



COAL-RELIANT COMMUNITIES INNOVATION CHALLENGE

Charleston, WV
Nov. 18-20, 2015



#ReadyToDiversify



Healthy, vibrant and safe counties across the U.S.

- Advocate Policy
- Exchange Ideas
- Build Leadership
- Pursue Solutions

Stronger **Counties**. Stronger



#ReadyToDiversify

Stronger **Counties.** Stronger

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RESOURCES FOR TRANSITIONING ECONOMIES

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Welcome to the Resources for Transitioning Economies website! This site is a resource portal containing information on economic diversification. The resources on this site were produced by public, private and nonprofit organizations, and can be accessed and used by any county, community or region seeking to diversify and strengthen its local economy. Resources are divided into different categories: publications, tools and training, funding and organizations. Content is updated regularly as new resources are produced and made available by organizations across the country and the world.

This site is still in beta, so we hope you will let us know what you like! If you run into any issues, please let us know in the "Contact Us" section [here](#).

FEATURED RESOURCES

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Cultivating a Competitive Advantage: How

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DIVERSIFYING OUR REGIONS: BEEN THERE, DONE THAT?

ERIK R. PAGES

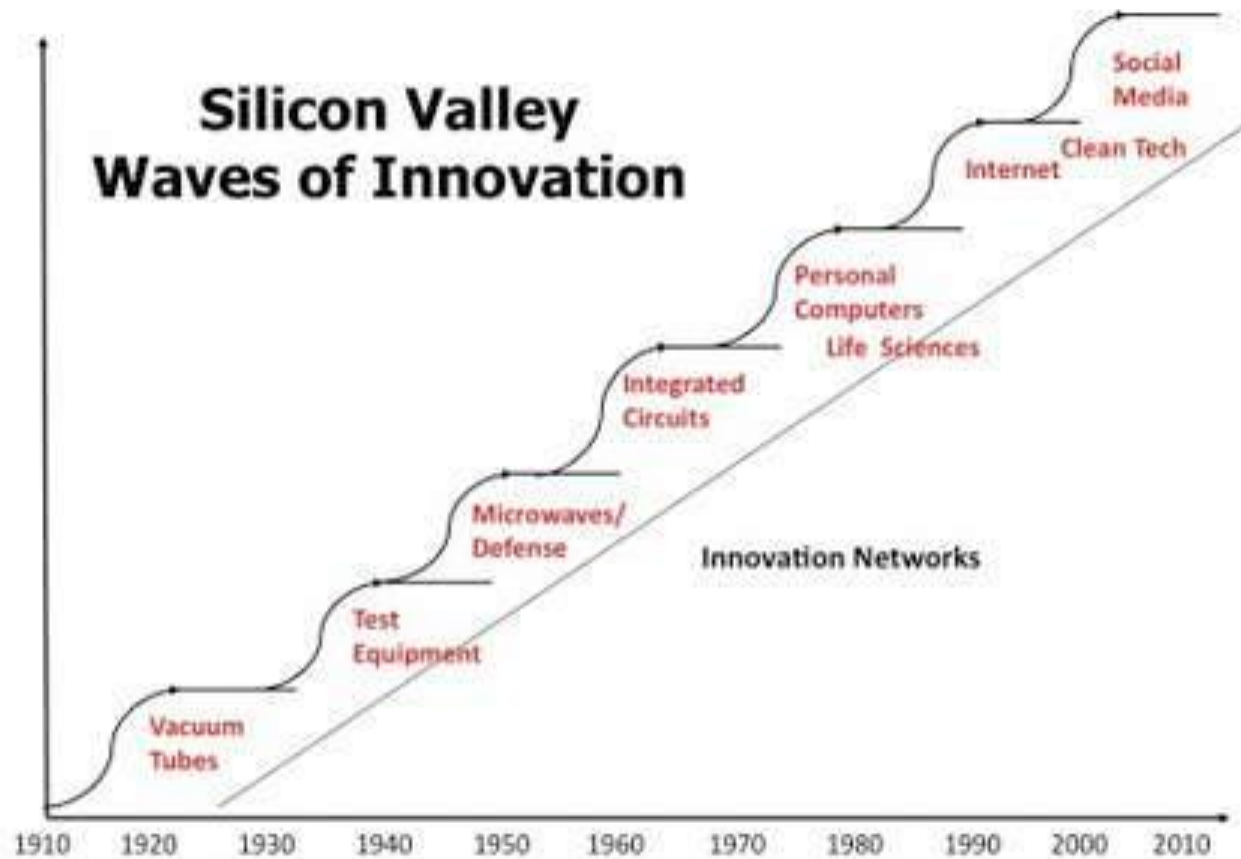
eNTreWORKS
CONSULTING

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.**



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Team Introduction s

Innovation Challenge Workshop Two | Grand Junction, Colo. | Sept. 16-18

Team Intro Presentations



Lake Erie West

(Monroe/Wayne Counties,
Mich.)

