



COAL-RELIANT COMMUNITIES INNOVATION CHALLENGE

GRAND JUNCTION, COLO.
SEPT. 16 - 18, 2015



#READYTODIVERSIFY



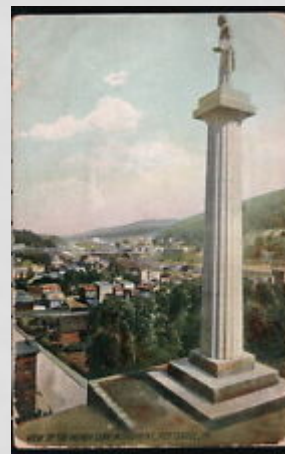
DIVERSIFYING OUR REGIONS: BEEN THERE, DONE THAT?

ERIK R. PAGES

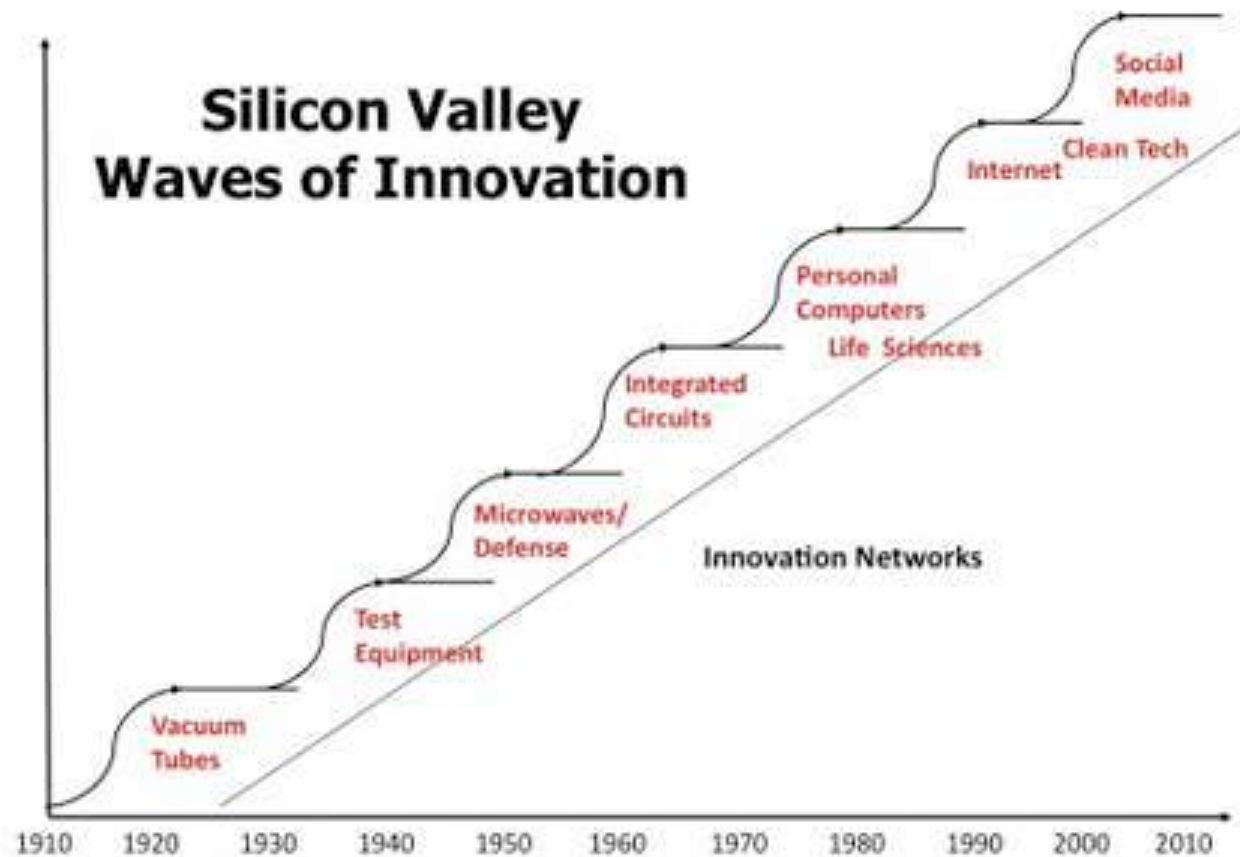
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MY TALE OF THREE PLACES

- **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 Introductions

TEAM INTRO PRESENTATIONS



Moffat County



Moffat County Team:

- Team Lead: Frank Moe, Moffat County Commissioner
- Team Members: Richard Blakely, Town of Dinosaur Mayor
- Derek Duran, City of Craig Councilmember
- John Ponikvar, City of Craig Councilmember
- Jim Ferree, City of Craig Manager
- Mindy Curtis, Moffat County Finance Director

10 Year Vision:

- Diversify our economy.
- Retain residents by offering quality education, health care and recreation. Stop population outmigration by promoting and offering year round opportunities for retirees.
- Recreation assets are emphasized to capitalize on economic opportunity.
- Retain tourists who use our communities as a gateway to and from Utah and Wyoming.
- Connected county through broadband.
- Increase economic funding opportunities by hiring a grant writer.



