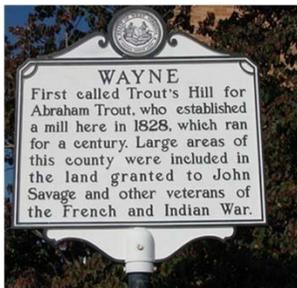


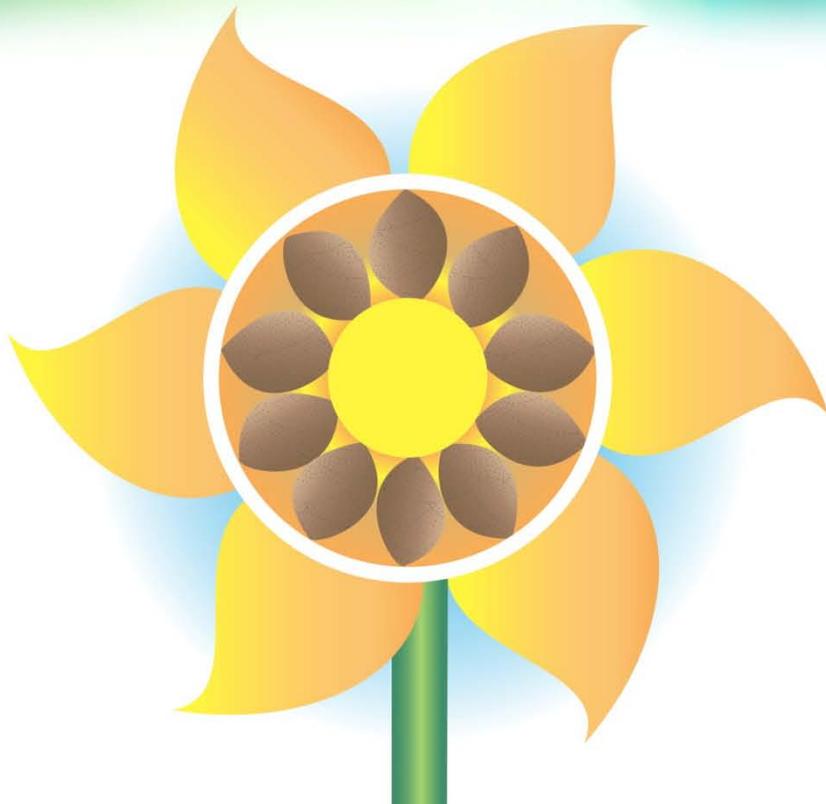
Wayne County

COMMUNITY DESIGN

Housing Plan



Community Design Innovations / December 2012



Community
DESIGN
INNOVATIONS

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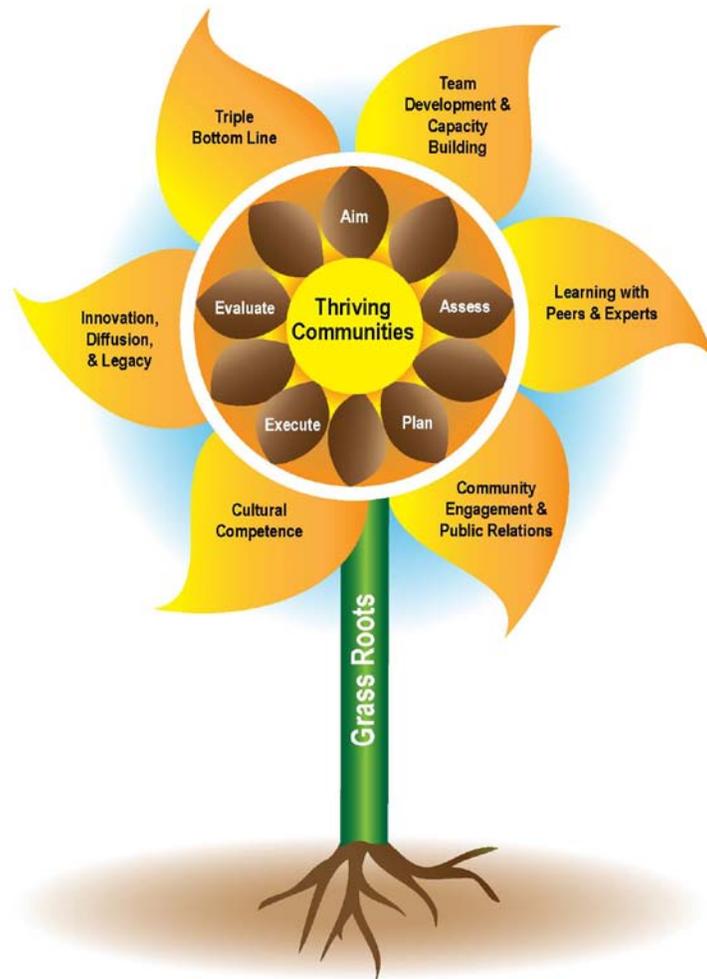
COMMUNITY DESIGN INNOVATIONS OVERVIEW

Project Rationale and Catalyst:

Housing is an integral part of our lives. The neighborhood and community that we live in influence the availability of medical services, school and work opportunities, shopping, transportation, cultural events, and religious, recreational, and community activities.

