



THE GREATER CUMBERLAND COMMITTEE

ONE REGION · ONE VISION · ONE FUTURE

2021

ANNUAL REPORT

Here's to a bright new future

Letter from the EXECUTIVE DIRECTOR & BOARD CHAIR

Photo (and cover photo) provided
by Allegany County Government.



Greetings,

We are delighted to share that 2021 was our most impactful year so far and we were able to leverage the support of our members for the greatest return on investment to date. TGCC was instrumental in securing \$1.25 billion in restored dedicated funding for the completion of the Appalachian Development Highway System (ADHS), approximately \$140 million of which will directly benefit the completion of US 219 between I-68 and Somerset, Pennsylvania. In addition, we secured an additional \$327,469 in investment from the Rural Maryland Council and other key partners to pursue two major projects, a first-of-its-kind forest products ESG Certified Branded Program and a regional “Middle Market” housing initiative. We also successfully developed an innovative and forward looking Governance Plan with the help of a dedicated and talented Governance Work Group and our consultant, John Bauser of Hargrove International.

This work is designed to help TGCC achieve its goals and realize its full potential as the region's premiere economic development catalyst.

We are excited for an even more successful 2022 and extend our immense gratitude for your continued support of our work. We know your support is critical to achieving our mission - **TO CREATE ONE REGION, WITH ONE VISION, FOR ONE FUTURE** and we look forward to continuing to engage with you as we pursue our goal of creating a robust regional economy made up of vibrant and prosperous communities.

JENNIFER WALSH,
EXECUTIVE DIRECTOR

TIMI HADRA,
BOARD CHAIR

NORTH/SOUTH APPALACHIAN HIGHWAY Work Group

We are pleased and proud to share that TGCC reached another significant milestone in our goal to complete the north/south corridor in 2021. Our efforts were key to the inclusion of \$1.5 billion in restored dedicated funding for the Appalachian Development Highway System (ADHS) in the *Infrastructure Investment and Jobs Act (IIJA)*. This includes a significant boost for US 219 (Corridor N), the northern leg of the North/South Appalachian Highway, a signature project of TGCC and its North/South Highway Coalition. At the urging of a bipartisan group of House and Senate Members from Appalachian states led by Senators Joe Manchin (D-WV), Bob Casey (D-PA) and Rob Portman (R-OH) and Congressman David Trone (D-MD), language was included in the IIJA which provided approximately \$55 million in ADHS funding to Maryland and approximately \$85 million to Pennsylvania, which will be used to advance the completion of US 219 over the next five years. In addition, the IIJA creates a \$2 billion Rural Surface Transportation Grant Program, championed by Senator Shelley Moore Capito (R-WV), with 25% dedicated to the ADHS to help complete corridors like US 219. ADHS funds are restricted for use on ADHS corridors, a network of roadways initially envisioned by President John Kennedy as a tool to bring economic prosperity to a region isolated by geography.

The North/South Appalachian Highway Coalition's work spans more than a decade and has resulted in significant progress including the completion in 2018 of 11 miles of US 219 N from Somerset to Meyersdale, Pennsylvania and a corresponding 1.4 mile section in Maryland that connects directly to I-68, completed in 2021. Current bi-state efforts address the remaining 6.5 miles from Meyersdale, Pennsylvania to Old Salisbury Road in Maryland. TGCC's recent efforts have focused on engaging Appalachian Development Highway partners in other states to form the ADHS Alliance which has widened the radius of Congressional support necessary to pass this important legislation.

Garrett County Commissioner, Paul Edwards, stated, "This announcement, along with PA's recent statement committing to finishing 219 by 2031, brings to fruition several decades of work by multiple groups and people to finally push this project toward the finish line. Connectivity is the key to economic growth, and that connectivity is both digital (broadband) and physical (roads). This region is committed to building the infrastructure of both. I, along with many others, really appreciate the more recent work of TGCC and the local, state, and national politicians in Maryland, Pennsylvania, and West Virginia that have made this project move. Rural areas need to work together to see meaningful progress and this is an excellent example of that!"

