



Coal-Reliant Communities Innovation Challenge Workshop  
Pikeville, Kentucky  
Hilton Garden Inn  
April 22-24

Resource site: [www.diversifyeconomies.org](http://www.diversifyeconomies.org)  
Event hashtag: #readytodiversify



# DIVERSIFYING OUR REGIONS: BEEN THERE, DONE THAT?

ERIK R. PAGES

**ENTREWORKS**  
CONSULTING

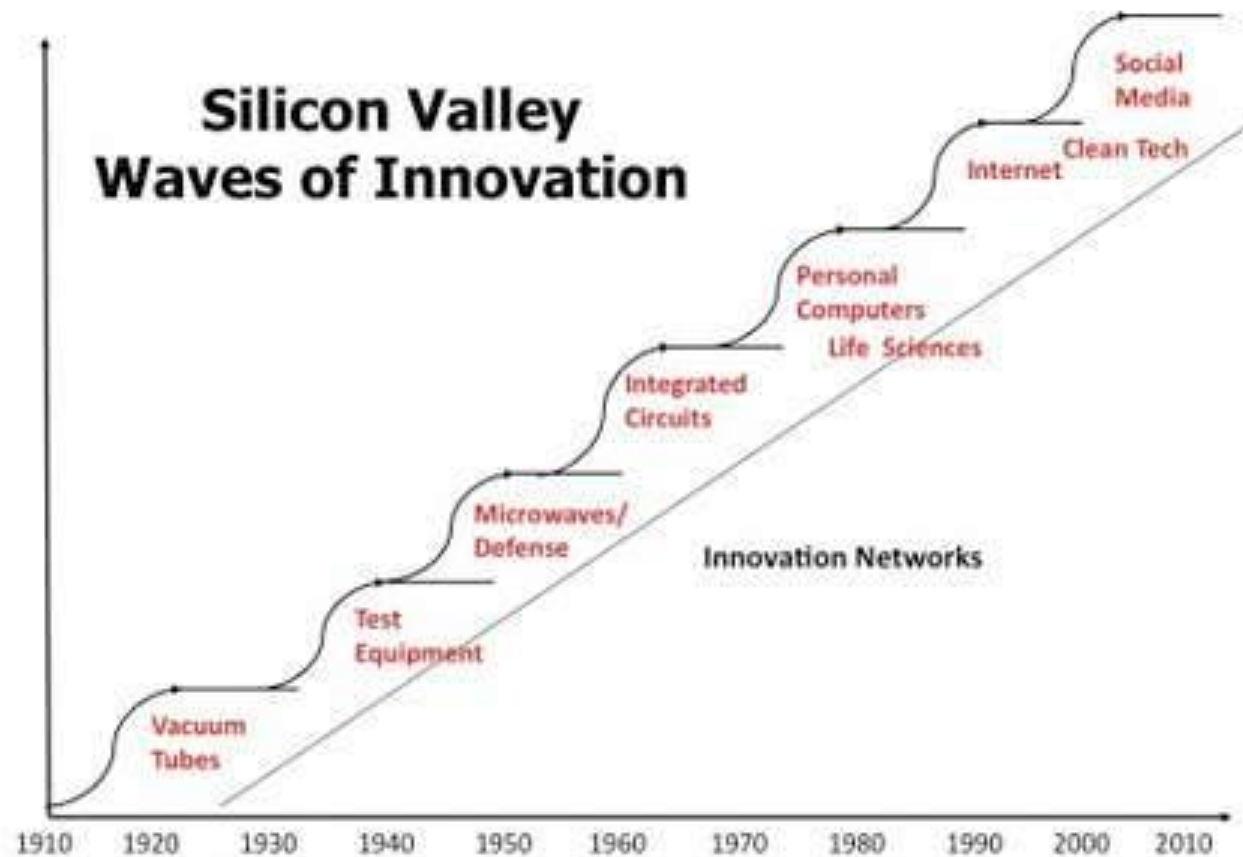
# MY TALE OF THREE PLACES

- **Pottsville, PA**
- **Silicon Valley, CA**
- **Bucksport, ME**





# Silicon Valley Waves of Innovation





# LESSONS FOR REVITALIZATION

- **Do It Yourself!**

- While Federal and state governments may provide resources, the **future of the region belongs to its residents.**

- **Regionalism works.**

- Economic activity does not respect political boundaries – neither should economic adjustment activity.