The need for housing development within a context of comprehensive community planning has been identified in recent research projects with CommunityWorks in West Virginia and the West Virginia Affordable Housing Trust Fund. The Community Design Innovations model builds upon previous and current community planning and development successes; however, the model challenges local communities to "go deeper!" utilizing a best practice approach to comprehensive community planning.

Community Design Innovations Model:



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

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

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

CommunityWorks in West Virginia, Inc. contracted with Collective Impact, LLC to implement the Community Design Innovations' model with several of its target communities. With support from the JPMorgan Chase Foundation, the Community Design Innovations process was implemented in four West Virginia Communities during 2012.

More information about JP Morgan Chase & Co global philanthropy can be found on their website at: www.jpmorganchase.com/corporate/Corporate-Responsibility/corporate-philanthropy.htm.

To learn more about CommunityWorks in West Virginia, Inc., visit their website at www.communityworksinvv.org.

To learn more about Collective Impact, LLC, visit their website at www.collectiveimpact.com.

Outcomes of the Community Design Innovations Model:

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

WAYNE COUNTY OVERVIEW

History

Wayne County was established in 1842 and named for Revolutionary War general “Mad” Anthony Wayne. Settlement in the area dates to the eighteenth century. George Washington surveyed the land that later became Wayne County and the first white settlers established homesteads during the last decade of the eighteenth century.

The current town of Wayne has served as the county seat since the county was established. The town was originally named Trout Hill and renamed Fairview in 1860. Since the town was often referred to by county residents as Wayne Courthouse or, sometimes simply Wayne, the name was eventually changed to conform to the local reference.

Demographic Characteristics

The total population of Wayne County was 41,481 people in 2010. The population of the county has declined by 422 people since the 2000 census. The county is largely rural – 84 persons per square mile.

There were 17,347 total households in Wayne County in 2010. 5,181 (30%) of these households contain persons over 65 years of age. During the period 2005-09 just under 10,000 (9,726) households were married couple families and nearly 2,000 (1,799) families are headed by a single female with no husband present. There are 4,233 non-family (one person) households in the county.

Wayne County residents are predominately White (98.6%) and tend to be somewhat less educated than is the case statewide. 78.1% of Wayne County adults over the age of 25 years has completed high school and 12.7% hold a college degree.

Economic Characteristics

In 2009 the median household income in Wayne County was \$36,080 which is less than the state average of \$37,423. One in five (20.8%) of county residents reside in households below the federal poverty level and one in every four (25.5%) children under age eighteen years live in poverty. During the period 2005-09, 16.6% of Wayne County households were receiving food stamps to supplement their earnings.

The top 2 employers in Wayne County are government supported including:

- Wayne County Board of Education, and
- The US Veterans Administration Hospital.

Other employers of note within the county are in the mining and retail trade sectors.

THE WAYNE COUNTY COMMUNITY DESIGN TEAM

The Wayne County Community Design Team is composed of the following individuals:

- Rose Meredith - Wayne County Community Service Organization,
- Joyce Clark - Wayne County Habitat for Humanity,
- Brandon Dennison - Coalfield Development Corporation,
- Bill Dotson - Housing Development Corporation,
- Lisa Bell - Wayne County Habitat for Humanity,
- Don Perdue - WV Legislator & Wayne County Economic Development Authority,
- Kenneth Adkins - Wayne County Commission,
- Brett Jones, Wayne County Housing Authority,
- Linda Blamer - Wayne County Community Service Organization,
- Brantley Kirkland - Coalfield Development Corporation,
- Niki Rowe - Coalfield Development Corporation, and
- Marlena Mullins - West Virginia Affordable Housing Trust Fund

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

Vision for Affordable Housing

The shared vision of the Wayne County Community Design Planning Team represents the direction the group will ‘aim’ its efforts. To aim means to identify and aspire to a collective vision.

The Wayne County Team envisions mixed income housing that takes advantage of “Green” technologies and promotes the health and well being of local residents. Some of the themes that shape the groups vision include:

- Improved recreational opportunities,
- Access to a local grocery, hardware supplies, and a pharmacy for local residents,
- High quality services including, child care, education, job training, and entertainment,
- Activities for local youth, and
- Improved roads and infrastructure.

Mission

The agreed upon Mission for the Wayne County Community Design Team is:

"Working toward revitalizing communities in Wayne County by developing safe, affordable housing for all residents."