Lake Erie West COALition



Team Info:

- **Team Lead:** Kevin Johnson
- **Counties Represented:** Monroe/Wayne
- **Team Members:**
 - ✦ Jim Wagner - City Manger, Trenton, Michigan
 - ✦ Paula Boase - Director of Economic Development - DCC
 - ✦ Gary Wilmoth - Commissioner, County of Monroe
 - ✦ Honorable Dave Davison - Mayor, City of Luna Pier, Michigan
 - ✦ Stacy Grimes - Councilman, City of Luna Pier
 - ✦ Tim Lake - President, Monroe County BDC

Where Do You Picture Your Region in 10 Years?





Issues Facing the Region as a Result of the Contraction of the Coal Industry



1. Loss of jobs
2. Local tax base
3. Finding alternative sources of power for our industries



Goals to Work Towards



1. Repurposing of the sites to produce new jobs and capital investment
2. Development of Industry Diversification Plan
3. Minimize the impact of those persons losing jobs related to the decommissioning



Resources Needed to Support Implementation



1. Develop/continue engagement with utilities, community and stakeholders
2. Research options for Brownfield Redevelopment opportunities with MDEQ/EPA
3. Secure technical assistance in data gathering

Team Intro Presentations



West Michigan Shoreline (Muskegon County)

Port of Muskegon



Team Info:

- Team Lead: Erin Kuhn, West Michigan Shoreline Regional Development Commission
- Counties Represented: Muskegon County
- Team Members:
 - ✦ Cathy Brubaker-Clarke, City of Muskegon
 - ✦ Ed Garner, Muskegon Area First
 - ✦ Dennis Marvin, Consumers Energy
 - ✦ Connie Maxim-Sparrow, County of Muskegon
 - ✦ Keith Welcher, Consumers Energy
 - ✦ Jonathan Wilson, County of Muskegon



Where Do You Picture Your Region in 10 Years?



*In 10 years,
the Port of Muskegon will be
a vibrant and active
Multimodal Regional Logistics Hub*



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



1. Loss of tonnage being moved through the Port of Muskegon.
2. Loss of tax base for local communities and schools.
3. Replace and diversify the tonnage being moved through the Port of Muskegon.



Top 3 Goals to Work Towards



1. Establish a governance structure to market and manage the Regional Logistics Hub, as well as conduct necessary infrastructure improvements.
2. Market the assets of the Port of Muskegon as a Regional Logistics Hub to the region, state, and mid-west.
3. Replace and diversify the tonnage being moved through the Port of Muskegon.



Top 3 Resources Needed to Support Implementation



1. Technical assistance for marketing and promotion of the Regional Logistics Hub.
2. Funding assistance for future infrastructure improvements.
3. State and Federal partnerships and assistance for establishment of the Regional Logistics Hub.



Team Intro Presentations



Northwest New Mexico

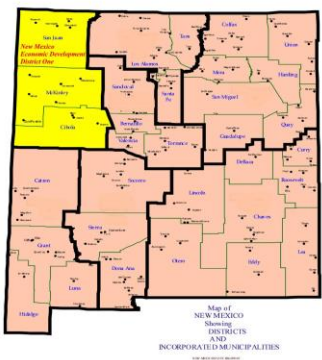
(Cibola, McKinley and San
Juan Counties)

Northwest New Mexico/ Four Corners Team



Team Info:

- **Team Lead:** [Jeff Kiely](#), Executive Director, Northwest New Mexico Council of Governments
- **Counties Represented:** [Cibola](#), [McKinley](#), [San Juan \(New Mexico\)](#)
- **Team Members:**
 - ✦ [Larry Hathaway](#), General Services/Community Development Administrator, San Juan County & Member, Board of Directors, Northwest New Mexico COG
 - ✦ [Eileen Yarborough](#), Executive Director, Cibola Communities Economic Development Foundation
 - ✦ [Ray Hagerman](#), CEO, Four Corners Economic Development, Inc.
 - ✦ [David Hinkle](#), President & CEO, Gallup-McKinley County Chamber of Commerce & Member, Gallup Executive Directors Association
 - ✦ [Arvin Trujillo](#), Governmental Relations Manager, Four Corners Power Plant/Arizona Public Service, Fruitland, NM *[formerly Executive Director, Division of Natural Resources, The Navajo Nation]*



Where Do You Picture Your Region in 10 Years?



