



Huntington Innovation Project

REVITALIZATION PLAN



Our Vision and Mission

The City of Huntington, West Virginia, has been on a meaningful and fruitful journey with the America's Best Communities Prize (ABC Prize) competition. The City started the competition with a number of disparate plans and ideas with no cohesion, all in varying stages of development, that might make our town a better place. But, during the process of the competition, our community began to flesh out ideas, form alliances and coalesce projects by taking them to the streets.

What a great response the City received from its citizens! Teams formed and began working diligently on projects and, in fact, these teams came up with ideas of their own that grew and enhanced the initial concepts. These revitalization plans target our most distressed neighborhoods, adopt innovative tactics to create a thriving 21st century economy, and use an approach that combines long-term and sustainable transformation with short-term steps which will ensure momentum toward that vision. Huntington declared that our community would "make no little plans" on revitalization, and our aim is still high.

The HIP Plan is now firmly in place in City Hall, as well as in the hearts and minds of our citizens. This document is the third incarnation of the HIP Plan as it has been revised at various stages of the ABC Competition. Huntington's success in moving through the varying stages of the ABC Prize from being one of several hundred applicants to now being one of the top eight finalists, has created an amazing energy in the community. Huntington is on the ABC national stage. We have leveraged \$12.7 million from the ABC Prize and our HIP initiatives. The HIP Plan has been honed and forged in the fire of hard work, dedication and citizen leadership. It is being carried out with diligence and is spiced with brilliant ideas. Our Mayor and community leaders are dedicated to holding to the vision, regardless of how many years it takes, to bring these projects to fruition. Huntington has momentum, and these HIP revitalization projects will be sustainable. Huntington has become the beacon of light that shines with hope, wellness, innovation and prosperity for the entire region.

The City of Huntington wishes to thank Frontier Communications for creating the America's Best Communities Prize competition, along with their partners, The Weather Channel, DISH and Co-Bank. The competition has inspired the Huntington community, catalyzed action, helped Huntington leverage more than \$12.7 million in new resources, and made our efforts to revitalize stronger and more focused, leading to greater success.



"Huntington, West Virginia, is a community that is uplifting its citizens and businesses to a new level of excellence and growth, overcoming the challenges of manufacturing and coal-sector decline, to create a 21st century place marked by innovation, creativity and collaboration. The Huntington Innovation Project is HIP and we are now putting HIP into action."



Steve Williams – Mayor / Huntington, WV

Introduction

Founded in 1871, Huntington has always been a resilient community and has a rich heritage forged by the Ohio River, America's early railroads, Marshall University and the burgeoning industrial revolution. Much of Huntington's early success began to slip starting in the 1960s with drastic declines in its economic base of heavy manufacturing and coal sector businesses. This led to a massive drop in population resulting in blight and poverty. The HIP Plan is designed to address these challenges of lost jobs and population, citizens living in poverty, hundreds of abandoned houses and swaths of brownfields where active factories once thrived.

The HIP Plan identifies four projects that allow for the transformation of three struggling neighborhoods through community and economic revitalization. These neighborhoods will become hubs for advanced making and manufacturing, job creation, solar roof innovation, a health corridor, modern housing and a mix of parks and green spaces which will attract the Millennial Generation and creatives to live, work and play in our City. Each area will be connected by complete streets, a robust trail network, and the high-speed broadband infrastructure of the future. These are the "factories" of Huntington's future, creating highly-skilled and family-wage jobs for our community and for the Appalachian region. Huntington is also committed to making this economic development sustainable, livable, and equitable for all of our citizens and our diverse neighborhoods. Altogether, these strategies for revitalization are the "Huntington Innovation Project" – our HIP Plan.

The HIP Plan is focused on four major projects:

-○ **Highlawn Brownfields** – Redeveloping 78 acres of abandoned and underutilized brownfields at former manufacturing sites, and implementing the "Huntington Brownfields Innovation Zone" or "H-BIZ" plan for 21st Century manufacturing, riverfront development, recreation and research in partnership with Marshall University and the private sector.
-○ **Fairfield Innovation Corridor** – Transforming the distressed, traditionally African-American "Fairfield" neighborhood with a complete street corridor upgrade, redevelopment of a severely distressed public housing complex into a mixed-use and mixed-income community hub, and the deployment of healthy community design and a health-sector economic renewal through anchor institutions Cabell-Huntington Hospital, Marshall University, local businesses and civic groups.
-○ **West End Revitalization** – Revitalization of a 96,000 square foot abandoned former clothing factory into the "West Edge Factory" to house Coalfield Development's workforce training operation including solar roof installation, agriculture, woodworking, construction and environmental remediation.
-○ **Gigabit City** – Deployment of high speed broadband connecting these three economic projects and key downtown corridors to create a "Fiberhood" for revitalization.