Janele Husband Photography

TOP 3 ISSUES FACING MOFFAT COUNTY AS A RESULT OF THE CONTRACTION OF THE COAL INDUSTRY

1. A Pessimistic Outlook:

- Affects spending & investing in the future
- Increased regulations & loss of energy jobs

2. Lack of Business and Industry Diversity

3. Economic Decline:

- Population decrease
- Businesses closing
- Decreased property sales, values and tax revenues. Increases foreclosures.



John Wagner Photography

TOP 3 GOALS TO WORK TOWARDS

- 
1. Engage community to keep momentum going.
 2. Enhance recreation and tourism.
 3. Complete and implement the Economic Development Administration business assessment.



Melody Villard

TOP 3 RESOURCES NEEDED TO SUPPORT IMPLEMENTATION

1. Buy in of communities
– changing the mindset and working together as a community.
2. Leverage funding towards economic diversity needs.
3. Empower entrepreneurship and develop infrastructure.



TEAM INTRO PRESENTATIONS



Region 10

REGION 10-WEST CENTRAL COLORADO

- Team Lead: Region 10
- Counties Represented: Delta and West Montrose
- Team Members:
 - **Commissioner Doug Atchley, Delta County**
 - **Robbie LeValley, Delta County Administrator**
 - **Trish Thibodo, Delta County Economic Development**
 - **Glen Black, City of Delta**
 - **Sarah Hendley, West End Paradox Trust**
 - **Samia Singleton, West End Economic Development**
 - **Michelle Haynes, Region 10 Economic Assistance and Planning**

REGION
10

Where Do You Picture Your Region in 10 Years?



Diversified Economy



Branding



Outdoor Recreation



Existing Assets/Resources

Entrepreneurship

REGION
10

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

- Regional Job and Income Losses-over 400 jobs in 2013
 - \$42 million single year direct economic impact
- Population Losses impacting Schools, Healthcare, Taxes, Etc.
 - Decline of 400 students in single year in school district
 - Loss of Tax Revenues
 - Loss of Healthcare Providers
 - Housing Market Impact
- Difficulty of Job Replacement-higher wage jobs (> \$80,000) compared to median income (\$32,000)
 - Workforce Development/Retraining

Top 3 Goals to Work Towards

- **Developing a Diversified Economy**
 - Includes Traditional Energy (Coal & Gas)
 - Overall Less Dependence on Economic Cycle
- **Branding Local Areas and Industries**
 - Regional and Local Branding for Communities and Industry Sectors
- **Create an Entrepreneurship Environment**
 - Apprenticeship programs, secondary education, start-up and expansion support and networking

Top 3 Resources Needed to Support Implementation

- **Branding Technical Assistance**
 - Community
 - Industry Sectors/Clusters
- **Infrastructure Development**
 - Broadband
 - Transportation
 - Workforce Development
- **Business Recruitment/Retention/Expansion**
 - Targeted Outreach
 - EDO Staffing and Assistance
 - Funding Assistance

TEAM INTRO PRESENTATIONS



Rio Blanco County

RIO BLANCO COUNTY



Team Info:

- **Team Lead:** Katelin Cook, Economic Development Coordinator
- **Counties Represented:** Rio Blanco County, Colorado
- **Team Members:**
 - ✦ Jeff Eskelson, Rio Blanco County Commissioner
 - ✦ Katelin Cook, Economic Development Coordinator, Rio Blanco County
 - ✦ Peter Brixius, Town Manager, Town of Rangely
 - ✦ Kristin Steele, Executive Director, Rangely Chamber of Commerce / Trustee, Town of Rangely
 - ✦ Michael Melneck, Grants Coordinator, Colorado Northwestern Community College
 - ✦ Brad Casto, Small Business Owner / Moonlake Electric Board Chair

WHERE DO YOU PICTURE YOUR REGION IN 10 YEARS?