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

In order to identify the strengths, challenges, opportunities and threats present along the path to achieving a collective vision, the Wayne County Community Design Planning Team assessed the current landscape related to housing and comprehensive community design in Wayne County.

Summary of Local County-Wide Housing Characteristics¹

In 2010, 19,227 housing units were located in Wayne County. 1,880 units were vacant and 17,347 units were occupied. 13,313 (76.7%) of the homes in the county were owner-occupied and 4,034 (23.3%) of the occupied housing units located in the county were rental properties.

There were 85 new housing units authorized by building permits in Wayne County during 2010 and the average number of new homes built over the five year period 2006 to 2010 was 75.4 units.

Based on the most recent available data, the median value of owner occupied housing in Wayne County is \$85,500 and the median owner costs for homes with a mortgage is \$869 per month. One in five (19.7%) home owners with a mortgage pay 35% or more of total household income for housing; and more than one in four homeowners with a mortgage have monthly owner costs of at least 30% of total household income.

Gross rent exceeds 30% of household income for 63.7% of all renters in the county.

Capacity for Housing Development

The Wayne County Community Design Team identified local community conditions indicative of a sufficient level of capacity necessary to implement the housing plan. Local conditions promoting housing capacity include a high level of commitment and leadership by team members and support in local targeted communities for comprehensive development. Other conditions present within the county that promote housing development consistent with the Community Design Innovations Model include: governmental/legislative support, strong working relationships, ability to engage in intelligent planning, local pride and perseverance, developed land for building, and consumer demand for affordable housing.

A 2009 survey of 178 county residents found relatively high levels of community capacity in areas related to quality of life and natural resources within Wayne County, while some areas related to infrastructure and business development require continued attention.

SCOT Analysis

Assessment of local conditions included an analysis of Strengths, Challenges, Opportunities, and Threats (SCOT). A summary of the results of the SCOT analysis is presented below.

Strengths identified included: local people, collaborative spirit, prior history of successful planning, local parks and recreational opportunities, the transportation system and opportunities for housing development.

Challenges include: infrastructure, aging housing stock, job training opportunities, and generational poverty.

¹ Statistics cited are the most recent available data from the U.S. Bureau of the Census.

Opportunities identified include: economic development projects and partnerships within Wayne County.

Threats include: diminishing financial resources and socio-economic factors.

See Appendix B for a complete list of issues identified through the SCOT Analysis.

Assessment Using Key Catalytic Components of the Community Design Innovations Model as a Framework:

The Wayne County Community Design Team identified a number of catalytic principles and strategies to guide their work as they further implement the CDI Model in Wayne County. Catalytic components of the Community Design Innovations' Model are those things that when strategically addressed, increase a community design team's capacity to succeed and enhance the survival of the team's efforts. Specific goals and related strategies were identified for each of the six key catalytic components listed in Appendix A.

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

The Wayne County Community Design Team adopted a number of specific strategies that they plan to carry out over the coming months and years in order to build the necessary capacity for executing the housing plan and pave the way for project implementation. The current plan identifies specific projects identified by the local CDI Team to improve housing within several local communities in Wayne County. The plan also addresses the six catalytic components of the CDI model by identifying a number of strategies applicable to addressing each component. This "Initial Plan" is a beginning and must be an evolving and living document as the Community Design Innovations model is implemented throughout Wayne County.

Goal 1: Execute specific housing and housing related projects within local communities throughout Wayne County

Strategies:

- Focus attention on the "A New Day in Ft. Gay" revitalization project in order to establish a legacy of success for Ft. Gay and an example for other communities in the county. (*identified as priority project*)

In addition to the priority project, the CDI Team seeks to complete the following Top Tier projects throughout the county. Collectively, the Team narrowed down this list from a larger list of more than 20 projects. The Top Tier projects identified here are viable projects with realistic chances for successful completion. These are also projects deemed to have high value for the communities in which they'll be completed, catalyzing broader community revitalization:

- James H. Booton Memorial Apartments, LLC in Wayne.
- Housing Authority of Wayne County single family home renovations.
- Urlings General Store Renovation in Wayne.
- Renovation of Lena Apartments in Spring Valley.

- Revitalization of the William and Mary Queen Store building in Crum.
- Affordable Duplex Development in Cove Gap, WV in assistance to tornado recovery.
- Develop new construction senior housing in Wayne using low income housing tax credits - approximately 40 units.

Goal 2: Further Develop the CDI Team and Build Capacity for Plan Implementation

Strategies:

- Recruit additional team members including representatives of the Housing Corporation, private developers, real estate professionals, and local banks.
- Invite a representative of the Wayne County Commission to actively participate in future meetings.
- Continue to develop the capacity and grow the membership of the Wayne County Community Design Team in order to implement key strategies identified in the Plan.

