

Comprehensive Economic Development Strategy (CEDS)
Five Year Update.
2013-2017

ADOPTED

Brooke-Hancock Regional Planning and Development Council

November 19, 2012

*This comprehensive economic development strategy was funded in part through the funds of the Appalachian Regional Commission
and the US Economic Development Administration*

TABLE OF CONTENTS

Comprehensive Economic Development Strategy (CEDS)

Five Year Update 2013-2017

Brooke-Hancock Regional Planning and Development Council

<u>Item</u>	<u>Page (s)</u>
Executive Summary	1-4
I. Background	5-13
II. Analysis of Economic Development Problems and Opportunities	14-28
III. CEDS Goals and Expectations – Defining Regional Expectations	29-33
IV. Community and Private Sector Participation	34-36
V. Strategic Projects, Programs and Activities	37-49
VI. CEDS Plan of Action	50
VII. Performance Measures	51-54
Appendix A. Project Priority List	55-63

Executive Summary

The *Brooke-Hancock Regional Council's (B-H) Comprehensive Economic Development Strategy (CEDS)* is a progress statement to its shareholders and illustrates how B-H has structured a response to economic and community challenges. While the last five-year CEDS was completed in December 2008, through a U.S. Economic Adjustment Grant from the U.S. Economic Development Administration, a detailed and more recent *Regional Investment Strategy* was completed in July 2011. The assumptions, analysis and strategies for the *Strategy* resonate throughout this revised CEDS report.



Weirton, WV.

For decades, the steel industry has been the primary economic driver in West Virginia's Northern Panhandle. Unfortunately, since the 1970s Brooke and Hancock counties have lost over 8,000 steel related jobs. In 1974, regional manufacturing employment for Brooke and Hancock counties peaked at 28,800 jobs. By 2010, employment had declined by 32 percent. Further job loss in the manufacturing sector is projected through 2020, although at a significantly slow rate.

While regional population, employment and labor force statistics point toward a challenged regional economy, the B-H Board and its partner, the Business Development Corporation of the Northern Panhandle (BDC), through the adopted *Regional Investment Strategy* (2011) and this updated CEDS have set a path for investment recovery. The goal of the CEDS is to provide a credible response to the challenges facing the region. The CEDS identifies both immediate and long term economic strategies. These strategies readily market the region and specific sites for the best long- and near-term objectives, and in turn, enable the Brooke-Hancock region.

U.S. Senator Jay Rockefeller fittingly summed up the urgency of the current economic situation during his 2008 Community Roundtable on the City of Weirton's future.

"Today, we are at a crucial crossroads. We've got an idea of some of the land available, but we now need to talk about how to leverage that property to truly grow Weirton's economy. We need fresh ideas and we need real answers on how to find new industries that match up with all the great things Weirton has to offer, especially its geography and workforce. That's why I am here today – for the future of Weirton, and the futures of the families who live and work here. Coupled with the continued economic downturn, the Brooke-Hancock region faces an uncertain future. What is the best way to revive the economy and restore opportunities for the community? Local leaders recognize the need for a new economic strategy to build upon the region's strengths and to redevelop vacant and underused parcels into productive sites once more."

Regional Statistics. Brooke-Hancock Region to Metro Area to West Virginia

	BH Region	Metro	West Virginia
Population 2011	54,415	123, 243	1,855,364
Growth (%) Since 2000	-6.3%	-6.6%	2.6%
Growth (%) Since 1990	-12.5%	-13.5%	3.5%
Unemployment Rate (2011)	11.7	11.4	8
Per Capita Personal Income (PCP) (2010)	\$29,737	\$30,079	\$32,042
10 Year PCP) Growth (%) adj. for inflation	4.4%	6.5%	15.5%
Manufacturing - % of all jobs	25.9%	15.7%	7.0%
Total Labor Force	23,955	55,247	799,883
5-year % change	-5.5%	-3.6%	-1.7%
10-year % change	-9.9%	-5.8%	-0.1%
Workers Who do Commute	50.6%	40.6%	11.2%

Source: Stats America: USA Counties in Profile. Indiana Business Research Center @ Indiana University's Kelley School of Business, 2012.

Immediate and Long Terms Strategies

Immediate Strategies

Market the Brooke-Hancock Region to target identified cluster industries

Share plan with regional groups

Work with local brokers/broker outreach effort

Develop relevant cluster information related to workforce, infrastructure, financing, etc.

Develop GIS for property searches and inventory

Establish primary point of contact for cluster targets

Update marketing material - incorporate target industries

Work with the State of WV regarding recruitment of cluster prospects

Work with the State of WV regarding master plan development proposals

Encourage Business Retention

Establish regularly scheduled industry/stakeholder roundtables

Business Retention Survey

Track Business Movement

Ongoing data collection regarding site location decisions

Develop Effective Workforce Training Programs Linkages with Industry

Collaborate to define appropriate training program opportunities

Longer Term and Ongoing Strategies

Bolster Traditional Manufacturing

Encourage private industry leadership forum

Consider development of a multi-tenant spec building

Provide Adequate Housing Stock

Solicit developer interest in conversion of substandard housing

Explore alternative affordable housing, limited equity ownership

Establish Zoning

Infrastructure Funding

Identify funding sources for two master planned sites

Identify measures to expand intermodal facilities

Incentivize Higher Wage Jobs

Consider incentives at master planned sites

Analyze potential incentives for other sites

Consider Foreign Trade Zone Status

Incorporate Sustainable Technologies

Incorporate sustainable technologies with new firms

Detail federal funding options for sustainable technologies

Develop Shared Facilities and Encourage Business Synergies

Target industries which can provide service, supply links with existing or new companies

Assemble information which profiles existing company goods that they supply or purchase

Consider a R&D Incubator Space

I. Background

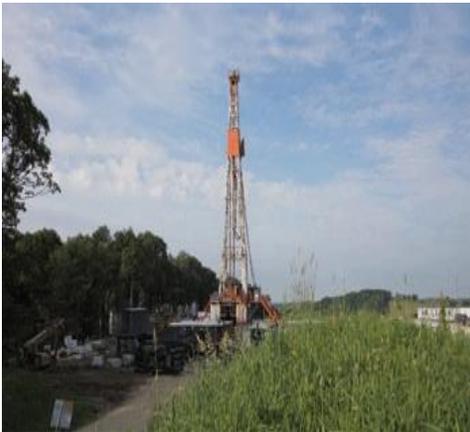
Natural Resources

The predicted resource of the future is natural gas, and its resource recovery is technically called Hydraulic Fracking. The first fracking regionally occurred in July 2012 in Northern Hancock County.

Coal and clay deposits constitute the other ten mineral resources in the two-county area. Clay mining is concentrated chiefly in the northern Hancock County area at a deep mine in Newell. Other resources in the area include sand and gravel, limestone and shale.

Coal resources of the Ohio River Valley area in West Virginia are principally distributed in four areas, the Northern Panhandle, the Burning Springs Anticline, the headwater region of the Little Kanawa River, and the southern Ohio River Valley area. Many of the coals which were once mined locally in many places to supply fuel to near-by communities, have not been mined since the development of extensive highway systems and improved transportation facilities. Some of those coals are no longer considered as a portion of the minable coal reserve because many which

were mined are less than thirty inches thick, contain a high percentage of ash, and are limited to local areas.



New Cumberland, WV. Natural Gas Drilling Pad. With the recent introduction of horizontal drilling in the Region's rich Marcellus Shale, a potential economic recovery resource has been introduced.

Roadways

Brooke and Hancock counties are literally on top of West Virginia. They constitute an eight mile by 35 mile panhandle and are bounded by the State of Ohio on the west and the State of Pennsylvania on the east. The major north-south highway corridors for the Weirton-Steubenville MSA are West Virginia State Route 2 and Ohio State Route 7. The major east-west corridor is US Route 22. An interstate coalition of ten counties is seeking to improve and designate US Route 22 as a limited access highway called the "Columbus-to-Pittsburgh Corridor." West Virginia Route 2 is primarily a two-lane facility. Ohio State Route 7 is a four-lane facility while US Route 22 is a four-lane facility.

West Virginia Route 2 is the principal north/south corridor in the region and connects intra-regional traffic to I-70 in Wheeling and north into Ohio and Pennsylvania. It is primarily a two-lane facility, except for four segments in more densely urbanized areas, including the City of Weirton's Main Street. Route 2 has traffic volumes ranging from 6,800 vehicles daily at the Brooke/Ohio state line to more than 21,500 at the north end of the City of Follansbee.

According to the recent freight study prepared for the Brooke- Hancock-Jefferson Metropolitan Planning Commission by Cambridge Systematics, Inc., the metropolitan area's National Highway System accounts for less than 6 percent of the total highway miles; however, it carries nearly 50 percent of the region's average daily traffic, which underscores the importance of these routes in the region.

Average daily traffic counts are as follows.

Road Corridor	Location	Average Daily Traffic Count
Ohio 7	Steubenville @ Franklin	22,902
US 22	Veterans Bridge	42,137
US 22	Pennsylvania Line	11,051
WV2	Weirton @ Pennsylvania Ave.	10,681
	Newell @ Congo Road	10,872

Source Brooke-Hancock-Jefferson Metropolitan Planning Commission, 2009

Bridges

There are four active vehicle bridges in the region that cross the Ohio River. From north to south, these bridges are the Jennings Randolph Bridge (WV 2 @ Chester), the Newell Toll Bridge (WV 2 @ Newell), the Veterans Memorial Bridge (US 22 @ Weirton) and Market Street Bridge (WV 2 @ Weirton). A fifth bridge, the Ft. Steuben Bridge @ Weirton was closed in January 2008 and was demolished in spring 2012. The Newell Bridge and Market Street Bridge have weight restrictions. The Market Street Bridge was closed intermittently for the past two years and reopened in December 2011 after a \$17 million investment.



Wellsburg, WV. New Ohio Bridge Public Information Meeting. October 2012. The construction of a new Ohio River Bridge near Wellsburg, is a regional priority.

Since 1994, the number one regional transportation priority for the Brooke-Hancock-Jefferson Metropolitan Planning Organization (BHJ), the federally designated regional agency for transportation priority setting, has been the construction of a new Ohio River Bridge crossing. Since 2003, the MPO has designated Wellsburg, West Virginia as the preferred site.

Priority improvements related to the construction of a new Ohio River Bridge crossing include the following items.

- Construction of access improvements at the Veterans Memorial Bridge.
- Construction of a new bridge crossing south of Wellsburg to connect West Virginia State Route 2 and Ohio State Route 7.

River

The Ohio River represents a viable, but underutilized, transportation system in the area. The river is canalized throughout its entire 981 mile-length from Pittsburgh, Pennsylvania to Cairo, Illinois and a series of 46 locks and dams keeps the river open year-round. Current barge operations on the Ohio River serve steel and coal producers in the area. The Pike Island Pool, the principle lock pool within the B-H region, includes 34 commercial terminals and docks. All are privately operated.

The Ohio River has been identified as a potential marine highway, which will further increase intermodal opportunities. Additionally, due to five locks in the upstream 28 mile river corridor between Weirton and Pittsburgh, freight movement is slowed to a two day movement time. If freight is off-loaded from barge to truck in the Brooke-Hancock Region, a one day movement time can be saved.



The Ohio River could see considerable increases in shipping once the Panama Canal opens a wider and deeper third lock in 2014. Container ships could travel through the Gulf of Mexico to ports in New Orleans and Mobile, Ala. with cargo continuing to the Ohio River via the Mississippi River and Tennessee- Tombigbee Waterway. A federal program to create Marine Highways was mandated by Congress in December 2007. Once the program is underway, federal money will be available for projects to bring more commercial and passenger traffic on waterways.

Rail

Four rail providers operate a combined 135 miles of railroad infrastructure within the B-H region.

- Norfolk Southern (NS) is the largest of the region's rail operators. NS is a Class I Railroad that operates tracks on both the Ohio and West Virginia sides of the Ohio River. The entire NS system covers approximately 21,000 route miles in 22 states and serves deepwater container ports on the eastern seaboard.
- Wheeling & Lake Erie Railway is a regional railroad and the largest Ohio-based railroad in the B-H region. It operates 558 miles in Ohio.
- Columbus and Ohio River Railroad is a shortline railroad acquired by Genesee & Wyoming in 2008. It operates in the State of Ohio and is owned by the Panhandle Rail Line. This local railroad operates 244 route miles in Ohio.
- Ohio-Rail Corporation is a switching railroad that operates 43 route miles in Ohio.



Additionally, there exists an abandoned corridor on the east side of the Ohio River, a remnant from the Conrail acquisition by NS and the Chesapeake Railroad. Once operated by the Penn Central Railroad and most recently the Consolidated Rail Corporation (Conrail), this corridor provided connectivity from Weirton to Pittsburgh, PA. When abandoned in the mid-1990's, Conrail pulled the track and the right-of-way is "rail-banked" by the West Virginia State Rail Authority. Currently, the corridor serves as a recreational bike trail.

Airports

The area is served by one major international airport (Pittsburgh International Airport which is located 28 miles to the east) and two smaller public airports (Jefferson County Airpark and the Wheeling-Ohio County Airport which are located on the border between Ohio and Brooke counties). The recently completed U.S. Route 22 connector provides direct access to Pittsburgh International Airport for the region. Facilities at the Jefferson County Airpark include a new terminal building, a 4,400 foot runway, a new conventional hangar, and T-hangars. Facilities at the Wheeling-Ohio County Airport include two asphalt runways (one 5,001 feet long and the second 4,497 feet long). The airport is owned by the Ohio County Commission.

