3. Support **more vocational training classes** at Huntington High School and apprenticeships at area firms to encourage more youth to enter the trades.





## CREATE A ONE-STOP SHOP FOR MULTIPLE JOB SERVICES AND ASSISTANCE

### PROJECT DESCRIPTION

- **Create a one-stop shop for multiple job services and assistance** modeled after the Reeb Avenue Center in Columbus, OH.
- This project is envisioned to be housed at the former Simms Center on 11th Avenue.

### POTENTIAL PROJECT PARTNERS

- City of Huntington
- Boys and Girls Club
- Cabell County School
- Unlimited Future
- Daycare Providers
- Dress for Success
- Fairfield CDC
- Huntington WV Housing Authority
- DHHR
- Huntington Black Pastors
- WV Workforce,
- Coworks
- Goodwill
- AD Lewis Community Center
- Cabell County

### POTENTIAL ACTION STEPS AND TIMING

- **Short-term (0-1 year)**
  - » Index needed services to find out what's in the neighborhood and what's not.
  - » Evaluate the former Lincoln School (potential asbestos) or a renovated Unlimited Future as a possible location for one-stop shop.
- **Mid-term (1-3 years)**
  - » Begin fundraising and neighborhood outreach.

- **Long-term (3+ years)**
  - » Procure a developer and architect.
  - » Establish agreements with service providers.

### POTENTIAL RESOURCES

- Historic Tax Credits
- Marshall University
- Mountain Health Network funding
- Local Banks - CRE funding

### METRICS FOR SUCCESS

- According to the ACS 2017, Five-Year Estimates, the unemployment rate for census tracts within the Project Area is 12.3%. Following Plan adoption, the unemployment rate decreases to under 10% by 2025.
- According to the ACS 2017, Five-Year Estimates, the average median income for census tracts within the Project Area is \$24,811. Adjusted for inflation in 2030 dollars, that equals \$34,137. Following Plan adoption, the average median income increases by 10% to \$37,550 due to more Fairfield residents being connected to more employment opportunities by 2030.
- Following Plan adoption, the one-stop shop is created and addresses job services need such as: job readiness, resume writing, interview practice, job support group, basic computer training, and entrepreneurial services.
- The unemployment rate by ex-offenders decreases by 25% following Plan adoption in 2030.

### THIS PROJECT HAS THE POTENTIAL TO HELP ACHIEVE THE FOLLOWING DESIRED OUTCOMES, DEVELOPED BY THE WORKING GROUPS:

- ✓ Local anchor institutions, such as Marshall University and Cabell Huntington Hospital, work directly with residents and workers in Fairfield to utilize their resources to improve overall quality-of-life conditions for the Fairfield community. Needed services of anchor institutions are being met by local businesses taking advantage of current and new training programs.
- ✓ Black-owned businesses have been incubated, fostered and are successful in serving residents and visitors. Local businesses are organized and directly connected to additional resources.
- ✓ Buildings along Hal Greer Boulevard and 20th Street are attractive and well utilized.
- ✓ A "one stop shop" is in place to help local residents find jobs. Job training services into high growth industries and the new green economy are available to residents.
- ✓ Programs for ex-offenders are in place to help them reintegrate into society and find a living wage.



### PROJECT DESCRIPTION

- **Leverage Cabell Huntington Hospital and Marshall University as anchor institutions** modeled after the Healthy Neighborhoods Healthy Families initiative at Nationwide Children’s Hospital in Columbus, OH that prioritizes local hiring and helps facilitate multiple workforce development training opportunities.
- HNHF is composed of faith-based organizations, community development organizations, youth-serving nonprofits and local public schools to address health and quality-of-life issues in Columbus’ south side in the area around Nationwide Children’s. The program offers workforce readiness training, career development and experiential learning to help residents obtain stable employment. More than 800 residents of HNHF zip codes are employed at Nationwide Children’s.

### POTENTIAL PROJECT PARTNERS

- Unlimited Future
- Mountain Health Network
- Marshall University
- Unemployment Office
- City of Huntington
- WV Workforce
- Tri-State Transit Authority (TTA)

### POTENTIAL ACTION STEPS AND TIMING

- **Short-term (0-1 year)**
  - » Register minority businesses through Unlimited Future.

- **Mid-term (1-3 years)**
  - » Establish training and education through local partners, for specific needed occupations, focused on local residents from the community.
- **Long-term (3+ years)**
  - » Ensure a commitment from Cabell Huntington Hospital and Marshall University for employment following training.
  - » Emphasize affordable day care as part of services.
  - » Work directly with TTA service frequency and advocate for funding.

### POTENTIAL RESOURCES

- WV Workforce has funding to pay a portion of salary (60-80 hours)

### METRICS FOR SUCCESS

- According to the ACS 2017, Five-Year Estimates, the unemployment rate for census tracts within the Project Area is 12.3%. Following Plan adoption, the unemployment rate decreases to under 10% by 2025.
- According to the ACS 2017, Five-Year Estimates, the average median income for census tracts within the Project Area is \$24,811. Adjusted for inflation in 2030 dollars, that equals \$34,137. Following Plan adoption, the average median income increases by 10% to \$37,550 due to more Fairfield residents being connected to more employment opportunities by 2030.
- The unemployment rate by ex-offenders decreases by 25% in 2025.
- Relationships between the Fairfield community and nearby anchor institutions such as Marshall University and Cabell Huntington Hospital improve.
- Fairfield residents are connected to more readiness training, career development and experiential learning opportunities.

- The number of Fairfield residents employed at Cabell Huntington Hospital and Marshall University increases.
- Cabell Huntington Hospital and Marshall University host job fairs and workshops focused on professional development topics such as communication, job interviewing, and resume assistance.

### THIS PROJECT HAS THE POTENTIAL TO HELP ACHIEVE THE FOLLOWING DESIRED OUTCOMES, DEVELOPED BY THE WORKING GROUPS:

- ✓ Local anchor institutions, such as Marshall University and Cabell Huntington Hospital, work directly with residents and workers in Fairfield to utilize their resources to improve overall quality-of-life conditions for the Fairfield community. Needed services of anchor institutions are being met by local businesses taking advantage of current and new training programs.
- ✓ Black-owned businesses have been incubated, fostered and are successful in serving residents and visitors. Local businesses are organized and directly connected to additional resources.
- ✓ Buildings along Hal Greer Boulevard and 20th Street are attractive and well utilized.
- ✓ A “one stop shop” is in place to help local residents find jobs. Job training services into high growth industries and the new green economy are available to residents.
- ✓ Programs for ex-offenders are in place to help them reintegrate into society and find a living wage.



## SUPPORT MORE VOCATIONAL TRAINING CLASSES

### PROJECT DESCRIPTION

- **Support more vocational training classes** at Huntington High School and apprenticeships at area firms to encourage more youth to enter the vocational careers.
- Students possess a diverse range of different skills and learning styles that are not always perfectly suited for university education. Further, as the manufacturing sector evolves globally and retirements continue to increase, there is a nationwide skills shortage and a wealth of career opportunities for under-employed college grads and high school students looking for alternative career paths that do not require a college degree such as: manufacturing, construction, web development, medical assistant, solar/wind energy technician, electrician, etc.

### POTENTIAL PROJECT PARTNERS

- Cabell County Schools
- Local manufacturers
- Local auto shops and car sales
- Mountwest Community & Technical College
- Huntington Junior College
- Career Center
- Coalfield Development
- Marshall University
- Whiteway
- Veterans Affairs

### POTENTIAL ACTION STEPS AND TIMING

- **Short-term (0-1 year)**
  - » Evaluate current available vocation training programs.

- » Work with the Board of Education to advertise available programs through kid's school take home folder.
- » Work to overcome stigma for youth interested in votech, advertise salaries available for jobs.

#### ■ **Mid-term (1-3 years)**

- » Work with the School District and guidance counselors to evaluate options.
- » Dedicate additional resources for guidance counselors.

#### ■ **Long-term (3+ years)**

- » Have Votech programs included in Huntington High School building.
- » Integrate technology into vocational training to appeal to younger people.
- » Advocate at state level for additional training programs and funding.

### POTENTIAL RESOURCES

- Free votech camp in summer through Career Center
- WV Workforce
- VA funding
- WV mental health program or guidance counselor program will repay large portion of college loans

### METRICS FOR SUCCESS

- 30% of high school-aged teenagers are not considering attending a college or post-secondary job training program according to Fairfield resident survey respondents. That figure decreases to below 15% in due part because of more vocational training opportunities being offered to high school and college-aged students by 2030.

- Interest and participation in vocational training classes increases among Fairfield high school students. More Fairfield students pursue post-secondary education through vocational training, apprenticeships, and trade schools.
- Fairfield and Huntington High School establish a cradle-to-career pipeline for living wage employment through the trades as an alternative to formal college education.
- Nearby or regional employers formulate partnerships with Huntington High School and Mountwest Community & Technical College to create opportunities for education and vocational training for students and young adults.

### THIS PROJECT HAS THE POTENTIAL TO HELP ACHIEVE THE FOLLOWING DESIRED OUTCOMES, DEVELOPED BY THE WORKING GROUPS:

- ✓ Local anchor institutions, such as Marshall University and Cabell Huntington Hospital, work directly with residents and workers in Fairfield to utilize their resources to improve overall quality-of-life conditions for the Fairfield community. Needed services of anchor institutions are being met by local businesses taking advantage of current and new training programs.

## Additional Projects

In addition to the three Priority Projects, several other ideas and actions were discussed by the Working Group and should be considered for medium to long term implementation. These projects are summarized below:

- Expand grant support, financial training, HR services, legal support and other training **needs to small businesses and prospective entrepreneurs**, especially black-owned businesses and those who also reside in Fairfield.
- Develop a grant-funded program that supports **free or low-cost transportation** to work for approved individuals.
- Partner with Unlimited Futures for **small business development and incubation**.
- Support and expand the creation of **more job assistance programs for ex-offenders** similar to KISRA (Charleston).



## CASE STUDIES

### The Reeb Avenue Center

**GOAL:** EMPLOYMENT SERVICES

**LOCATION:** COLUMBUS, OH

What was once a vacant, closed down Elementary School on the South Side of Columbus today is a community “hub of hope,” at full capacity. Opened in 2015, the Reeb Avenue Center houses 12 different nonprofit partners seeking to build self-sufficiency and transform lives through a holistic approach to serve the diverse needs of South Side Columbus. The Center provides assistance from school readiness to adult education, job training, family services, health care, and entrepreneurship for some of South Columbus’s most vulnerable residents. Executive Director Ally Zahler says “the center helps clients find solid footing again after they find themselves on unstable ground due to poverty, addiction, homelessness, and other causes. Multiple service providers in one location makes it easier and more efficient for clients to receive the assistance they need that would otherwise require considerable travel arrangements.”

The project grew out of a Residents Needs assessment survey from 2,700 households in the community. The project organizers knew what the most pressing needs for the



*Ribbon Cutting Ceremony for the Reeb Avenue Center on September 25, 2015*

community were and sought after nonprofits that were already established to ensure sustainability and early community buy-in. A \$4 million endowment helped subsidize rent costs which provide assurance for Service Partners to stay.

Within the Reeb Avenue Center is the South Side Roots café, an authentic farm-to-table experience owned and operated by Mid-Ohio Foodbank. The café fosters community relationships and offers fresh, nutritious and affordable food options. The café has a pay-what-you-can payment plan for your meal: A visitor can either pay the suggested price, in addition to the “pay it forward” price so a neighbor can enjoy a free meal; Or give your time in service as payment if you are unable

to pay the full suggested price. The café also has an affordable fresh food market open from 9:00am-4:00pm Monday through Friday. Every Tuesday evening is the free weekly community meal which often features dishes from restaurants around the city. The “Third Place” at the café is a community gathering place open to all who wish to spend time there. The café and the Third Place provide areas where people can have a conversation with friends, read a book, pause to check their email, or host a lunchtime meeting.

[www.reebavenuecenter.org/](http://www.reebavenuecenter.org/)

## Manufacturing Connect

**GOAL:** CRADLE-TO-CAREER EDUCATION

**LOCATION:** CHICAGO, IL

Manufacturing Connect (MC) is a nationally recognized career pathways program linking communities, schools and opportunity in the manufacturing sector. Manufacturing Connect has three initiatives:

**Manufacturing Connect (MC)** started in 2007 through a partnership with the Chicagoland Manufacturing Renaissance Council and Chicago Public Schools. The program provides youth and young adults with paid work experiences, training for industry credentials, career and college counseling, opportunities for dual-credit, mentoring and leadership development. MC participants:

- can earn up to 5 nationally-recognized industry credentials from the National Institute for Metalworking Skills (NIMS),
- participate in multiple work experiences, including internships, job shadows and summer jobs,
- learn the hard, soft and life skills necessary to succeed in today's economy.