Thriving business community

Decreased commercial vacancy rate

Greater “Livability” factors to retain and recruit population

Economically diverse communities



Rio Blanco County

TOP 3 ISSUES FACING THE REGION AS A RESULT OF THE CONTRACTION OF THE COAL INDUSTRY



1. Economic base highly dependent upon natural resource extraction
2. Decreased population base
3. Future uncertainty due to the political “climate” (families moving for another, more “stable” job)



Rio Blanco County

TOP 3 GOALS TO WORK TOWARDS



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

1. Implementation plan focused on short term diversification strategies
2. Implementation plan focused on long term diversification strategies
3. Better understanding of what economic development actions will best serve the desired sectors (incentives, investments, etc.)

TOP 3 RESOURCES NEEDED TO SUPPORT IMPLEMENTATION



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

1. Additional “players” for implementation (volunteers, nonprofit organizations, additional staff, etc.)
2. External funding resources
3. Community support

TEAM INTRO PRESENTATIONS



Routt County

Routt County Colorado



ROUTT COUNTY INNOVATION TEAM



Team Info:

- **Team Lead:** Doug Monger, Chairman
- **Counties Represented:** Routt
- **Team Members:**
 - County Commissioners:
Doug Monger
Tim Corrigan
Cari Hermacinski
 - County Manager: Tom Sullivan
 - SSCRA Economic Development Director: Jane Blackstone
 - CMC Yampa Valley Entrepreneurship Center Director and
SSCRA Board President: Randy Rudasics

WHERE DO YOU PICTURE YOUR REGION IN 10 YEARS?



Sustainable, strong quality of life – open spaces and rural/ag lifestyle

Healthy community for aging population

High level of employment

Strong tax base

More diverse economy:

- Location Neutral Employment
- HQ and tech jobs
- Outdoor Product Industry

Strong support for and partnership with educational institutions



Routt County Innovation Team

TOP 3 ISSUES FACING THE REGION AS A RESULT OF THE CONTRACTION OF THE COAL INDUSTRY



1. Direct and indirect impacts: high-wage jobs, rail service and jobs, spending and indirect
2. Property tax shift: burden on commercial properties
3. Community vision for future economy, with attention to Hayden and Oak Creek



Routt County Innovation Team

TOP 3 GOALS TO WORK TOWARDS



1. Community awareness and commitment
2. Contingency plan for workforce transition and re-employment – strong partnerships with educational institutions
3. Specific action plan to achieve economic goals

TOP 3 RESOURCES NEEDED TO SUPPORT IMPLEMENTATION



1. Focused Workforce Center and Education Partnerships
2. Economic Development Assistance/Funding
3. Infrastructure Improvements (e.g., broadband, roads, air service, rail)

TEAM INTRO PRESENTATIONS



Sherburne County

SHERBURNE COUNTY



Team Info:

- Dan Weber, Sherburne County Asst Administrator
- Sherburne County
- Team Members:
 - ✦ John Riebel, County Commissioner
 - ✦ Dan Frank, Senior Program Manager for Community and Economic Development
 - ✦ Bill Kemp, Greater St. Cloud Development Business Development Director
 - ✦ Greg Pruszinske, Becker City Administrator
 - ✦ Clay Wilfahrt, Big Lake City Administrator

WHERE DO YOU PICTURE YOUR REGION IN 10 YEARS?



- Embracing a Regional Approach to economic development
- Visible culture of Entrepreneurship
- Development advanced technology education with our local educational facilities
- Increase in non-energy jobs and diversified economy
- We hope for improved transportation and broadband infrastructure countywide



Sherburne County

TOP 3 ISSUES FACING THE REGION AS A RESULT OF THE CONTRACTION OF THE COAL INDUSTRY



1. Loss of Tax Base – The Sherco plant pays approximately 75% of the City of Becker property taxes and 58% of the Becker School District's. This equates to approximately \$15 million per year.
2. Job losses – 300 local jobs and 70 contracted jobs each year. According to the University of Minnesota Extension Office, for every 100 power generation jobs, 135 indirect and induced employment opportunities are created.
3. Sherco and its parent company have been good corporate neighbors and active partners in the community. Losing their support would result in the loss of several philanthropic ventures in the region.

TOP 3 GOALS TO WORK TOWARDS



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

1. Identify specific projects or activities that can assist with economic diversification and develop market strategies to bring new businesses to our area.
2. Develop innovative strategies to support new and growing industries.
3. Create new economic development networks and become more engaged in our current statewide regional partnerships.