Dave Moe, TGCC consultant and longtime advocate for the completion of the corridor noted, "This legislation will provide additional funding and grant opportunities to finish the US 219 from Meyersdale to Old Salisbury Road for both Maryland and

Pennsylvania. The key is for both States to continue to work together on this important transportation infrastructure project."

"Senator Manchin's Office has advised the Authority that you and The Greater Cumberland Committee were instrumental in helping to convince Congress to pass the Act. The Act is a godsend to West Virginia, as it will fund, among other things, \$3.8 billion in transportation projects and priorities in the Mountain State in the next five years. Particularly impressive is the way in which The Greater Cumberland Committee rallied businesses, associations, universities and commissions to encourage bipartisan support in Congress for including the Act funding for the Appalachian Development Highway System. . . . It is no understatement to say that The Greater Cumberland Committee's hard work, determination and resolve in spearheading the ADHS Alliance helped to secure the passage of the Act. Your efforts will speed

the completion of Corridor H – a highway that has been under construction since the 1960s. I want to personally thank you for your outstanding work, and to offer my support and that of the Authority as we work to complete the ADHS in both our states and the surrounding region."

–Robbie Morris, Corridor H Authority

Yet another year of partnership between MDOT SHA, TGCC, and western Maryland stakeholders continues to yield forward progress, most prominently in the US 219 corridor where PennDOT and MDOT SHA are pressing forward toward completion of project planning and identification of an alignment for the remaining segment of US 219. MDOT SHA appreciates TGCC's consistent support and ability to bring together voices throughout western Maryland. **–Scott Pomento, Director, Office of Planning and Preliminary Engineering, MDOT SHA**

I-68 REGIONAL *Alliance*



Photo provided by Garrett County Chamber of Commerce.

In 2019, under TGCC's leadership, a coalition of leaders from businesses, nonprofit organizations and governmental, educational and civic institutions came together for the first time to focus its attention and efforts on reversing the economic decline and distress, and subsequent population loss, experienced by every county in the tri-state region for decades. Identified as the "I-68 Regional Alliance" the partnership agreed to focus on growing the sectors of Lifestyle Manufacturing, Aerospace/Defense Vendors and Suppliers, and Information Technology and Cybersecurity.

From the beginning, TGCC was identified as the sole existing regional organization that was well suited to support the work of the Alliance. Our goal was to create a system of governance and ways of working that inspired our members to build trust with one another, share important information and commit to a process of collaboration which would result in outcomes that are advantageous to both the individual members as well as to the group as a whole with the long-term goal of creating the first robust regional economic development organization in our tri-state region with the power, influence and ability to achieve true economic vitality and prosperity.

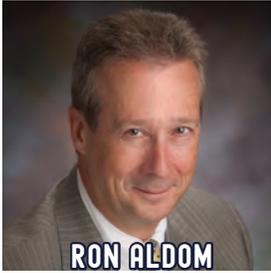
The coalition building we've engaged in over the last three years has positioned the Alliance to be successful in the planning and implementation of several important initiatives and has created the framework for many more to come. Because of our uniquely engaging leadership style, we've had the good fortune of attracting leaders from across all areas and sectors of our regional economy with a shared vision and commitment to the greater good. We know the Alliance is now well positioned to successfully shepherd projects of regional relevance in a way that will demonstrate a resounding benefit to the region in 5, 10 and 20 years from now.

The leadership that TGCC is providing to make housing a regional economic development and quality of life issue is creating new ways that the private and public sectors can implement strategies to promote housing. I believe that viewing housing as a broad issue impacting all our residents can lead new approaches that would not have occurred, except for the work now being done by TGCC.