Goal 3: Promote Learning with Peers and Experts

Strategies:

- Learn more about available tax credits to promote local development.
- Identify financing necessary to implement priority projects.
- Learn more about successful community efforts and best practices.
- Ask local experts such as Bill Dotson, Virginia Lewis, and others to further educate the team about housing related issues and opportunities.

Goal 4: Engage the General Community and Enhance Public Relations

Strategies:

- Develop and strengthen neighborhood associations in each of the identified communities in Wayne County.
- Identify community champions in each of the identified communities to assist in organizing and maintaining each Neighborhood Association.
- Increase and coordinate volunteer-based efforts to provide mentors for youth/young adults to provide support, help them better navigate systems, and access needed resources.
- Develop and submit press releases and newspaper articles for publication about community design team activities and successes.
- Attend events throughout the county to share information about the work of the community design team.
- Create a positive common message/talking points for use by team members to encourage others to become engaged.
- Work with the faith-based community and local churches to engage residents in community development activities.

Goal 5: Heighten Awareness of Cultural Competence Issues

Strategies:

- Open the schools for more community activities and events.
- Focus messages on family-oriented nature of the county.
- Harness the pride of local residents in Wayne County heritage.
- Recognize and appreciate diverse cultural perspectives that exist in Wayne County (i.e. urban, suburban, rural, etc.).
- Be respectful of cultural norms related to independence and resiliency of local people.
- Be sensitive to generational and socio-economic differences within the Wayne County population.

Goal 6: Encourage Innovation, Diffusion, and a Positive Legacy in Wayne County

Strategies:

- Implement green and sustainable strategies in housing and community development.
- Establish a county-wide neighborhood Institute which connects each of the individual Neighborhood Associations in meaningful ways to share ideas and best practices, learn from one another, etc.
- Explore establishing the best practice of "Mobile Home Cooperatives" in Wayne County in order to increase community wealth and address quality of life issues.
- Create a business incubator in Ft. Gay that could be replicated in other communities in Wayne County.
- Demonstrate to local community residents that someone really cares and leave that legacy for future generations.

Goal 7: Focus Attention on the Triple Bottom Line (People, Planet & Profit)

Strategies:

- Promote affordable safe housing for all Wayne County citizens.
- Address homelessness throughout the county.
- Develop a process and procedures to address dilapidated housing by condemning vacant homes and/or businesses.
- Create community wealth through the development process.
- Include the private sector in the process.
- Include privately earned income in financing needed projects.
- Be respectful and protective of the environment and resources (air, water, timber, etc.).

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

In addition to pursuing the long term goals outlined in the CDI Plan throughout Wayne County, the Community Design Team decided to initially focus their efforts on a high priority project - A New Day in Ft. Gay Revitalization Project.

Priority Project Description

The Wayne County Community Design team identified the opportunity to develop the soon to be former Fort Gay Middle School and Fort Gay Elementary School campuses. A new educational facility - Fort Gay PreK-8, is currently being built in Fort Gay which will leave the current facilities vacant.

Affordable Housing would be the cornerstone of the "Revitalize Fort Gay" project which could also include a location for the Boys and Girls club, adult learning, job training, business incubator, retail, restaurant, etc.

The Prichard Intermodal Facility is currently being constructed less than 10 miles from Fort Gay and will bring employment opportunities and a greater need for affordable housing in the area.

In addition to the opportunities that the Prichard Intermodal Facility will bring to the area, the Fort Gay and surrounding communities have been identified as "ground zero" for substance abuse, crime, prostitution, and other societal ills that could be strategically and positively impacted through this project.

The Wayne County Community Design team has begun to identify potential public sources of funding for the project including tax credits, project based subsidy, etc. Additionally, there was agreement that the project, because it's located in such a challenging place, can attract significant private sector support from foundations and individuals.

Community Discussion with Priority Community

A community discussion was held in the Ft. Gay area in order to engage citizens in the "A New Day in Ft. Gay" revitalization effort. Community members attending the discussion were excited about the housing plans being developed for re-use of a soon to be vacated school campus in the community. Discussion participants also felt the newly formed neighborhood association would contribute to an increased level of local capacity for implementation of a comprehensive community design plan within the Ft. Gay community.

Local citizens in the Ft. Gay area generally held the same vision for housing development and community design as did the planning team. Themes related to further development of the local infrastructure, education and job training, increased employment opportunities, and development of retail outlets were all addressed by local residents when discussing their vision for the future of the community. Local residents also identified several steps they could take to assist with implementation of a comprehensive housing plan including:

- Establishing neighborhood associations,
- Mobilizing community members to clean up the community and keep it clean,
- Removing old buildings in disrepair,

- Encouraging residents to take pride in their community,
- Engaging political and community leaders to support the housing plan and work toward securing needed resources.

Based on the discussion with local community residents, the CDI Team identified a number of initial action steps necessary to move forward on the priority project. These action steps and a format for developing a “Measurable Execution Plan” that may be applied to each goal or project are found in Appendix D.