MC has locations at Austin College and Career Academy, Bowen High School, and Prosser Career Academy.



### Young Manufacturers Association (YMA)

introduces young adults between the ages of 18 and 28 to the opportunities available in manufacturing and supports them in getting started and advancing their careers. As of 2019, there are over 100 members spread across the South and West sides of Chicago which are predominantly Black. YMA members receive:

- career and job resources to learn about a variety of job opportunities and careers related to manufacturing,
- technical training that increases their employability,
- peer support to receive and share experiences and advice from other young professionals,
- leadership development by developing public speaking and community outreach skills, and
- learn more about conflict management, home ownership, and financial management.



### Instructors Apprenticeship for Advanced Manufacturing (IAAM)

is a pilot apprentice program developed to respond to the massive shortage of manufacturing technology instructors who are technically, culturally, and pedagogically competent. IAAM is a part-time program in partnership with NIMS and the Chicago Teachers Union Foundation Quest Center. The program is held in the evenings at the Quest Center bringing a focus on teaching curriculum related to manufacturing, cultural competence, instructional technique, and classroom management led by Quest Center professional development facilitators. Apprentices will learn machining off-site at machine shops of partner companies, community colleges, and other training providers.

[www.mfgren.org/manufacturing-connect](http://www.mfgren.org/manufacturing-connect)

# HOUSING PLAN

HUD's Choice Neighborhoods Initiative requires that applicants for grant funding identify at least one distressed public and/or HUD assisted housing project within an eligible target neighborhood. The former Northcott Court is the target housing site within the Fairfield neighborhood.

The Housing Plan centers on the development of replacement housing units for former Northcott Court tenants, in combination with the creation of new housing opportunities for other current and future Fairfield residents.

The Planning Team developed criteria for potential locations, evaluated available land within the Fairfield community, and integrated larger city-wide strategies for redevelopment as outlined in recent planning documents. The result of these analyses is a Housing Plan that identifies three locations, or strategic areas,

whose transformation can be done through short- and medium-term implementation steps.

Through this approach, the Housing Plan seeks to promote development that are a good use of available resources, and that can have a catalytic effect on their surrounding areas. The overall goal is to locate new housing in areas of opportunity in order to help improve the lives of residents.

It is important to note that this is only a plan. Any and all potential redevelopment, rehabilitation, or new construction will require the necessary funding to move forward.



*Looking east at 10th Avenue and 17th Street*

## Encouraging Mixed-Income Redevelopment

A mixed-income housing development is comprised of housing units with differing levels of affordability, often with some market-rate housing and some that is available to low-income occupants below market-rate. The “mix” of affordable and market-rate units that comprise mixed-income developments differs from community to community, and can depend on location, the local housing market, and marketability of the units themselves. Federal, state, and local governments employ a wide variety of methods to support the development of mixed-income housing. Public housing authorities (PHAs) and their housing partners often design approaches that take maximum advantage of many established government incentive programs.

## POTENTIAL BENEFITS

Housing policy that seeks to create mixed-income environments has been shown to have long-term benefits to the families and neighborhood in which they are located. These can include:

- Mixed-income housing improves education. The educational benefits of mixed-income housing affect all income classes. Experience shows that the socioeconomic status of a school’s pupil population is the primary factor related to academic performance. Both academic performance and life opportunities of low-income pupils improve significantly when they are surrounded by middle-class classmates. Studies further confirm that the academic performance of middle-class students is not adversely affected by having modest proportions of low-income classmates. Mixed-income neighborhoods produce mixed-income neighborhood schools, and everybody wins.
- Mixed-income housing is good for neighborhood stability. Mixed-income housing contributes to the long-term sustainability of affordable housing. In order to attract and retain occupants willing to pay affordable and market-rates for housing, the design and construction of all the housing units in

the development (including the below market-rate units) typically are higher quality than traditionally-developed public housing. In addition, the communities tend to be more stable than many of the communities that support exclusively low-income housing. These are direct benefits to low- and very low-income occupants.

- Mixed-income housing is a safe investment. The objection to mixed-income housing that is most often expressed is the fear that mixed-income housing will adversely affect the market value of nearby homes. However, mixed-income developments usually contain only a limited percentage of subsidized housing, and homebuilders have shown remarkable ingenuity in producing affordable housing that is architecturally compatible with neighboring market-rate homes, thereby preserving and improving the character and marketability of the neighborhood.

## Previous Housing Efforts

The Planning Team, led by Landon Bone Baker Architects, has developed a Housing Plan that builds off of previous design work completed for Northcott Court. Prior to the initiation of the Fairfield Innovation Plan, A team of local stakeholders and partners created an initial vision for the Northcott site (“New Northcott”) to include affordable housing units in the context of a new, mixed-use neighborhood hub centered on Hal Greer Boulevard. This concept also included significant retail, including a potential highly-desired grocery store.

Planning for the “New Northcott” included a partnership with the nonprofit National Development Council to create a financial pro-forma analysis for the proposed development, with a projected cost of \$25.5 million.

The Planning Team, is building and expanding from this effort to support the creation of a full design and architectural plan for the Northcott site, as well as two additional off-site housing phases.

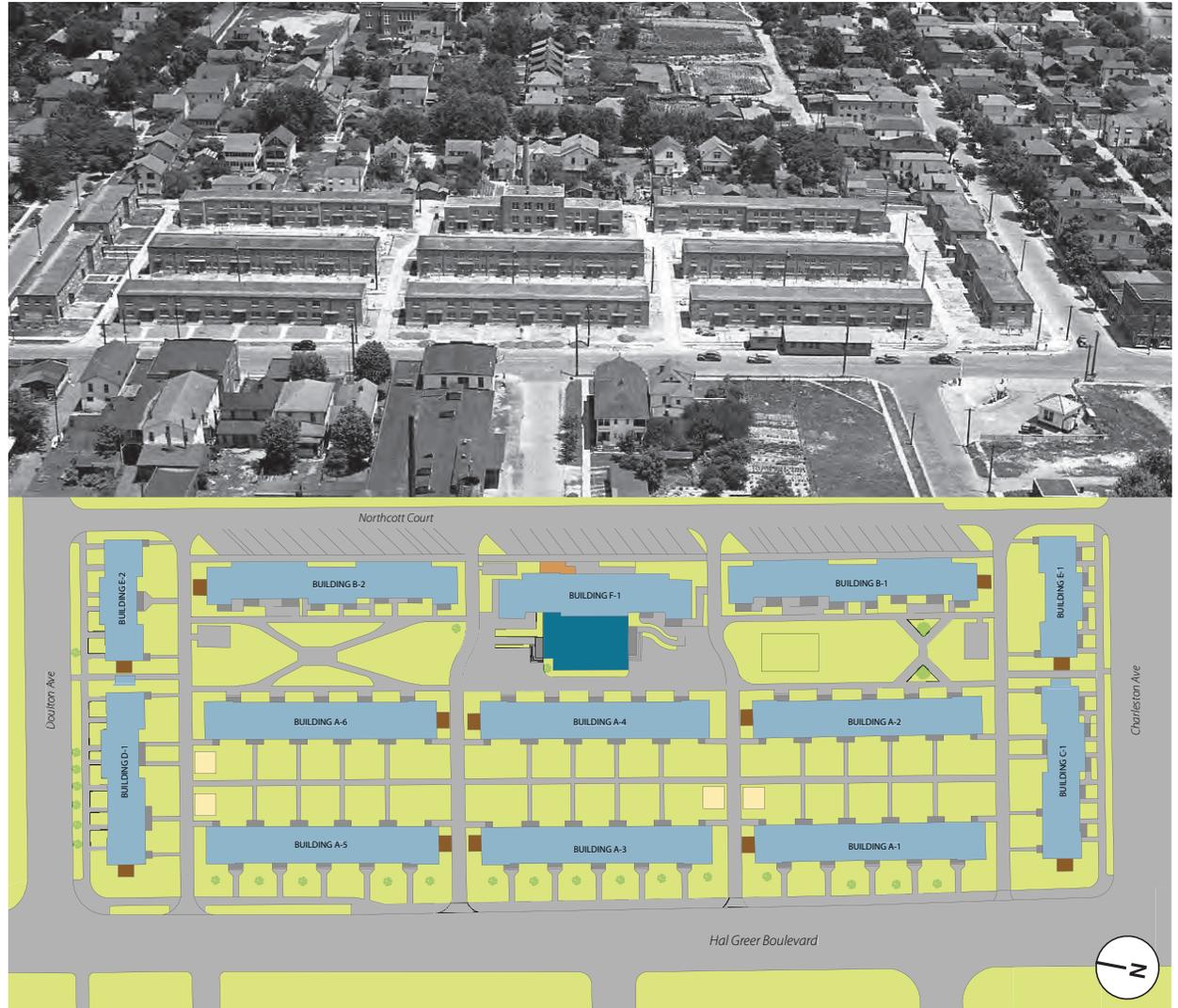


2017 “New Northcott” Concept Design | Courtesy of Edward Tucker Architects, Inc.

## NORTHCOTT COURT TARGET HOUSING SITE

Built in 1940, Northcott Court, located on Hal Greer Boulevard, was one of Huntington's oldest public housing projects. A physical needs assessment (PNA) completed in 2012 confirmed that the Northcott Court site and its units were severely distressed and in need of demolition. At the time of the assessment, the Northcott Court site clearly met the definition of "Severe Physical Distress" and of "obsolescence" as defined by HUD. On February 7, 2014, HUD's Special Application Center approved Huntington's application for demolition, concurring with the Huntington WV Housing Authority's determination that Northcott Court was obsolete as to physical condition, location, and other factors, and that no reasonable program of modifications would be cost-effective to return the public housing project to useful life.

The Huntington WV Housing Authority began vacating the three buildings facing Hal Greer Boulevard in late 2013 and started tearing down those structures the following year. Demolition of the building complex has moved forward in staged phases to allow the Housing Authority to relocate Northcott's residents, many of which found apartments within the Fairfield neighborhood.



Top: Aerial photograph of the former Northcott Court site (Source: Herald-Dispatch) | Bottom: Site plan drawing of the former Northcott Court site

## Design Deficiencies

The Northcott Court site and its units suffered from fundamental design deficiencies that rendered them uninhabitable at the time of demolition. In 2012, the WV Division of Highways widened Hal Greer Blvd., taking all existing sidewalks and grass in front of the Hal Greer units, which had been occupied by families in 2- and 3-bedroom apartments. The new highway facility was only three feet from the entry door of these units. The HWVHA Board of Commissioners declared these units “unsafe for habitation” due their to immediate proximity of the five-lane roadway and endangering the health and safety of the residents in the six buildings (containing 60 units) facing Hal Greer Blvd.

Even before the widening of Hal Greer Blvd., the original design of the Northcott Court site limited access for emergency vehicles, garbage pickup, and general delivery. There were indefensible spaces throughout the site and the layout encouraged illegal activity.

The layouts of the units were suboptimal and their sizes were substandard. The units were considerably smaller than today’s standards for healthy living and modern conveniences. The units were 486 square feet for 1-bedroom units; 720 square feet for 2-bedroom, and 954 square feet for 3-bedroom units. Kitchens could not accommodate a table for

eating. The closets and living spaces were inadequate. The units were built without insulation in the walls or ceilings, resulting in substantial utility expenses. Units were not designed for universal accessibility or adaptability. The interior spaces within the apartments were too small to accommodate the turning radius of a wheelchair. Kitchen and bath facilities were not accessible nor amenable to redesign. While significant deferred maintenance had not been allowed, the annual cost of maintaining these facilities would have been excessive due to their inadequate original design and their obsolete major systems that were over 70 years old.

## Structural Deficiencies

Structural deficiencies outlined in the physical needs assessment included deficient onsite infrastructure, failing building systems, and structural deterioration. Sanitary sewer systems were inadequate for the load, and the combined stormwater and sanitary water was over a century old. Pipes were regularly collapsing due to settlement and incursion by tree roots. Sanitary lines would frequently back-up inside of apartments. Extremely poor stormwater drainage failed to prevent water from standing on sidewalks, playgrounds, and parking areas. The electrical systems were substandard and did not meet building code standards, rendering apartments unsuitable for the use of basic electrical appliances such as clothes dryers, hair dryers, TV and stereo systems. Internal plumbing was in very bad condition with broken water supply lines and constant leaks, creating major tenant disruptions and requiring water frequently being shut down for repairs.

