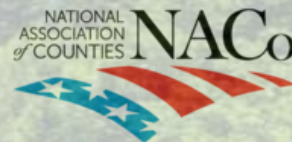


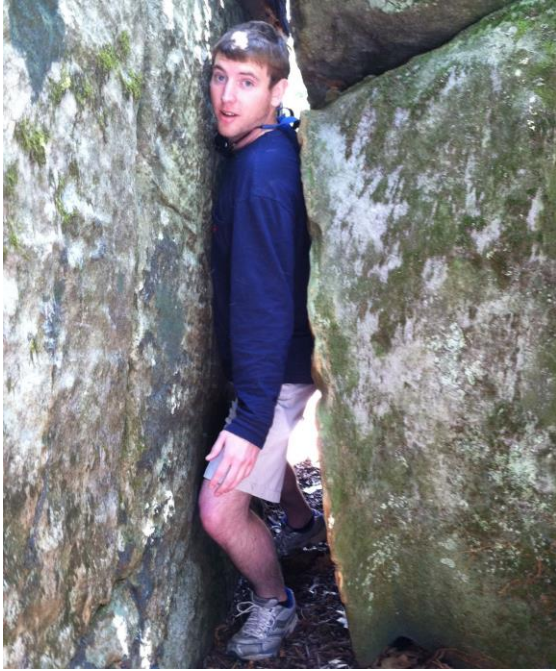
Putting the Challenge in Perspective: Lessons Learned from Coal Communities Across the Country

Jack Morgan, National Association of Counties

November 9, 2021
Four Corners Economic Development Breakfast



About Us



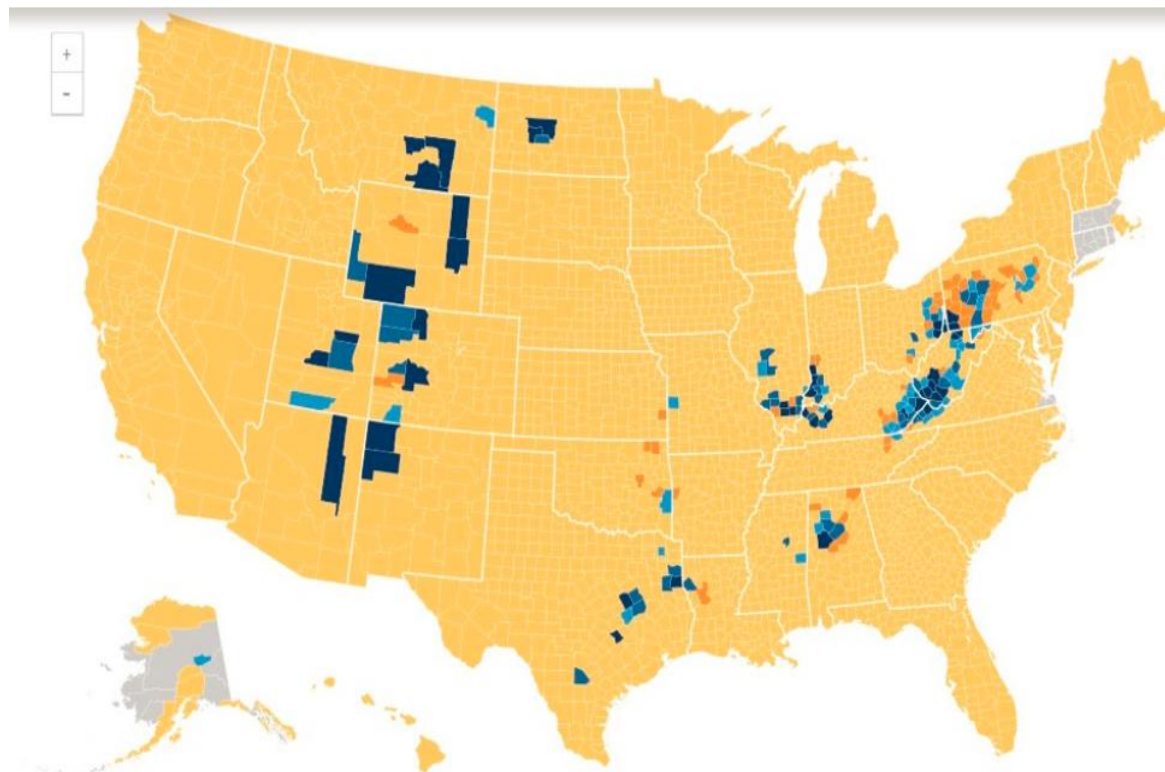
Jack Morgan
Senior Program Manager
National Association of Counties