TOP 3 RESOURCES NEEDED TO SUPPORT IMPLEMENTATION



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

1. Explore available grant funds offered for workforce development, economic development, and natural resource projects.
2. Strategies to engage our local politicians on the importance of economic development.
3. Develop strategies to build stronger relationships with our local Chambers of Commerce. We should be sharing resources to help retain and expand local businesses.

TEAM INTRO PRESENTATIONS



Snowy Mountain

Montana's Coal Country Crew



TEAM LEAD:

Kathie Bailey, ED of Snowy Mountain Development

TEAM MEMBERS:

Nicole Borner, Commissioner

Linda Yount, Councilwoman

Coila Evans, Artist

Rachel Barth, Businesswoman



WHERE DO YOU PICTURE YOUR REGION IN 10 YEARS?



Resilient and diverse economy
Artist community with cultural activities
Historic buildings restored and vibrant
Light manufacturing industry
Affordable quality housing
Stable coal industry
History preserved



TOP 3 ISSUES FACING THE REGION AS A RESULT OF THE CONTRACTION OF THE COAL INDUSTRY



1. Lack of Financial Resources
2. Deteriorating Infrastructure
3. Coal Impacts



TOP 3 GOALS TO WORK TOWARDS

1. Diversification of the economy
2. Resource development
3. Historic preservation



TOP 3 RESOURCES NEEDED TO SUPPORT IMPLEMENTATION



1. Funding for restoration of historic buildings.
2. Funding for housing rehabilitation and development.
3. Best practices in enhancing a rural economy which lies close to an urban area.

TEAM INTRO PRESENTATIONS



Carbon and Emery Counties

CARBON & EMERY COUNTIES



Team Info:

- Team Lead:
 - ✦ **Tami Ursenbach**, *Economic Development Director, Carbon County*
- Counties Represented:
 - ✦ **Carbon and Emery Counties, Utah**
- Team Members:
 - ✦ **Keith Brady**, *Commissioner, Emery County*
 - ✦ **Jordan Leonard**, *Economic Development Director, Emery County*
 - ✦ **Scott Hill**, PhD, *Energy Innovation Center Director, Utah State University*
 - ✦ **Deborah Hatt**, *Director, Regional Southeastern Utah Economic Development District*

WHERE DO YOU PICTURE YOUR REGION IN 10 YEARS?



Strong Energy Growth



Tourism and Outdoor Recreation



Population Growth



Diversification of Industry



Carbon & Emery Counties
Team

TOP 3 ISSUES FACING THE REGION AS A RESULT OF THE CONTRACTION OF THE COAL INDUSTRY



1. Declining Employment with Closing of Power Plant and Coal Mines

- Decline of Coal Mine Support Companies, Resulting in Lower Employment and Revenues
- Higher Unemployment and Lower Wages
- Decline in Population
- Re-educational Needs for Higher Wage Job Opportunities

2. Tax Revenues Down Due to Decline in Economy and Population

- Less Mineral Lease Money Resulting in Less Money for Infrastructure
 - ✦ Water, Energy, Roads, etc.
- Less Centrally Assessed Taxes, Property Taxes, Corporate Taxes, etc.

3. Negative Community Outlook

- People Stop Spending Money
- Drug and Alcohol Abuse , Increase in Crime, and Depression
- Decline in Population
- Retail Businesses Closing

TOP 3 GOALS TO WORK TOWARDS



1. Education and Tourism

- Work with Local University and Job Services to Create Testing and Sustainable Training Programs Specific to Displaced Workers and New Industry Job Opportunities
- Create Tourism Sites and Supporting Companies

2. Recruit Manufacturing, Transportation, and IT Companies

- Manufacturing - Outdoor Recreation, Green Energy, Food Processing, Aerospace, etc.
- Transportation – Truck Terminals and Redistribution Warehouses
- IT – Software Companies, New Start-Ups, etc.

3. Explore and Facilitate Alternative Uses of Coal and Clean Coal Products

- Alternative Uses – Coke Production, Coal to Liquids, Exporting, and Steel Products
- Clean Coal - New Technology for Power Plants, Refineries, etc. to Produce Less Emissions
- Participate in Efforts to Have EPA Accept State Mandated Standards with Overall Goal of Economically Reasonable Emissions Regulations. (Don't Limit Production and Uses of Coal or Oil)

TOP 3 RESOURCES NEEDED TO SUPPORT IMPLEMENTATION



1. Funding

- New Funding Sources
- Money for Training Displaced Workers and New Workers
- Money for Company Incentives and Infrastructure
- Planning Funds

2. Mentoring

- New Ways of Recruiting Businesses
- Stronger Partnerships with Universities, Government Agencies, Similar Counties/Communities, etc.
- Relationships with Innovators – Such as Energy Innovation Center