## HUD PROJECT REQUIREMENTS

HUD expects that housing transformed through a Choice Neighborhoods Planning and/or Implementation grant will be:

- Energy efficient, sustainable, accessible and free from discrimination;
- Mixed-income; and
- Well-managed and financially viable.

There are several program requirements of Choice Neighborhoods that are included in the Fairfield Innovation Plan, including:



### One-for-One Replacement

One-for-one replacement is required for housing units redeveloped under the Choice Neighborhoods program, with or without implementation grant funding. The replacement housing must reflect the number of bedrooms per unit needed to adequately serve returning tenants, households currently on the waiting list, and that are needed based on other market data. As required by HUD, replacement housing units must be developed on the target housing site and/or in the target neighborhood being revitalized, or off-site (outside of the target neighborhood, but within the metropolitan area up to 25 miles from the target housing site) as necessary to overcome the effects of established impediments to fair housing choice, deconcentrate poverty, or to redevelop on-site with appropriate densities.

### Affirmatively Furthering Fair Housing

All Choice Neighborhoods activities must be carried out in a manner that affirmatively furthers fair housing as required by the Fair Housing Act. Grantees must adopt affirmative marketing procedures, and require affirmative marketing activities of their project owners and managers. “Affirmative marketing” includes outreach efforts targeted to persons who are least likely to apply for

housing developed through the Choice Neighborhoods program, to ensure that all persons regardless of their race, color, national origin, religion, sex, disability or familial status are aware of the housing opportunities. HUD requires that such efforts be consistent with the fair housing needs and strategies in the applicable jurisdiction’s Analysis of Impediments to Fair Housing Choice and comprehensive plan.

### Right to Return Policy

A Choice Neighborhoods Plan must demonstrate that each tenant who wishes to return to the replacement housing may do so. Tenants who are lease compliant at the time of departure from the target housing and who continue to remain lease-compliant during the relocation period, have the right to return when construction is completed and the units become available.

A returning tenant must be provided a preference for occupancy of on-site replacement units before such units are made available to any other eligible household. Preferences are retained even if the resident has already received permanent relocation benefits and remain available until the initial lease-up of the new units. Alternatively, the tenant may choose to retain the tenant-based voucher assistance provided for relocation from the properties revitalized under the Choice Neighborhoods program.

## Broadband Access

Grantees are required to include infrastructure that permits unit-based access to broadband Internet connectivity in all new units.

## Physical Accessibility Requirements & Universal Design

All new construction and alterations of existing buildings must be done in accordance with Section 504 of the Rehabilitation Act of, the Fair Housing Act, Title II of Americans with Disabilities Act, and the Architectural Barriers Act of 1968 and their respective implementing regulations.

## Energy Efficiency and Green Building Standards

HUD encourages activities that actively promote sustainability through energy-efficient, environmentally-friendly, healthy design, including elements of visitability and universal design. Choice Neighborhoods Planning Grant recipients must become eligible to secure Stage 1 Conditional Approval of all or a portion of the replacement housing or other neighborhood improvement through LEED for Neighborhood Development (LEED-ND) from the United States Green Building Council.



# HOUSING MARKET STUDY

The market assessment conducted by the Planning Team includes an analysis on housing market conditions and recommendations to promote home ownership and affordable housing. Key findings include:

- Homes in Fairfield are reasonably priced, with **median values concentrated between \$45,000 and \$56,000**. However, many houses are old and in poor condition. **Residential vacancy rates are as high as 30%** for some block groups and recent residential sales prices have been, on average, about \$28,000 lower than citywide.
- Due to low household income many families in Fairfield are **heavily cost-burdened by rental and mortgage payments**. Half of the area households make less than 50% of median income for the region. In several block groups, 60% of households are paying more than 30% of income to rent or mortgage.
- **Redlining practices in the 1930s suppressed access to housing capital** in Fairfield, with effects that lingered for decades and that may still be present. This likely perpetuated both the lack of investment in housing and the need for subsidized housing in the area.

- New housing, in terms of both market trends and interest by Fairfield residents, favors **lower density development comprised of smaller single-family homes**, including single-story houses and townhouses. Replacement of some of the older housing stock in the area with new, small homes would likely attract both current residents of the area and young professionals who want to live in a central part of the city.
- Affordable housing, particularly with a **path to ownership**, is much needed in the neighborhood. A recommended ratio for mixed-income housing is 30% public housing, 40% affordable and 30% market-rate units.
- **Senior housing** is an area of potential growth. Fairfield has excellent access to healthcare and other services desired by seniors. As the population of the entire Huntington Tri-State area continues to age, the demand for housing that caters to seniors will also increase, both subsidized and market-rate.
- High vacancy rates are an indicator of excess supply, which in this case, are due to the age and condition of many properties. As a result, **vacant housing is suppressing demand** for would-be renters and homeowners. **Fairfield's central location is perhaps its biggest asset** to leverage the development of

new, attractive, smaller market-rate homes that could be appealing to young professionals. Removal and replacement of blighted housing with new housing investment would improve the perception of the neighborhood and improve the overall quality of life for the Fairfield area.

- Affordable housing opportunities are sorely needed as many Fairfield residents are cost-burdened by rent and mortgage payments. The report recommends initiatives to **expand the affordable housing stock and consider stronger incentives to meet ownership goals**, such as property tax relief, lease-to-own programs and shared-equity.
- **Mixed-income housing** is another recommendation to address the need for affordable housing and new market-rate units. The report cites several positive outcomes attributed to mix-income housing including: a positive correlation with upward economic mobility, increased employment opportunities due to proximity and networking with employed residents, decreased crime, and access to better schools. Residents of mixed-income environments also benefit from improved mental health, increased self-esteem and motivation, and more awareness of other residents backgrounds, cultures, and identities that can breakdown perceived stereotypes and prejudices.

## SITE SELECTION

The Planning Team worked to develop a set of criteria to help identify potential locations for replacement housing. The following criteria is centered around providing homes in areas of opportunity. Because of continuing revitalization and reinvestment efforts with the Fairfield neighborhood, many led by Marshall University and Cabell Huntington Hospital, the focus of the Housing Strategy is to provide new mixed-use units within the target neighborhood. Replacement sites were evaluated based on a number of factors, including:

- Current Vacancy (either vacant site or vacant building)
- Ownership (publicly owned and privately owned)
- Walkability to TTA transit service
- Walkability to new and proposed shops and services
- Walkability to parks and community recreation areas
- Proximity to neighborhood schools
- Proximity to downtown Huntington
- Proximity to Marshall University



2017 "New Northcott" Concept Design - Courtesy of Edward Tucker Architects, Inc.

- Buffered from highways
- Buffered from active rail lines
- Buffered from manufacturing and industrial uses

The Planning Team applied this criteria to analyses of potential locations that could accommodate mixed-income housing. The final results of these analyses identified three locations within the Fairfield Neighborhood.

## **PLANNING AND DESIGN PRINCIPLES**

New buildings, streets and open spaces developed through the Housing Plan will be designed with high-quality architecture and site planning to enrich the surrounding neighborhood and promote a mixed-income and mixed-use community.

As a key element of visioning, Fairfield residents were asked to engage in a visual survey of housing designs and potential amenities, using keypad polling. After each survey question, the team engaged in a dialog about why attendees voted the way they did, and what it was about the images that appealed to them.

## **LEVERAGE AND CELEBRATE CULTURAL IDENTITY AND HERITAGE**

Build upon the dynamic and rich history and vibrant culture of Fairfield residents to create spaces and places that help to strengthen the local identity.

## **CREATE A CLEAR, FLEXIBLE AND CONNECTED FRAMEWORK FOR REDEVELOPMENT**

Restore physical connections with the urban fabric of the neighborhood and redevelop the housing sites with clear yet flexible guidelines for enhanced infrastructure and buildings.

## **STRENGTHEN CONNECTIONS WITH THE NEIGHBORHOOD**

Create physical and programmatic opportunities for new residents to connect to the Fairfield neighborhood and downtown area, in order to benefit from the existing cultural, educational, economic assets.

## **PROMOTE WALKABLE, ACTIVE AND SAFE OPEN SPACES**

Invest in high quality open spaces and infrastructure that elevates the quality of life of residents by enabling physical activity and multiple options for mobility.

## **SUPPORT A HEALTHY, RESILIENT AND EQUITABLE COMMUNITY**

Design spaces that can be enjoyed by everyone and are inviting to all, places that reflect the past, present and future uniqueness of Fairfield while promoting a sustainable and balanced community.

## **COMMUNITY GARDENS**

Include community gardens within the redevelopment to help provide fresh food for residents, along with opportunities to build skills related to agriculture.

## IMPROVE STREET INFRASTRUCTURE, PARKING AND STORMWATER MANAGEMENT

The redevelopment of the three selected housing sites provides a great opportunity to enhance street infrastructure and contribute to stormwater management. In order to help alleviate flooding issues, the Plan proposes increasing the amount of capture and infiltration of stormwater through the use of elements such as bioswales and rain gardens. Parking areas will include permeable materials to help to reduce heat gain, and improve water management of the site.

## ENSURE SUSTAINABILITY

Sustainable development is a key component of this Plan and is woven into every element of the Housing Strategy. The Huntington WV Housing Authority/City of Huntington certify that they will comply with the LEED ND and LEED for Homes Criteria for Northcott Court and other housing sites. Housing, community facilities, recreation and economic development space will be well integrated and ADA accessible. The following elements are represented in site plans, schematic drawings, building sections and elevations to support the Housing Plan:

- The Plan will incorporate architectural character, design elements and amenities that will attract income diversity and enable the housing to enrich the neighborhood and appeal to various market segments.
- Buildings will be harmonious in scale with streets, outdoor spaces and surrounding structures.
- Unit and room sizes will be adequately and accommodate contemporary families, incorporating sufficient storage needs.
- New housing will encourage compact, pedestrian-friendly neighborhoods with an interconnected network of sidewalks, streets and bike routes providing connections to public transportation, retail, parks and open space.
- Sidewalks will be buffered from adjacent streets through the use of greenways with shade trees, crosswalks will be provided to alert drivers to pedestrian and bike activities.
- Housing sites will include opportunities for recreation and appropriate settings for community gathering places.
- Defensible space and “eyes on the street” will be ensured with building entrances fronting on the street, housing overlooking common areas and parks, and clearly defined public and private spaces with appropriate lighting, providing an increased sense of safety.
- Landscape elements will be appropriate to each site’s soils and microclimate while providing shade trees for streets and parking.
- Stormwater management practices such as green roofs, rain gardens, pervious surfaces, bioswales and natural vegetation will be incorporated.

## HOUSING PROGRAM EVALUATION

Replacement Housing will be divided into three smaller development phases so as to realize the following benefits:

- Ease of financing
- Ease of unit absorption
- More acceptable to surrounding neighborhood
- Ease of creating mixed-income balance

Under the CN program, not all of the 130 extremely-low income replacement units have to be located on the former Northcott Court site. A portion of the units can be located within the immediate Fairfield neighborhood, the City of Huntington, and even within areas throughout Cabell County if needed. The Planning Team's approach was to integrate as many units within the neighborhood as possible. Northcott Court is not ideal for replacement of all 130 units especially with the need to add additional affordable/market rate units, a potential grocery store, and other retail/community services as required by HUD and desired by the community.

The Planning Team evaluated three scenarios of increased intensity for the distribution of the 130 extremely-low income and additional market rate units at Northcott Court and throughout the neighborhood.