- **Thinks Assets, Not Gaps**

- Assess full range of local assets and build strategies to catalyze them.

- **No Secrets!**

- **Communications and transparency are vital** to create community trust and attract investment.

- **Execute in the Short-term/Plan for the Long-term.**

- Effective short-term plans to “stop the bleeding” build local trust and buy-in for longer term efforts. Early wins help!

- **Hit for Singles, Not Home Runs.**

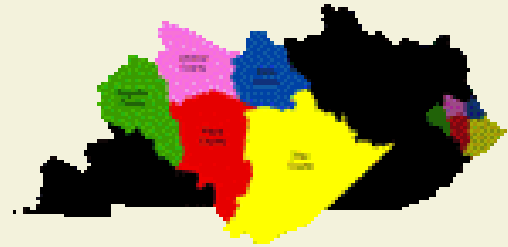
- Immediately serving affected workers is necessary. But, the goal must be to **diversify local/regional economies.**

# Team Name, Counties Represented and Team Members



- Team Info:

- Team Lead: Denise Thomas, Big Sandy ADD
- Counties Represented: Floyd, Johnson, Magoffin, Martin, Pike



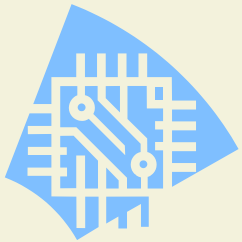
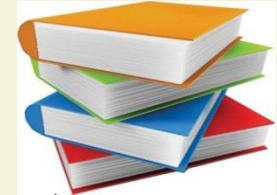
- Team Members:

- ✦ Regina Becknell, MACED
- ✦ J. Marshall, MSU – Center for Regional Engagement
- ✦ Joyce Wilcox, EKCEP
- ✦ Mike Wilson, Magoffin County





# Where Do You Picture Your Region in 10 Years?



# Top 3 Issues Facing the Region as a Result of the Contraction of the Coal Industry



1. Replacing Jobs Lost
2. Trickle-Down Effect on Small Businesses --- Less disposable income
3. Population Loss



# Top 3 Goals to Work Towards



*These are the goals/actions you want to pursue after you leave workshop.*

1. Resource Development
2. Data Collection / Analysis
3. Identify Realistic Opportunities for Economic Development



# Top 3 Resources Needed to Support Implementation



*These could be related to partnerships, funding, technical assistance, data, etc.*

1. Partner Development / Network Building
2. Data To Support Cluster Analysis / Research
3. Local Government / Organizational Support





# FIVCO Area Development District Innovation Challenge Team



- **Team Lead:** Lora Bryant, FIVCO ADD
- **Counties Represented:** Boyd, Carter, Elliott, Greenup, & Lawrence
- **Team Members:**
  - ✦ Lora Bryant, FIVCO ADD (all 5 counties)
  - ✦ Judge/Executive John Osborne (Lawrence)
  - ✦ Marty Myers, Entrepreneur/Small Business Owner (Boyd)
  - ✦ Catrina Vargo, Economic Development Coordinator (Lawrence)
  - ✦ Tim Gibbs, Ashland Alliance President/CEO (Boyd and Greenup)



# Where We Picture Our Region in 10 Years



- Visible culture of entrepreneurship
- Enhanced existing clusters (ex. healthcare)
- Destination tourism region
- Increased levels of exporting
- Improved communication and effective partnerships



# Top 3 Issues Facing the Region as a Result of the Contraction of the Coal Industry



1. Impacts to employment, wages, local tax base, and electric rates
2. Reduced indirect benefits to other industries (ex. transportation)
3. Less expendable income