Brett Schwartz
Associate Director
NADO Research Foundation

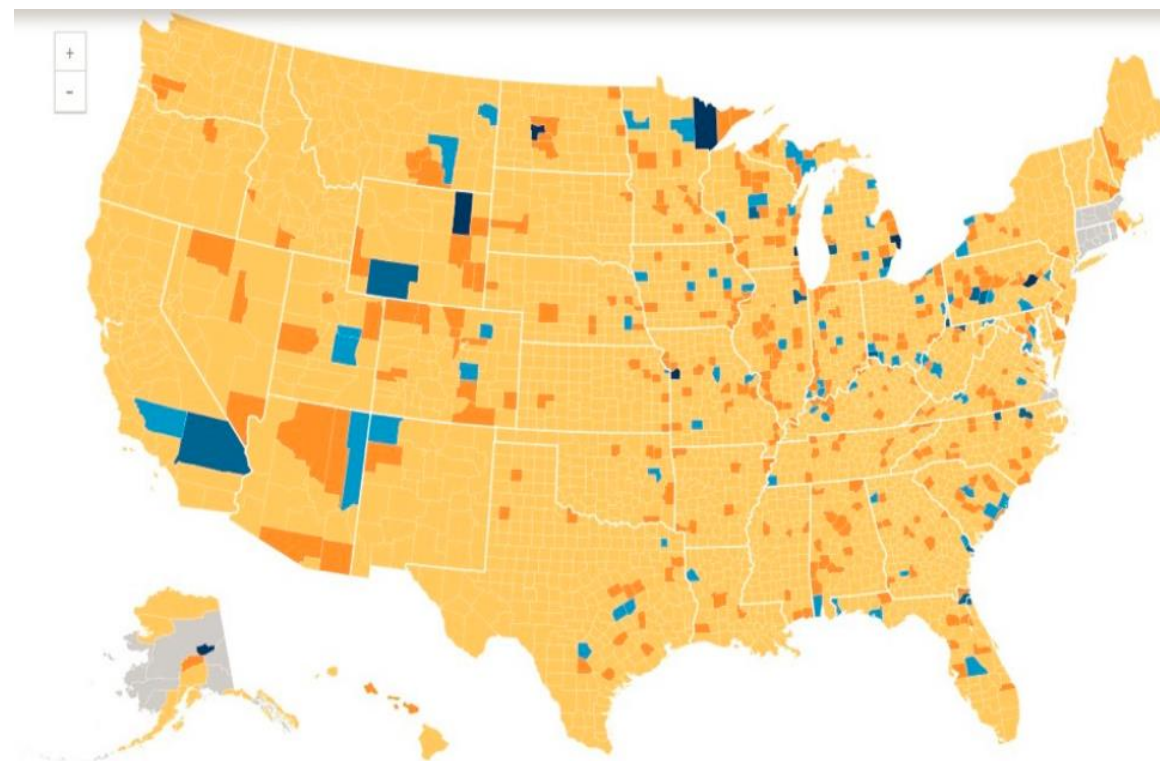
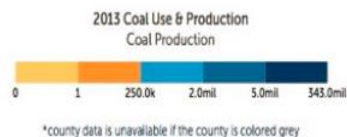


A National Issue



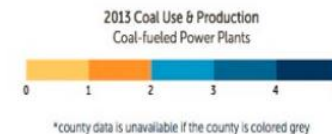
Source: NACo Analysis of U.S. Energy Information Administration Data, 2013