Energy

The Brooke-Hancock Region is served by Allegheny Energy, Inc., an investor-owned utility with over 1.5 million customers in Pennsylvania, Maryland and West Virginia. There are no known capacity issues that would impact development in the region.

Water

Every municipality in Brooke and Hancock counties is served by their own respective water boards, and the counties serve unincorporated areas. The primary water source is groundwater, located in deposits near the Ohio River. Both the quantity and quality of groundwater is adequate.

Sewer

Sewer treatment and collection is similar to water services in that most municipalities in Brooke and Hancock counties have their own treatment and collection facilities, and county-wide public service districts serve unincorporated areas. The City of Weirton Sanitary Board manages and operates the sewage system for all areas within its limits. Currently the City maintains over 145 miles of sewer line ranging in diameter from 4 to 42 inches, and has 20 pumping stations in low-lying areas.

Its wastewater treatment plant was designed to treat 4.0 million gallons of wastewater per day but in poor weather can treat up to 20 million gallons of wastewater in a day. Once the wastewater is treated, it is flushed into the Ohio River.

Employment and Population

According to West Virginia University's Bureau of Business and Economic Research report, *2011 West Virginia Economic Outlook*, the state has begun to add jobs again and job growth is well dispersed across both the goods producing sectors and service providing sectors. However, over the next five years West Virginia's growth rate is projected to fall slightly below the national average. According to the report, the national average is expected to be at 1.7 percent compared to West Virginia's projected growth rate of just 1 percent. It is forecast that the State will not reach 2008 employment levels until 2013. State job growth is forecast at 0.7 percent annually from 2009 to 2014 (below the 1.4 percent growth rate projected for the country).

West Virginia Job, Per Capita Income, and Unemployment Rate Trends

	2003	2008	2009	2014
Jobs (000s)	677.2	709.1	688.1	713.9
Real Per Capita Income (\$)	\$26,332	\$29,020	\$29,585	\$32,021
Unemployment Rate	6.0%	4.3%	8.1%	7.5%

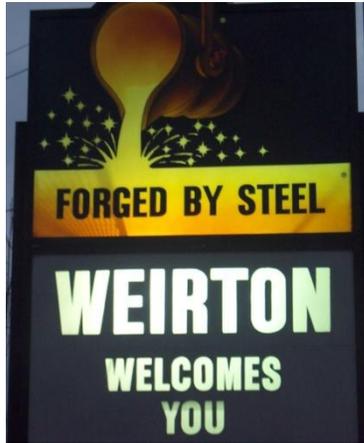
Source: West Virginia University, Bureau of Business and Economic Research.

The manufacturing sector is expected to stabilize over the next five years, especially as continued depreciation of the US dollar makes goods more competitive in the international market. Most job gains projected over the forecast period (2008 to 2014) are in professional and business services and healthcare. Increases in healthcare are due in part to the aging population of the state. While leisure and hospitality employment are expected to grow, the rate of growth is expected to decline due to increasing competition from bordering states with respect to the gaming industry. The population growth rate is forecast at 0.2 percent annually, significantly below the national growth rate of 1.0 percent. The forecast is subject to risks. Congress continues to debate restrictions on carbon dioxide emissions, which could potentially impact the manufacturing sector in the State and thus dampen population growth.

Both Brooke and Hancock counties have suffered from population and employment loss over the past several years, with Hancock County recording the largest percent loss in employment from 2003 to 2008 (-2.6 percent) among the 55 West Virginia counties. Brooke County's job loss during the same time was - 0.8 percent, ranking it 51 among the 55 counties.

The median household income in the Weirton-Steubenville MSA, at \$40,075, is lower than the national median household income at \$54,719 but higher than the State of West Virginia at \$37,099. The City of Weirton has the highest median household income in the region, at \$45,548; the town with the lowest median household income is Wellsburg at \$34,365.

The City of Weirton has a median age of 46.4, higher than the national average at 36.9, the State of West Virginia at 41.5, and the MSA at 44.6. A majority of the surrounding locales have higher than national median ages; the highest is Wellsburg at 48.3.



Unemployment Rate

2007 - 2012

Year	7	8	9	10	11	12	12	12	12	12	12
						J	F	M	A	M	J
Brooke	6.3	6.3	11.4	13.1	11.4	12.5	12.9	10.5	9.2	9.4	9.8
Hancock	5.9	6.6	11.5	13.5	12.0	12	14	10.8	10	9.6	9.6
WV	4.4	4.2	7.9	9.1	8.0	7.9	8.2	8.2	8.2	8.2	8.2
USA	5.0	6.7	9.3	9.6	9.0	8.3	8.3	8.2	8.1	8.2	8.2

Source: U.S. Department of Labor

	TOTAL NON-FARM EMPLOYMENT		POPULATION		
	Annual Growth 2003- 2008	Rank (of 55)	July 2000	July 2008	Annual Change July 2000-July 2008
Brooke	-0.8	51	24,979	23,520	-0.7
Hancock	-2.6	55	31,949	30,008	-0.8
West Virginia	0.9	n/a	1,799,392	1,814,468	0.1
U.S.	1.1	n/a	282,194,308	301,621,157	0.8

Source: WVU Bureau of Business; AECOM

Age Range 2010	United States	West Virginia	Weirton-Steubenville MSA	Brooke & Hancock Counties
Less than 10	13.5%	11.1%	10.2%	10.1%
10 - 19	13.8%	12.4%	11.6%	11.5%
20 - 29	13.8%	12.0%	11.0%	10.6%
30 - 39	13.1%	12.6%	11.5%	11.7%
40 - 49	14.5%	14.2%	13.8%	13.9%
50 - 59	13.4%	15.3%	16.2%	16.2%
60 - 69	8.8%	11.1%	11.6%	11.6%
70 - 79	5.2%	6.7%	8.1%	8.2%
80 and Greater	3.8%	4.7%	6.1%	6.1%

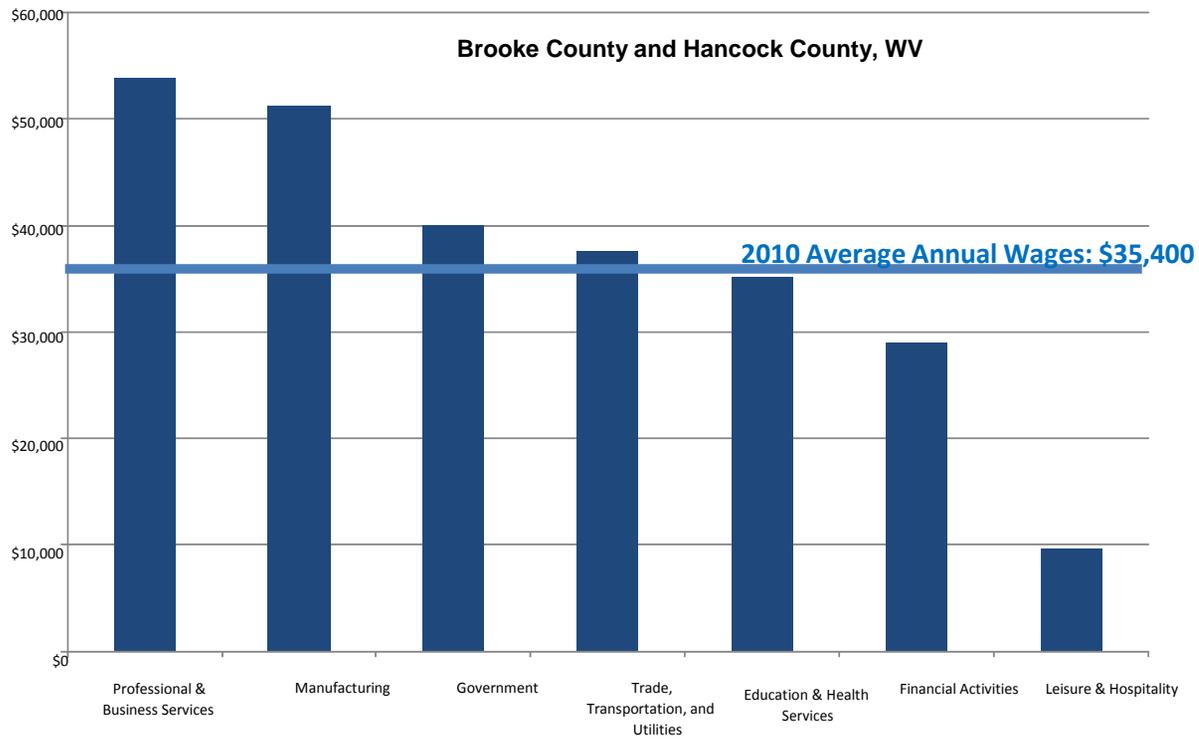
Source: U.S. Department of Labor

Geography	Median Income 2010	Average Income 2010
United States	\$54,719	\$71,437
West Virginia	\$37,099	\$48,727
Weirton-Steubenville MSA	\$40,075	\$49,447
Brooke & Hancock Counties	\$41,978	\$51,570
Beech Bottom	\$38,888	\$55,055
Bethany	\$44,767	\$55,225
Chester	\$36,268	\$46,148
Follansbee	\$40,574	\$48,028
Hooverson Heights	\$43,919	\$49,156
New Cumberland	\$38,275	\$46,538
Newell	\$35,978	\$40,511
Wellsburg	\$34,365	\$49,396
Weirton	\$45,548	\$55,156
Windsor Heights	\$37,291	\$48,718

Source: U.S. Department of Labor

The average annual wage for the Brooke-Hancock Region in 2010 was \$35,400. Jobs in the Professional and Business Services and Manufacturing sectors offer the highest wages within the Brooke-Hancock Region, with average annual wages of \$53,800 and \$51,200.

Brooke and Hancock Counties Average Annual Wage by Industry Super-sector (2010)



Source: Economy.Com



The percent of population (25+) with a college degree in the Weirton-Steubenville MSA is equivalent to the national average at 17 percent. The “brain drain” issue has been identified throughout West Virginia and impedes economic development efforts to a certain extent. While construction and manufacturing industries typically employ a large number of employees without a bachelor’s degree, skilled training is still necessary for many jobs in the manufacturing sector.

2010 Education Level	United States	West Virginia	Weirton-Steubenville MSA	Brooke & Hancock Counties
Less Than 9th Grade	6.5%	7.4%	4.8%	5.0%
9th to 12th Grade, No Diploma	9.7%	12.2%	9.8%	9.2%
High School Graduate	29.8%	41.6%	47.8%	47.6%
Some College, No Degree	19.9%	16.6%	16.8%	17.1%
Associate Degree	7.2%	5.5%	7.5%	7.4%
Bachelor's Degree	17.0%	10.2%	8.9%	9.6%
Graduate/Professional Degree	9.8%	6.6%	4.5%	4.2%

Source; U.S. Department of Labor

II. Analysis of Economic Development Problems and Opportunities

Wages, utility costs, housing costs, and property taxes are relatively low compared to the surrounding regions. In addition, based on interviews with relevant stakeholders, both counties have a workforce with a strong work ethic, due in part to the legacy of the steel industry in the area.

Utility Rates and Types

West Virginia offers competitive industrial electric utility rates, with the sixth lowest industrial rates in the nation. As reflected in the following table, the average industrial and commercial utility rates for the State of West Virginia are notably lower than Pennsylvania and Ohio.

Industrial and Commercial Utility Price Comparison

	West Virginia	Pennsylvania	Ohio
COMMERCIAL			
Jan 2010	7.25	9.68	9.53
Jan 2009	6.38	9.05	9.04
INDUSTRIAL			
Jan 2010	5.71	7.11	5.9
Jan 2009	4.71	6.88	6.82
ALL SECTORS			
Jan 2010	7.27	9.85	8.72
Jan 2009	6.27	9.23	8.53

Source: US Energy Information Administration, AECOM

Cost of Living Indicators

The Weirton-Steubenville MSA has an advantage relative to the Pittsburgh region with respect to housing costs and labor costs. As reflected in the following table, the median home value in Brooke County is significantly lower than that for Pittsburgh. Wage rates are also typically lower in the Brooke and Hancock Counties, with a median hourly wage of \$12.69 in the Weirton-Steubenville, WV-OH MSA versus \$15.09 in the Pittsburgh MSA.

Wage Comparison

WAGE COMPARISON 2010	Median Hourly	Mean Hourly	Mean Annual	Total Employment
Weirton-Steubenville, WV-Ohio	\$12.69	\$15.81	\$32,880	43,900
Pittsburgh	\$15.09	\$19.25	\$40,030	1,131,980

Source: US Census, Bureau of Labor, Association of Realtors, AECOM

Home Price Comparison

MEDIAN VALUE OF OWNER OCCUPIED HOUSING UNITS, 2000	
Allegheny County, PA	\$82,200
Jefferson County, OH	\$56,400
Brooke County, WV	\$69,000
Hancock County, WV	\$70,500

Source: US Census, Bureau of Labor, Association of Realtors, AECOM

The infrastructure base is strong, with proximity to rail and a major international airport, as well as access to a major river “highway” , the Ohio River. These components present the opportunity for the region to expand as an intermodal hub.