Industrial
Continuity &
Diversification



Upskilled
Workforce



Small Metro
Redevelopment



Zuni Pueblo
MAIN STREET



Rural Survival &
Development



Arts, Culture
& Tourism



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



1. Loss of local jobs and economic revenues, and out-migration by skilled workforce
2. Re-visioning & capitalizing on regional assets while diversifying economic activity
3. Preparing the 21st Century Energy Workforce

Top 3 Goals to Work Towards



1. **Conduct de-briefings and follow-ups with partners,** governing boards and institutions back in the region on information, resources & lessons learned from the Innovation Challenge workshop.
2. **Identify, plan & implement new, proactive strategies** to support innovation & diversification.
3. **Work together as a regional team,** with our partner networks, to tap local/regional assets and strengthen the overall regional economy.

Top 3 Resources Needed to Support Implementation



1. **Multi-year commitments** by EDA, USDA and other public agencies to support planning, development & implementation of economic strategies & projects – including the staffing needed to manage communications, build partnerships, synergize resources, troubleshoot barriers, and move projects & programs.
2. **Flexible/responsive funding** for innovative, industry-responsive workforce development, including training/certification programs as well as universal deployment of WorkKeys/Work-Ready Communities processes & partnerships.
3. **Federal-State-Local-Private partnership** to remove bureaucratic barriers, identify & tap resources, and facilitate new development & investment – including new policy development such as the rural investment tax credit.

Team Intro Presentations



Armstrong County, Pa.

Armstrong County, PA



Team Info:

- Team Lead: Mike Coonley, AICP
 - ✦ Ex. Dir. , Armstrong County Department of Economic Development
- Counties Represented: Armstrong County, PA
- Team Members:
 - ✦ Rich Fink, Armstrong County Board of Commissioners
 - ✦ George Skamai, Armstrong County Commissioner-Elect.
 - ✦ Fred Fornataro, Ex. Dir., Tri-County Workforce Investment Board
 - ✦ Kelly Kirsh, Assistant Coordinator, Adult Education, Lenape Tech
 - ✦ Lew Villotti, Dir. Planning and Dev., Southwestern Pennsylvania Commission

Where Do You Picture Your Region in 10 Years?



A destination of choice for people to live, work and raise their families.

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



1. Realization or acceptance that coal and coal supported industries will continue to downsize
2. Funding and programs needed to retrain / retool a workforce
3. Identification, growth and support of industries positioned to hire the retooled workforce

Top 3 Goals to Work Towards



1. Gain a thorough understanding of how the downsizing of coal affects or will affect the community.
2. Understand the specific needs of the direct and indirectly affected workforce.
2. Develop and implement a measurable plan of action which targets 100% placement for those affected individuals

Top 3 Resources Needed to Support Implementation



1. Access to an accurate, comprehensive, up to date and easily accessible database identifying employment data (including both company and workforce sources).
2. Additional funding, with flexibility to support the development and implementation of our plan.
3. Continued support of the existing partnerships.

Team Intro Presentations



New River Valley RC (Giles County, Va.)

Giles County/New River Valley



Team Info:

Counties Represented: Giles County, Virginia, and region

Team Members:

New River Valley Regional Commission

Giles County- Jenny McCoy and John Ross

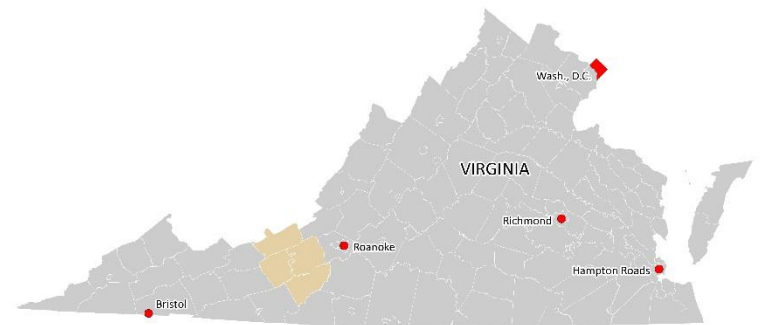
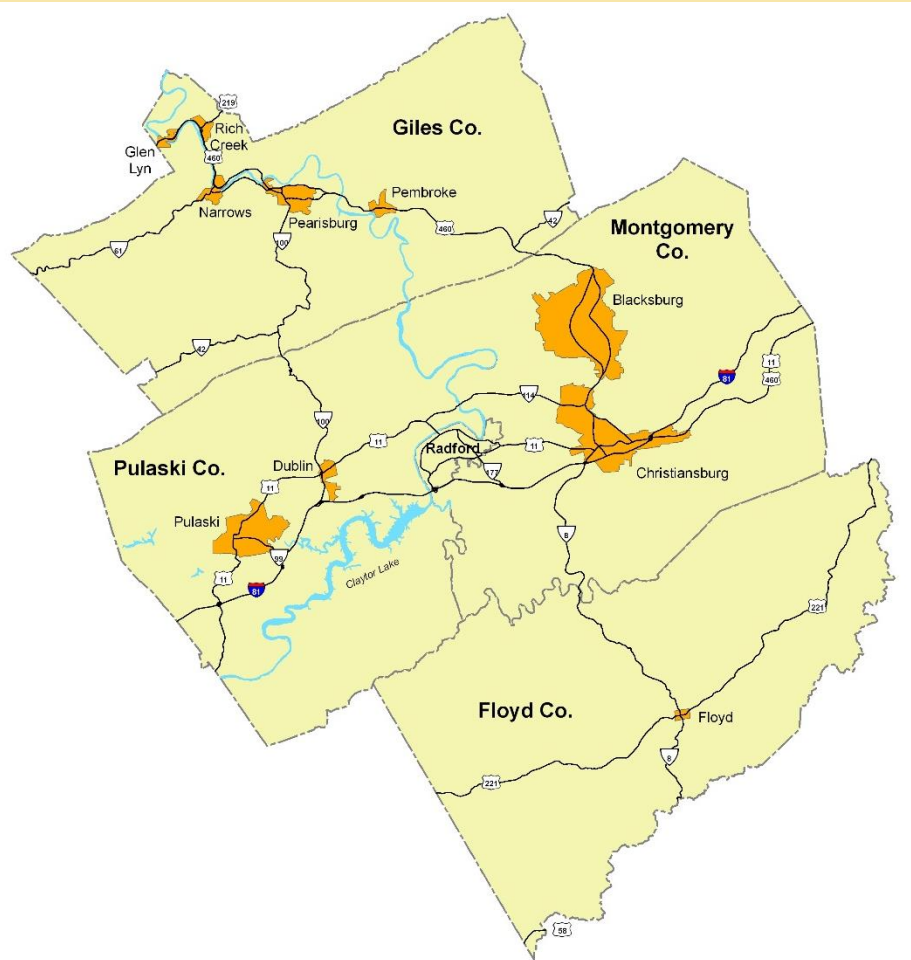
Marty Holliday, New River Mount Rogers WDB

Nick Proctor, Friends of Southwest Virginia

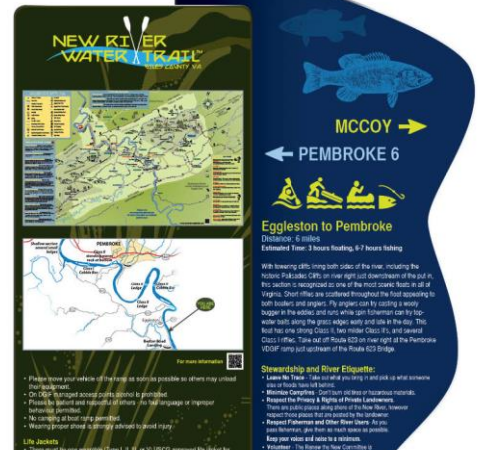
Charlie Jewell, NRV Economic Development Alliance

John Smolak, AEP, other regional partners

Giles and New River Valley Location



Where Do You Picture Your Region in 10 Years?