– Duane Yoder, Garrett County Community Action Committee

Thanks in large part to the I-68 Alliance, our five county, tri-state region is stronger, better and more united than it has ever been. Working together and supporting one another, our communities, organizations and businesses are experiencing positive change and success, despite the devastating effects of the pandemic. There is still much work to be done, and success won't be seen overnight, but our region's future is brighter than it has been in decades.

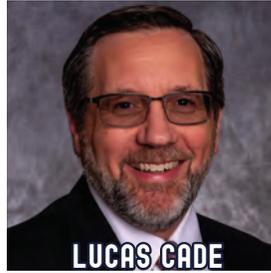
— Al Delia, Vice-President of Regional Development & Engagement at Frostburg State University and Chair of the I-68 Regional Alliance



RON ALDOM
Executive Director
Somerset County Chamber of Commerce



JEFF BARCLAY
Director
Allegany County Government



LUCAS CADE
Sr. Economic Development Advisor
FirstEnergy



KEVIN CLARK
Executive Director
Mineral County Economic Development Authority

I-68 REGIONAL ALLIANCE



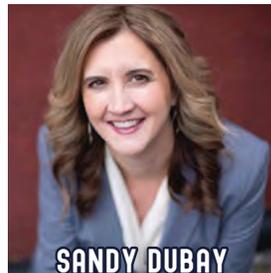
AL DELIA, CHAIR
VP, Regional Development & Engagement
Frostburg State University



DAVE COTTON
ARC Program Mgr., Director, WMD Regional Ofc.
MD Dept. of Planning



STU CZAPSKI
Economic Development Specialist
Cumberland Economic Development Corporation



SANDY DUBAY
CEO
Platinum PR



KIM DURST
Manager of Business Development
Garrett County Dept. of Economic Development



SARAH FERRARI
Program & Events Coordinator
Bedford County Chamber of Commerce



ELIZABETH GEORG
Attorney
Deep Creek Title Company



KELLIE GOODMAN SHAFFER
Executive Director
Bedford County Chamber of Commerce



ANA KUCHER
Program & Communication Analyst
MD SBDC



NAN MANN
WMD Regional Director
Office of Senator Van Hollen



JEN MARSH
Vice President
Bedford County Development Authority



LEANNE MAZER
Executive Director
Tri-County Council for Western Maryland



JULI MCCOY
Executive Director
Allegany County Chamber of Commerce

1-68 REGIONAL ALLIANCE MEMBERS



LUKE MCKENZIE
Coordinator
Mineral County



SANDRA MEHALKO
Regional Director
FSU/SBDC



MATT MILLER
Executive Director
Cumberland Economic Development Corporation



NATHAN PRICE
Sr. Project Manager
Allegany County Government



ANDREW SARGENT
Sr. Business Development Rep., Western Region
MD Dept. of Planning



DONALD SCHWARTZ
County Planning Director
Bedford County Planning Commission



BETTE SLAYTON
President
Bedford County Development Authority



JOHN SMYTH
Sr. Managing Director
CIBIZ Smyth & Pyles



ELIZABETH STAHLMAN
City Administrator
City of Frostburg



ROBIN SUMMERFIELD
Field Representative
Office of Senator Ben Cardin



REGINA SWEITZER
Executive Vice President of Operations
Garrett County Chamber of Commerce