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

Local Community Design Teams should evaluate ongoing process and outcomes as they implement their plan using the Community Design Innovations **5-Point Evaluation Process**.

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

Examples of process indicators might include:

- Number of CDI Team meetings held.
 - Number of implementation issues discussed.
 - Qualitative description of problem solving by CDI Team.
2. Identify outcome indicators necessary to measure the broader results achieved through the Community Design Innovation process.
 - What are the longer term indicators that tell us we are accomplishing what we set out to do?
 - What are the key measures of change in community conditions?
 - Is safe and affordable housing more available?
 - Are there new community services?
 - Is financing for the priority projects available?
 - Are there more active neighborhood associations?

Examples of outcome indicators might include:

- Annual number of new housing starts.
 - Number of affordable, high quality rental units available.
 - Number of mobile homes used as primary residence.
 - Percentage of homeowners spending more than 30% of household income for housing related costs.
 - Number of neighborhood associations engaged in community development projects.
3. Collect data and information on a regular basis that is sufficient to assess progress towards desired results.
- What data is available over the long term that can be used to measure progress toward outcomes?
 - Where is that data available?
 - Who is monitoring the data and reporting it to the Community Design Team?
 - How often should the measures be reported in order to monitor progress and stay on track?

Sources of outcome data related to housing include:

- US Bureau of the Census - <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>
 - USA Counties - <http://censtats.census.gov/usa/usa.shtml>
 - WVU College of Business and Economics - <http://be.wvu.edu/demographics/housing.htm>
4. Review evaluative data and information regularly and make changes in strategies as may be necessary.
- What does the data tell us about changes we may need to make in our goals, strategies, or priority projects?
5. Share evaluation results with key stakeholders (i.e., Community Design Planning Team, community leaders, funders, etc.)

DATA SOURCES

Data and information that was reviewed to inform the development of the Wayne County Community Design Innovations Plan includes:

- U. S. Bureau of the Census, 2010 Decennial Census and American Communities Survey 3-year estimates. <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>
- Wayne County Design Clinic Summary, April 13, 2012.
- Wayne County Design Clinic Summary, June 5, 2012.
- Wayne County Design Clinic Summary, August 1, 2012.
- Wayne County Community Discussion Summary, August 7, 2012.

APPENDIX A - Community Design Innovations Model Terms

Community Design Innovations Model

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

Thriving Communities

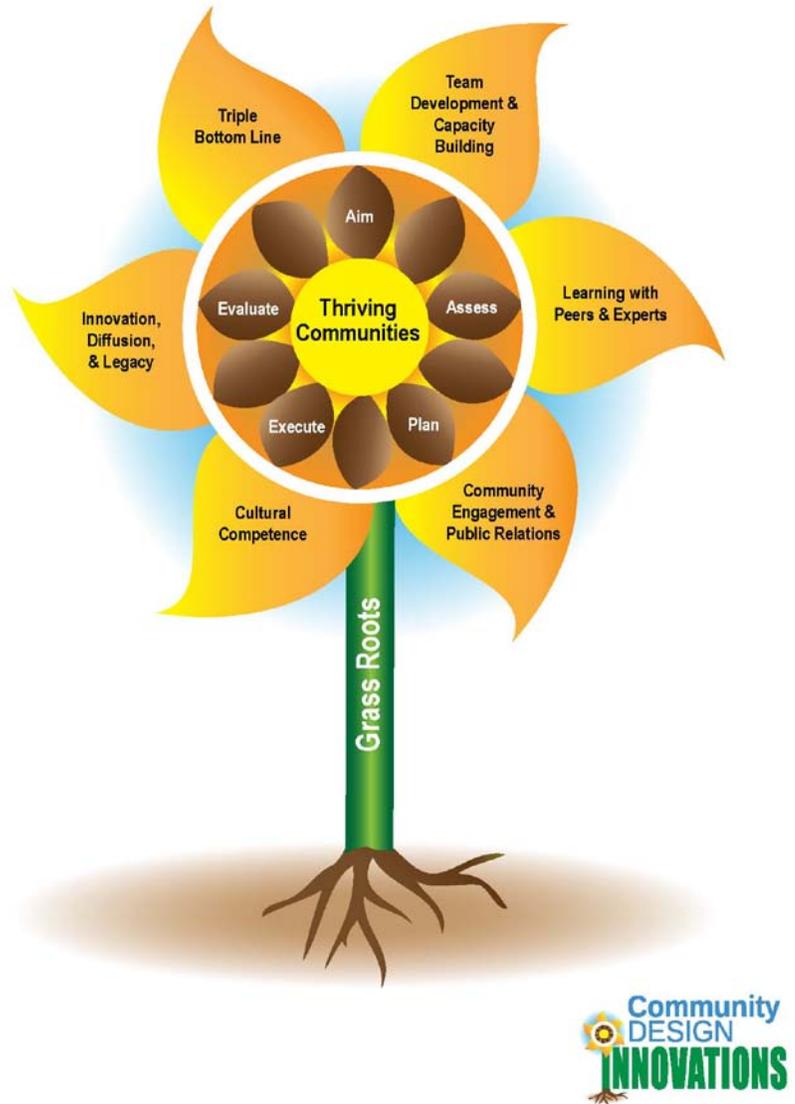
An outcome and process that leads to a strong, flourishing community – a community that does more than survive – a community that blooms with economic security and a high quality of life.