Giles County/New River Valley

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



1. Brownfields and disused industrial properties
2. Loss of high-paying, long-term jobs
3. Social issues related to changing economy

Top 3 Goals to Work Towards



1. Apply for grants and other funding for development projects
2. Identify target sectors for economic diversification
3. Align goals and projects for Giles County, towns and neighbor counties, and other partners in the region

Top 3 Resources Needed to Support Implementation



1. Business development resources in target sectors
2. School, college, and business partnerships to support workforce skills
3. Infrastructure funding to clean up old coal sites

Team Intro Presentations



New River Gorge

(Fayette, Nicholas,
Raleigh and Summers
counties, W.Va.)

new river gorge

1. **JOE BROUSE (TEAM LEAD)**

- New River Gorge Regional Development Authority

2. **Robin Morgan**

- Region 1 WorkForce West Virginia

3. **Kelly Jo Drey**

- Fayette County Commission

4. **Richard Bullins**

- National Coal Heritage Area

5. **Byrd White**

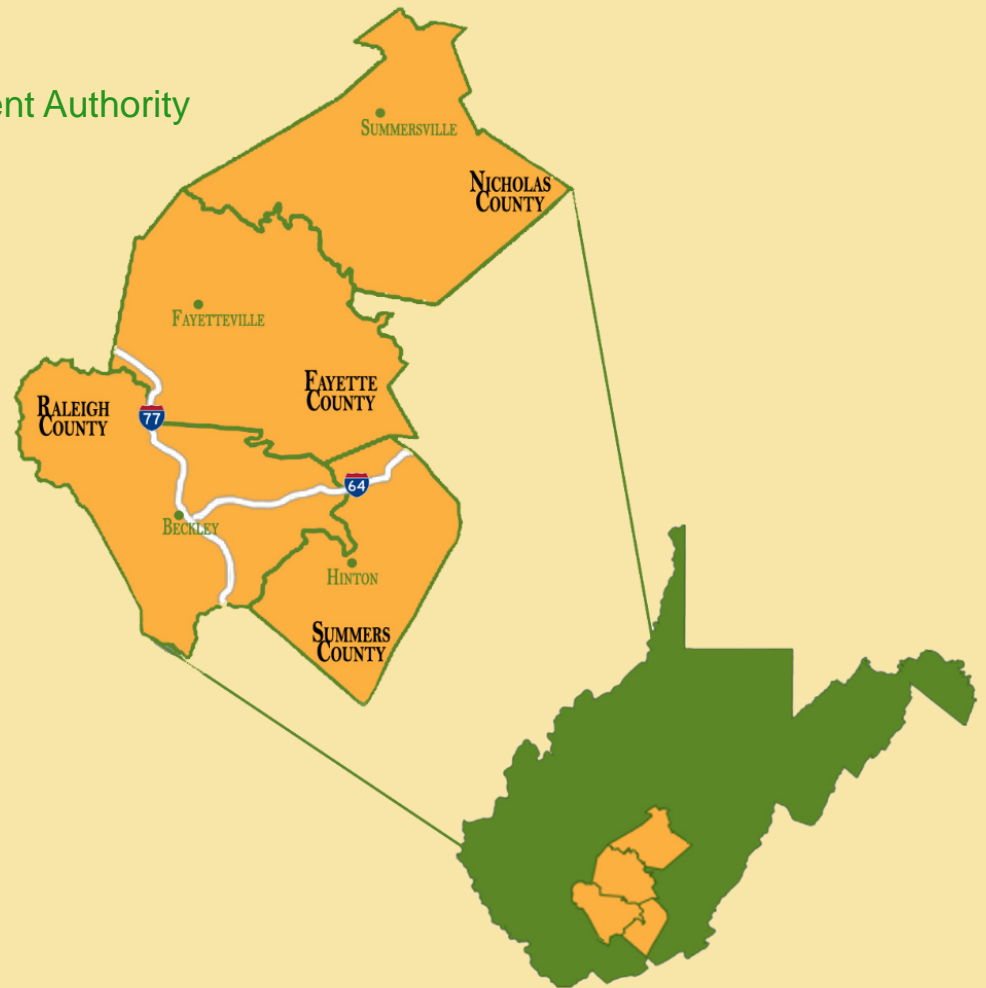
- Raleigh County Commissioner

6. **Margaret O'Neal**

- United Way of Southern West Virginia

7. **John Tuggle**

- Region 4 Planning Commission



Where Do You Picture Your Region in 10 Years?