In moving forward, however, the region must address certain weaknesses. A large inventory of land is owned by one major landholder with associated environmental issues.

Weirton, WV. Brown’s Island. A 250 acre site with strategic site advantages.

The surrounding states of Ohio and Pennsylvania are highly competitive in terms of offering incentives, especially tax abatements, to lure industries to the area. Also, the State of West Virginia is a Certificate of Need (CON). A State Certificate of Need state means that the state health planning agency

must approve any major capital projects for health care. Originally, CON programs were put in place to restrain health care facility costs by allowing for coordinated planning. Proponents claim that Certificate of Need programs are needed since health care facilities do not follow the same market forces as most products since patients do not typically “shop” for health care products. They argue that state government can

oversee where funds can be used most effectively. Opponents claim that some programs can limit competition and that development should be left to the economics of each respective health care facility. Both Ohio and Pennsylvania do not currently have CON programs.



Weirton. WV. The Medical Center is a 238-bed, non-profit, acute-care, general community hospital.

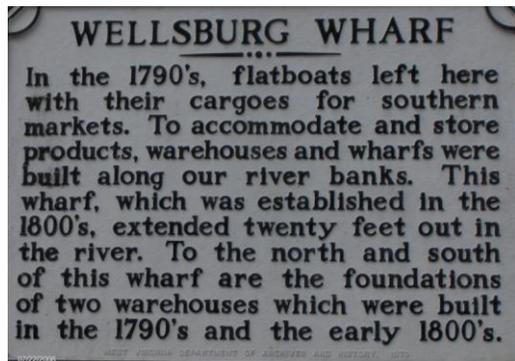
Workers compensation remains relatively costly and educational attainment levels are lower than in the surrounding areas and country (the percent of the population aged 25+ with a bachelor's degree is significantly lower than the national average - 9.6 percent for the two counties versus 17 percent for the United States). Also, skilled workers are not readily available for some industries and may require more focused training. As an example, energy service companies exploring for natural gas in the Marcellus Shale often require skilled workers with drilling field experience.

Other potential weaknesses include limited rail access to the south and a large supply of substandard housing.

The following narrative further identifies the core competencies of the region.

Core Competencies

Because of its location in the Northern Panhandle of West Virginia, Brooke and Hancock counties are competing for investment with communities not only within the state, but also in Pennsylvania and Ohio. The tax rates, business incentives, and other types of assistance available differ between the three states, and have an impact on the region's ability to attract desired industries.



West Virginia

Applicable Taxes

The State of West Virginia levies two primary business taxes: the corporation net income tax and the business franchise tax. Other taxes, which are described below, are levied on an industry by industry basis. The corporation net income tax is currently imposed at a rate of 8.5 percent of federal taxable income, with the intention of reducing the rate to 6.5 percent by 2014. The business franchise tax is based on the net worth of the corporation or partnership and the tax rate is 0.41 percent of the tax base or \$50, whichever is greater (the tax is scheduled to be eliminated in 2015). Other taxes include:

- The business and occupation tax is an annual privilege tax levied on public utilities, electric power generators, natural gas storage operators and producers of synthetic fuel.
- Severance taxes are levied on the production of natural resources. The oil and gas production privilege will end at the well-mouth; the timber production privilege ends once the tree is severed, de-limbed, and topped; the limestone or sandstone production privilege ends immediately after severance from the earth; and the coal production privilege includes certain coal processing activities. The regular severance tax rate on timber production is 3.22 percent and the tax rate on other natural resources is generally 5 percent.
- West Virginia has a 6 percent consumers' sales and service tax and a use tax. Sales of goods and services to a manufacturer for direct use in manufacturing are exempt from the tax (for in-state purchases) and from the use tax (for out-of-state purchases).
- Personal income tax in West Virginia is applied on a graduated scale to taxable income of all residents, individuals, estates and trusts. Tax rates range from 3 percent on the first \$10,000 of taxable income to 6.5 percent on income exceeding \$60,000.



Newell, WV. Mountaineer Casino, Racetrack and Resort.

- In West Virginia, ad valorem property taxes are local taxes. The assessed value of non-utility property is set by locally elected county officials. Utility and industrial property is valued by a State Board or agency. Property is generally taxed on 60 percent of its appraised value.

The Special Aircraft Property Valuation Tax reduces the assessed value of business aircraft subject to the West Virginia property tax by as much as 95 percent.

Business Incentives

- The West Virginia Economic Development Authority can provide up to 45 percent in financing fixed assets by providing low-interest, direct loans to expanding state businesses locating in West Virginia. The loan can be used for the acquisition of land, buildings and equipment.

- The West Virginia Economic Development Authority provides a loan insurance program through participating commercial banks for firms that cannot obtain conventional loans. This program insures up to 80 percent of a bank loan for a maximum loan term of four years. Loan proceeds may be used for any business purpose except the refinancing of existing debt.

The State of West Virginia also offers tax-exempt industrial revenue bond financing, a fund for financing infrastructure improvements through the West Virginia Infrastructure and Jobs Development Council, a venture capital investment fund for small businesses (administered through the West Virginia Economic Development Authority), and a linked deposit loan program (for small private employers with 50 or less employees and gross annual receipts of less than \$5 million).

Other Forms of Business Assistance

The State of West Virginia offers a number of tax credits for eligible businesses:

- The Corporate Headquarters tax credit is available to companies that relocate their corporate headquarters to West Virginia if 15 new jobs are created within the first year. The credit can offset up to 100 percent of the tax liability for business and occupation tax, business franchise tax, corporate net income tax, and personal income tax for a period of up to 13 years.
- An Economic Opportunity Tax Credit is available to firms that create a minimum of 20 new jobs within a specified time as a result of business expansion. The credit can offset up to 80 percent of specified business taxes for a period of up to 13 years. For qualified businesses creating less than the specified number of jobs, a \$3,000 credit is allowed per new full time job for five years, providing the new job pays at least \$32,000 per year and the employee has employer-provided health insurance benefits.
- The Five-for-Ten program provides property tax valuation for new investment property of manufacturers that make qualified capital improvements of more than \$50 million to an existing manufacturing facility having an original investment asset cost base of at least \$100 million. Under this program, the new capital addition is valued at 5 percent of original cost for the first 10 years after it is placed on the property tax rolls.

Other tax credits for manufacturing include the manufacturing investment credit, which allows a tax credit for up to 60 percent of corporate net income tax and business franchise tax based on investment in eligible manufacturing property and a manufacturing inventory credit, which is a tax offset for the business franchise tax and corporate net income tax paid on raw materials, goods in process, and finished goods inventory.

Other tax credit programs include a strategic R&D credit which offsets corporate net income tax and business franchise taxes on certain R&D projects, and a high-tech manufacturing credit for businesses that manufacture qualified computer and peripheral equipment, electronic components, or semi-conductors and which create at least 20 jobs after the qualified investment is made.

Property tax incentives include the high-tech business property valuation act which values tangible personal property directly used in a high technology business at 5 percent of the original cost. Also, no sales tax is paid for the purchase of computers, computer hardware, servers, building materials, and tangible personal property. The state's Freeport Tax Exemption Amendment (an exemption from the ad valorem property tax) exempts goods in transit to out-of-state destinations from local inventory sites.



Bethany, WV. Millsop Leadership Center. Humphrey Conference Room. Bethany College.

Sales taxes are exempted for the purchase of materials and equipment intended for direct use in manufacturing. Purchases of personal property and services used in R&D are exempt from the consumers' sales tax. Some computer-related sales of tangible personal property and services are exempt from the consumer sales and services tax.

Tax increment financing is also available within the state, however, there are restrictions on its use. Tourism incentives include the ability to recapture some of the consumers' sales and service tax revenues for investment in expanding tourist destinations.

Pennsylvania

Tax Rates

The corporation net income tax is currently imposed at a rate of 9.99 percent of federal taxable income. Other tax rates in the State of Pennsylvania include the following:

- Various gross receipts taxes are imposed upon private bankers; pipeline, conduit, steamboat, canal, slack water navigation and transportation companies; telephone, telegraph and mobile telecommunications companies; electric light, water power and hydroelectric companies; express companies; palace car and sleeping car companies; and freight and oil transportation companies.
- The capital stock/foreign franchise tax is imposed at a rate of 2.89 mills (applied to the corporation's capital stock value). These taxes are imposed on corporations with capital stock, joint-stock associations, limited liability companies, business trusts and all other entities classified as corporations. This tax is expected to be phased out in 2014.
- The sales and use tax rate in Pennsylvania is 6 percent. A one percent local tax is added to purchases made in Allegheny County. Major items exempt from the tax include food (not ready-to-eat); candy and gum; most clothing; textbooks; computer services; pharmaceutical drugs; sales for resale; and residential heating fuels such as oil, electricity, gas, coal and firewood.
- The Pennsylvania personal income tax is imposed at a flat rate of 3.07 percent.
- Personal property taxes are levied and collected by local jurisdictions.

Incentives

The State of Pennsylvania offers a variety of business assistance programs. Following is a summary of various loan, tax credit, and exemption programs.

- The Keystone Opportunity Zone (KOZ) includes 46,000 acres of developable land that are free of certain state and local taxes. The tax burden may be reduced to zero depending on the specifics of each situation. The length of tax relief varies by zone. Various grants, tax credits, and tax abatements are available within the KOZ.
- Ben Franklin Technology Partners (BFTP) provides loans and grants for technology-oriented companies. BFTP is also an investor in select seed and early-stage venture funds, provides support for angel investor groups, and also sponsors business plan competitions. The funding is used for technology transfer, R&D, private company and University joint research, and technology training.
- Business in Our Site provides loans and grants for communities and developers to build an inventory of spec properties. The applicant must get a loan before a grant will be considered. Loan repayment is not required until the property is sold or leased.
- The Community Economic Development Loan offers low-interest loan financing for small businesses located within state designated distressed municipalities or Keystone Opportunity Zones.
- The State of Pennsylvania offers an Enterprise Zone Program for financially disadvantaged communities.
- Loans and loan guarantees are available for land, construction, and machinery and equipment for the agriculture and tourism industries (First Industries Fund).
- The Industrial Sites Reuse Program offers grants and loans for companies and public entities to perform environmental assessment and remediation work.
- The Infrastructure Development Program (IDP) provides low interest loans to private businesses for infrastructure improvements for industrial, manufacturing, R&D, and export service companies. Grants are available for public infrastructure.
- The Machinery and Equipment Loan Fund provides competitive interest loans for machinery and equipment funding for manufacturing, industrial, and biotechnology companies.
- The New Pennsylvania Venture Capital Investment Program provides loans for venture capital partnerships for investment in early stage companies.
- Grants are available through the Opportunity Grant Program for development or expansion of manufacturing, industrial, and R&D firms. The expansion or development must show a significant economic impact and a 4:1 private match is required.

- The Pennsylvania Industrial Development Authority (PIDA) provides loans of industrial development projects for land and building acquisition as well as building construction and renovation. The project must create or retain one job per \$35,000 borrowed (except for industrial parks or multi-tenant projects).
- Businesses with research and development expenses can receive tax credits.
- Small Business First provides low interest loans to promote growth of small businesses; the loans are available for up to \$200,000, or 50 percent of total eligible project costs, whichever is less.
- The Technology Commercialization Initiative provides grants for R&D and technology commercialization. A match is required.

Ohio

Tax Rates

The Commercial Activity Tax (CAT) was fully phased-in as of April 1, 2009, while the tangible personal property tax and the corporation franchise tax were phased-out. Annual CAT taxpayers (taxpayers with taxable gross receipts of more than \$150,000 up to \$1 million) must pay an annual minimum tax of \$150 per year. Taxpayers with over \$1 million in gross receipts pay an annual tax of 0.26 percent.

Similar to the State of West Virginia, the State of Ohio imposes a severance tax which is paid by firms that extract certain natural resources from the soil or waters of Ohio. The tax is based on the weight or volume of resources extracted (e.g. coal taxed at \$0.10 per ton, salt at \$0.04 per ton, oil at \$0.10 per barrel, natural gas at \$0.025 per cubic feet).

Individual income tax rates in the State of Ohio vary based on income level and range from 0.587 percent to 5.925 percent.

As in West Virginia and Pennsylvania, the primary responsibility for collecting and levying real estate taxes is local.

Incentives

- Rapid Outreach Grants are available for on and off-site infrastructure improvements for companies involved in manufacturing, R&D, high technology, corporate headquarters, and distribution. Projects must show substantial job creation.
- Direct loan financing is available to help finance manufacturing facilities with new construction, building purchase, and acquisition of machinery and equipment. Financing is typically set at 30 percent of total cost, up to a maximum of \$1 million.
- Revenue bond financing is available through the Ohio Enterprise Bond Fund.
- The Research and Development Investment Load Fund is available to R&D firms and provides direct loan financing of between \$1 and \$25 million. Firms also receive a CAT credit for all principal and interest payments during the year.