### Low-Level Housing Plan (205 total units)

- Replacement of all 130 extremely-low income units
- 50 additional affordable units targeted for residents making 30-80% of the Area's Median Income
- 25 additional market rate units

### Medium-Level Housing Plan (280 total units)

- Replacement of all 130 extremely-low income units
- 100 additional affordable units targeted for residents making 30-80% of the Area's Median Income
- 50 additional market rate units

### High-Level Housing Plan (310 total units)

- Replacement of all 130 extremely-low income units
- 130 additional affordable units targeted for residents making 30-80% of the Area's Median Income
- 50 additional market rate units

# FINAL HOUSING PROGRAM

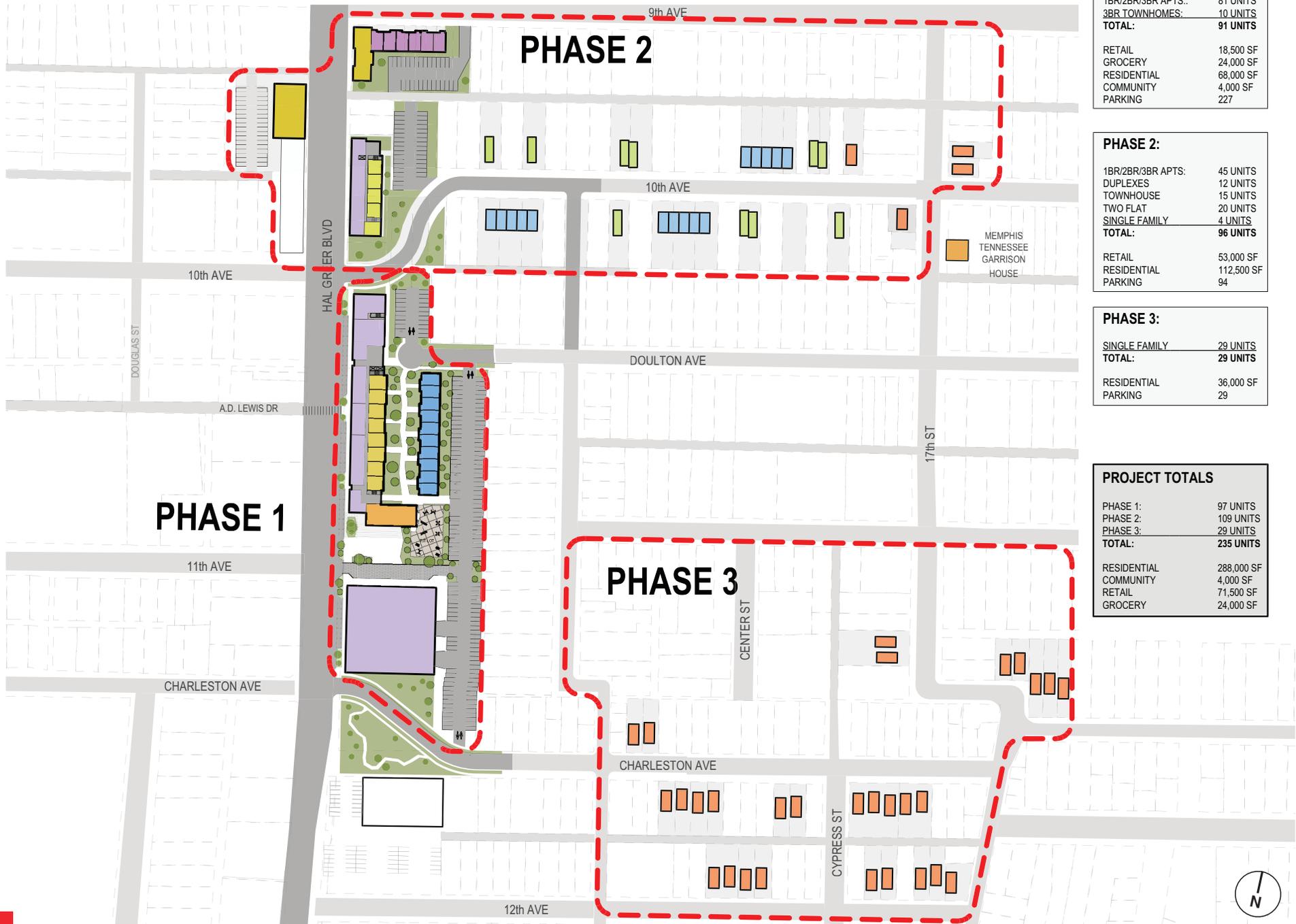
Using these scenarios as a guide, the final housing program was created to include three phases with a total of 235 units, as well as significant square footage dedicated to community, grocery and retail space.

This housing plan includes three phases overall, and is focused on on three areas of the Fairfield neighborhood with ample opportunities for housing and mixed-use redevelopment. 1) Northcott Court, 2) the 10th Avenue corridor between Hal Greer Boulevard and 17th Street, and 3) the area along Charleston Avenue and Cypress Street north of Cabell Huntington Hospital.

Housing shown in the Plan is located on public and privately owned vacant property. The following pages detail each phase of the Housing Plan.



# Proposed Housing Phases



**PHASE 1:**

1BR/2BR/3BR APTS.:	81 UNITS
3BR TOWNHOMES:	10 UNITS
<b>TOTAL:</b>	<b>91 UNITS</b>
RETAIL	18,500 SF
GROCERY	24,000 SF
RESIDENTIAL	68,000 SF
COMMUNITY	4,000 SF
PARKING	227

**PHASE 2:**

1BR/2BR/3BR APTS.:	45 UNITS
DUPLEXES	12 UNITS
TOWNHOUSE	15 UNITS
TWO FLAT	20 UNITS
SINGLE FAMILY	4 UNITS
<b>TOTAL:</b>	<b>96 UNITS</b>
RETAIL	53,000 SF
RESIDENTIAL	112,500 SF
PARKING	94

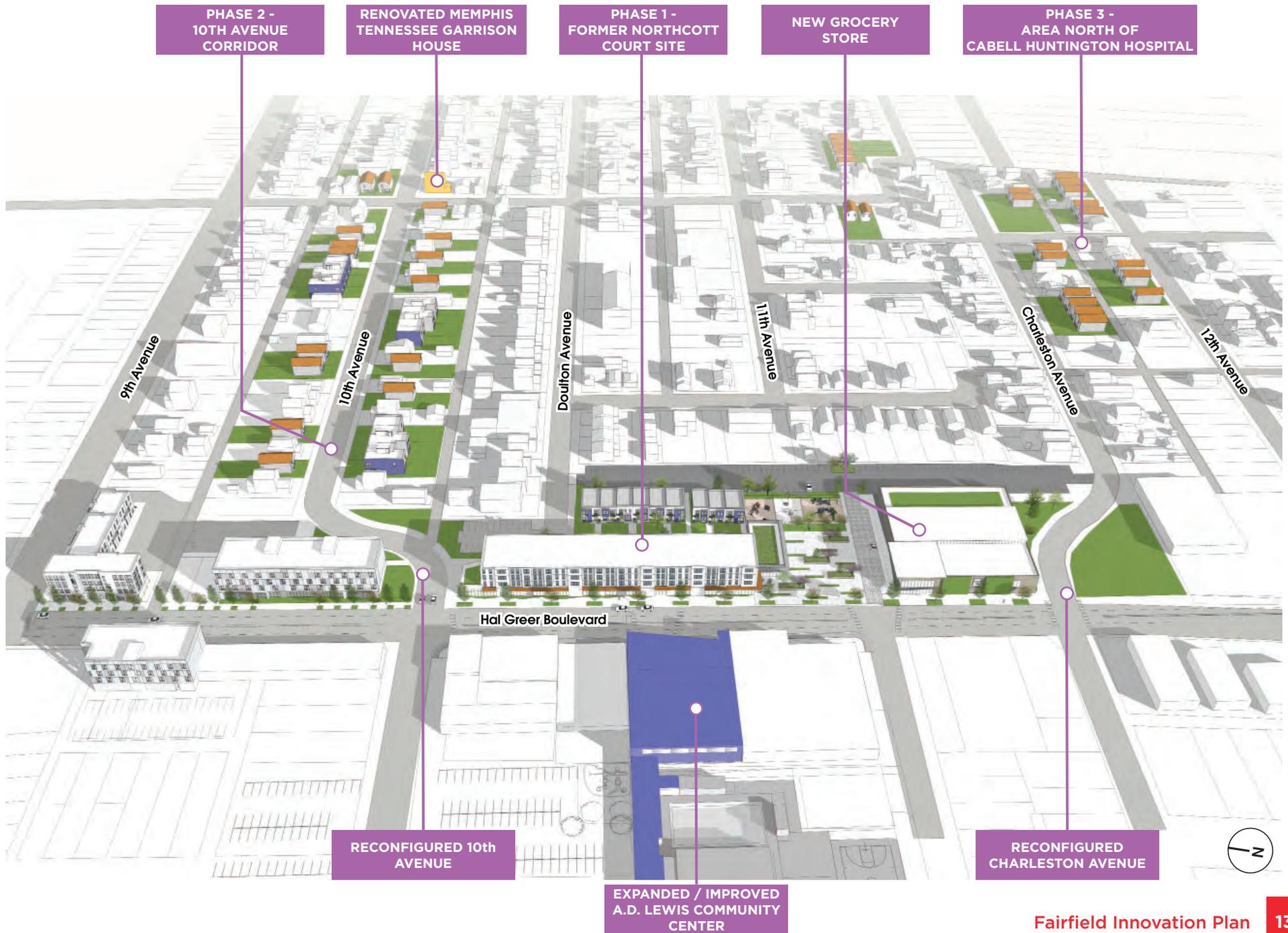
**PHASE 3:**

SINGLE FAMILY	29 UNITS
<b>TOTAL:</b>	<b>29 UNITS</b>
RESIDENTIAL	36,000 SF
PARKING	29

**PROJECT TOTALS**

PHASE 1:	91 UNITS
PHASE 2:	109 UNITS
PHASE 3:	29 UNITS
<b>TOTAL:</b>	<b>235 UNITS</b>
RESIDENTIAL	288,000 SF
COMMUNITY	4,000 SF
RETAIL	71,500 SF
GROCERY	24,000 SF

# Proposed Housing Phases



# Phase 1 - Former Northcott Court Site

## 4 STORY APARTMENT BUILDING

61 - 1BR UNITS  
 12 - 2BR UNITS  
 8 - 3BR UNITS  
 68,000 SF RESIDENTIAL  
 12,500 SF RETAIL

## 2 STORY TOWNHOMES

10 - 3BR UNITS  
 16,500 SF RESIDENTIAL

## GROCERY STORE

67 GARAGED PARKING  
 60 SURFACE PARKING  
 24,000 SF GROCERY (2ND FLOOR)  
 6,000 SF RETAIL (1ST FLOOR)

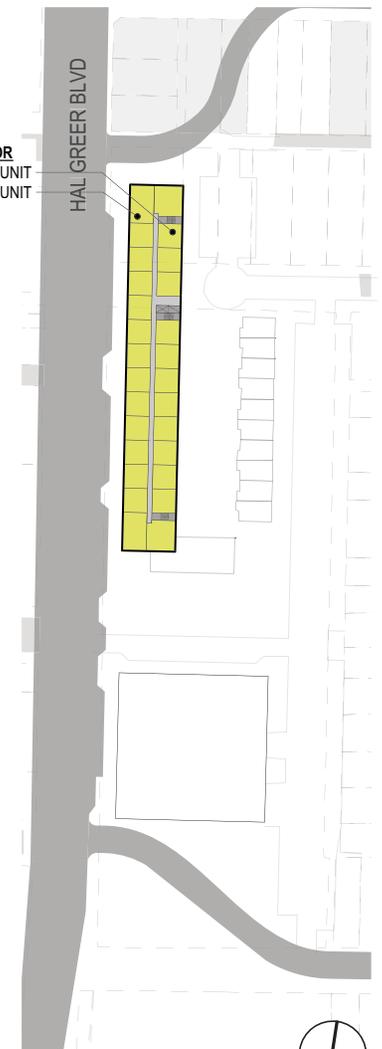
## PHASE 1:

1BR/2BR/3BR APTS:	81 UNITS
3BR TOWNHOMES	10 UNITS
RETAIL	18,500 SF
GROCERY	24,000 SF
RESIDENTIAL	68,000 SF
COMMUNITY	4,000 SF

TOTAL: 91 UNITS



TYP. UPPER FLOOR  
 (23) 1 BEDROOM UNIT  
 (4) 2 BEDROOM UNIT



## Phase 1 - Former Northcott Court Site

The former Northcott Court site is 3.79 acres in size and fronts Hal Greer Boulevard in the heart of the Fairfield neighborhood making it well-suited to be redeveloped into a mixed-use property that addresses multiple community needs to maximize its fullest potential. Phase 1 of the Draft Housing Plan envisions a large commercial building that will accommodate a 25,000-square-foot grocery store on the second floor and 6,000 square feet of retail spaces and 67 garaged parking spaces on the first floor. 61 additional surfaced parking spaces will be located to the rear of the site for a total of 128 surface parking spaces on site.