Grassroots

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

Core Model Components

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



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

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

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

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

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

Catalytic Model Components

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

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

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

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

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

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

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

APPENDIX B - Summary of Wayne County SCOT Analysis

<u>Strengths</u>	<u>Challenges</u>
<p>Wayne County People</p> <ul style="list-style-type: none"> • Caring and "can do" attitudes • Culture and heritage • Good work ethic • Community Engagement <p>Good Collaboration</p> <ul style="list-style-type: none"> • Support from community and local housing organizations • Wayne County Community Service Organization • Wayne County Habitat for Humanity • Coalfield Development Corporation • Wayne County Housing Authority • Housing Development Corporation • County Commission • Legislative cooperation • Cooperative schools • Engaged churches • City councils • Civic organizations <p>Wayne County - 20/20 Vision Plan</p> <ul style="list-style-type: none"> • Vision • Advanced planning for community and economic development • Positive history of collaboration <p>Parks, Recreation, and Tourism</p> <ul style="list-style-type: none"> • Outdoor recreation • Natural resources • Lakes, streams, rivers • Cabwaylingo State Park • Beech Fork State Park • East Lynn • Virginia Point Park • Camp Mad Anthony Wayne • Heritage Farm <p>Transportation</p> <ul style="list-style-type: none"> • Public Transit • Intermodal facility in Prichard • Waterways, railroads, roads, I-64 • Geographic location (Ohio and Kentucky) <p>Housing and Community Development Opportunities</p> <ul style="list-style-type: none"> • Good Existing residential areas • Development potential with underdeveloped land • Jobs coming via Intermodal Facility • Supportive political climate 	<p>Education</p> <ul style="list-style-type: none"> • Lack of available job training opportunities • Lack of funding to support education needs • Access to and awareness of educational opportunities <p>Housing</p> <ul style="list-style-type: none"> • Existing substandard housing • Available housing related resources • Housing crisis • Absentee homeowners/landlords <p>Infrastructure</p> <ul style="list-style-type: none"> • "Spotty" infrastructure • Water/sewer funding • Lack of industry • Funding for cross connector roads and Rt. 2 • Access/transportation • Unrealistic land prices • Undevelopable land • Undeveloped/underdeveloped land • Resources and funding • No hotels/motels • Unfinished I-73/74 • Lack of mom and pop stores • Volunteer Fire Departments (VFD) need upgraded • Need for countywide Emergency Management System (EMS) <p>Generational poverty</p> <ul style="list-style-type: none"> • Substance abuse • Negative attitudes • Lack of responsibility • Getting community involved • New, young leadership • Cultural differences geographically • Lack of youth and intergenerational activities

<u>Opportunities</u>	<u>Threats</u>
<p>Community and Economic Development</p> <ul style="list-style-type: none"> • Metro Huntington Area - being included in those metro statistics • Tri-State airport • Industrial growth • Intermodal facility • Beech Fork Lodge • Hatfield McCoy Trails • Natural resources • Unions working with developers <p>Funding and Partnering</p> <ul style="list-style-type: none"> • Appalachian Regional Commission and other Federal funds (provide opportunity for at-risk counties) • HUD programs and funding (HOME Program, CHDO, etc.) • West Virginia Housing Development Fund • West Virginia Affordable Housing Trust Fund • NeighborWorks America • Housing tax credits • Foundation grants • Housing Counseling Agencies • LIHTC (Low Interest Housing Tax Credits) • FHLB • Department of Transportation • Department of Health and Human Resources 	<p>Decreasing Availability of Funding</p> <ul style="list-style-type: none"> • Cuts in government funding • Foundation funding cuts • Red tape and excessive documentation • Attracting investors • Excessive regulation • Lack of HUD \$ vouchers • Competition from other states for funding • Challenge against coal <p>Social and Other</p> <ul style="list-style-type: none"> • Outside perspective of Appalachia (stereotypes/stigma) • Dropout rates • Substance abuse • Competition from other areas • Retain younger community members • Other areas providing opportunities that aren't available here • "Big Business" - out of state interest, pollution, mom/pop threat, low wages and no benefits