Coal Producing Counties



Source: NACo Analysis of U.S. Energy Information Administration Data, 2013

Coal Power Plant Counties



Credit: National Association of Counties



Change Inspires Creativity

Coal-reliant counties and regions are setting their own visions for the future



BILLINGS, MONT.
APRIL 18-19, 2018





STRENGTHENING ECONOMIES IN THE WEST

2019 Coal-Reliant Communities Challenge

Denver, Colo. | May 1-3, 2019

County & Regional Teams

1. Southeastern Montana Development Corporation
Rosebud County, Mont.
2. Campbell County, Wyo.
3. Lincoln County, Wyo.
4. Moffat County, Colo.
5. Rio Blanco County, Colo.
6. Routt County, Colo.
7. Delta County, Colo.
8. West End Development Corporation Montrose County, Colo.
9. Carbon & Emery Counties, Utah
10. Kane County, Utah & Coconino County, Ariz.
11. Four Corners Economic Development
San Juan County, N.M. & La Plata County, Colo.



No one is coming to save your community – but you have the tools to do it!





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Why *Regional* Resilience?

- Nearby communities often share similar risks/hazards
- Disaster impacts cross jurisdictional boundaries
- Communities are interdependent
 - Vulnerabilities in one community could impact another.
 - Mitigation investments in one community could impact another (positively or negatively).
- Economies are regional in nature
- Communities can accomplish more when they work together



*“When your
opportunity
arrives, it’s too
late to prepare”*



What is Economic Diversification?

Refers to regions with “a varied mix of industries and the absence of dominance of any one industry in terms of employment or income.”

Economic Diversity can vary by:

WHAT? A region's goods and services

HOW? A region's talent base

WHY? A region's suppliers and customers

Places that successfully diversify their economy tend to...

- **Do their *research***
 - Honestly assess their strengths and weaknesses
 - Understand external opportunities and threats
 - Learn from other places
- **Make planning an *ongoing process***
 - Planning allows for intentionality
 - Builds regional consensus
 - Integrates new leaders
 - Provides accountability

Places that successfully diversify their economy tend to...

- **Leverage state, federal, private resources**
 - Not Just \$\$
 - Continuously seek resources to close gaps
- **Maintain and Build Local Capacity**
 - Among staff and community leaders
- **Incorporate a broad array of perspectives**
 - Think regionally
 - Look and work beyond their own silos (Traditional ED v. Other ED approaches)

And it's about Home-Grown Innovators: Small & Local is Good!