A prominent mixed-use building would anchor the northern half of the site comprised of residential, commercial and community space elements. 16,000 square feet of first-floor commercial space could address other commercial needs not found on within the Fairfield community. Above, 63 apartments of one-, two-, and three-bedroom units could bring additional housing options to the neighborhood to transform the site into a true mixed-income, mixed-use development with nine townhome units located to the rear of the site. The development would also include 4,500 square feet of community space to provide additional services and



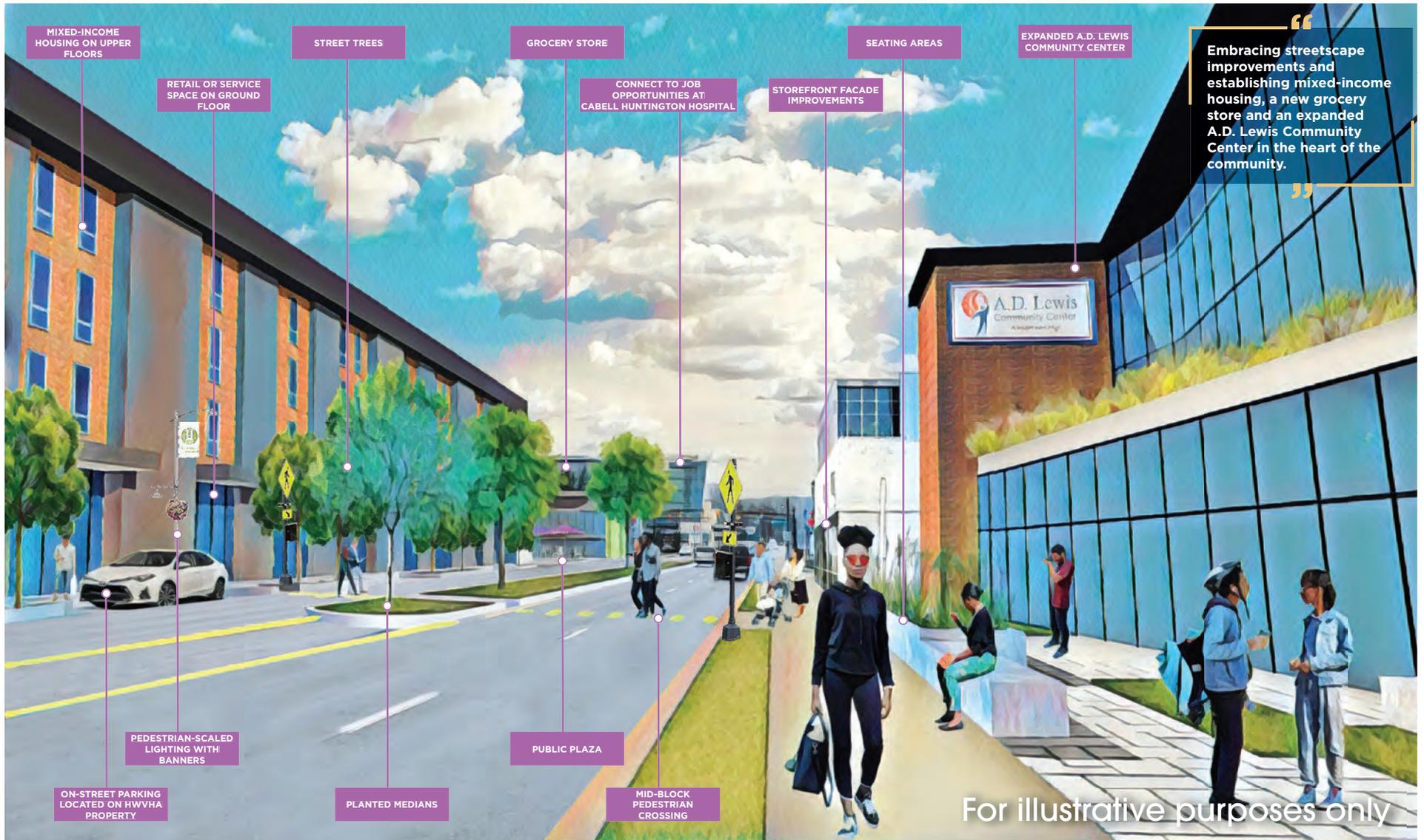
*The former Northcott Court site near Doulton Avenue and Hal Greer Boulevard*

cultural programming identified in the Fairfield Innovation Plan such as: creating more opportunities for youth to develop critical life skills and creating a one-stop shop for multiple job services and assistance. A public plaza would bisect the northern and southern areas of the site to create an outdoor community gathering space, in addition to providing another space to share and honor Fairfield's history and culture.

Unit sizes of the residential spaces of the site can be adjusted to accommodate more single-person households or small families if needed. Further, the site could be developed in two sub-phases, based on timing, ability to recruit a grocery operator,

and available resources for implementation. Once completed, the former Northcott Court site has the potential to redefine Hal Greer Boulevard and the greater Fairfield neighborhood for decades to come.

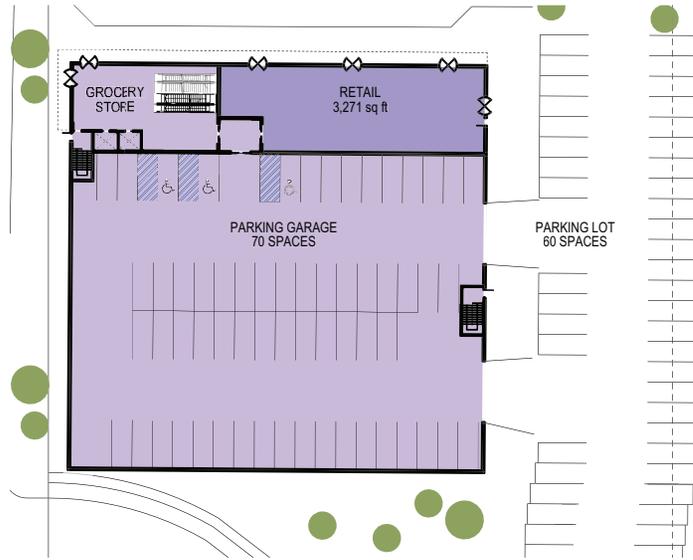
# View of Northcott Court Site from Proposed AD Lewis Expansion



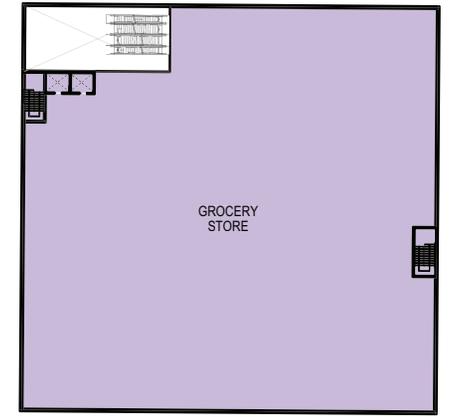
View of Housing Phase 1



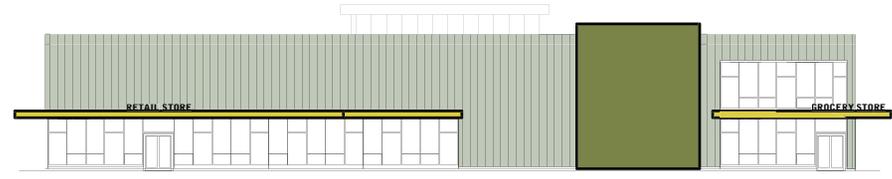
# Grocery Store Prototype



Grocery/Retail - 1st Floor

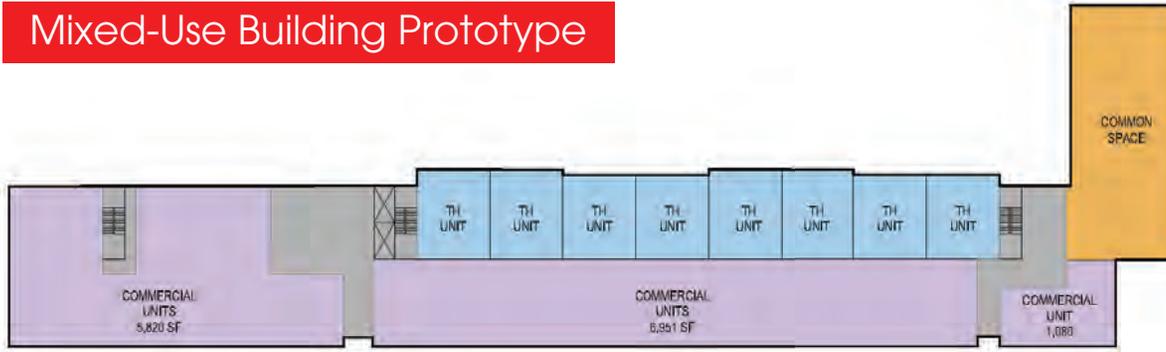


Grocery - 2nd Floor

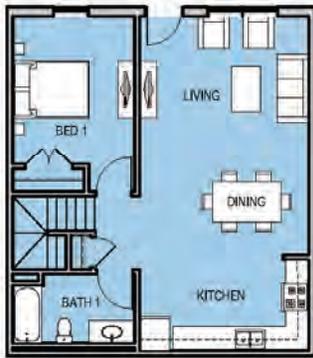


Elevations

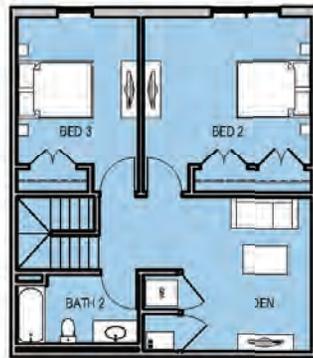
# Mixed-Use Building Prototype



Ground Floor Plan



Townhouse Ground Floor Plan

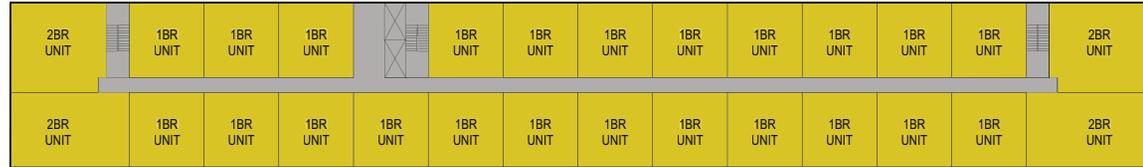


Townhouse Second Floor Plan

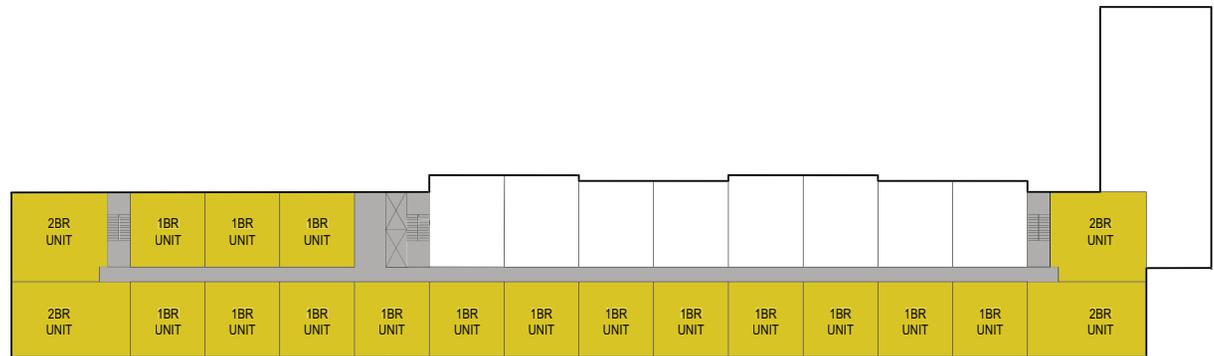


Front Elevation

# Mixed-Use Building Prototype



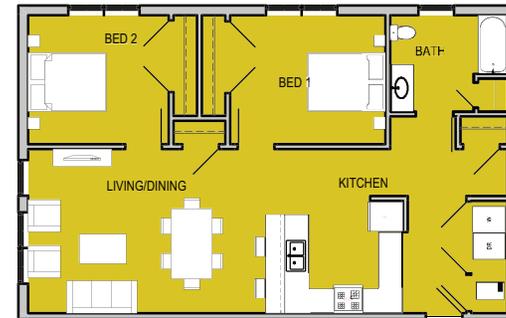
Typical Upper Floor Plan



Second Floor Plan

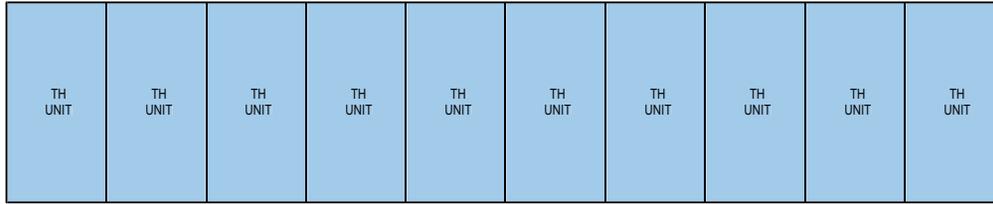


Typical 1 Bedroom Unit Plan

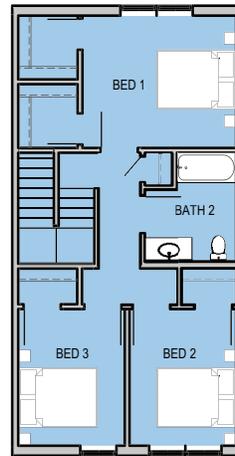
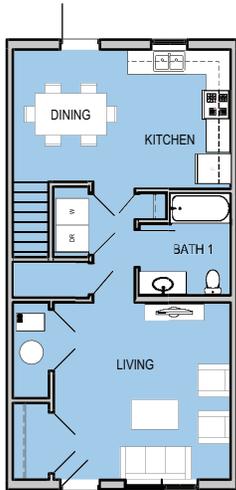