# Top 3 Goals to Work Towards



1. Build on existing assets (ex. tourism), including turning weaknesses into opportunities
2. Form entrepreneurial community with lasting impact
3. Continue development of clusters while creating hospitable environment for new industries





# Top 3 Resources Needed to Support Implementation



1. New vision for region through rebranding initiative
2. New partnerships or ways to make existing partnerships more effective
3. Funding for initiatives



# Team Name, Counties Represented and Team Members



- Team LENOWISCO Info:

- Team Leader:

- ✦ Mr. Duane Miller

- Counties Represented:

- ✦ Emphasis on Wise County, Virginia but also including the surrounding Counties of Lee and Scott

- Team Members:

- ✦ Ms. Shannon Blevins
    - ✦ Mr. Bobby Cassell
    - ✦ Mr. Duane Miller
    - ✦ Mr. Chuck Riedhammer
    - ✦ Mr. Ronnie Shortt



# Where Do You Picture Your Region in 10 Years?



- Embracing a “Regional Approach” to economic diversity – decreased competitiveness, pooling resources – we are all in this together
- Sustained economy supported by small to medium size entrepreneurships and established medium to large corporations
- Stabilized population base
- The “Early Years” of the new diversified economy



# Top 3 Issues Facing the Region as a Result of the Contraction of the Coal Industry



1. Industry & skill specific unemployed workers who lack the motivation and assistance to seek other careers due to the hope their jobs will return.
2. Broad and pervasive ripple effect contraction in all economic sectors due to a reduction of high paying coal jobs and coal tax base revenue.
3. An equal need for “instant” AND long term economic restructuring solutions that assume coal will not return, yet mimics its economic impact. (Breaking the reliance on “the System”)





# Top 3 Goals to Work Towards



*These are the goals/actions you want to pursue after you leave workshop.*

1. A comprehensive economic restructuring strategy that addresses our needs and connects current and future efforts into a cohesive plan.
2. Identification of economic “gaps” that are not being addressed that will tie other efforts together.
3. Development of collateral needs, quality of life enhancements, workforce training, re-training and rebranding and funding to assist with all efforts.

In Southwest Virginia,  
we don't have any Unemployed Coal Miners . . .



We have Skilled Electricians, Mechanics,  
Technology Experts and Project Managers  
Ready to Work.



# Top 3 Resources Needed to Support Implementation



*These could be related to partnerships, funding, technical assistance, data, etc.*

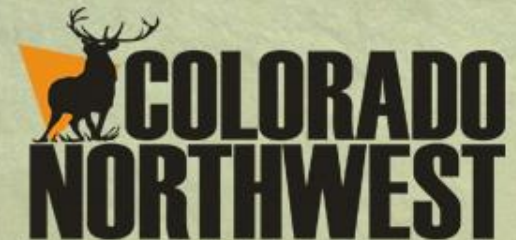
1. Identification and possible streamlining of existing and/or future Partnerships.
2. Funding for continued research to determine exactly where current baselines are, evaluation of current workforce skill levels, needs assessment, etc.
3. Low interest loans and/or grants to incentivize/attract industry and entrepreneurs.



# Moffat County, Colorado

## The Team

- **Frank Moe**, Moffat County Commissioner (Team Lead)
- **Brent Curtice**, Superintendent of Moffat County Schools
- **Russell George**, President of Colorado Northwestern Community College
- **Jay Oxley**, Craig/Moffat Economic Development Partnership, Board Chair
- **Ray Beck**, Mayor, City of Craig
- **John Rossfeld**, CEO The Memorial Hospital