3. Infrastructure

- Roads, Energy Pipelines, Water, Power Generation,

TEAM INTRO PRESENTATIONS



Central Utah

Team Six County Utah



Team Six County Utah Members

Russ Cowley, Six County AOG (Team Lead)



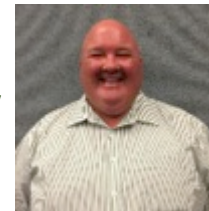
Commissioner Gordon Topham, Sevier County



Commissioner Jim Matson, Kane County



Brent Boswell, ED Coordinator, Juab County



Scott Barney, ED Coordinator, Millard County



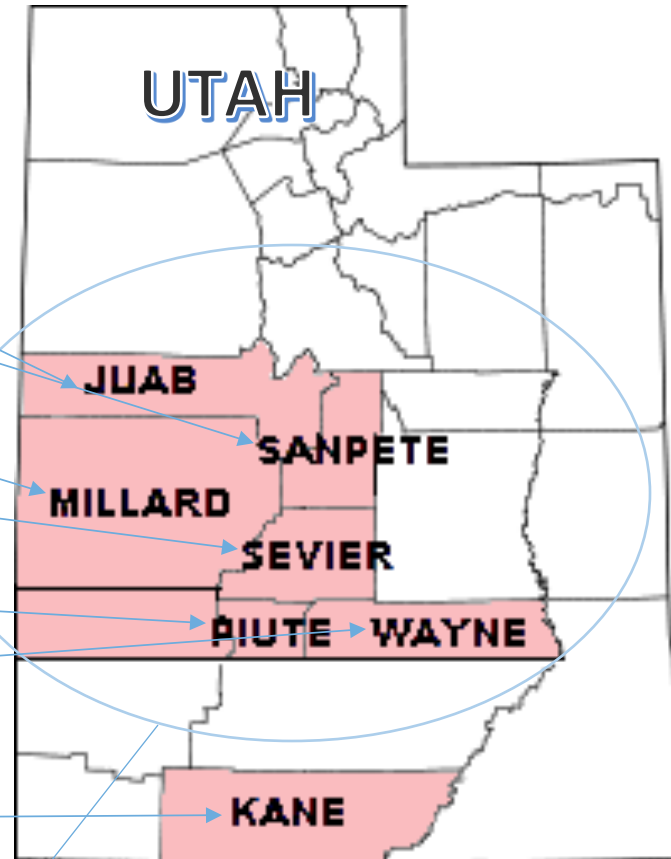
Doug Johnson, Snow College, Sanpete County



(Six County Utah)

Counties Represented

- Juab County
- Sanpete County
- Millard County
- Sevier County
- Piute County
- Wayne County
- Kane County
- Six County Association of Governments



(Six County Utah)

Vision of Our Region in 10 Years

We envision our region in ten years to be a rural regional hub consisting of a diversified robust economy serving as a strategic partner to our urban communities and stakeholders. We envision that calmer and more intelligent minds will have established and driven our national policy to recognize that coal is an important part of our country's energy portfolio. Our regional economy will have become more diversified with less dependency on traditional industries. Plans will be in place to continue diversification of our economic portfolio by working with our existing businesses and resources, while identifying potential clusters that can advantageously be recruited and built upon. Our success in achieving this vision will have been attributed to utilization of education and workforce training, coordination with local business and community leaders, public awareness, and community cooperation which resulted in the development and Implementation of a publically supported strategic plan providing guidance for successful economic diversification and economic development.

(Six County Utah)

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

1. Loss of many medium and high wage jobs
2. A major negative impact on Schools, Housing, and retail sales.
3. Loss of taxes and mineral lease payments which provide all the services used by the residents and visitors.

“THE REAL IMPACTS CAN’T TRULY BE MEASURED!!”

(Six County Utah)

Top 3 Goals to Work Towards

1. Planning/Strategies for implementing what we have learned to go forward with economic diversification
2. Leverage existing businesses and stakeholders along with our national and regional partners to develop our plans and strategically implement them
3. Concurrently enact our planning and strategies toward diversification while also fighting for the future of coal to remain viable

(Six County Utah)

Top 3 Resources Needed to Support Implementation

1. Utilize partnerships, both new and old, for support with added or matching funding for technical assistance, data collection, etc. (Establish where we are now)
2. Political support and leverage to make all resources, including coal, on public land available for use.
3. Local and National education, support, and cooperation, to develop natural resources and improve transportation and other infrastructure to attract new businesses and expand existing businesses.

(Six County Utah)



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