"Huntington is a resilient community with robust partnerships among civic leaders, business,

education, grassroots organizations, regional and national leaders, and philanthropy. Our collaboration has created amazing community revitalization already, and as we carry out the HIP Plan, we are ready for even more progress that benefits all our citizens." **Mary Witten Wiseman – President / Foundation for the Tri-State Community**





Foreword by Professor Ned Hill



Huntington, West Virginia, is a slice of America. It is experiencing disruptive change; Change that has shaken work and home. In the face of closed factories and coal mines, brownfields, and a population wrestling with its place in a competitive global economy, Mayor Steve Williams is leading a community that is reimagining its future pragmatically and optimistically. The Huntington Innovation Plan is comprehensive, yet targeted; rooted in the reality of today's economy while coupled with a vision that respects the city's past and repositions its residents for the future; it is aspirational while tackling current barriers to achieving that aspirational future.

HIP is a strategic planning document that sets the course for comprehensive citywide regeneration. It is a catalytic document that identifies resources and pathways to a competitive future. HIP responds to architect-planner Daniel Burnham's 1907 charge:

Make no little plans. They have no magic to stir men's blood and probably themselves will not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone will be a living thing, asserting itself with ever-growing insistency. Remember that our sons and grandsons are going to do things that would stagger us. Let your watchword be order and your beacon beauty. Think big.¹

HIP is not a physical plan that features grand architecture and urban design in the style of Burnham's City Beautiful movement. It does something that is much harder. It is a community development and economic development action plan that guides the regeneration of the competitive economic and social infrastructure of a city. The importance of HIP goes beyond three challenged neighborhoods, transcending the city's borders. HIP recognizes that Huntington is the anchor of the Tri-State region of Appalachian West Virginia, Northeastern Kentucky and the Southwestern corner of my state, Ohio.

The counties in the Tri-State region were the gateway to the American west in post-revolutionary America when founded in 1775. The city originally served hardscrabble farmers and then began to prosper as an industrial nation looked for coal and timber to power the industrial cities to its north and the mighty Ohio River took its natural resources south to the port of New Orleans. After its first 100 years, the city took a giant economic step when Collis P. Huntington built an enterprise that breached the Appalachians with rail linking the Tidewater ports in Virginia to the Ohio Valley and the cities of Cincinnati, Chicago, and eventually the West Coast. Huntington's founding in 1871 took place at the start of King Coal's century. Now, that cycle of prosperity has ended and a new century beckons.

The Tri-State region sits at the southern end of the Appalachian Basin. Natural gas deposits with rich pools of natural gas liquids, the building blocks of the plastics and chemical industries, are in the ground to its north. The barge, rail and pipeline traffic on and along the Ohio River is shifting from coal to natural gas, and its manufactured byproducts and investors are figuring out if the time is right to build multibillion-dollar cracking complexes in West Virginia, Ohio, and Pennsylvania. Collis Huntington's railroad has evolved into the CSX rail system, which has completed a multimodal land bridge from Virginia's Tidewater ports into America's Heartland, with a hub in Huntington. And, with HIP, the city of Huntington has rediscovered its front door—the Ohio River.

¹ Moore, Charles. "Daniel H. Burnham, Architect, Planner of Cities." Boston, Houghton Mifflin, 1921; Volume 2; Chapter XXV "Closing in 1911-1912;" Page 1921.

Foreword cont.

CEOS for Cities has developed an acronym or mnemonic device to guide city regeneration: CITY. **HIP is the embodiment of CITY.**

C represents the connected city. Huntington's Gigabit City promises to deploy gigabit fiber optic cable throughout HIP's neighborhoods, connecting Marshall University, health care providers, employers, and the target neighborhoods of Highlawn, the Fairfield Innovation Corridor, and the West End to the world. But the connectivity is more than fiber, it is the "Paul Ambrose Trail for Health", a "PATH" connecting all neighborhoods, and it is the upgrade of Hal Greer Boulevard to be a complete street corridor into the heart of the City. Most important of all is the connection to a revitalized Ohio River. Water brings life to cities as well as to people.

I is the innovative city, and here HIP shines. HIP is a plan that is designed to ignite entrepreneurs. Advanced technology centered on the engineering excellence of Marshall University, industry-led innovation centered on polymer chemistry, and new product development in Poly-TeCH offer the promise of a new competitive economy. HIP's celebration of microenterprises centered on local food and crafts-based woodworking recognizes that economic development can only take place through innovation and production of new goods and services. And that innovation is sustainable only if it is rooted in the competitive advantage of the region's economy.

T is talent. A city does not prosper if it does not encourage and nurture its native talent and if it does not offer ladders of opportunity. A city does not attract talent if it is isolated intellectually as well as physically. And talent cannot be retained unless the city is an attractive and healthy place to live.