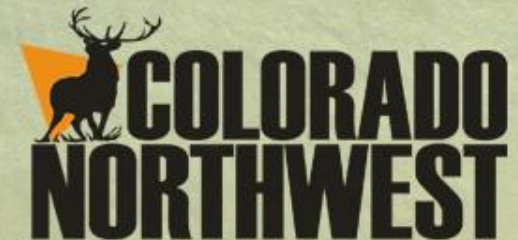




# 10 Year Vision



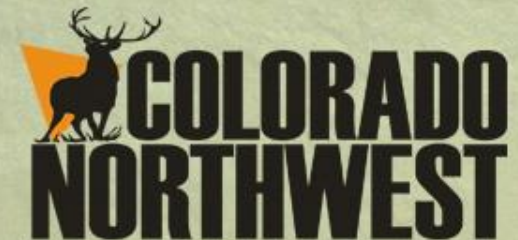
- Maintain current jobs, especially in energy
- Increase non-energy jobs
- Develop advanced technology education
- Expand higher ed capacity /programs
- Become an allied health center
- Capitalize on small-town character





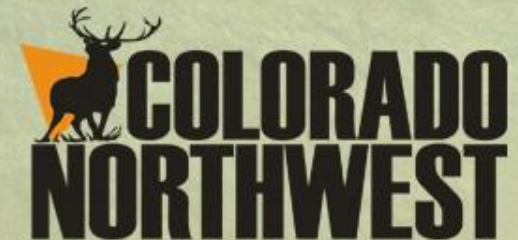
# Top Three Issues Facing Colorado Northwest

- **A Pessimistic Outlook:**
  - Affects spending & investing in the future
  - Increased regulations & loss of energy jobs
- **Lack of Business and Industry Diversity**
- **Declining Tax Revenues**
  - Property Assessment
  - Sales Tax



# Top Three Goals for Colorado Northwest

- **Unify the Community with a Common Vision:**  
How can we create our own destiny?
- **Identify, Enable, and Authorize Community Leaders**
- **Communicate the Vision and Expectations**  
Identify key communication channels  
Leverage second-tier community leaders  
Engender “ownership” in the vision





# Resources Needed

- **Effective Leadership:**

Experience and credibility

- **A Strong Brand:**

Communication, collaboration and focus

- **A Renewable Funding Stream:**

Explore options & creative ideas

Minimize perception of increased taxes

Demonstrate results



# Team Name, Counties Represented and Team Members



- **Team Info:**

- **Team Lead: Reconnecting McDowell**
- **Counties Represented: McDowell County, WV**
- **Team Members:**
  - ✦ Bob Brown, Project Manager for RM
  - ✦ Jeff Johnson, Region I EPDC
  - ✦ Bobby Lewis, State Director USDA
  - ✦ Kris Mallory, Project Coordinator
  - ✦ Harold McBride, President McDowell Co. Commission
  - ✦ Clif Moore, WV House of Delegates



# Where Do You Picture Your Region in 10 Years?



- *We would like to see McDowell County & Southern WV with a thriving and diversified economy.*
- *We hope for improved infrastructure including roads, bridges, community facilities, schools, and technology.*
- *We envision a balance with the coal market ebb & flow and steady employment. An economy that is not as one dimensional.*
- *Increase in student achievement and overall well being.*
- *We see McDowell as highly used tourism destination utilizing it's natural attributes and facilitated by small business owners.*
- *Changing the perceived culture to one of positivity and where young people will come back after they are educated. McDowell will be an attractive place to live and work.*





# Top 3 Issues Facing the Region as a Result of the Contraction of the Coal Industry



1. Unemployment and related industry job layoffs
2. Population Decline & Loss of Human Capacity
3. Loss of Revenue to operate government services and programs



# Top 3 Goals to Work Towards



*These are the goals/actions you want to pursue after you leave workshop.*

1. Inform all community, regional, and state partners of strategy and gain buy-in.
2. Create achievable objectives and benchmarks to evaluate the workgroup's effectiveness.
3. Implement the processes and programs that will allow us to carry out our strategy.



# Top 3 Resources Needed to Support Implementation



*These could be related to partnerships, funding, technical assistance, data, etc.*

1. Technical guidance in applying for program and grant funding
2. Continued facilitation working through plan and strategy for McDowell County
3. Constructive criticism on our approach and expectation for our strategy