Typical 2 Bedroom Unit Plan

# Townhouse Prototype



Typical Floor Plan



Townhouse Ground Floor Plan

Townhouse Second Floor Plan



Front Elevation

# Phase 2 - Tenth Avenue Corridor

## 4 STORY APARTMENT BUILDING

9 - 1BR UNITS  
7,000SF RESIDENTIAL  
3,000 SF RETAIL  
27 PARKING SPACES

## 4 STORY APARTMENT BUILDING

12 - 1RB UNITS  
6 - 2BR UNITS  
13,500 SF RESIDENTIAL  
5,000 SF RETAIL  
34 PARKING SPACES

## 4 STORY APARTMENT BUILDING

23 - 1BR UNITS  
6 - 2BR UNITS  
30,500SF RESIDENTIAL  
45,000 RETAIL  
33 PARKING SPACES

## 3 STORY DUPLEXES

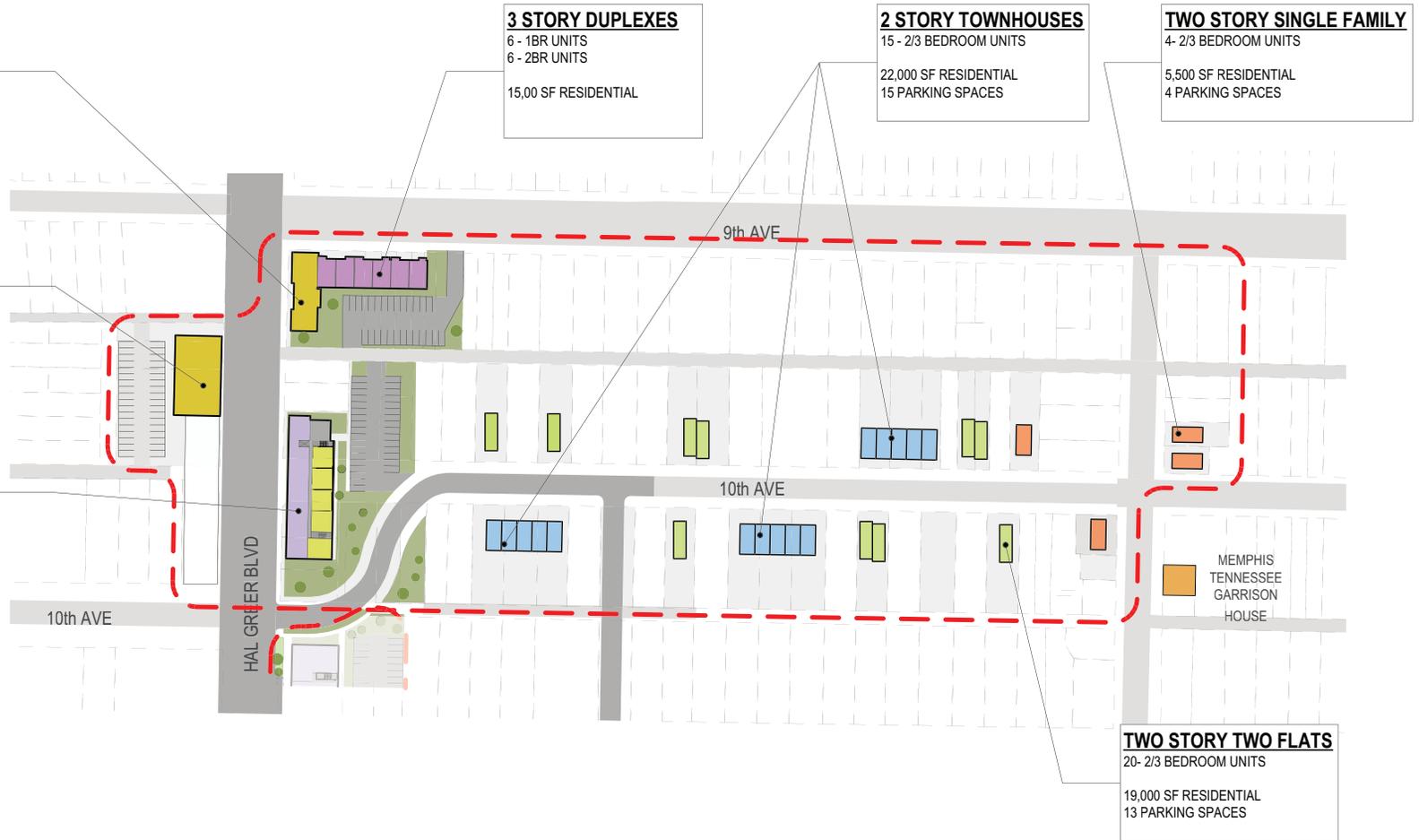
6 - 1BR UNITS  
6 - 2BR UNITS  
15,00 SF RESIDENTIAL

## 2 STORY TOWNHOUSES

15 - 2/3 BEDROOM UNITS  
22,000 SF RESIDENTIAL  
15 PARKING SPACES

## TWO STORY SINGLE FAMILY

4- 2/3 BEDROOM UNITS  
5,500 SF RESIDENTIAL  
4 PARKING SPACES



MEMPHIS  
TENNESSEE  
GARRISON  
HOUSE

## TWO STORY TWO FLATS

20- 2/3 BEDROOM UNITS  
19,000 SF RESIDENTIAL  
13 PARKING SPACES

### PHASE 2 UNIT COUNT:

1BR/2BR/3BR APARTMENTS:	45 UNITS
DUPLEXES	12 UNITS
TOWNHOUSE	15 UNITS
TWO FLAT	20 UNITS
SINGLE FAMILY	4 UNITS

RETAIL	53,000 SF
RESIDENTIAL	112,500 SF

TOTAL: 96 UNITS



## Phase 2 - 10th Avenue Corridor

The Phase 2 locations focuses on the 10th Avenue corridor, from Hal Greer Boulevard to 17th Street. This corridor includes a large number of vacant and underutilized properties but opportunity for a variety of building types marketed toward different household types and sizes. The corridor would be bookended on the west by the redevelopment of the vacant City-owned former Barnett Center (for sale), and by the planned Memphis Tennessee Garrison House Museum on the eastern end.

Properties facing Hal Greer are better suited for multi-story buildings that are either mixed-use or apartments only. Directly to the north of the former Northcott site is a four-story apartment building that houses 29 one-to two-bedroom units and 45,000 square feet of retail on the first floor. Across from Hal Greer, a four-story apartment building adds 5,000 additional square feet of retail and 18 one-to-two bedroom units to the neighborhood. Phase 2 also considers the optional development of the Po-Boys tire shop at 9th Avenue and Hal Greer, which recently suffered fire damage, and is generally an unsightly use along the revitalizing corridor. In its place, another four-story mixed-use building is envisioned featuring 3,000 square feet of retail on the first floor and nine one-bedroom units above. The Plan recommends that the City work with the owner of Po-Boys to find



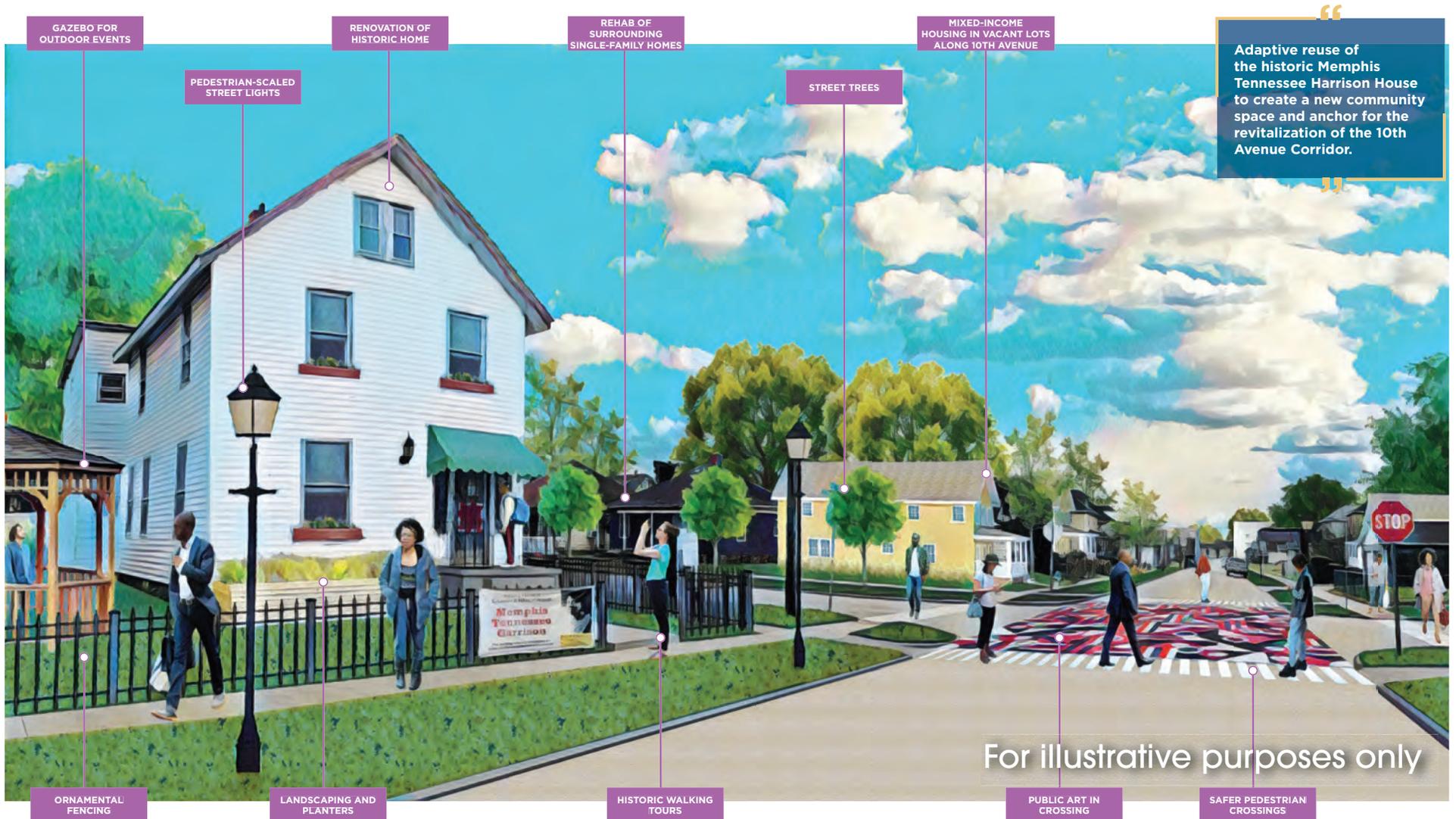
*Vacant housing along 10th Avenue*

a new location for the business in a more industrial part of the Fairfield neighborhood.

The buildings incrementally become less dense the further away they are from Hal Greer. Adjacent to the four-story mixed-use structures between 9th and 10th Avenue are ten three-story duplexes that add twenty total units of one- and two-bedroom units. 13 two-story two-flats, 15 two-story townhouses and four two-story single-family homes fill in the 'missing teeth' of vacant/underutilized parcels that lead up to the Memphis Tennessee Garrison House on 17th Street.

In total, Phase 2 would bring 125 mixed-income units of varying sizes and types along with 11,000 square feet of retail space to the neighborhood.