1) Local is Good

More Jobs

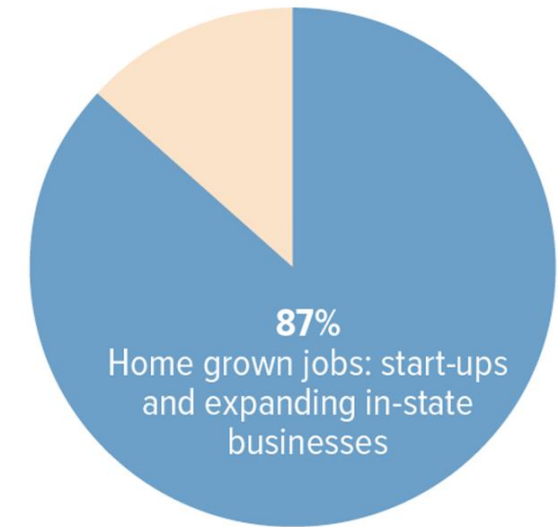
Less Poverty

2) Smaller is Better

Small Firms > Large Firms

Vast Majority of New Jobs Come From Businesses Already in a State

Shares of gross private sector job gains for the median state, 1995-2013

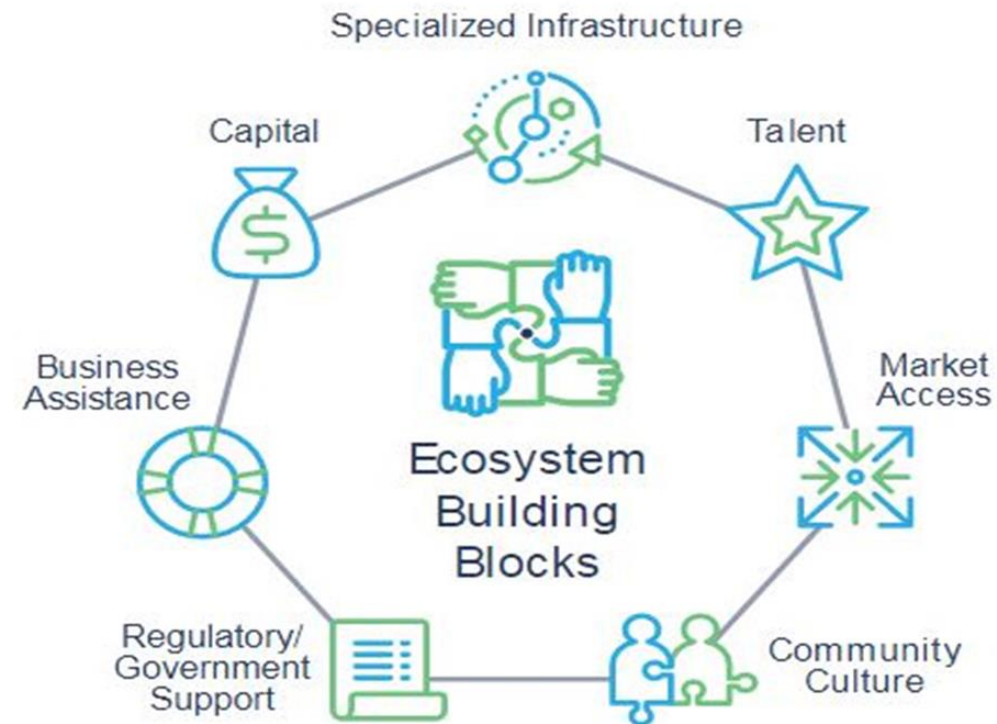


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How Do We Get Entrepreneurial and Inclusive?

The Ingredients

- ✓ Self-Belief
- ✓ Access to Ideas
- ✓ Relevant Skills
- ✓ A Playing Field for Innovators



The eight capitals

The capital	The definition
 Individual	The existing stock of skills, understanding, physical health and mental wellness in a region's people.
 Intellectual	The existing stock of knowledge, resourcefulness, creativity and innovation in a region's people, institutions, organizations and sectors.
 Social	The existing stock of trust, relationships and networks in a region's population.
 Cultural	The existing stock of traditions, customs, ways of doing, and world views in a region's population.
 Natural	The existing stock of natural resources—for example, water, land, air, plants and animals—in a region's places.
 Built	The existing stock of constructed infrastructure—for example, buildings, sewer systems, broadband, roads—in a region's places.
 Political	The existing stock of goodwill, influence and power that people, organizations and institutions in the region can exercise in decision-making.
 Financial	The existing stock of monetary resources available in the region for investment in the region.

Explore Multiple Forms of
Wealth in Your Region

It's More than Just Jobs!

What Are Coal-Reliant Communities Working On?

Short Answer: A lot!