The State of Ohio offers the following tax credit programs:

- The Ohio job creation tax credit provides a tax credit against the Commercial Activity Tax (CAT). Businesses that create at least 25 net new full-time jobs and pay a minimum of 150 percent of federal minimum wage are eligible (in some cases a company could create as few as 10 new jobs and pay at least 400 percent of the federal minimum wage).
- Similar to the creation tax credit, the retention tax credit covers the CAT for those businesses that currently employ at least 1,000 and make a capital asset investment of at least \$200 million (in some cases, the company could make an investment of at least \$100 million if the retained positions pay at least 400 percent of the federal minimum wage).
- The Ohio Research and Development Investment Tax Credit covers the CAT. It applies to qualified research and includes in-house research expenses as well as contract research.
- The Technology Investment Tax Credit provides a tax credit for taxpayers investing in small (gross revenues of less than \$1million) Ohio technology companies. The tax credit is 25 percent of the amount invested.

Sales taxes are exempted for companies that purchase equipment for research and development and also for companies that purchase machinery and equipment for manufacturing activities and eligible warehousing equipment. The sales tax exemptions apply to both state and county sales taxes. The State of Ohio also has designated Community Reinvestment Areas, which provide local real estate tax incentives (up to 100 percent exemption of improved valuation) for up to 15 years, depending on the project. Local legislative authority is required.

Cluster Analysis- Proximities to Cluster Companies

In the past 20 years, economists have begun to understand economic development through the lens of cluster analysis. A cluster is a group of industries that are similar in nature and/or are linked by purchaser-supplier relationships. These industries typically also have similar workforce, infrastructure and technology needs. When industries cluster together in a region, the region benefits from a growing competitive advantage often attracting additional investment and growth. As a starting point, the Weirton-Steubenville clusters for the year 2000 were contrasted with two comparable Appalachian regions, Altoona and Parkersburg-Marietta-Vienna.

Cluster	Weirton-Steubenville	Altoona	Parkersburg
Healthcare and Social Assistance	17.90%	19.90%	18.60%
Advanced Materials	15.40%	3.20%	8.20%
Biomedical/Biotechnical	14.00%	13.70%	13.10%
Manufacturing	14.00%	3.70%	4.30%
Retail Trade	12.90%	17.20%	17.40%
Energy	7.70%	5.40%	7.90%
Arts, Entertainment, Recreation and Visitor Industries	7.70%	5.40%	7.90%
Construction	7.40%	4.80%	7.60%
Transportation and Logistics	4.50%	5.70%	3.80%
Glass and Ceramics	3.90%	0.70%	0.50%
Chemicals and Chemical-Based Products	3.90%	1.90%	7.80%
Business and Financial Services	3.20%	6.20%	5.90%
Education and Knowledge Creation	2.60%	0.70%	1.60%
Information Technology and Telecommunications	1.80%	3.10%	2.30%
Printing and Publishing	1.20%	2.90%	1.10%
Forest and Wood Products	1.10%	5.50%	1.50%
Defense and Security	1.00%	2.50%	1.60%
Agribusiness, Food Processing and Technology	0.30%	2.80%	1.10%
Mining	0.20%	0.50%	<0.1%
Apparel and Textiles	0.10%	1.10%	0.40%

Source: Economy.Com

Clusters with a larger share of employment indicate a competitive advantage. Conversely, clusters with a lower share may signal an area with growth potential. The Ohio University Study concluded the Weirton-Steubenville region may have a competitive advantage in Advanced Materials while Business and Finance may be a growth area.

Building upon the Ohio University Cluster Analysis, a super-sector review was completed. Specifically, historic and projected employment trends for seven industry super-sectors: Manufacturing; Trade, Transportation, and Utilities; Financial Activities; Professional and Business Services; Educational and Health Services; Leisure and Hospitality; and Government were completed.



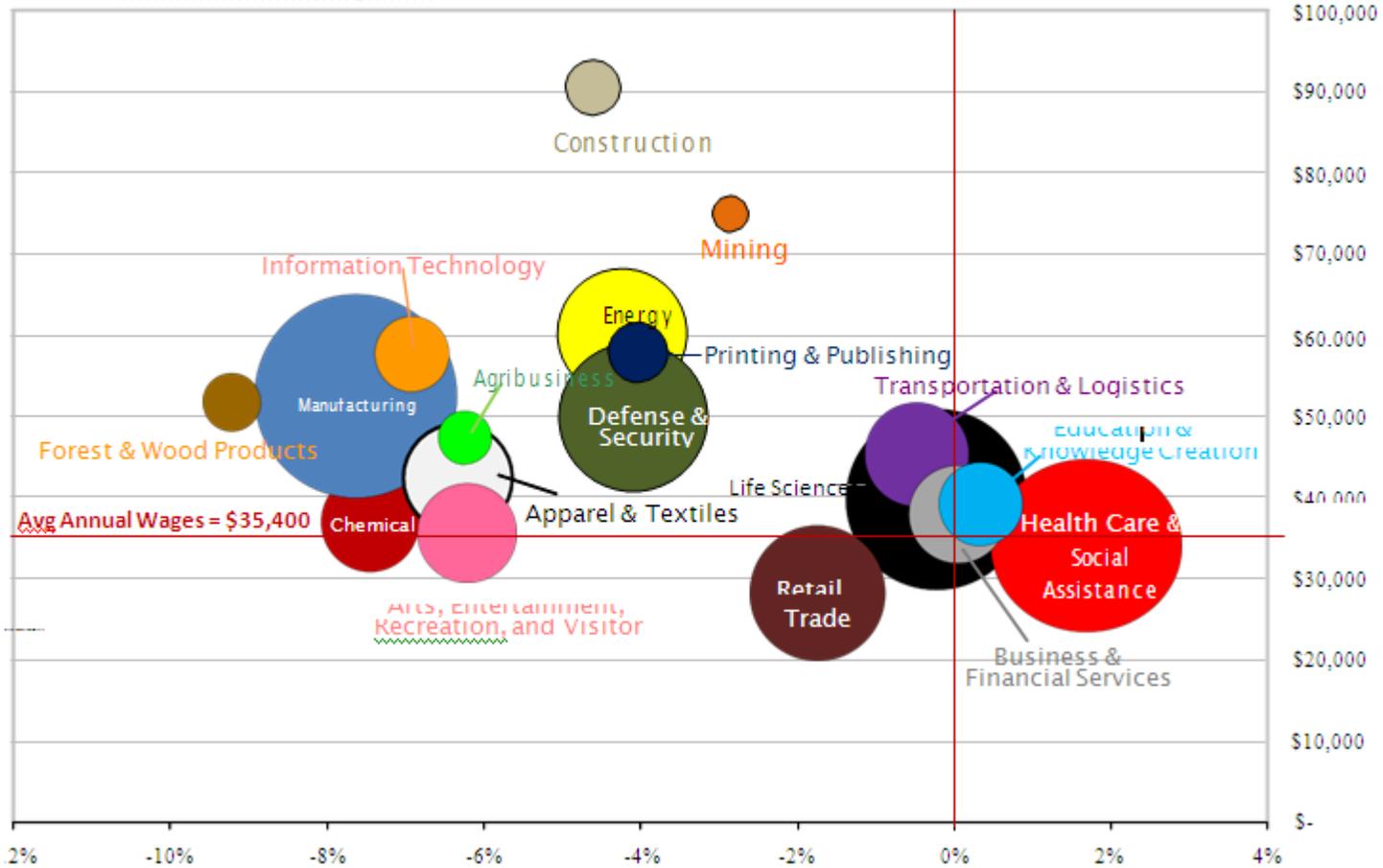
Follansbee, WV. Mountain State Carbon Facility.

While cities like Weirton were historically steel-industry focused, today's economic distribution is significantly more diverse. Manufacturing, Leisure and Hospitality, Educational and Health Services, Trade, Transportation, and Utilities, and Government account for over 90 percent of the jobs in the Brooke-Hancock regional economy.

The Industry Super-sector Analysis depicted a general overview of trends. Each of the industry clusters were analyzed using bubble diagrams that compare growth, employment, and wages. The vertical axis represents annual wages and the horizontal axis represents the annual employment growth rate. The horizontal red line crosses the vertical axis at the point that marks the average annual wage for the Brooke-Hancock Region in 2010. The size of the circle represents employment levels for each industry cluster, as reported by economy.com. Circles with centers that fall above the horizontal line represent industries with higher than average annual wages, and circles with centers that fall to the right of the vertical line grew between 2000 and 2010.

Cluster Analysis

Annualized Employment Growth 2000 – 2010, Brooke and Hancock Counties



Source: Economy.com; AECOM

Projected Employment Growth, Weirton-Steubenville MSA

Employment Sector	2000	2030	Change Number	%
Agriculture (11)	3	2	-1	-33%
Mining (21)	454	290	-164	-36%
Utilities (22)	1,002	376	-626	-62%
Construction (23)	1,539	1,372	-167	-11%
Manufacturing (31-33)	14,117	7,992	-6,125	-43%
Wholesale Trade (42)	942	999	57	6%
Retail Trade (44-45)	5,963	6,342	379	8%
Transportation and Warehousing (48-49)	935	935	0	0%
Information (51)	915	711	-204	-22%
Finance and Insurance (52)	1,092	868	-224	-21%
Real Estate, Rental, and Leasing (53)	739	949	210	28%
Professional and Technical Services (54)	799	919	120	15%
Administrative and Waste Services (56)	1,730	3,656	1,926	111%
Educational Services (61)	4,173	3,486	-687	-16%
Health Care and Social Assistance (62)	5,729	6,096	367	6%
Arts, Entertainment and Recreation (71)	1,102	1,378	276	25%
Accommodation and Food Services (72)	2,854	2,105	-749	-26%
Other Services (81)	1,713	1,469	-244	-14%
Total/1	45,801	39,945	-5,856	-13%

Source: Brooke Hancock Jefferson Metropolitan Planning Commission, AECOM

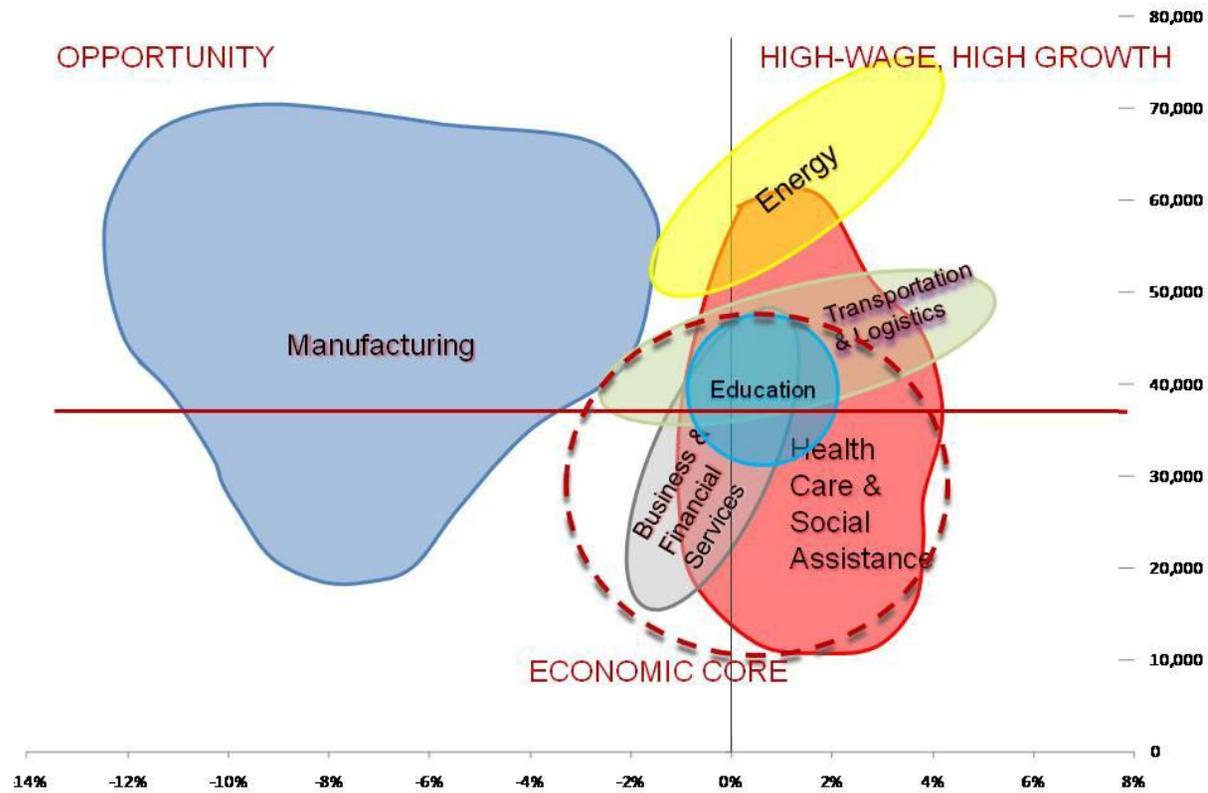
Based on the bubble diagram analysis of the industry clusters alone, the industry clusters that have the scale and growth potential to foster future economic development in the Brooke-Hancock Region was not present; however, a further sector mapping indicated the leading subsectors fall into six cluster groups:

- Health Care and Social Assistance;

- Energy;
- Manufacturing;
- Education and Knowledge Creation;
- Transportation and Logistics; and
- Business and Financial Services.

The clusters have similar growth and wage trends, and thus fall in the same region of the bubble diagram.

Brooke-Hancock Region Economic Development Strategy



Source: Economy.C

Based on the subsector groupings and wage and growth trends, three different strategies are recommended to create stable and reasonable economic growth.