The city's core must be vibrant—follow the example of Ashville, North Carolina. College towns offer a never-ending stream of talent and vibrancy—think of Ithaca, New York. And talented cities with natural amenities become regional anchors—this is where Portland, Maine and Portland, Oregon come to mind. HIP offers a distinctive combination attributed to all of these small city-centered regions.

HIP embraces highly-educated talent with its recognition of key anchor institutions. What distinguishes HIP is its emphasis on encouraging local talent that is searching for opportunity in a new economy. Coalfield Development's West Edge Factory promises to be a local talent incubator. The Mine-the-Sun Training Institute and the local food activities centered on The Wild Ramp open doors to self-sufficiency. And, the Fairfield Innovation Corridor promises to provide work opportunities to the young and the talented. The revitalization of Northcott Court offers a neighborhood that will retain and nurture families.

Y represents your city's distinctiveness. Y is admittedly a stretch, but it works because if a city and region are not distinctive and differentiated from other places and if their goods, services, and neighborhoods are not distinctive they cannot trade and attract new people and investment. Huntington is embracing its distinctiveness in HIP.

Huntington's history, environment, and culture are the roots of distinction. Huntington's cultural, environmental, economic, institutional, and architectural past are the basis for competing in the future. Through HIP, Huntington is celebrating its history but not using it as a closed door.

Huntington, West Virginia, is a city whose people know where they come from, are proud of who they are, and are willing to embrace newcomers to build a future. Huntington is the center of what can become a plug and play region. It is struggling to become a region that judges people on what they can do and how they can contribute; not one that judges you on who your people were and what they used to do. **Huntington, West Virginia, is a slice of America.**

Biography Highlights: Professor Ned Hill

-○ *Professor of Public Affairs, Ohio State University, John Glenn College of Public Affairs & OSU College of Engineering, Department of City and Regional Planning Formerly Dean of the College of Urban Affairs at Cleveland State University Expert in urban policy, economic development, community revitalization, the manufacturing economy, metropolitan regional growth, and public finance*
-○ *Research and policy leader on manufacturing policy, including for the Center for Design and Manufacturing Excellence*
-○ *Senior Fellow at The Brookings Institute and its Metropolitan Policy Program Chairman of the Advisory Committee of the federal government's Manufacturing Extension Partnership*
-○ *Author of Economy Adversity and Regional Economic Resilience (2015) PhD in Economics, Urban and Regional Planning, Master's Degree in City Planning from the Massachusetts Institute of Technology, and Bachelor's Degree in Economics and Urban Studies from the University of Pennsylvania*





Hip [hip] **Slang.** – adj. Familiar with or informed about the latest ideas or developments: The City of Huntington is hip to the maker movement, advanced manufacturing, health, innovation and sustainability as key strategies for economic revitalization.

Origin 1900-1905; earlier hep; of disputed orig.

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Engaging Huntington and the Appalachian Region

Sustainability for the Future

Huntington's Revitalization Tactics

Spurred by the ABC Prize endeavor, Huntington laid out a vision for transforming its struggling neighborhoods and blighted sites into a new innovative economy. This new economy will be driven by brownfields and riverfront revitalization, the Polymer Technology Center of Huntington, the West End neighborhood revitalization including the West Edge Factory, and the Fairfield Innovation Corridor – all connected by high-speed broadband. Huntington has made great progress and the HIP Plan has so much momentum now, there is no doubt about its continued progress and sustainability. Winning the final ABC prize will give Huntington the ability to leverage substantial other public and private resources to continue to push the initiatives forward, and it will attract positive attention and investment from beyond our borders.

There are a handful of key drivers which characterize the implementation tactics for all three components of the HIP Huntington revitalization:

First, everything is partnership-driven, based on collaboration among diverse public, private, academic, healthcare, neighborhood and non-profit sectors.

Second, each HIP initiative is focused on transforming the most challenged places in our community - the places marked by brownfields, blight, extreme poverty and lack of opportunity. When Huntington transforms these struggling places, which were once the lifeblood factories and working neighborhoods of the city, the revitalization will have a domino effect that spreads into all our neighborhoods and beyond.

Third, Huntington's revitalization approaches use the brightest ideas and the most innovative development opportunities that America has to offer. Just as Huntington's river, rail and manufacturing commerce were at the forefront of American growth more than a century ago, Huntington will use advanced manufacturing, renewable energy innovation, technology advances, the most modern infrastructure, the maker movement and other pioneering approaches to drive our "factories of the future."

Fourth, Huntington will ensure that the benefits of the HIP revitalization are available to all and are equitable for our citizens. The endeavor is creating opportunities for the Millennial Generation while improving the quality of life of our most traditional neighborhoods and diverse peoples.