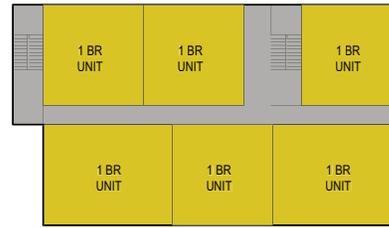
# View of 10th Avenue Corridor from Memphis Tennessee Garrison House



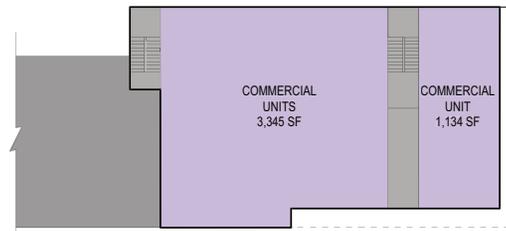
# View of Housing Phase 2



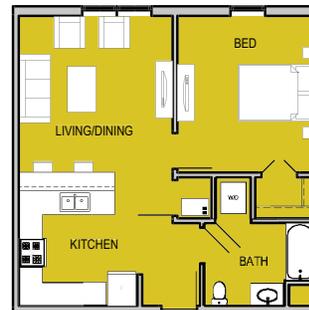
# Mixed-Use Building Prototype



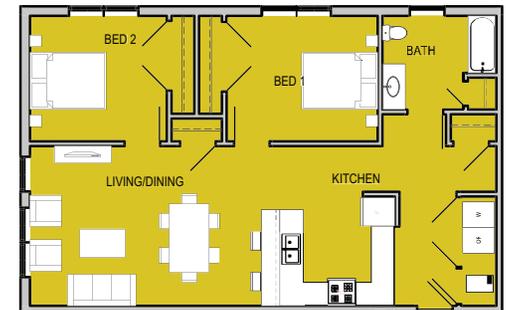
Typical Upper Floor Plan



Ground Floor Plan



Typical 1 Bedroom Unit Plan



Typical 2 Bedroom Unit Plan

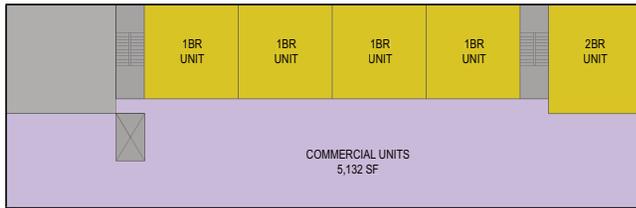


Front Elevation

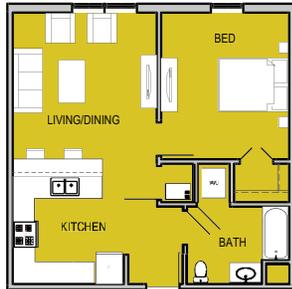
# Mixed-Use Building Prototype



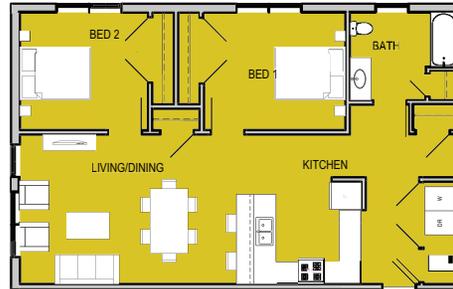
Typical Upper Floor Plan



Ground Floor Plan



Typical 1 Bedroom Unit Plan

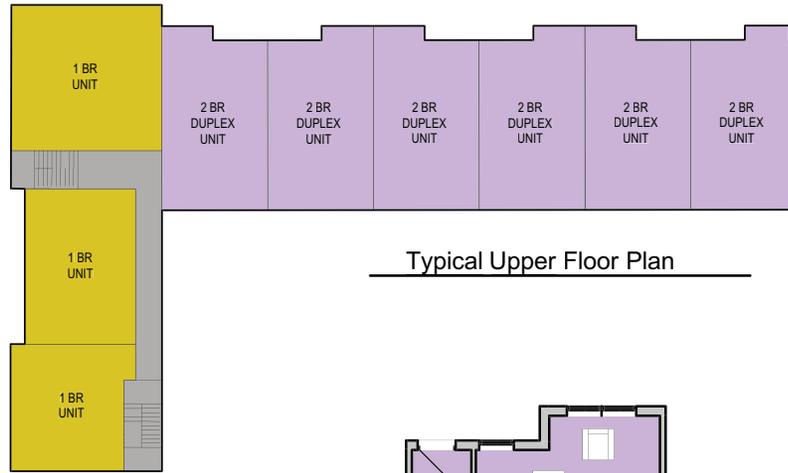


Typical 2 Bedroom Unit Plan



Front Elevation

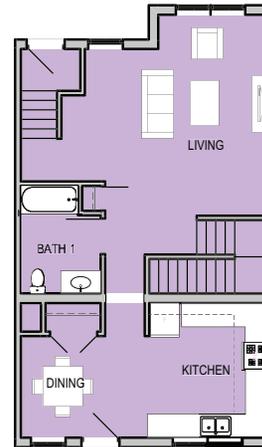
# Mixed-Use Building Prototype



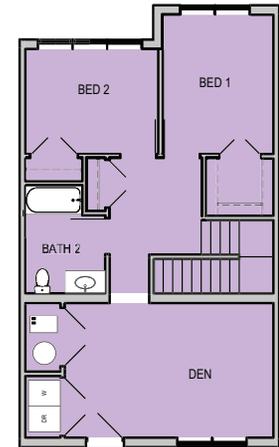
Typical Upper Floor Plan



Typical 1 Bedroom Unit Plan



Typical Duplex 1st Floor Plan

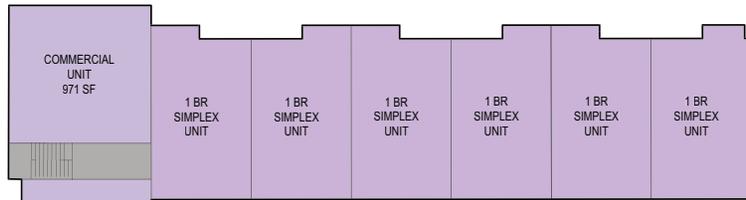


Typical Duplex 2nd Floor Plan

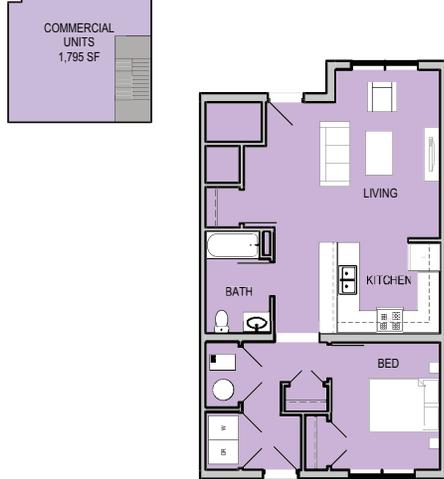


North (Triplex) Elevation

# Mixed-Use Building Prototype



Ground Floor Plan

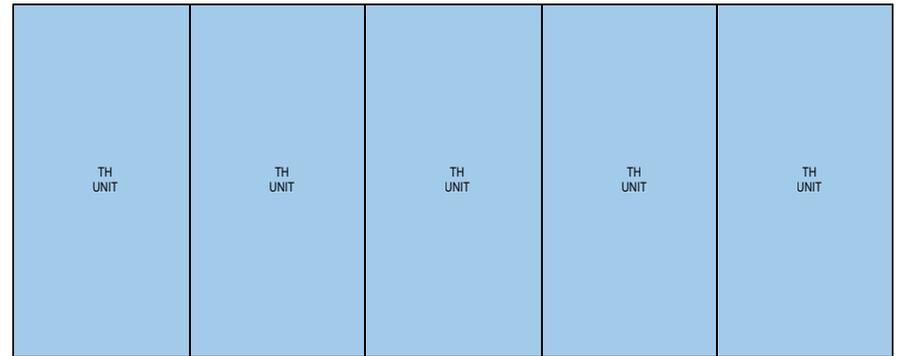


Typical Simplex Plan



West (Apartment) Elevation

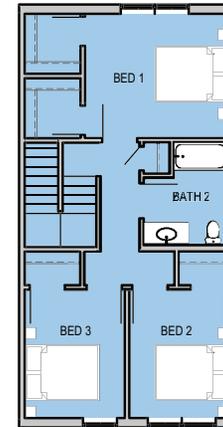
# Townhouse Building Prototype



Typical Floor Plan



Townhouse Ground Floor Plan

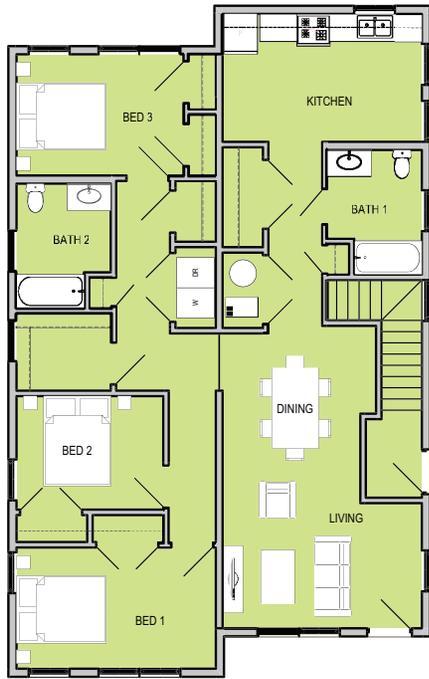


Townhouse Second Floor Plan

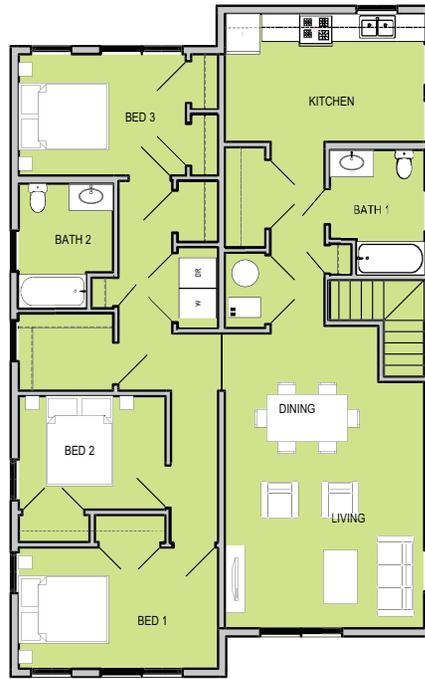


Front Elevation

# Duplex Building Prototype



Typical Ground Floor/Unit Plan



Typical Second Floor/Unit Plan



Side Elevation



Front (Street) Elevation

## Phase 3 - Area North of Cabell Huntington Hospital

Phase 3 focuses on smaller infill development sites along Charleston and 12th Avenues. These vacant sites, which currently exhibit mixed ownership, lie in close proximity to Cabell Huntington Hospital and could have relatively stronger market potential for employee-oriented housing. Smaller single-family homes, or possibly townhomes, are the ideal housing type for this area due to property sizes and the need to fit into the surrounding neighborhood context.

28 vacant parcels were identified in the area to accommodate 29 two-story single-family homes. The average square footage is approximately 1,240 square feet and each home is envisioned to have an attached garage. If successful, the development could grow to surrounding blocks in the immediate neighborhood.



*Aerial view of the area north of Cabell Huntington Hospital today*

# Phase 3 - Area North of Cabell Huntington Hospital

**2 STORY SINGLE FAMILY HOMES**  
 29 - 1/2/3 BR UNITS

36,000 SF RESIDENTIAL  
 NO RETAIL  
 ATTACHED GARAGE PARKING

**PHASE 3 UNIT COUNT:**

SINGLE FAMILY	29 UNITS
RESIDENTIAL	36,000SF

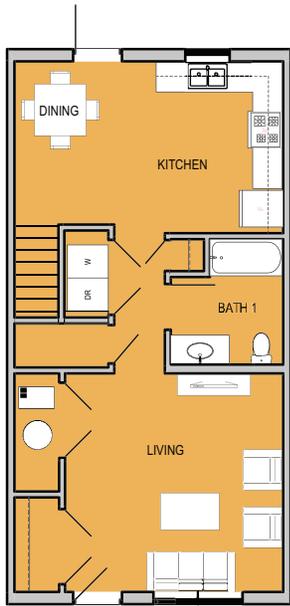
**TOTAL: 29UNITS**



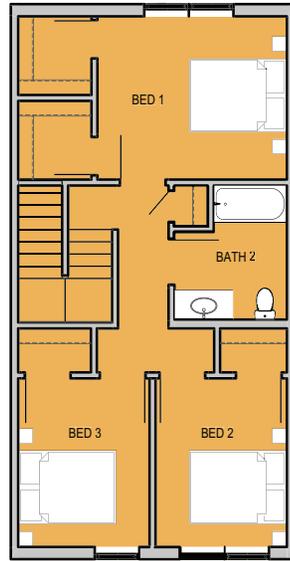
# View of Housing Phase 3



# Single-Family Building Prototype



Ground Floor Plan



Second Floor Plan



Front Elevation

# HOUSING IMPLEMENTATION

## Preferred Developer

The Planning Team has drafted and released an RFQ to select a Preferred Developer to help lead the Housing Plan. The RFP, due in February 2020, requested qualification statements from experienced development teams that can prove, through their submittal that they possess the necessary qualifications and expertise to comprehensively plan for and develop mixed-income housing in areas of opportunity within the Fairfield neighborhood.