- 1. High-Wage, High-Growth** – The subsectors within the energy cluster are the “rising stars” of the regional economy. These sectors represent the fastest growing industries, and also those that pay the highest wages. For example, the energy cluster offers jobs to skilled workers at higher salaries, and the subsectors within the cluster are adding jobs. The subsectors within this cluster have the potential to anchor future economic growth within Brooke and Hancock Counties. Points of convergence between the energy cluster and other industry clusters could provide economic growth opportunities for the region.
- 2. Core** – The clusters within the core segment of the Brooke-Hancock regional economy include Education, Transportation and Logistics; Health Care and Social Assistance; and Business and Financial Services. The subsectors within the core clusters include large employers, such as hospitals and schools, and also provide services that other businesses in the region rely upon. Furthermore, the core subsectors helped absorb many of the workers who once worked in the manufacturing industry.
- 3. Reinvestment Opportunity** – Despite the decline in manufacturing, this industry cluster is one of the largest employers in the area and remains an important opportunity for economic development. The Brooke-Hancock Region should focus on job creation within key industry sub-sectors within the manufacturing cluster. Opportunities for growth in industry segments that intersect manufacturing and energy clusters should be pursued as well. Examples of convergent energy/manufacturing industry segments include manufacturing for alternative energy sources, such as solar panel components and manufacturing associated with the burgeoning natural gas industry.



III. CEDS Goals and Expectations – Defining Regional Expectations

B-H is guided by the U.S. Economic Development Administration’s basic principle that “distressed communities must be empowered to develop and implement their own economic development and revitalization strategies.” Based on locally and regionally-developed priorities, B-H works in partnership with state and local governments, other regional economic development institutions, public and private nonprofit organizations, and minority groups.

To best achieve these priorities, the B-H Council has adopted five programs (Brownfields Redevelopment, Entrepreneurship, Comprehensive Economic Development Strategy, Port Development and Other Economic Development) with subsequent goals and objectives.

In June 2009, B-H’s key implementation partner, the Business Development Corporation of the Northern Panhandle (BDC), adopted more general but compatible goals. These goals were as follows.

- To create a broader and more diverse economic base
- To market the region’s attributes to the external world and create a regional messaging strategy
- To complete projects that visibly and substantively advance our regional capacity to promote, nurture, and sustain a diverse economy
- To encourage a common focus for multiple, collaborative, parallel, but not duplicative economic development efforts in West Virginia’s Northern Panhandle
- To target site specific projects based upon market drivers such as demographics, ownership, the built and natural environment, and existing or planned infrastructure

Brownfields Redevelopment Program

Goal: To implement a successful redevelopment program

Objectives:

1. Complete Phase 1 and Phase 2 environmental assessments on priority sites.
2. Continue public awareness to promote the brownfields program.
3. Revise GIS brownfield site file for state and federal review.

Achievements:

Over the past six years, B-H has received three brownfield assessment grants in the total amount of \$800,000. The first grant was completed at the end of calendar year 06. The second grant was closed-out in October 2008. The third grant will close in September 2013. While returning key strategically located properties to municipal tax rolls, environmental health risks have been reduced and jobs have been created.

Since 2006, 21 phase 1 environmental assessments and 15 phase 2 environmental assessments have been completed. Recent projects such as Newell-Porcelain, Banner Fiberboard and the Taylor–Smith-Taylor sites have saved or created over 50 jobs. In addition, a variety of mini grants through either the Appalachian Regional Commission or West Virginia Brownfield Assistance Program have funded four community visioning sessions and leveraged local commitment.



Chester, WV. Taylor, Smith and Taylor Pottery Site. With over \$1.4 million in assessment, clean-up and redevelopment investments, this downtown location is primed to return jobs and revenue.

Future Goals:

- Continue environmental site assessments
- Maintain shared brownfield work with the Business Development Corporation of the Northern Panhandle, the Northern West Virginia Brownfield Assistance Center and the US Environmental Protection Agency.
- Prepare an environmental assessment grant application called “US EPA National Environmental Assessment Grants: Hazardous Waste and Petroleum Waste” for Brooke and Hancock County.

Entrepreneurship

Goal: To develop and implement existing businesses and start-up businesses in the B-H region.

Objectives:

- Work towards creating an entrepreneurial network to assist small businesses.
- Encourage entrepreneurial education throughout the school systems.
- Work towards establishing a regional entrepreneurial institute.

Achievements:

The B-H labor market is a three-county, multi-state region composed of Brooke and Hancock counties in West Virginia and Jefferson County in Ohio. Through shared opportunities with the Business Development Corporation of the Northern Panhandle, local chambers of commerce and the local US SBA small business development center, forums for existing businesses and start-ups are promoted.

Future Goals:

To build a long-standing entrepreneurial program for business expansion and start-ups.

Comprehensive Economic Development Strategy (CEDS)

Goal: To create and sustain a continuous planning process to balance resources and promote long-term economic development and opportunity within the B-H region.

Objectives:

1. Meet with the Brooke-Hancock Regional Planning and Development Council to update/prioritize projects.
2. Submit updated document to the West Virginia Development Office.
3. Create and substantiate local investment for job creation purposes.
4. Track and record plan progress.

Achievements:

The B-H Director and BDC Director are members of each others board and attend the monthly meetings of these organizations. Common agenda items for B-H are infrastructure improvements, grant preparation and technical studies. Common agenda items for the BDC are existing and future businesses contacts, site development and the holding of development properties.

Future Goals:

1. Meet with the Brooke-Hancock Regional Planning and Development Council to update/prioritize projects.
2. Submit updated document to the West Virginia Development Office.
3. Track and record plan progress.
4. Maintain and update the Brooke-Hancock Comprehensive Economic Development Strategy document.

Port Development

Goal: In cooperation with the West Virginia Port Authority, Weirton Public Port Authority and Weirton Redevelopment Authority to develop jobs through intermodal freight connections.



Weirton, WV. River Barge Crane Near Brown's Island



Weirton, WV. 95 Acre Rail Yard at US 22 and Ohio River

Objectives:

- Suggest and evaluate port site options.
- Provide technical assistance to regional port facility proposals.

Achievements:

Given the growing importance of the Ohio River and the dual role of the B-H Council as a formally recognized Federal Highway Administration "metropolitan planning organization", intermodal freight issues are reviewed daily. As a metropolitan planning organization, B-H prepares a *long-range transportation plan* and meets quarterly with transportation technicians and officials.

Future Goals:

- Continue work with West Virginia Port Authority, Weirton Public Port Authority, and Weirton Port Authority to create intermodal transportation opportunities.

Other Economic Development Activities

Goal: To assist with research, grant writing, and other tasks deemed appropriate and necessary for economic development throughout Brooke and Hancock counties.

The B-H Regional Council has a continuing dialogue with Brooke and Hancock county representatives. Members of the B-H Regional Council on a regular basis attend meetings of the county commissions, the Business Development Corporation of the Northern Panhandle, the Brooke County Economic Development Authority, Brooke and Hancock Public Service Districts, and city councils. At the request of these groups, B-H regularly prepares grant proposals, substantiates project needs, locates potential investment sources, shares and promotes a strong regional investment approach and creates an opportunity for consensus building.

Objectives:

1. Administer requested local water and sewer infrastructure projects.
2. Prepare and submit funding requests for BH mission projects

Achievements:

B-H staff presently administers five water improvement projects and four sewer projects. In addition, through a special task force, they will complete a regional broadband strategy by October 2013.

Future Goal:

To retain a continuing dialogue with strategic investment agencies while building future opportunities for its constituent communities.

IV. Community and Private Sector Participation

The three-county metropolitan region includes a broad spectrum of state and local public agencies, nonprofit organizations, local businesses, and neighborhood and community-based groups that are involved in the ongoing process of improving local services of areas. Key

partners in this effort include community, economic and business development agencies; local public health and social service departments; federal and state agencies; job support programs; faith-based organizations; businesses; volunteers; local political leaders; non-profit agencies; and school and training facilities.



Wellsburg, WV. Brooke County Courthouse.



New Cumberland, WV. Hancock County Courthouse.

The three-county metropolitan region is stricken with high levels of poverty and general distress, creating a great demand for community and social service aid and assistance. Among those providing community services are CHANGE, Inc. in Weirton, West Virginia, the Ohio Department of Job and Family Services (ODJFS), and the Jefferson County Community Action Council, Inc. (CAC) in Steubenville, Ohio. Programs offered by these agencies include children, youth and parent services; childcare; pre-school and after-school education; abuse prevention; assistance for homelessness, hunger and medical attention; home improvements for proper shelter and safety; employment training; and transportation.

The following entities are key economic recovery partners

- The **Brooke-Hancock-Jefferson Metropolitan Planning Commission**, commonly referred to as BHJ, was established in 1967 and is the sister agency to the B-H Regional Council. Both agencies are housed in the same facility. As a metropolitan planning organization, the federal government has charged BHJ to set regional transportation priorities. On an annual basis, BHJ updates a long-range transportation plan. It's board meets on a quarterly basis.



Established in 1967, the BHJ Metropolitan Planning Commission is a sister agency to the B-H Council

- The **Business Development Corporation (BDC)** was established in 1993 by the five existing economic development organizations in Brooke and Hancock counties for the purpose of consolidating to form a single organization dedicated to creating jobs and encouraging economic investment in the Northern Panhandle. The county commissions appointed board members and provided funds to the new organization. These funds were matched by the West Virginia Development Office.

Chartered as a 501-C3, the BDC has established Brooke and Hancock counties as a Certified Development Community. Certification exemplifies that the business community is prepared for expansion. The economic development capabilities are continuously striving to grow within the two counties.

The BDC's mission statement states that it is the engine that drives economic development in the Brooke-Hancock region. By leveraging public and private resources, the BDC is the catalyst for creating and maintaining a diverse economy. The organization provides the leadership required to stimulate investment and coordinate partnerships to foster the growth of good jobs and enhance the quality of life in the tristate region.

- **Progress Alliance** is a private-public partnership which was established in 1996 to spark and coordinate economic development activity in Jefferson County. The alliance is between the Jefferson County Commissioners, the City of Steubenville, and the Jefferson County Chamber of Commerce. Progress Alliance is a division of the Community Improvement Corporation of the Steubenville, Ohio, Area, a private, non-profit development organization founded in 1963.

Progress Alliance is skilled at assembling incentive packages for businesses, as well as gathering data and demographic information. It maintains a database of sites and buildings and can produce profiles of incentives for business projects.

- **Financial Institutions and Credit Unions.** Various financial institutions and credit unions in the region offer small business and commercial loans for real estate purchases, construction, and improvement. They also offer equipment financing and lines of credit on accounts receivable and

inventory. The banking community is committed to exceptional personal service, offering full service banking with an appreciation of the heritage of the region and the many customers they have served through the years.

Financial Institutions

Advance Financial Savings Bank Follansbee/Wintersville

Chase

First National Community Bank New Cumberland

Hancock County Savings Bank Chester

Huntington Bank

Northern Hancock Bank & Trust Newell

PNC Bank

Second National Bank Steubenville

United National Bank Weirton

WesBanco Wellsburg/Weirton

V. Strategic Projects, Programs and Activities

In partnership, the B-H Council and the BDC share the U.S. Economic Development Administration's basic principle that distressed communities must be empowered to develop and implement their own economic development and revitalization strategies. Thus, mutual strategic projects, programs and activities for both agencies are described.

Community Development Projects Initiated Through the Brooke-Hancock Regional Planning and Development Council



Each B-H project is evaluated based on the following five questions:

- Is the project market based?
- Does the project maximize the return on investment?
- Is the project proactive in nature and scope?
- Does the project have a high probability of success that includes a high level of local, state and private matching funds, a high degree of commitment of local political and human resources talent to project outcomes?
- Does the project look beyond the immediate horizon and diversify the regional economy?

On an annual basis, the following process is used to gather information to construct the Capital Improvement Needs Inventory and prioritize the projects.

- A cover letter and priority project worksheet survey request form is constructed by B-H staff. The purpose of the letter is to request an updated list and description of projects, as well as a ranking of high, medium or low priority of each project.
- Letters and worksheet survey request forms are sent to members of the B-H Council, as well as various government and economic development representatives throughout Brooke and Hancock counties. Recipients are asked to list capital improvement needs for their designated communities.
- The survey request forms are completed and returned to the B-H office.
- The results are compiled and the projects are documented.
- The B-H Council reviews, amends and adopts the list of projects

A listing of priority projects follows. A full listing of projects is attached as Appendix A.