Fifth, Huntington is using its prize dollars to move the four projects further and to leverage additional funds. The \$100,000 prize money was used mainly to engage the National Development Council, America's longest-serving non-profit engaged in community development finance, to build financial stacks for our ABC projects; to engage a number of other consultants to develop land use plans and community engagement processes; take each project to its next level; and keep the community engaged in the process. Already we have leveraged an astounding \$12.7 million in resources since we took the ABC Prize challenge.

Our Success to Date

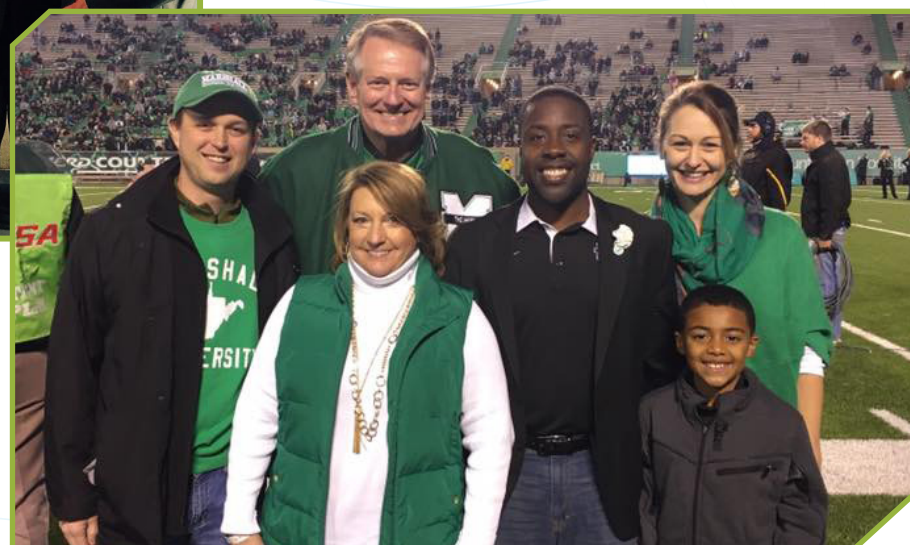
Making “no little plans”, Huntington has set revitalization goals that are long-term, transformational endeavors. These are not started and finished in only 11 months, and so Huntington’s goal in the ABC Prize was to achieve sufficient momentum, adequate resources, and strong enough collaborations to ensure that our projects got out of the concept and planning stages to real action and implementation. Huntington was determined to get these projects out of the gate and down the track with sustainable momentum toward our ultimate community vision.

Huntington has achieved the milestones established in its ABC Prize 11-month plan in Spring 2016, we have leveraged \$12.7 million since we launched our ABC revitalization effort, and our projects are in implementation and already making a difference. Through engagement of stakeholders and organizations in the community, our objectives and tactics have grown, though our ultimate goals for each project remain the same. Huntington presents the highlights here:

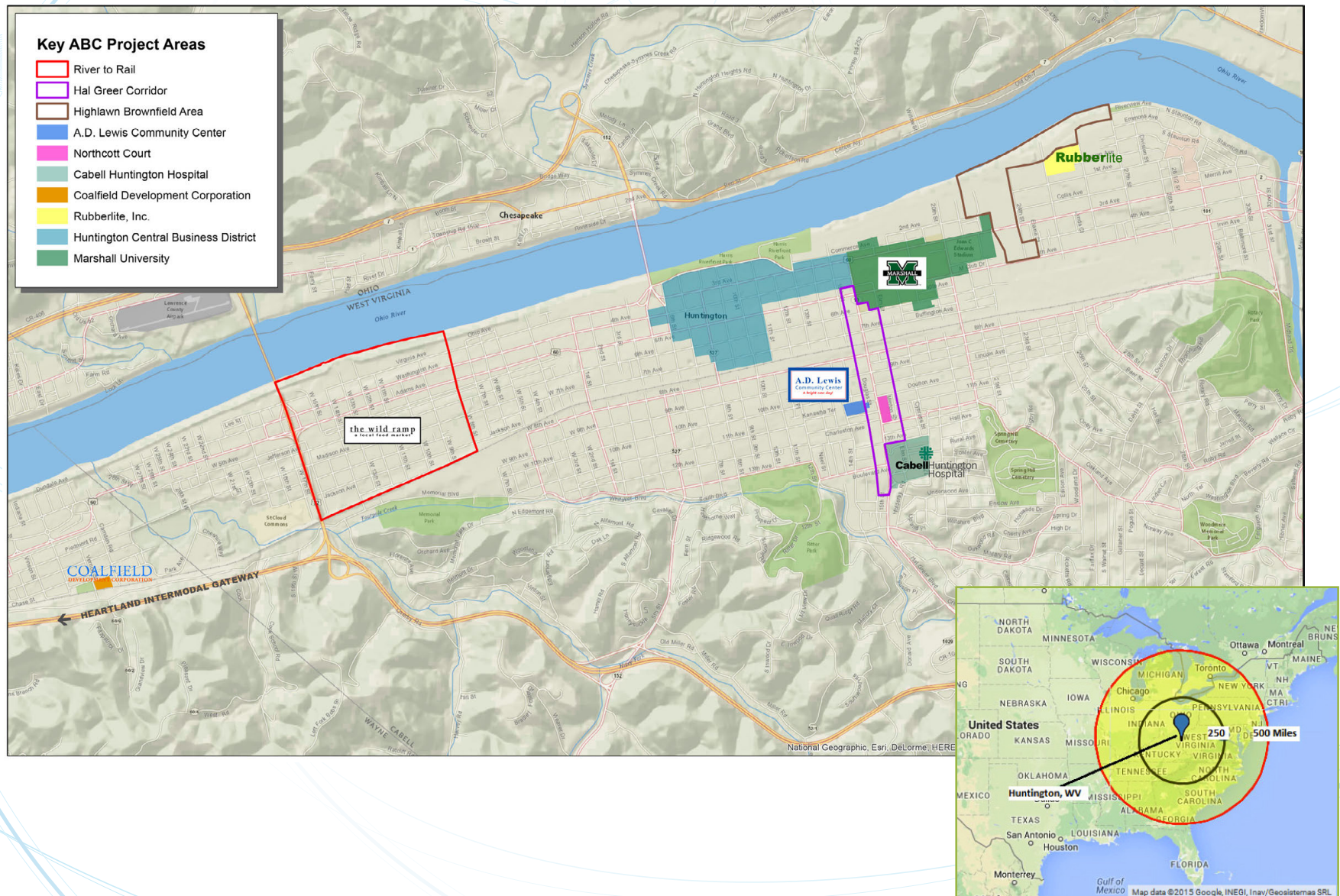


Huntington's ABC Team

Mayor Steve Williams
Brandon Dennison
Margaret Mary Layne
Joe Murphy
Matt Ward
Mary Witten Wiseman



Context Maps



Poly-TeCH & the Huntington Brownfields Innovation Zone (H-BIZ)

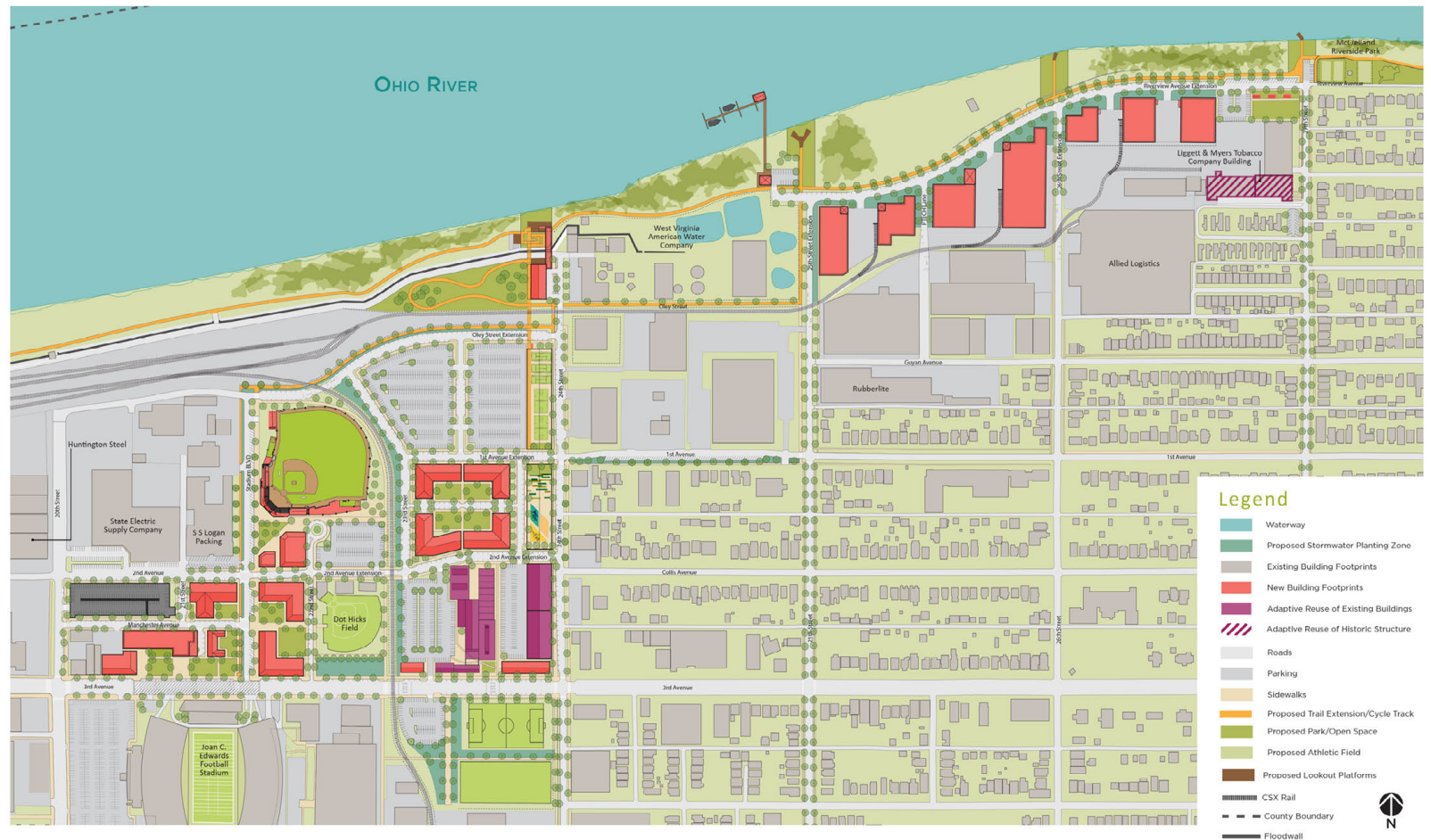
GOAL:

Huntington is renewing a massive swath of long-dead factories and vacant brownfields in the distressed Highlawn neighborhood, along the Ohio River, steps from downtown and the Marshall University campus, creating the “Huntington Brownfields Innovation Zone” or “H-BIZ.” H-BIZ will be a regional hub of mixed-use revitalization that will include a new baseball stadium, a hotel and conference center, a renewed Riverfront Park, trail facilities, modern housing and commercial development to serve workers, residents, visitors and the Marshall University community. A key H-BIZ anchor will be the “Polymer Technology Center of Huntington” or “Poly-TeCH,” a regional center for the commercialization and advanced manufacturing of polymer technologies. Poly-TeCH will be a 181,000 square-foot manufacturing campus on the Ohio River waterfront that will create hundreds of



jobs and an academic and workforce training center in collaboration with Marshall University. It will provide highly-skilled, family-wage jobs; create academic research and learning opportunities for Marshall University students; and incubate advanced polymer manufacturing factories into other vacant spaces in Huntington and the greater Appalachian region.

THE HUNTINGTON BROWNFIELDS INNOVATION ZONE - HIGHLAWN BROWNFIELDS AREA-WIDE REDEVELOPMENT PLAN



BACKGROUND:

Beginning of Polymer Technologies in Huntington: In 1986, the West Virginia Development Office helped launch Rubberlite, Inc. a maker of innovative polymer products in Huntington. Today, the company employs 160 manufacturing workers in a 300,000-square-foot manufacturing center. Rubberlite makes polymers, a chemical product that is ubiquitous in American manufacturing, for the aeronautics, aerospace, consumer electronics, fashion, footwear, additive manufacturing (3D printers) and medical technology industries.

West Virginia Identifies a Major Opportunity for Job Creation and Business Expansion through Polymers: In 2014, the West Virginia Development Office and Rubberlite leadership identified a need in the Appalachian region and national market – a commercialization center for polymer technologies that can help manufacturers bridge the gap between promising polymer research and development breakthroughs and their commercialization, thereby launching into production. West Virginia determined that a polymer commercialization center could build upon the region's emerging downstream manufacturing opportunities from the shale gas sector, attract companies, commercialize new polymer technologies and launch new light manufacturing enterprises. Rubberlite agreed to lead an effort to bring such an advanced polymer technology center into reality in Huntington.

OBJECTIVES: Huntington's objectives in this HIP target area are to:

-○ **Transform brownfields, blight, abandoned factories and vacant spaces into a productive center of commerce and community;**
-○ **Create opportunities for a vibrant, mixed-use “H-BIZ” district that will include a new baseball stadium, a hotel and conference center, new Marshall University academic and athletic facilities, retail and entertainment destinations;**
-○ **Create a vibrant, world-class economic hub at the Poly-TeCH center;**
-○ **Restore the degraded and inaccessible Ohio River waterfront for public use and recreation, including a new segment of the “Paul Ambrose Trail for Health” (the PATH); and**
-○ **Provide job opportunities and quality-of-life improvements for the Highlawn neighborhood.**

TACTICS: H-BIZ and the Poly-TeCH initiative has been publicly unveiled and is well underway. H-BIZ and the Poly-TeCH partnership is poised for success with the following key tactics and accomplishments:

1.) Targeting Brownfields for Renewal: Huntington identified a section of the Highlawn neighborhood, the corridor of long-closed and vacant factories and brownfields along the Ohio River waterfront, as an ideal spot for the creation of new economic opportunities including the polymer commercialization and manufacturing center. This area includes the idled American Car & Foundry (ACF) complex which had once been the largest rail car manufacturing factory in the nation, the abandoned Ohio River Terminal coal dock/rail facility, and several other sites.