APPENDIX C - Initial Assessment of Local Communities

Ft. Gay – population 820 (approximate) - Priority Community General Community Conditions	
<p>Description of currently existing housing:</p> <ul style="list-style-type: none"> • Substandard housing, • Mobile homes are prevalent, • Some rental properties not maintained and in poor condition, • Rental units available – Ft. Gay Apts. & Aliff Apts. 	
<p>Strengths of the community include:</p> <ul style="list-style-type: none"> • Senior Center, • New school construction, and • Health care (Valley Health). 	<p>Challenges include:</p> <ul style="list-style-type: none"> • Vacant buildings, • Substance abuse, prostitution, and alcohol use, • Need for upgraded infrastructure (sewer & water).
<p>Opportunities for development:</p> <ul style="list-style-type: none"> • Renovate "former" elementary and middle school facilities for adaptive re-use housing, • Move City Hall, • Develop retail outlets including grocery store and restaurant, • Increase job training opportunities, and • Develop recreational opportunities including a park. 	

Wayne – population 2,000 (approximate) General Community Conditions.	
<p>Description of currently existing housing:</p> <ul style="list-style-type: none"> • Multi-family housing available, • Single family homes, • Rental units available, • Housing is affordable, and • Housing available for disabled individuals. 	
<p>Strengths of the community include:</p> <ul style="list-style-type: none"> • Seat of county government, • Public schools, • Health care and social services, • Downtown parking, and • Community center. 	<p>Challenges include:</p> <ul style="list-style-type: none"> • Loss of formerly thriving businesses.
<p>Opportunities for development:</p> <ul style="list-style-type: none"> • Financing secured for James H. Booton Memorial Apartments and Urlings General Store, and • Potential for development of family housing through Housing Development Corporation. 	

Crum – population 1,540 (approximate) General Community Conditions	
Description of currently existing housing: <ul style="list-style-type: none"> • Rental properties available, • Some rental units are neglected and in poor condition, and • Mobile Homes. 	
Strengths of the community include: <ul style="list-style-type: none"> • Public schools, • Early childhood development programs, • Highway and rail access, and • Local businesses. 	Challenges include: <ul style="list-style-type: none"> • Town is in flood plain.
Opportunities for development: <ul style="list-style-type: none"> • Numerous vacant buildings could be revitalized (William and Mary Queen Store, etc.), and • Development of RT 52 between Crum and Ft. Gay. 	

Spring Valley/Buffalo – population 10,000 (approximate) General Community Conditions	
Description of currently existing housing: <ul style="list-style-type: none"> • Nicer more expensive homes, • Apartments, and • Mobile home park. 	
Strengths of the community include: <ul style="list-style-type: none"> • Public schools, • Veteran’s Hospital, • ACCS Adult day program, • Business and industry, and • Residential community along Rt. 75. 	Challenges include: <ul style="list-style-type: none"> • None identified.
Opportunities for development: <ul style="list-style-type: none"> • Veteran’s housing, • Available land for development, and • Neighborhood Stabilization Program housing. 	

Kiahsville – population 300 (approximate) General Community Conditions	
Description of currently existing housing: <ul style="list-style-type: none"> • Limited to single family homes, • Reliance on mobile homes, • Structural damage from storms, and • Homeless population. 	
Strengths of the community include: <ul style="list-style-type: none"> • East Lynn Lake, and • Local churches. 	Challenges include: <ul style="list-style-type: none"> • Isolated community, • Tornado damage to some structures, and • A lack of local businesses.
Opportunities for development: <ul style="list-style-type: none"> • Cove Gap school, • Undeveloped available land, • Need for multi-family housing, and • Development of small community center. 	

Dunlow – population 500 (approximate) General Community Conditions	
Description of currently existing housing: <ul style="list-style-type: none"> • Substandard housing, • Limited to single family homes, and • Habitat for Humanity house. 	
Strengths of the community include: <ul style="list-style-type: none"> • Cabwaylingo State Park, • Coal mining, • Active local church, and • Local grocery. 	Challenges include: <ul style="list-style-type: none"> • Tornado damage to some structures and • Flood damage to some structures.
Opportunities for development: <ul style="list-style-type: none"> • Train depot, • Development of multi-family housing, • Development of age in place housing for the elderly, • Single family homes, and • Home repair program. 	

East Lynn – population 1,150 (approximate) General Community Conditions	
Description of currently existing housing: <ul style="list-style-type: none"> • Substandard housing, • Section 8 housing, and • Mobile home parks. 	
Strengths of the community include: <ul style="list-style-type: none"> • East Lynn Lake, • Coal mining, and • Public utilities. 	Challenges include: <ul style="list-style-type: none"> • Extreme poverty, • Marijuana harvesting and use, and • An aging population.
Opportunities for development: <ul style="list-style-type: none"> • Multi-family apartments. 	