TOP PROJECT LISTING. PROPOSED SEPTEMBER 2012				
BROOKE-HANCOCK REGIONAL PLANNING AND DEVELOPMENT COUNCIL				
Funding Category	Project Title	Community	Dollars	
Brownfields	TS&T Site Clean-Up	Bus. Dev. Corp. of N. Panhandle	750,000	
	TS&T Site Redevelopment	Chester	300,000	
	Demol. Abandoned Bldgs.	New Cumberland	1,000,000	
Building Renovation	Courthouse Mech/ Elect	Brooke Co. Commission	300,000	
	Brooke Co. Museum Upgrade	Brooke Co. Museum	50,000	
	City Building Improvements	Follansbee	870,000	
	Update to Comm. Center	Windsor Heights	55,000	
Downtown Revitalization	Historic Downtown Renov.	Bethany	250,000	
Economic Development	Acq. Prop. For Ec. Dev.	Beech Bottom	500,000	
Infrastructure	Water Filtration Plant Upg	Beech Bottom Water Council	450,000	
	Mahan's Lane Phase II	Brooke Co. PSD	9,000,000	
	New Ohio River Bridge	BHJ Metro Planning Comm	70,000,000	
	US 30 Sewer Project	Hancock Co. Commission	7,500,000	
	Upgrade City Sewer System	Weirton	6,000,000	
	Sewer System Upgrade	Wellsburg	8,000,000	
Recreation	New Waterpark/Pool	Brooke Co. Park Board	250,000	
	Expansion North	Brooke Co. Trail	250,000	
TOTAL			105,525,000	

Economic Development Projects Initiated Through the Business Development Corporation of the Northern Panhandle

The following strategy is based upon the recommendations and conclusions of the *Regional Investment Plan: Brooke-Hancock, West Virginia. July 2011*. Funded through an Economic Adjustment Grant and commissioned by the BDC, the introduction to the document states “these strategies are intended to draw committed investors from the most logical sectors that will in turn enable the region to complete successfully in current and emerging economies.”

Immediate Strategies

- **Share Plans with Regional Groups & Work with Local Brokers**

The BDC should work with regional brokers, the local municipalities, Brooke and Hancock counties, and the West Virginia Development Office (WVDO) to target the six cluster industries of Health Care and Social Assistance; Energy; Manufacturing; Education and Knowledge Creation; Transportation and Logistics; and Business and Financial Services. The site development plans developed as part of the study should be shared with other regional and state groups in order to increase awareness of the master development site plans.

There should also be an ongoing exchange with local brokers to ensure that they are aware of efforts being made by the Business Development Corporation (BDC) of The Northern Panhandle with respect to site location for new industries. To promote site development opportunities, the BDC should collect and maintain relevant information for prospective businesses. This includes maintaining current files with respect to:

- Existing and projected infrastructure improvements,
- Regulatory and environmental compliance requirements,
- Pre-screened and properly zoned and serviced sites,
- Workforce development, and,
- Key industry suppliers and support services.

- **Develop Relevant Cluster Information**

To effectively retain and expand industrial jobs in the targeted clusters, a coherent marketing strategy should be developed that focuses on the core industrial clusters outlined in this analysis. The marketing strategies, described in greater detail below, should include development of an easily accessed database of available properties, designation of an appropriate point person(s) to handle inquiries relevant to the identified clusters, and widespread communication among relevant groups.

- **Develop GIS Property Program**

Develop a web-based mapping program linked to GIS that enables property searches for potential and/or expanding businesses. This tool will enable the BDC to provide immediate access for the development and industrial user community to identify and evaluate parcels that present development opportunities. This database could provide key information about each parcel to allow users to evaluate the opportunity. The website should also include downloadable brochures and property profiles.

- **Industry Cluster Point of Contact**

Ensure that appropriate staff is available to address the most complex target clusters, such as advanced manufacturing. This could include designating a primary point of contact for the industry to address regulatory issues, access job training programs, relocation opportunities, and so forth.

Marketing Material Update & Renewed Marketing Campaign

Current	Recommendations
Short 15 Second Commercial Spot	Two-to Six Minute Video
Promoting economic development in Brooke and Hancock counties	To promote the region and sites
Targets the Brooke and Hancock counties audience	Take to trade shows to distribute to interested and/or potential business looking to move into the area
	Send once solicited for information of business looking to move into area
Website	Develop an Interactive Website
Currently unavailable	Site that allows users to zoom into the site location
Some links are broken	Get information on site; such as size, dimensions, surrounding business locations
In articles published in the past www.bhbdc.org was advertised - not a working site - www.bhbdc.com	Update and have demographics available for download
	Consistency in advertising
Outdated Print Material	Develop Relevant / Industry Specific Pieces
Some relevant information	Relative, Informative & Attractive
One piece printed in conjunction with Progress Alliance in Jefferson County, OH	Need for multiple pieces
	Direct Mail, Brochure, Booklet
Trade Shows	
Attended one in past year - 2010	Involvement in Multiple Trade Shows
	Must attend and be active in multiple trade shows – at the sites planning phase.
	Start immediately to create awareness and media buzz about new development sites
	Trade Show in the BDC Area
	Host a Trade Show in Brooke and Hancock Counties.
	Give first hand tour of the area and sites. Can be conducted once a business(s) is underway with construction or established Mid/Long-term

Trade Show Magazines/Cluster Industries Magazines	Advertisement Outlining the Brooke-Hancock Region
N/A	Placed in conjunction with Trade Show participation Target Trade Magazine of particular industry. i.e. Healthcare, Energy, Manufacturing, etc
External Media Campaign	Develop a Mass Media Advertising Campaign - Immediate
N/A	Advertising Campaign involving Music and/or Slogan Encompassing all Mediums: Newspaper, Radio, TV, Cable, Billboard
	Targeted to 150 mile radius
	Aimed at Business owners looking to expand or move their business

The key component for the BDC to market the region is to establish an annual advertising/marketing budget and adhere to it. Once a budget is established, determine what marketing materials, i.e. brochures, magazines and advertisements will be placed and created. This effort should also be developed in coordination with the identification of relevant trade shows and events BDC will attend.

- **Work with State of West Virginia on Cluster Recruitment**

Attraction leads for larger industrial users typically originate with state economic development agencies. The BDC should continue to be proactive about working with the state to field letters of inquiry so that the area is not overlooked by firms exploring locations in the region.



Charleston, WV. West Virginia Senate Chamber.

As the BDC is already aware, it is important to increasingly utilize a regional approach. This would include participation in the “3-2-1 Initiative.” With the reference to three counties, two states and one goal, the Initiative makes business sense on a financial, marketing, and end-goal basis. The important point is that a city does not necessarily lose economically when development occurs outside of its city limits. To this end, mechanisms should be in place to support a regional economic development plan and policy. In some areas, region-wide revolving loan funds have been established to provide gap funding for projects of regional significance (typically administered by a regional economic development corporation).

Revolving loan funds offer ready access to capital and flexible terms, which is often preferred over lower than market interest rates. Initial funding for a revolving loan fund is typically generated by a combination of public sources as well as private institutions, such as financial institutions. State and local organizations can use general obligation bonds, direct state appropriations, or annual dues from localities to help capitalize funds. Staffing the administration of the loan fund will require a team of specialists, including someone assuming responsibility for packaging and monitoring loans.

Drawbacks to revolving loan funds include potential erosion of the fund’s capital base since the fund provides a more flexible source of funding opportunities. As a result, the fund may require additional public investment as the base is depleted. The fund approval process is also critical as a high number of long term loans could strain the fund in the short term, limiting funding for potential businesses in need.

There should be continued outreach with other nearby cities, counties, chambers of commerce and economic development organizations (both local and regional) to provide a consistent message and collaborative assistance to attract new industries to the region.

Regional tax-base sharing can help address the tax benefit issues faced when one regional location is chosen over another nearby site. Under tax-base sharing, all of the municipalities within a metropolitan area agree to share tax proceeds from new development. This eliminates interregional competition and encourages region-wide cooperation. State legislation is generally required to implement regional tax- base sharing (West Virginia Pilot Home Rule Program).

- **Encourage Business Retention**

Leverage the presence of the BDC, Progress Alliance, B-H and local government together to retain businesses by monitoring local business needs and identifying solutions. This might include industry and stakeholder roundtables, a business retention survey and the tracking of business movements.

- **Develop Effective Workforce Training Programs and Potential Linkages with Industry Collaborate to Define and Expand Appropriate Training Programs**

There is an increasing importance on appropriate worker skills in order to remain competitive with other nearby regions. Universities and community colleges are becoming critical partners with respect to successful economic development strategies.

The Economic and Workforce Development Center at West Virginia Northern Community College has as its mission to ‘contribute to economic development of the area by enhancing the regional workforce through training, continuing education and consulting for individuals and employers’. Using a team approach among the Center’s staff and a reliance on partnerships with external groups, the Center responds to needs of individuals, employers, communities, and economic development agencies with a flexible learning methodology which allows for customized solutions.

The Center provides on-going training support at ArcelorMittal where they offer mechanical and electrical craft training and computer applications training. Similar efforts can be designed for other industries interested in developing and growing their workforce. The BDC should serve as coordinator/liaison for workforce training, allowing different employers to access each other’s training programs, as appropriate. There should also be an effort to coordinate similar training needs across targeted sectors in order to provide cost efficiencies. Existing resources (e.g. West Virginia Northern Community College, Valley Ventures) should be leveraged to develop curriculum and deliver training in deficient areas.

One example is the New and Expanding Industry Training program offered through the State of North Carolina. It calls for community colleges to provide customized training to firms that are creating at least 12 jobs in an industry that exports goods outside of the state. The college is responsible for placing ads, screening trainees, and providing facilities and trainers, while the firm chooses trainees from those that have been screened and also provides training equipment. The firm ultimately selects who is hired.

B. Longer Term and Ongoing Strategies

- **Bolster Traditional Manufacturing**

Traditional manufacturing sectors within the economy, particularly fabricated metal product manufacturing, are vital to the area’s industrial base. It is recommended that the BDC do the following:

- **Encourage Private Industry Leadership Forum**

Meet with industry leaders, including lead firms as well as key institutions that can provide leadership for a cluster strategy. The cluster strategy should be designed to address the specific needs of core industrial clusters involved in traditional manufacturing and focused

on employment and business retention strategies. This could include, for example, meeting with existing industries within the fabricated metal product manufacturing sector in order to identify specific labor gaps, supply chain needs, and/or infrastructure needs. Assist firms/clusters in assessing market opportunities; for industries like fabricated metal product manufacturing, this may include identifying new growth areas, such as clustering like industries so that they can collectively purchase raw materials (see Shared Facilities strategy).

The BDC should also compile case histories of companies throughout the region that have effectively leveraged state and/or federal programs to achieve specific objectives and the results publicized and shared with other local and regional leaders.

There should also be consideration of a private industry leadership forum at the regional level. While the public sector cannot dictate formation of private sector groups, they can encourage them. The group could expand business- to- business networking, address common problem solving, share technical knowledge, and help develop more effective ways to deal with governmental regulations and guidelines. Private industry groups could be formed around the industry clusters identified in the market study.

- **Develop a Multi-tenant Spec Building**

In addition to the Mountaineer site, the BDC should ensure the availability of adequate industrial sites and buildings at the right locations. The BDC may also want to consider the development of a multi-tenant building that can accommodate various small manufacturing operations at the Mountaineer site (multi-tenant speculative buildings were constructed to stimulate interest in other area industrial parks). The BDC would first need to determine the long-term viability of a smaller spec building.

- **Provide Adequate Housing Stock**

According to local stakeholders, adequate housing remains an issue with a predominance of old housing (in many cases, substandard), and a lack of developers/ builders constructing new housing in the area.

- **Solicit Developer Interest for Housing Conversion**

Public support is necessary for the development of adequate housing stock and infrastructure capacity, implying a need for public awareness. In order to increase the housing stock and to encourage new residential development in growth centers, there is a need to ensure that there is adequate infrastructure capacity, including adequate water and sewer service for potential in-fill development. Local jurisdictions also need to work to ensure creative public and private approaches to address substandard housing.

- **Explore Equity Ownership**

One alternative is limited equity ownership. Through this arrangement, residents share in the ownership of a multi-tenant or co-op building at a much lower initial cost or down payment. Residents pay monthly rent which covers operation expenses and debt service on the mortgage. Residents can also realize appreciation and share in the tax benefits of mortgage interest deductions. Resale limits are typically applied so that future owners can also benefit from lower cost housing options.

Some cities and/or counties have instituted housing rehabilitation grant programs which provide repair grants to eligible homeowners in order to bring substandard housing into compliance with code. Several programs are funded through the U.S. Department of Housing and Urban Development. For example, housing repair grants provide assistance to address conditions which pose an immediate threat to the health, safety, and welfare of occupants. Special housing repair projects provide funding to non-profits that provide volunteer labor to improve substandard housing.

- **Establish Zoning**

Both Hancock and Brooke counties lack zoning, and the City of Weirton's zoning is weak in its ability to regulate what is developed. From an economic development standpoint, zoning is critical because it provides investors with a sense of predictability and security that their investment will be protected from incompatible development in the future.

In West Virginia, jurisdictions have the option of zoning by sectors. The advantage to zoning by sector is that it allows some areas of a county to be zoned without having to apply zoning regulations to the entire county, which can be a time-consuming and burdensome process. To establish zoning, first a comprehensive plan needs to be in place. Brooke County completed its comprehensive plan in 2008, but Hancock County does not have one in place. The first step would be to help Hancock County begin a comprehensive planning process. Once the comprehensive plan is complete, both counties' planning commissions will need to conduct a formal study of the land in question, including an evaluation of existing conditions, and holding public hearings and meetings. The planning commission must then issue a report including the proposed zoning ordinance, explanatory maps showing recommended boundaries of each district, and the rules, regulations and restrictions for each district. The completion of this report is mandatory before adopting a zoning ordinance.