Huntington sought and secured the prestigious U.S. EPA Brownfields Area-Wide Planning grant (\$200,000) plus another EPA Brownfields Assessment grant (\$400,000) in late 2015. In 2015, U.S. EPA designated Huntington as one of 50 “Making a Visible Difference in Communities” pilots in America. Under the Making a Visible Difference initiative, the federal government convened officials from a dozen federal, state, regional and non-profit agencies in Huntington in December 2015 to forge an inter-agency, inter-governmental, and public-private partnership to bring resources and solutions to the Huntington riverfront revitalization. In 2016, Huntington was selected as the sole winner in a national contest run by U.S. EPA for a deployment of innovative “green infrastructure” approaches to stormwater management, targeted at this Highlawn brownfields areas.

2.) Overall Master Plan Unveiled with Community Consensus: In February 2017 Huntington’s H-BIZ plans culminated with the unveiling of a “Huntington-Highlawn Brownfields Innovation Zone / H-BIZ Master Plan”, backed with strong community consensus. This comprehensive H-BIZ Master Plan creates a long-term strategy and short-term steps for the productive and sustainable reuse of this brownfields area, identifies needed infrastructure upgrades, devises green infrastructure strategies to address stormwater and flooding, confirms highest-and-best market uses, engages investors and stakeholders, and addresses environmental contamination issues. The H-BIZ Master Plan calls for 75 acres and 1,000,000+ square feet of revitalization including 379,000 square feet of mixed-used development with a new hotel and conference center; 181,000 square feet at the Polymer Technology Manufacturing Center; 97,300 square feet of retail; and 400,000+ square feet of parks, open space, athletic and recreational facilities including a baseball stadium for Marshall University and regional use.

3.) Polymer Partnership Launch: In 2015, Huntington formed a partnership to design, develop and build the polymer technology center among the City of Huntington, the Huntington Municipal Development Authority (city’s development arm), Marshall University, the Marshall University Research Corporation and Rubberlite.

4.) Poly-TeCH Advances as a Strategy for Appalachian Transition: In summer 2015, the Benedum Foundation and the Appalachian Funders Network provided Huntington \$100,000 in grant awards to support the Poly-TeCH initiative as part of a broader strategy to provide highly-skilled jobs to dislocated coal miners under an effort called the “Just Transition” initiative. The Just Transition is a philanthropy-led initiative to support the POWER initiative (Partnerships for Opportunity for Workforce and Economic Revitalization), a bipartisan federal effort to boost economic transition in struggling coal communities like Huntington. This \$100,000 in philanthropic investment has been used for feasibility and business planning analyses from the Marshall Center for Business & Economic Research to confirm how Poly-TECH can serve local and regional needs and succeed as an enterprise. Huntington is very pleased to report that, in March 2017, the Appalachian Regional Commission provided a \$750,000 POWER grant to move the Poly-TeCH site into implementation as part of a regional jobs creation strategy.

5.) Land Acquisition: The Huntington Municipal Development Authority has used EPA funding for environmental/brownfields due diligence and to address contamination issues. Huntington has secured an agreement for purchase of the site of the riverfront brownfield where Poly-TeCH will locate, and leveraged \$100,000 in City funding with a \$900,000 commitment from the State of West Virginia and \$1 million from the Rubberlite company to cover the acquisition costs. Huntington has agreement with the owners of the second key brownfields site for acquisition, and is well underway with negotiations with the ACF brownfields site owners (a company owned by magnate Carl Icahn) about the transformation of that last piece of the H-BIZ brownfields puzzle.

6.) Design & Engineering of Poly-TeCH Campus: The Huntington Polymer Team will use the Appalachian Regional Commission grant to retain skilled architects, engineers, and community planners to design and engineer a state-of-the-art Poly-TeCH campus to be a center for learning, workforce development, and business expansion. At the same time, the design process will use community input to open this area of the Ohio River waterfront to public access and use through the continuation of the Paul Ambrose Trail for Health (PATH). Huntington is well underway with collaboration with the State of West Virginia’s top engineering firm involved in manufacturing revitalization to commence the plan for the horizontal development of the Poly-TeCH site.

7.) Infrastructure Upgrades: Huntington will upgrade the infrastructure in this targeted riverfront revitalization area to support Poly-TeCH and other revitalization, including high-speed broadband, complete street improvements to roadways, and green infrastructure deployment to handle stormwater runoff and flooding in this area. The City and HMDA will use Appalachian Regional Commission funds already secured, along with Economic Development Administration and Department of Transportation funds pledged for site development, to transform this blighted brownfields area in 2017-2018

8.) Construction, Launch & Operation of H-BIZ & Poly-TeCH: With the H-BIZ redevelopment vision unveiled, Huntington is pleased that key users of the future development are ready to move the plan into action. Marshall University has conveyed its intent to become the prime leasee of the new baseball stadium, to build a new academic science laboratory facility, and to support the new hotel and conference center as a key part of its community development mission. This has spurred multiple development and investment companies from the region to approach Huntington seeking the opportunity to become the master developer and financier of the H-BIZ development plan.