Tourism



Local Food



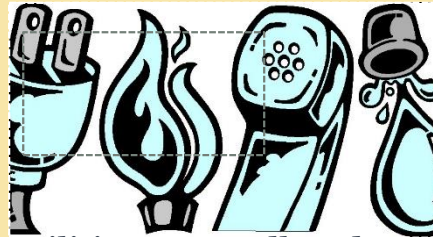
Strong Entrepreneurs



Education



Healthy Workforce



Utilities + Broadband



Population

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



1. Lack of employment opportunity/adequate living wage/wage replacement
2. Lack of private/public investment
3. How do we leverage existing resources to promote a culture of entrepreneurship?

Top 3 Goals to Work Towards



1. Many more entrepreneurs and small businesses.
2. Revitalization of our small towns
3. Young people choosing to stay and be part of a healthier workforce.

Top 3 Resources Needed to Support Implementation



1. Catalogue of resources related to public/private investment
2. The Golden Nugget! That thing we have yet to think that can lead to change.
3. Road map-a plan with measurable and bench marks.

Team Intro Presentations



Kanawha County, West Va.

Kanawha County



Team Info:

- **Team Lead:**
 - ✦ Colt Sandoro
- **Counties Represented:**
 - ✦ Kanawha County, West Virginia
- **Team Members:**
 - ✦ Anne Cavalier, Independent Economic Development Consultant
 - ✦ Justin Gaull, Vice President Economic Development, Charleston Area Alliance
 - ✦ Andrew Gunnoe, Deputy County Manager, Kanawha County Commission
 - ✦ Terry Martin, Project Coordinator, Regional Intergovernmental Council
 - ✦ S.K. Miller, Executive Director, Region III Workforce Investment Board of Kanawha County
 - ✦ Colt Sandoro, Deputy Planning Director, Kanawha County Planning Commission



Where Do You Picture Your Region in 10 Years?



Tourism



Manufacturing



High Tech



Kanawha County

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



1. Resistance by workers to seek jobs in other industries
2. Lack of skills-driven workforce
3. Non-utilization of available programs



Kanawha County

Top 3 Goals to Work Towards



1. Attract diversified industries to the Kanawha Valley
2. Raise public awareness of re-training programs
3. Retention of educated members of our workforce
after graduation



Kanawha County

Top 3 Resources Needed to Support Implementation



1. Legislative support or incentives for demand sector companies locating in West Virginia / Kanawha County long term
2. Educated and skilled workforce, through increased access to technical and higher education, and apprenticeship opportunities
3. Employer incentives to keep our best and brightest people in the Kanawha Valley



Kanawha County

Team Intro Presentations



Mason County, West Va.

Innovation Challenge Workshop Three | Charleston WV | Nov. 18-20

Mason County WV



Team Info:

- Team Lead: Rick Handley
- Counties Represented: Mason County, West Virginia
- Team Members:
 - ✦ Rick Handley, President, Mason County Commission; Chairman, Region II Planning & Development Council
 - ✦ Kathy Elliott, Sr. Project Administrator, Region II Planning & Development Council
 - ✦ Brian Stepp, Sr. Vice President Ohio Valley Bank; Chairman, Mason County Development Authority
 - ✦ Carla King, Counselor, Mason County Career Center
 - ✦ Charles Yonker, Mayor, Town of New Haven
 - ✦ M. Bruce Riffle, Network Systems Specialist, Retired; Board Member, Mason County Development Authority

Where Do You Picture Your Region in 10 Years?



Mason County WV

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



1. Unemployment – As a result of the closing of the power plant, the mine and ancillary businesses, our unemployment is 11th highest of 55 counties in West Virginia, which currently is the highest in the nation.
2. Loss Of Revenue- The loss of \$1.63 million in tax income has led to harsh cuts in critical services, i.e., Fire, EMS and County Health Department.
3. Lack Of True Broadband Internet Service- Over 74% of Rural Mason County has no Hi-Speed internet which cripples online Education, Job Training, Telemedicine, Business Development, Etc.

Top 3 Goals to Work Towards



1. County-wide Broadband that meets FCC standard of 25 Meg. download with 3 Meg. upload.
2. Vast Improvement of Employment- We want to see those who live in our county have the opportunity to work there.
3. Increase long-term revenue- By improving the tax base we can restore cut services and enhance our standard of living.

Top 3 Resources Needed to Support Implementation



1. Funding- We intend to pursue USDA-RUS, ARC and EDA assistance in our Broadband goals.
2. Broadband Partner- It is our intent to involve all Corporate and Private possibilities in order to accomplish our objective.
3. Community Buy-In – Our plan relies on strong Community involvement, we feel that together we can build a better future.



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