Southwest Virginia



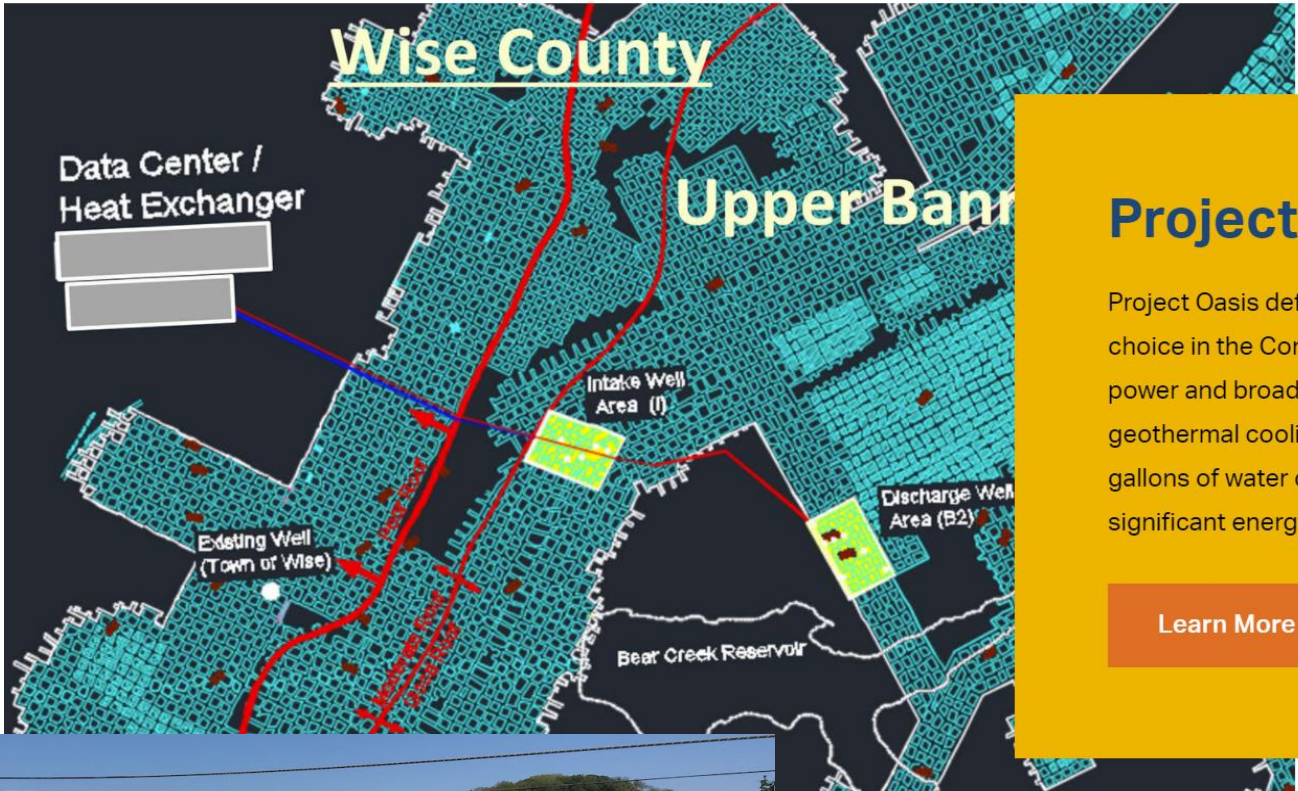


Strengthening entrepreneurship
in Southwest Virginia – capacity, risk, transfer



Rally
SOUTHWEST
VIRGINIA
Community Coaching Summit





Project Oasis

Project Oasis defines Southwest Virginia as a location of choice in the Commonwealth for data centers based on power and broadband infrastructure along with the use of geothermal cooling technology with the billions of gallons of water collected in underground mines as a significant energy and cost-savings tool.

[Learn More](#)



Southwest Virginia



Three Notch'd Brewing Co.'s Appalachian Ale is the first beer ever made using southwest Virginia malted grain.



West Virginia



**COALFIELD
DEVELOPMENT**
Appalachian **COURAGE, CREATIVITY, COMMUNITY**

West Virginia



Eastern Kentucky



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PLANTS WITH A PURPOSE

We're producing for a better world.