Kenova – population 4,000 (approximate) General Community Conditions	
Description of currently existing housing: <ul style="list-style-type: none"> • Old substandard housing, • Section 8 housing, • Single family homes, • Alex Booth House, and • Neighborhood Stabilization Program. 	
Strengths of the community include: <ul style="list-style-type: none"> • Tri State Airport, • Interstate access, • Local churches, • Community center, • Parks and recreation, and • Small businesses. 	Challenges include: <ul style="list-style-type: none"> • None identified.
Opportunities for development: <ul style="list-style-type: none"> • Old Kellogg Elementary School, and • Replacement of dilapidated housing. 	

Ceredo – population 2,000 (approximate) General Community Conditions	
Description of currently existing housing: <ul style="list-style-type: none"> • High rise apartments for seniors, • Ceredo manor, and • Single family homes. 	
Strengths of the community include: <ul style="list-style-type: none"> • Active city council, • Historical attractions, and • Local businesses. 	Challenges include: <ul style="list-style-type: none"> • None identified.
Opportunities for development: <ul style="list-style-type: none"> • Adaptive re-use of old elementary school 	

Westmoreland – population 4,500 (approximate) General Community Conditions	
Description of currently existing housing: <ul style="list-style-type: none"> • Mix of home ownership and rental properties, • Dilapidated housing, • Single family homes, and • Senior apartments. 	
Strengths of the community include: <ul style="list-style-type: none"> • Camden Park, • Health care services, • Huntington affiliation, • Westmoreland Neighborhood Assoc. 	Challenges include: <ul style="list-style-type: none"> • River barge traffic and debate.
Opportunities for development: <ul style="list-style-type: none"> • Remove slum housing and build multi-family housing units, and • Adaptive re-use of Corbin Building. 	

Lavallette – population 1,100 (approximate) General Community Conditions	
Description of currently existing housing: <ul style="list-style-type: none"> • Shoals Manor, and • Hutchinson. 	
Strengths of the community include: <ul style="list-style-type: none"> • Diversity of local businesses, • Health care services, • Beech Fork State Park, • Golf course. 	Challenges include: <ul style="list-style-type: none"> • None identified.
Opportunities for development: <ul style="list-style-type: none"> • Limited due to high land prices and lack of land for development. 	

Pritchard – population 900 (approximate) General Community Conditions	
Description of currently existing housing: <ul style="list-style-type: none"> • Shoals Manor, and • Hutchinson. 	
Strengths of the community include: <ul style="list-style-type: none"> • Industry and manufacturing, • Transportation infrastructure (roads, river, rail), • Intermodal facility, • Small businesses, and • Local churches. 	Challenges include: <ul style="list-style-type: none"> • None identified.
Opportunities for development: <ul style="list-style-type: none"> • Enjoying economic boom that provides for opportunities in housing, recreation, and business development. 	

Genoa – population 350 (approximate) General Community Conditions	
Description of currently existing housing: <ul style="list-style-type: none"> • Single family homes. 	
Strengths of the community include: <ul style="list-style-type: none"> • Schools, • Christian Center, and • Local businesses. 	Challenges include: <ul style="list-style-type: none"> • None identified.
Opportunities for development: <ul style="list-style-type: none"> • Genoa Christian Center building, and • Home repair program. 	

APPENDIX D - Developing a Measurable Execution Plan

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

Identify key strategies that are necessary to support achieving the specific goal being pursued (such as the New Day in Ft. Gay Project to improve community conditions).

Identify the action steps that must be taken to implement the identified strategies. Make sure that each step includes:

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

Make each action step **SMART!**

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

Sample Execution Plan Format:

Goal: Improve Community Conditions in Ft. Gay

Goal Champion: _____

Strategy 1: Revitalize Ft. Gay Community through the "A New Day in Ft. Gay" project.

Action Steps:	Target Date	Person/s Responsible	Completion Date/Measures
Establish Neighborhood Association in Ft. Gay.			
Display two signs along the highway as you enter Ft. Gay which state "A New Day In Ft. Gay."			
Initiate a neighborhood watch program in the Ft. Gay community.			
Begin identifying key partners to participate in the revitalization project.			
Secure "former" elementary and middle school buildings.			
Conduct a feasibility study to support the project.			
Begin exploring funding opportunities to support the revitalization project.			
Disseminate information about the project at various events throughout the county and at the Mountain Heritage Festival.			
Develop and submit press releases on a regular basis to inform and engage the community.			
Create a common message/talking points which is positive and encourages others to become engaged.			
Preserve legacy aspects of the schools (i.e., graduating class photos, outside of the building facade, etc.).			
Deconstruct a house/building in Ft. Gay to demonstrate early success and gain momentum in the project.			
Conduct a meeting with interested parties to develop and manage a youth center.			
Disseminate information to local residents to increase awareness of available housing resources via a quarterly information resource fair			

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