Following the report, the planning commissions must hold at least two public hearings with appropriate public notice. If after the hearings the commission substantially amends the proposed ordinance, a second hearing is required. Following the final hearing, the governing body may enact the zoning ordinance or it may hold an election to have the qualified voters residing in the affected area approve the zoning ordinance.

To lay the foundation for the region's future, it is recommended that zoning is enacted that will span both Brooke and Hancock counties in their entirety. However, if this is not feasible at this time, a phased approach employing zoning by sector should occur. At a minimum, this approach will identify strategic areas for economic development that should be zoned to maximize the region's ability to attract investment.

- **Infrastructure Funding**

The BDC should take the lead in identifying additional federal and state forms of financing which might be appropriate to help pay for needed infrastructure improvements. The State of West Virginia offers the West Virginia Infrastructure and Jobs Development Council, which offers funds to utilities and county development authorities for infrastructure improvements in support of economic development initiatives. Tax increment financing (TIF) is an option in the State of West Virginia, and allows for increases in property tax associated with qualified economic development to assist with the long-term financing of infrastructure. It will be important to consider the trade-offs offered by different infrastructure funding alternatives.

One of the most effective ways of assisting with project feasibility is through public assistance for infrastructure improvements; one of the principal funding options available for financing infrastructure improvements is tax increment financing (TIF). Tax increment districts acknowledge growth in

the existing tax base and reallocates all (or in some cases, a portion) of the property tax revenue associated with that growth. Revenue generated from the increment must be used within the district where it was generated. Base tax collections will still accrue to the general fund while incremental revenues are applied to projects within the district. Part of the new tax revenue generated by development is usually used to pay off bonds to finance site improvements and infrastructure. A tax increment district is typically approved by the local jurisdiction.

Infrastructure financing is oftentimes a local concern, with some exceptions (environmental and transportation). At the federal level, new forms of public aid may be available as part of initiatives developed and administered under the new administration. Grants of various forms are typically used to fund specific project components and typically originate at the state level. Grants are typically used to fund components of a project that are likely to produce benefits to the public as well as to the specific project (e.g. parking, infrastructure).

Another option is a payment-in-lieu-of-taxes (PILOT) agreement between the locality and the developer. Typically, a PILOT agreement will require the developer to make payments in accordance with a graduated scale over a specified period of time based on the percentage of taxes that might otherwise be due on the value-added portion of the assessment.

- **Incentivize Higher Wage Jobs**

The BDC should work with other regional economic development agencies to consider how to prioritize potential incentives and candidate companies. For example, what will be considered “high wage” jobs, how many jobs will need to be generated in order to offer an incentive, and how much of the land cost should be reduced.

- **Incentives for Master Plan Sites and Other Sites**

Similar to Wheeling, consider targeting high-wage job growth through land write-downs, sales tax rebates, or other financial incentives. This might be an effective strategy at the two key sites identified in the study in order to attract the most desirable industries. Benefits can also be targeted to those firms that are likely to hire local workers who might otherwise not be employed or to firms that use primarily local suppliers. The BDC should work with other regional economic development agencies to consider how to prioritize incentives relative to the potential benefits offered.

- **Consider Foreign Trade Zone Status**

The Leetsdale Industrial Park, located in the Pittsburgh area, currently has Foreign Trade Zone status, which provides special customs procedures to U.S. plants engaged in international trade-related activities. Items processed and re-exported in Foreign Trade Zones are allowed duty-free treatment, with duty payment deferred until they are brought out of the FTZ for sale in the US.

The Weirton Port Authority should be encouraged to continue pursuit of a FTZ designation in order to compete with neighboring regions and assist with industry attraction. The Port Authority should assess the level of international trade in the area as the application process can take up to 12 months and there are security and operating requirements that may be cost prohibitive. An applicant (such as the Weirton Port Authority) for a zone must submit an application to the Foreign-Trade Zones Board, who review and approve applications to establish, operate, and maintain foreign-trade zones. After an application is filed, there is a public comment period (typically 60 days), a review by the Foreign Trade Zone staff,

and ultimately the application is sent to the US Customs and Border Protection and the Department of Treasury for review. If approved, the application is sent back to the Department of Commerce for final review.

- **Explore Incorporating Sustainable Technology**

The BDC should include sustainable industries as part of attraction efforts given the nationwide interest in renewable and alternative energy sources. As new industries consider locating within the Brooke- Hancock Region, the BDC should work with them and the local utility companies to consider the use of sustainable technologies on-site. Approximately \$20 billion in tax incentives included in the American Recovery and Reinvestment Act was targeted to renewable energy, energy efficiency and clean tech projects. As one example, there is currently an energy-efficient commercial buildings tax deduction and an energy-efficient appliance tax credit for manufacturers. The Commercial Building Tax Deduction includes a tax deduction for expenses associated with energy efficient building expenditures (limited to \$1.80 per square foot of the property). As an example, at the East Tennessee Technology Park in Oak Ridge, Tennessee, a carbon fiber technology pilot project will test high-strength carbon fiber for fuel- efficient cars.

There are also federal incentives in place to promote sustainable industries. There may be an opportunity to work with local energy companies to test new sustainable technologies at the proposed development sites (e.g. solar panels on larger back-office space).

- **Develop Shared Facilities and Encourage Business Synergies and Target Industries That Provide Service and Supply Links**

As part of ongoing efforts to encourage local synergies, the BDC should assemble information which profiles local and regional companies' core competencies and the goods that they supply or purchase. This would allow potential suppliers and customers to contact each other. Describing core competencies will help firms develop vendor lists from nearby companies. The database could include firms from nearby counties and just across the state borders.

Shared facilities provide competitive advantages for the firms involved. The BDC should look at potential overlap among Brooke-Hancock industries and address ways to cut back redundancies among companies, and thus reduce cost.

At new sites, the BDC should consider co-siting industries which do business with each other. The BDC should look at also attracting those businesses that could provide service, supply, distribution, or other synergistic roles to both existing companies and also those identified as part of the cluster analysis.

This could include:

- Packaging Supply Companies
- Warehousing, Distribution and Logistics – as already identified
- Software Vendors and Maintenance – to service existing and new manufacturing facilities.

An example of a business structure which connects a strong existing manufacturing base located with designers and other creative fields to develop “environmentally and socially progressive design” is MIO Culture in Philadelphia.

For example, as part of the value-added process, MIO Culture has re-used pulp from a local cardboard box maker to produce modular three-dimensional wallpaper panels which are fabricated in the manufacturer’s existing facility. An example of co-siting is the Port of Rotterdam’s petrochemical cluster. One co-siting project in the port is the Turkish chemical group Organik. The company wants to maximize facility-sharing with its host, Vopak. The co-siting partner has helped to set up electricity, water, and other necessary services and also manages the handling and storage of raw materials so that Vopak can concentrate on its core business and also save on production costs.

- **Consider R&D Incubator Space**

A research and development focused incubator at the Three Springs site could help provide mentoring, financial support during start-up, and networking opportunities. The BDC could further explore the opportunity for establishing a non-profit to provide an incubator “link” between research and product commercialization. The incubator could help provide support to bridge the funding gap between early product development and funding by outside investors.

Within the Three Springs site, there may be an opportunity to incentivize small incubator space for product development or other research related industry. Targeted investments from the public sector could focus on small business formation, incubator-like space, and commercialization partnerships with local colleges. Strong workforce linkages with the colleges for skilled internships and programs, especially to areas within close proximity to the college, can enhance opportunities in the local workforce.

VI. CEDS Plan of Action

B-H and the BDC fully support the U.S. Economic Development Administration's investment policy guidelines. Regional investments will meet or exceed the following guidelines.

- Be market-based and results-driven
- Have strong organizational leadership
- Advance productivity, innovation, and entrepreneurship
- Look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy
- Demonstrate a high degree of commitment

To constructively evaluate, prioritize and commit investments, the following plan of action has been established.

- To update and receive community consensus, regularly scheduled quarterly meetings are held. A detailed agenda is distributed at least one week in advance.
- To carry out strategic task, special committees have and will be formed to report/recommend to the B-Council.
- To monitor project and diversification efforts, an annual project survey is completed, prioritized and adopted by the B-H Council.
- To carry out and assist local communities and enterprises, the B-H and BDC staffs are available.
- To carry out and assist local communities and enterprises, the B-H and BDC staffs attend national, state and local conferences and training programs.

To cooperate and integrate the CEDS with West Virginia's economic development priorities, the district representative for the West Virginia Development Office (WVDO) attends the quarterly meetings of the B-H Council. In addition, the WVDO representatives attends related meetings for the B-H Brownfield Task Force, Brooke County Economic Development Authority, BDC Business Council, local business community and special meetings (Example: Oil and Gas Industry forums). The BDC is a member and actively participates in the West Virginia Economic Development Council, the only professional organization in the State with the sole function of promoting economic development.

VII. **Performance Measures**

Performance Measures for Community Development Projects Initiated Through the Brooke-Hancock Regional Planning and Development Council

The B-H Council evaluates their success through the following metrics.

- # of Projects Completed
- # of High Priority Projects Completed
- Total dollars generated

COMPLETED PROJECT PRIORITIES. CALENDAR YEAR 2012.

BROOKE-HANCOCK REGIONAL PLANNING AND DEVELOPMENT COUNCIL

PREPARED THROUGH THE COOPERATION OF BROOKE-HANCOCK REGIONAL COUNCIL MEMBERS

Requesting Agency	Project Description	Cost	Funding Source (s)	Impact	Priority
BDC	Economic Adjustment Grant/ Action Plan	250,000	US Economic Development Administration	Econ. Dev.	H
Beech Bottom Council	City Building Solar Panels	50,000	Federal Energy Grant/Local	Health & Safety	H
Beech Bottom Water Council	Walter Filtration Plant Upgrade	450,000	Federal, State, Local	Environmental	H
Brooke Co. Museum	Brooke Co. Relocation	50,000	County and Private	Tourism Eco. Development	H
Brooke Co. Office of EMS	Thermal Imaging Cameras FVD	200,000	Federal, State	Fire Rescue	H
Brooke Co. Office of EMS	Hazardous Materials Response Equipment. County HAZMAT	100,000	Federal, State, Homeland Security	Environmental Hazards	H
Brooke Co. Public Service District	Mahan's Lane/Eldersville Rd. Sewer Project. Phase I.	18,000,000	Federal, State, Local	Health	H
BHJ Metro Planning	Upgrade Market Street Bridge	16,200,000	FHWA and WV DOT Funds	Safety Econ. Dev. Environmental Econ. Dev.	H
Brooke-Hancock Regional	Brownfield Assessments for Hazardous & Petroleum Site	400,000	US Envir. Protect. Agency		H
Brooke Pioneer Trail	Diesel Tractor & Mower		WV Governor's Partnership	Health & Safety	H

		30,000			
Follansbee, City of	Downtown Streetscape	250,000	Federal, State, Local	Safety/ Aesthetics	H
Follansbee, City of	Water Extension/ Morton Road	190,000	WVDO/Governor Partnership	Health	H
Greater Weirton Senior Center Hammond Public Service District	Handicap accessible bathrooms and sprinkler system	100,000	Small Cities Block Grant, Federal, State	Health/ADA	H
	New Water Tank for Animal Shelter	200,000	IJDC, Local	Health	H
Top of West Virginia	Weirton Event Center Improvements	300,000	US EPA, Hancock Co. Comm, Private	Econ. Dev. & Recreation	H
Weirton Museum	New Building Improvements	100,000	Hancock Co, Private	Econ. Dev. & Tourism	H
Wellsburg, City of	City Hall/ Replace Windows/En. Grant	60,000	Energy Grant/State	Administration	H
Wellsburg, City of	Payoff Reservoir Cover/ New Filters	50,000	Governor's Contingency Fund	Environmental	H
Wellsburg, City of	CSO/Brooke Co. PSD Sewer Project	134,411	WV Infrastructure Council	Health	H
Wellsburg, City of	Sewer Plant Assessment	30,000	Federal, State, Local	Health	H
TOTAL		36,844,411			

Economic Development Projects Initiated Through the Business Development Corporation of the Northern Panhandle

The BDC evaluates their success through the following metrics.

- # of jobs created
- # of projects completed
- Total dollars generated

Performance Measures. Brooke-Hancock Region.							
July 1, 2011 through June 30, 2012							
Project	Description	Fed \$	State \$	Local \$	Private \$	Total	Jobs #
		(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	
American MuscleDock	Building Expansion				\$600	\$600	20
Banner Fiber Board	Property Acquisition				\$1,200	\$1,200	5
ITW	Property Acquisition				\$1,200	\$1,200	
	Building Expansion			\$50	\$200	\$250	21
Rue 21	Building Expansion		\$8,100			\$8,100	75
TS&T	Property Acquisition			\$211		\$211	
	Site Assessment	\$28				\$28	
	Site Remediation	\$200	\$200	\$160	\$40	\$600	
TOTAL		\$228	\$8,300	\$421	\$3,240	\$12,189	121



Weirton, WV. Rue 21 Distribution Center



Chester, WV TS& T Site



Wellsburg, WV Banner Fibreboard

Appendix A. Project Priority List. Brooke-Hancock Regional Planning and Development Council. November 2012.