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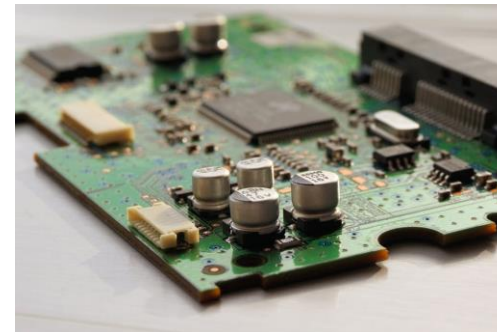




Colorado



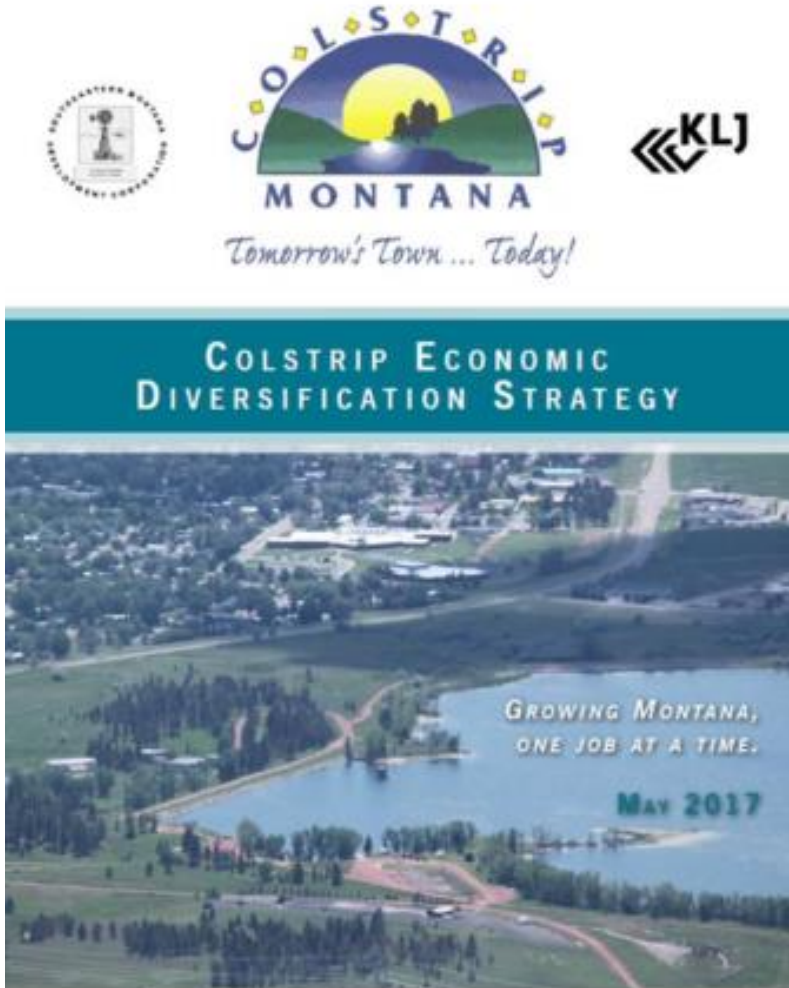
Utah



Northern Arizona



Southeastern Montana



■ DIVERSIFICATION GOALS AND STRATEGIES

The diversification goals and strategies are a result of synthesized data and input collected from Colstrip's three public input strategy sessions (two in December 2016 and one in March 2017), along with guidance from SEMDC, industry experts and proven case studies from across the United States. These are designed to give firm direction and intent to the community-driven working groups, while still being flexible enough to react to changing local, regional, national, and international demands and opportunities. Multiple assumptions have been accounted for in development of these goals and strategies, including the permitted use industrial space made available by the removal of Units 1 and 2, use of the railroad, etc. These assumptions have not been confirmed and will be a key step in pursuing many of the initiatives outlined in this document.

As mentioned in the executive summary, there is no silver bullet or one-size-fits-all solution when it comes to economic diversification. The solution to the economic shifts in Colstrip will need to be ongoing and multi-faceted with active community, regional, state, and industry involvement. It is suggested to identify a champion for each goal and to establish a stakeholder working group (three to five people) for each strategy.

Following are the identified goals and strategies recommended to capitalize on existing and potential resources in the Colstrip area in an effort to diversify the economy and address economic sustainability and growth.