Further, in early 2017, the Rubberlite company made the decision to form a new, non-profit affiliated corporation to focus solely on the development and operation of the Poly-TeCH manufacturing campus. Rubberlite's President will take a leave of absence from his post to lead the new Poly-TeCH corporation, building on his previous experience of setting up similar manufacturing centers in Texas and Michigan. The new Secretary of Commerce of the State of West Virginia, himself an experienced developer of manufacturing and commercial projects, joined with the Mayor and City in early 2017 to pledge to attract new polymer-based manufacturing companies to Poly-TeCH.

RESOURCES + RELATIONSHIPS

Resources: The H-BIZ revitalization of the riverfront and the launch of Poly-TeCH is attracting a robust public-private-academic partnership to leverage resources for planning, design, construction and operation.

Secured: Huntington has secured major resources, including \$600,000 in U.S. EPA Brownfields grant funding; \$100,000 from the Benedum Foundation and Appalachia Funders Network; \$1,025,000 from Rubberlite, Inc.; \$100,000 from the Huntington Municipal Development Authority; \$900,000 from the West Virginia Economic Development Authority, \$750,000 from the Appalachian Regional Commission, and tremendous levels of in-kind staff time from the local partners described below.

Planned: Huntington used ABC Finalist resources to retain the National Development Council to work with its team to create a funding and financing plan for the full implementation of H-BIZ and Poly-TeCH. Huntington has already coordinated with key agencies that have pledged implementation funding, including U.S. EPA Brownfield Cleanup grants, U.S. Economic Development Administration's Public Works and Regional Innovation Strategy grants for Poly-TeCH development and infrastructure upgrades; West Virginia Infrastructure and Jobs Development Council grants and loans for Poly-TeCH construction; WV Department of Transportation funding for infrastructure upgrades; and New Market Tax Credits for Poly-TeCH construction.

Most importantly, private sector investors, redevelopment companies, and companies including Rubberlite have pledged to bring investment to the development and implementation of the H-BIZ plan, including the plan by Rubberlite to form a new entity dedicated solely to Poly-TeCH.

KEY PARTNER ROLES:

City of Huntington – Leverage resources and relationships, create overall master plan

Huntington Municipal Development Authority – Acquire and upgrade brownfield lands and infrastructure for new Poly-TeCH campus and surrounding mixed-use revitalization

Rubberlite – Lead in Poly-TeCH design and operational setup, support for participating business attraction, funding support

Marshall University – Partner on Poly-TeCH, commit as prime user of baseball stadium, athletic facilities, academic science lab, and user of hotel and conference center

Marshall University Research Corporation (including the Center for Business & Economic Research and the WV Brownfields Assistance Center) – Support in planning, feasibility studies, market assessments, and Poly-TeCH design.

West Virginia Department of Commerce and Development Office – Funding support and role in attraction of polymer companies to participate in commercialization and manufacturing initiatives at Poly-TeCH

Appalachia Funders Network/Benedum Foundation – Funding support, implementation planning, and help ensuring that Poly-TeCH provides economic support for broader regional needs and goals

Water Quality Board – Design and deploy green infrastructure to manage stormwater and flooding

Federal Agencies – U.S. EPA, Economic Development Administration, Department of Transportation, and Appalachian Regional Commission as project funders, and technical assistance on best practices for reuse of brownfields for innovative advanced manufacturing.

HOW SUSTAINABLE SUCCESS WILL BE MEASURED OVER THE FUTURE: Each quarter, the Huntington Polymer team will continue to convene with City of Huntington leadership to evaluate progress, track milestones, evaluate ways to improve performance and outcomes, and report progress (or challenges) to key stakeholders in the public. Key milestones will include:

-○ Success in meeting timelines for land acquisition, infrastructure upgrades, campus design and engineering, commencement of construction, and completion of construction for H-BIZ projects;
-○ Amount of investment in mixed-use revitalization, and completion of construction for key projects including baseball stadium, hotel and conference center, housing, and retail hub development
-○ Amount of investment attracted for construction of \$35-plus million Poly-TeCH campus;
-○ Number of polymer companies or projects, and amount of investment, attracted to the future Poly-TeCH campus;
-○ Number of new jobs created and workers employed each year at Poly-TeCH operation from 2017-2021;
-○ Number of Marshall University faculty and students involved at Poly-TeCH;
-○ Degree to which community stakeholders are satisfied with Huntington's ability to create a riverfront revitalization and Poly-TeCH campus that is green, walkable, accessible, integrated with the surrounding neighborhood, and an ongoing source of jobs and tax base.