Requesting Agency	Project Description	Cost	Funding Source (s)	Status	Impact	P
Beech Bottom Council	Elevator and Rest Rooms @ City Building	0	Federal, State	Seeking Funds	ADA & Safety	M
Beech Bottom Council	Curbside Recycling	100,000	State	Seeking Funds	Health	M
Beech Bottom Council	LED Streetlights	150,000	Federal, State	Seeking Funds	Safety & Aesthetics	M
Beech Bottom Council	Acquire property for economic development	100,000	Local	Seeking Funds	Ec. Development	H
Beech Bottom Council	Sidewalks	750,000	Federal, State	In Process	ADA & Safety	H
Beech Bottom Council	Street Widening & Curbs	500,000	Federal, State	In Process	ADA & Safety	H
Beech Bottom Water Council	Pitless Adaptors	11,000	Federal, State	In Process	Environmental	H
Bethany Town Council	Downtown Revitalization	25,000	State/ARC	Planning	Aesthetics Ec. Development	H
Bethany Town Council	Mandated Additional Treatment Plant Update	200,000	State, Local	Seeking Funds	Health	H
Brooke Co. Cemetery Assoc	Cemetery Repairs	300,000	Private	Planning	Historic	M
Brooke Co. Commission	Courthouse Sprinkling System	150,000	Gov. partners, Federal	Bid Review	Safety	H

Brooke Co. Commission	Magistrate/Law Master Relocation and Housing of Courts	300,000	State, Local	Planning	Administrative	H
Brooke Co. Commission	Ambulance Service Structure	1,000,000	Federal, State, County	Seeking Funds	Safety	H
Brooke Co. Museum	Brooke Co. Museum Upgrade	50,000	Federal, State, County	Seeking Funds	Tourism Ec. Development	H
Brooke Co. Park Board	New Brooke Hills Park Pool	300,000	Federal, State	Grant Writing	Recreation & Health	H
Brooke Co. Park Board	County Fair Building	100,000	Federal, State	Grant Writing	Recreation	L
Brooke Co. Park Board	Asphalt Paving for Parking Lot & Cart Paths @ Brooke Hills Pk	30,000	Federal, State	Seeking funding	Safety	M
Brooke Co. Park Board	Two mowers for Brooke Hills Park/Triflex Deck	20,000	Federal, State, Private	Seeking funding	Health & Aesthetic	M
Brooke Co. Park Board	Electrical-Water-Sewer Expansion	100,000		Planning + Seeking Funds	Health & Safety	M
Brooke Co. Park Board	Ice Rink and Multi-Purpose Room for Soccer and Basketball	300,000	Federal, State	Seeking Funds	Health & Recreation	H
Brooke Co. Park Board	RV Park	75,000	Federal, State	Seeking Funds	Econ Dev & Tourism	M
Brooke Co. Park Board	Primitive Campsites	25,000	Federal, State	Seeking Funds	Econ Dev &	M

						Tourism	
Brooke Co. Park Board	Cabins	250,000	Federal, State	Seeking Funds	Econ Dev & Tourism	M	
Brooke Co. Park Board	Toll House Repair	200,000	Federal, State	Under Construction	Econ. Dev. & Tourism	M	
Brooke Co Public Serv. Dist Phase 2	Mahan's Lane/ Eldersville Rd. Sewer Project	9,200,000	SCBG, IJDC, SRS, State Loan	Seeking funding	Health	H	
Brooke Co. Public Serv. Dist	Northview Rd to Wash. Pike Sewage Project	1,000,000	Federal, State, EDA	Planning	Health	H	
Brooke Co. Public Serv. Dist	Rockdale Rd to Cross Ck Sewage Project	2,240,487	Federal, State, EDA	Planning	Health	H	
Brooke Co. Public Serv. Dist	Wash. Pike to Beech Bottom/ Wellsburg Sewage Project	1,192,000	Federal, State, EDA	SCBG Requested	Health	H	
BHJ Metro Planning	New Ohio River Bridge South of Wellsburg	100,000,000	Federal, State, Local	Partial Funding Obtained	Safety, Econ. Dev. & Emer. Access	H	
BH	Local Energy Grants	289,000	US Dept. of Energy	Confirmed Funded	Safety & Econ. Dev.	H	
Bus. Dev. Corp. of the Northern Panhandle (BDC)	Three Springs Business Park Infrastructure	5,000,000	Federal, State & Local	Pending	Econ. Dev.	H	
BDC	Clean-Up/Redevelopment of Taylor, Smith and Taylor	\$500,000	US EPA, WVDEP, BDC, & Private	Partial Funding Obtained	Safety, Ec. Dev. & Environmental	H	

Pottery Site						
BDC	Expand Park Drive at Three Springs Business Park	450,000	State	Planning	Economic Development	H
BDC	Marsh Bellofram Water Line Expansion @ Newell	1,500,000	US EDA, State, Local	Planning	Economic Development	H
Chester, City of	City Building Heating and Cooling Upgrade	100,000	Federal, State, Local	Seeking Funds	Administrative	H
Chester, City of	Environmental Clean-Up of Taylor, Smith and Taylor Pottery Site	3,500,000	Federal, State, Private	Partial Funding Obtained	Environmental	H
Chester, City of	Rail to Trail conversion on 1.5 mile abandoned Chester/Newell rail line	5,000	WVDOT, City, Private	Planning	Recreation	H
Follansbee, City of	Community Recreation Center	1,000,000	Federal, State, Local	Seeking Funds	Recreation	L
Follansbee, City of	Access road to recreation site	1,600,000	State	Design/Seeking Funds	Economic Development & Recreation	M
Follansbee, City of	CSO Sewer Separation	10,000,000	Federal, State, Local	Seeking Funds Under WVDEP Consent Order	Health	H
Follansbee, City of	City Building Improvements including elevator and 2nd set of steps/ Elect. Upgrade	870,000	EDI Special Projects	\$670, 000 Confirmed	Safety/ Aesthetics	H

Follansbee, City of	Municipal Park Improvements including repair pump house, and replace pump house walls and valves	40,000	Federal, State, Local	Seeking Funds & Going to Bid	Safety	H
Hancock Co. Commission	US 30 Sewer Project	7,500,000	WV Infrastructure Grant and \$175,000 loan by Hancock Co. Comm.	Funding Requested	Health	H
Hancock Co. Commission	Chester Sewer Extension. Middle Run Extension	529,200	IJDC	Study phase	Health	L
Hancock Co. Commission	Renovate 2nd Floor of Courthouse. Phase I and II	320,000	Courh Fac Improv Authority Hancock Co. Commission Community Partnership	Seeking Funds	Administrative	H
Hancock Co. Commission	Courthouse Entrance and Sheriff's Security Entrance	200,000	Courh Fac Improv Authority Hancock Co. Commission Community Partnership	Seeking Funds	Administrative	H
Hancock Co. Commission	Parking Lot Expansion	1,000,000	Federal, State, Local	Partially Funded	Administrative	H
Hancock Co. Commission	Rt. 2 Road Improvements. Kings Creek Rd. to Ballantyne Lighting, widening & stabilization	34,000,000	WVDOT	Under study	Safety	M
Hancock Co. Commission	Rt. 2 Rd. Improvements. Newell Bridge to .5 miles north of Mountaineer Gaming	5,000,000	WVDOT	Under study	Safety/ High traffic volumn	H
Hancock Co. Commission	Newell Alley Repairs	60,000	WVDOT, Local	Pending	Safety	H

Hancock Co. Commission	Kennedy Marina	450,000	Federal, State, Local	Phase 1 Begun	Health Recreation	H
New Cumberland, City of	Upgrade Waster Water Treatment Plant to Treat Sub Area H-10	3,000,000	Federal, State	Under study	Health	H
New Cumberland, City of	Walking Trail @ New Cumberland City Park	100,000	State, Local	Under study	Health Recreation	M
New Cumberland, City of	Purchase/Demolition of Abandoned Structures	100,000	Federal, State	Study phase	Health	H
N. Panhandle Trail Commission	Newell to PA Line Trail	50,000	WVDOT, County	Seeking Funds	Recreation	M
Starvaggi Memorial Park Civic Association	Park improvements	50,000	State, Local, Private	Seeking funding	TBD	M
Weirton, City of	Park Drive Extension	1,000,000	TIF Bonds WV Econ. Dev. Authority	Design Pending	Safety Econ. Develop.	H
Weirton, City of	Upgrade City Water Plant to 8 MGD	20,000,000	EDA, EPA, ARC, Rural Development, WVDEP	Study phase	TBD	H
Weirton, City of	Millsop Comm. Ctr. Renovation	3,000,000	Federal, Private	Planning	TBD	M
Weirton, City of	Marland Heights Access Road	500,000	Local	Planning	TBD	M
Weirton, City of	NE Sewer Upgrade	14,000,000	Federal, State, Local	Seeking Funds	TBD	H

Weirton, City of	Three-Springs Streetscape	900,000	WVDOT, Private, Local	Planning	TBD	M
Weirton, City of	Colliers Way Bridge @ US 22	4,500,000	WVDOT	Planning	Safety	H
Weirton, City of	Outdoor Playground Improvements	60,000	State, Local	Design Pending	Recreation	H
Weirton, City of	Cove Road Overpass Near Mun. Building	7,000,000	Federal, State, Local	Design complete	TBD	M
Weirton, City of	City-Wide Street Repair	2,000,000	WVDOT, Local	Annual Plan	TBD	H
Weirton, City of	TIF District Road Network/Water System/Sewer System	9,000,000	TBD	Planning	Econ. Dev. & Safety	H
Weirton, City of	Three Springs Right of Way Extension	100,000	State, Local	Design Pending	Econ. Dev. & Safety	H
Weirton, City of	Weirton Rail Yard	250,000	EDA, EPA, WV DEV	Planning	Econ. Dev.	H
Weirton, City of	Weirton Rail Yard Property Acquisition	7,000,000	Federal, State, Local	Planning	Econ. Dev.	H
Weirton, City of	Pennsylvania Ave Widening- Phase 3 Calif. Ave. - 24th St.	4,000,000	Federal, State	Pending Contract	Safety	H
Weirton, City of	Pennsylvania Ave Widening - Phase 4 11th St - Rt 2	7,000,000	Federal, State	Design Pending	Safety	H

Weirton, City of	Intermodal Center Foreign Trade Zone	37,000,000	Federal, State, Local, Private	Planning	Econ. Dev.	H
Weirton, City of	Pool Replacement	1,500,000	Federal, State, Local	Seeking Funding	TBD	H
Weirton, City of	Downtown Revitalization	500,000	Federal, State, Local	Planning	Econ. Dev.	H
Weirton, City of	Safe Routes to School	110,000	Federal Highway Admin.	Funded	Safety/Recreation	H
Weirton Area Port Authority	8 X Bay Truck Load. Unload Facilikty	40,000,000	Federal, State, Private	Design in Process	Econ. Dev.	H
Weirton Area Port Authority	Pike Island Pool Lighthouse	750,000	Federal, State, Private	Design in Process	Safety	H
Weirton Area Port Authority	Half-Moon Industrial Park. Upgrade Pierwall/ Boal Launch	25,000,000	WV DOT, Federal, State, County, Local, Private	Design in Process	Safety	H
Weirton Area Port Authority	Last Mile Fiber Link to Marine Terminal	1,500,000	Federal, State, Local, Private	Planning	Econ. Dev. Safety	H
Weirton Area Port Authority	Birch Drive. Wident to 4 Lanes on approach to Marine Terminal	20,000,000	WV DOT, Federal, State, County, Local, Private	Planning	Econ. Dev. Safety	H
Weirton Area Port Authority	USCG Landing Site Designation & Rescue	750,000	Federal, State, Private	Design in Process	Safety	H
Weirton Area Port Authority	20" Water Feed to the Port Facility	20,000,000	WV DOT, Federal, State, County, Local, Private	Planning	Econ. Dev. Safety	H
Wellsburg, City of	Update ADA Access to City Building	290,000	Small Cities Block Grant Request	Requested	ADA	H

Wellsburg, City of	Renovations to City Hall	300,000	To be determined	Seeking Funding	Administration Safety	H
Wellsburg, City of	Traffic Signal @ 22nd & Commerce	200,000	WV DOT	Requested	Safety	H
Wellsburg, City of	Traffic Signal @ 15th St. & 12th St.	150,000	WV DOT	Requested	Safety	H
Wellsburg, City of	Water System Upgrade	247,600	Governor's Contingency Fund	Funded	Environmental	H
Wellsburg, City of	Water/Sewer Separation	8,000,000	Federal, State, Local	Seeking Funding	Health	H
Wellsburg, City of	Sewer System Upgrade	10,000,000	Federal, State, Local	Seeking Funding	Health	H
Wellsburg, City of	Water Meter Replacement Program	302,000	Federal, State, Local	Seeking Funding	Health	H
Wellsburg, City of	Park Improvements Master Plan	40,000	Federal, State, Local	Seeking Funding	Health	H
Wellsburg, City of	Community Comp Land Use & Redevelopment Plan	50,000	ARC, State, Local	Seeking Funding	Environmental	H
Wellsburg, City of	Demo Grant for Dilapidated Buildings	50,000	Federal, State, Local	Seeking Funding	Health Safety/Aesth.	M
Windsor Heights, Village of	Update to Community Center	55,000	State, Local	Seeking Funding	Recreation	H
Windsor Heights, Village of	Storm Sewer Upgrade	1,000,000	Federal, State, Local	Seeking Funding	Health	M

441,036,287