- Goal 1: Coal, Energy, and Renewable Technology
- Goal 2: High Tech Industry and Entrepreneurship
- Goal 3: Manufacturing
- Goal 4: High Skilled Labor
- Goal 5: Agriculture and Outdoor Recreation/Tourism
- Goal 6: Quality of Life

TERMINOLOGY

 **GOALS** are specific, measurable, attainable, realistic, and time-based elements that will meet or enhance the outlined diversification need in the community. Goals outline the mission at-hand and provide guidance over the life of the project.

 **STRATEGIES** are a menu of options that support success of the larger goal. This component of the plan will provide a more refined and detailed vision of what the community is hoping to accomplish and provides guidance to members of working groups.

 **TASKS** are actionable items or stepping stones that need to be accomplished to attain each strategy and goal. This section is laid out in a checklist format to easily track who is assigned to which tasks and which tasks are completed.



Wyoming



“I will not accept we don’t control our own fate...If we’re the Cowboy State, if we’re this independent state, certainly we should have the courage to say we’re going to make a better future for ourselves and our young people.”

Former WY Governor Matt Mead



Key Actions to Support Economic Diversification

Cooperate

Observe

Adapt

Leverage

The Cheat Sheet: Final Thoughts

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.

THE MOST IMPORTANT THING
TO INVEST IN

WHEN RESOURCES ARE

UNCERTAIN

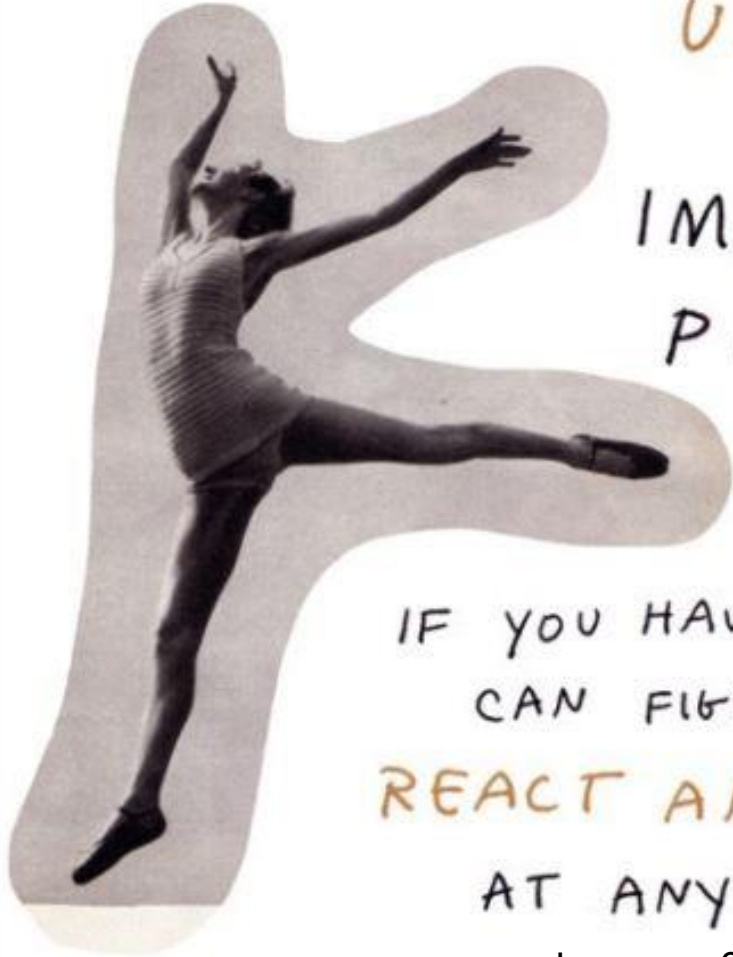
ARE PEOPLE'S
IMAGINATIONS,
PASSION, AND
COMMITMENT.