HWVHA is seeking a development team comprised of members with the expertise to plan for proposed phases of development in different locations, evaluate proposed unit mix options, present financing options, assess project feasibility and implement the proposed new developments.

The successful developer must be creative in their approach and open to a wide array of housing options while demonstrating the ability and experience to implement a comprehensive mixed-finance (ex: public housing, project based Section 8 voucher, low-income housing tax credit, and market rate units), mixed income and mixed-use redevelopment plan.

## Sustainability

Sustainable development is a key component of this revitalization plan and is woven into every element of the Housing Plan. HWVHA certifies that it will comply with the LEED ND and LEED for Homes Criteria for the redevelopment of Northcott Court and other housing sites.

Housing, community facilities, recreation and economic development space will be well integrated and ADA accessible. The following elements are represented in site plans, schematic drawings, building sections and elevations to support the Housing Plan:

- The Plan will incorporate architectural character, design elements and amenities that will attract income diversity and enable the housing to enrich the neighborhood and appeal to various market segments.
- Buildings will be harmonious in scale with streets, outdoor spaces and surrounding structures.
- Unit and room sizes will be adequately and accommodate contemporary families, incorporating sufficient storage needs.
- New housing will encourage compact, pedestrian-friendly neighborhoods with an interconnected network of sidewalks, streets and bike routes providing

connections to public transportation, retail, parks and open space.

- Sidewalks will be buffered from adjacent streets through the use of greenways with shade trees, crosswalks will be provided to alert drivers to pedestrian and bike activities.
- Housing sites will include opportunities for recreation and appropriate settings for community gathering places.
- Defensible space and “eyes on the street” will be ensured with building entrances fronting on the street, housing overlooking common areas and parks, and clearly defined public and private spaces with appropriate lighting, providing an increased sense of safety.
- Landscape elements will be appropriate to each site’s soils and microclimate while providing shade trees for streets and parking.
- Stormwater management practices such as green roofs, rain gardens, pervious surfaces, bioswales and natural vegetation will be incorporated.

## Relocation Strategy

The Phasing Strategy is designed to make the overall Housing Plan as efficient as possible. The Plan ensures that the project is able to capture a realistic number of new tenants through a sustainable market absorption rate.

Because target housing residents have already been relocated from the former Northcott Court site, the Relocation Strategy will focus on connecting with former residents who are interested in returning, as well as serving families who may currently be on the waiting list for a unit.



*Huntington Gardens senior apartments owned by Huntington Gardens LP and managed by the Housing Development Corporation | Source: Herald-Dispatch*



# IMPLEMENTATION

## ORGANIZATIONAL FRAMEWORK

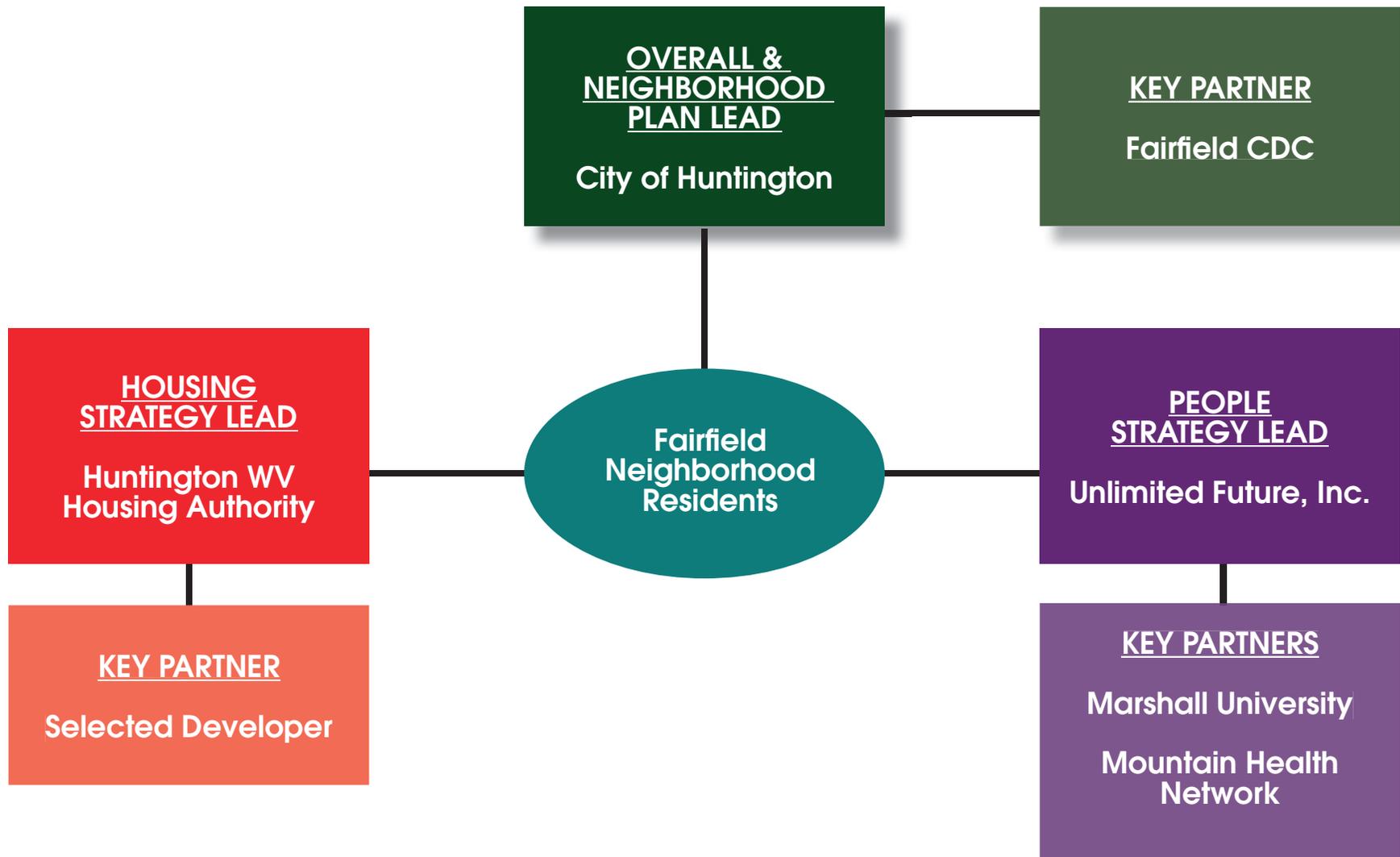
With consensus secured around the core People, Neighborhood and Housing components of the Transformation Plan, the focus shifted to implementing its projects and programs. These initiatives build upon the success of early action projects completed throughout the planning process.

The intent of the Innovation Plan is to chart a course for achieving the community vision for the Fairfield neighborhood and encouraging reinvestment that benefits all residents. Successful implementation will be the result of strong organizational and municipal leadership combined with other stakeholders fulfilling important roles. Implementation is a fluid process that requires adapting to a

range of changing conditions. While the City of Huntington should ultimately oversee revitalization efforts, successful implementation of the Plan will require a broad range of stakeholders helping to drive the process and to achieve successful Neighborhood, People and Housing projects.

Working with local partners, the Planning Team has already made great strides in leveraging opportunities to transform the Fairfield area, break down barriers and link residents to other nearby assets and resources. The City is committed to continuing to build upon evidence-based strategies and national models that will help achieve the Plan's transformation goals.

The Plan's champions will work to attract new investment and other resources that will make Fairfield a community of choice and opportunity.



## The Implementation Team

The City of Huntington (Lead Applicant) and the Housing Authority of Huntington, WV (Co-Applicant) successfully led development of the Fairfield Innovation Plan through a collaborative and inclusive community planning process. The City and Housing Authority have agreed to continue this partnership to implement the Plan.

It is recommended that the City of Huntington assign a staff member to oversee Plan implementation and to organize and schedule quarterly Implementation Team meetings that should be utilized to strategically update the status of Neighborhood and People Priority Projects as well as the overall Housing Plan.

The City, Housing Authority and our other implementation partners are committed to continuing to build the capacity of neighborhood residents to provide meaningful feedback during implementation process. The roles of Implementation Team members are introduced below.

## OVERALL AND NEIGHBORHOOD LEAD

The City of Huntington is the Overall and Neighborhood Lead and will continue to promote reinvestment, enhance public safety and improve the physical environment of the Fairfield Neighborhood.

## PEOPLE LEAD

Unlimited Future, Inc. will serve as the People Lead tasked with ensuring that Fairfield residents fully benefit from the strategies outlined in the Plan that focus on education and youth, safety and health, and employment and job training. Unlimited Future is a not-for-profit micro-enterprise development center and business incubator located in the Fairfield neighborhood. Their vision is to see a thriving economy supported by successful, locally owned businesses. The mission of Unlimited Future is to supply the tools, resources and connections people need to improve their economic status.

## HOUSING LEAD

The Housing Authority of Huntington WV is the Housing Lead and will work closely with its selected developer partner to implement the Housing Plan.

## Anchor Institutions

Successful project implementation requires close collaboration with Huntington's anchor institutions. These institutions are centers for learning and creativity, provide on-the-ground services to the community and help shape Fairfield's economy. Anchor institutions will serve as partners in transformative efforts that revitalize and sustain the local community through a wide array of initiatives and investments.

## MARSHALL UNIVERSITY

Marshall University is a public comprehensive university with a rich history as one of the oldest institutions of higher learning in West Virginia. Founded in 1837 and named after Chief Justice John Marshall, definer of the Constitution, Marshall University advances the public good through innovative, accredited educational programs.

## MOUNTAIN HEALTH NETWORK

As part of Mountain Health Network, Cabell Huntington Hospital is a regional, 303-bed academic medical center located in Huntington, West Virginia. Cabell Huntington cares for patients from more than 29 counties in West Virginia, eastern Kentucky, and southern Ohio. It is one of the ten largest general hospitals in West Virginia. Opened

in 1956, it is also a teaching hospital and is affiliated with the Marshall University Joan C. Edwards School of Medicine, School of Nursing, and School of Pharmacy. The hospital is also home to the Edwards Comprehensive Cancer Center, a three-story facility that opened in 2006.

## Roles and Responsibilities

The Implementation Team possesses a full understanding of the respective interests and roles of key stakeholders and partners. These roles include:

- The City of Huntington oversees the process and adjusts the implementation agenda over time in response to new development, market changes, and community feedback.
- The Housing Authority works in tandem with a selected developer for portions of the Housing Plan, potentially including the for-sale single family homes.
- The City of Huntington works with the Housing Authority and Unlimited Future to align and focus resources in Fairfield. Benefits of this action include greater unification of the neighborhood, equitable distribution of resources into the area, heightening awareness of portions of the community that have historically been

forgotten, and continuity of planning and implementation.

- The City works to ensure equitable public improvements within the neighborhood to enhance the attractiveness of development sites.
- The Fairfield CDC is fully utilized to help inform residents of upcoming changes in the neighborhood.
- Property owners understand and support the land use/development policies of the Plan, and value their land consistent with these policies and current market conditions.
- Developers, especially local minority-owned business enterprises, recognize the potential of the neighborhood as a unique community within Huntington and act to maximize the appeal and value of building sites within the neighborhood.
- The financial sector, including community development financial institutions (CDFIs), is willing to invest in new and different forms of development, which at least initially, are not represented in the local market and may reflect a higher level of risk.
- Local residents, businesses and community organizations make a commitment to stay informed and participate in public forums

to make sure their values and priorities are included in neighborhood planning and project reviews.

- Local partner agencies identify programmatic gaps and begin working together to help implement Priority Projects, through Consortium Agreements or MOUs to implement projects.
- Local residents are organized, energized and focused on advocating for community improvements while utilizing the Plan as a guide.
- Local faith-based organizations connect and align to share resources, while focusing on supporting Plan projects, especially projects designed to advance equal opportunity.
- Local merchants work together to strengthen the existing business community in order to help businesses overcome challenges and obstacles while creating a climate for growth.
- The performing and visual arts community is engaged to develop projects, especially those relating to the celebration of history, diversity and local culture.





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