IF YOU HAVE THAT, YOU
CAN FIGURE OUT HOW TO

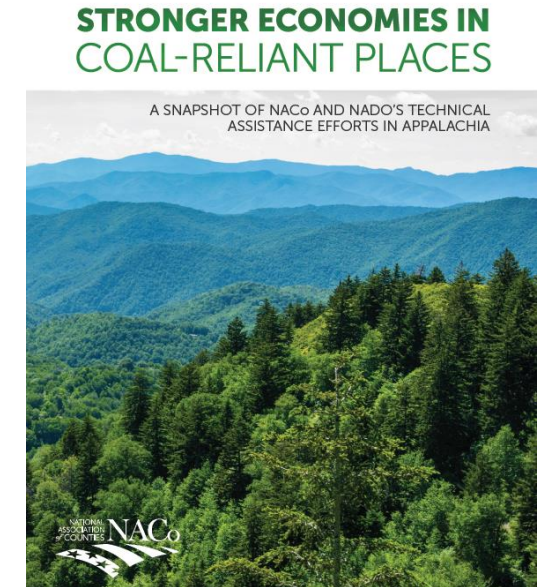
REACT AND RESPOND

AT ANY MOMENT. ”

Janera Solomon



Resources from NACo and NADO RF



RESOURCES FOR TRANSITIONING ECONOMIES

www.diversifyeconomies.org

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— Land-Based Wind Energy — Economic DEVELOPMENT GUIDE

A comprehensive resource for community decision makers to better understand the economic development potential during the development, construction, and operation of wind energy projects.

[Get Started](#)

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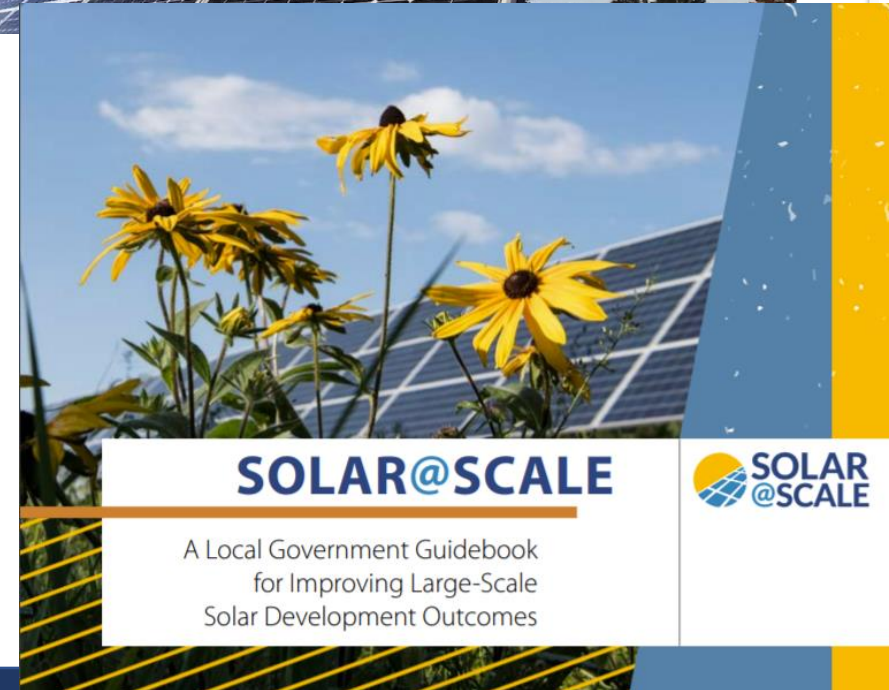
[GET STARTED](#)



SOLAR ENERGY: SOLSMART'S TOOLKIT FOR LOCAL GOVERNMENTS

This toolkit presents a roadmap to help local governments and community stakeholders encourage the use of solar energy and related technologies like battery storage. SolSmart will be releasing new sections of the toolkit on a rolling basis to help cities, counties, and small towns become "open for solar business."

Browse the Table of Contents below to read about your areas of interest. [Ready to learn more? View more resources from SolSmart.](#)



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In a major victory for America's counties, the State and Local Coronavirus Fiscal Recovery Funds legislation, part of the American Rescue Plan Act, was signed into law by President Biden on March 11. The legislation includes \$65.1 billion in direct, flexible aid to every county in America, as well as other crucial investments in local communities.



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