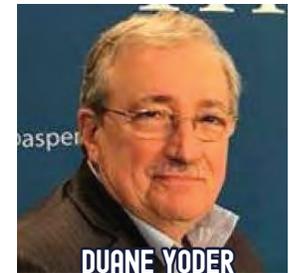
LINDA THOMSON
President & CEO
JARI



GUY WINTERBERG
Assistant Director
Tri-County Council for Western Maryland



ASHLI WORKMAN
Director
Allegany County Tourism



DUANE YODER
President
Garrett County Community Action

I-68 REGIONAL ALLIANCE “MIDDLE-MARKET” HOUSING INITIATIVE



As you know, housing plays a significant and growing role in the competition to attract and retain skilled workers who could live and work almost anywhere. So, what will it take for communities in the I-68 Regional Alliance’s footprint to build and maintain a marketable housing stock that meets modern needs and preferences? The I-68 Regional Alliance has hired czbLLC to study the region’s housing market, ascertain barriers to the development of market-rate housing in the region; identify strategic target markets (households), their housing preferences, and possible supply gaps, define actionable strategies that would address barriers to development and stimulate the right kind of housing in the right locations, and determine other demand-inducing investments. Nearly 50 stakeholders from across the region attended the virtual kick-off meeting on December 17, 2021 to build awareness about, and support for, the project. These stakeholders represent a broad spectrum of interests, including Realtors, bankers, developers, planners, employers, HR Directors, economic development leaders and the like. Data collection continues through February 2022 with a final report due in April, 2022. This initiative is generously funded by the Rural Maryland Council, Bedford, Somerset, Allegany, Garrett and Mineral Counties, Frostburg State University and the Garrett County Community Action Committee, representing a \$62,469.00 investment.

2021 PARTNERS IN PROGRESS



A fond farewell - BUT NOT GOODBYE

*“We want to recognize and celebrate the many contributions of our long-time transportation consultant, **DAVE MOE**. Dave’s astute sleuthing abilities and his relentless commitment to the completion of Corridor N has yielded innumerable benefits to the region for more than a decade. And while we’ll miss having him as a formal member of our team, we know we’ll continue to see Dave guest star in our meetings for years to come. Thank you Dave, we appreciate all the ways you’ve moved the needle on this important project.”*
–Colleen Peterson, North/South Appalachian Highway Work Group Chair

GOVERNANCE Initiative

Photo provided by
Allegany County Government.

In 2021, TGCC pursued a new body of work designed to help the organization achieve its goals and realize its full potential as the region's premiere economic development catalyst. This work was premised on the following key findings: (a) that the organization has achieved many accomplishments in the preceding 20 years, but that the need for regional leadership is greater than ever before, (b) that there are many changes in the profile of the region's corporate sector, (c) that as a 501(c)(3), TGCC has untapped potential to generate revenue, and (d) the current governance model is not equipped to support TGCC's aspirations. Thus, with the help of consultant John Bauser of Hargrove International, and the support and commitment of a newly formed Governance Initiative, led by Linda Thomson, President and CEO of JARI, the group reviewed our current situation and benchmarked TGCC against three other high-performing regional organizations. As a result of this process, the Governance Final Report and Plan was developed. This document identified five objectives, and formulated strategies, goals and KPIs to implement and measure our progress over the next five years. In 2022, a Governance Committee will be assembled with the purpose of implementing this Plan.

FIVE OBJECTIVES

Provide for greater regional impact

Enhance TGCC's ability to provide the resources necessary to support its mission

Provide for effective leadership development and succession planning

Brand and market TGCC for improved public awareness of its goals

Align TGCC's governance structure with its vision

GOALS & STRATEGIES

- Increase involvement from underrepresented counties from 25% to at least 60% of total membership.
- Increase TGCC's annual operating budget by 3.5X to facilitate increased impact in region
- Identify and secure at least two generations of TGCC leadership (i.e., officers) in advance of known vacancies.
- Define TGCC's brand promise.
- Double the investment assembled for priority projects by 2026.
- Diversify revenue for annual operations
- Develop an ever-expanding pool of potential future TGCC leadership.
- Provide for ongoing Board training and development.

"I was honored to serve alongside a powerhouse group of individuals to identify and call out ways that TGCC can make even greater impacts over the next 20 years with a structure that is timeless. Thanks to our able consultant and committee members for this important work."

– Linda Thomson, JARI, Governance Initiative Chair

"It was a distinct honor and pleasure to provide counsel to the Governance Work Group in its efforts to forge an exciting new path forward for The Greater Cumberland Committee. I have rarely - if ever - had occasion to partner with such creative and dedicated board and staff leadership. The recommendations contained in the Governance Work Group's Final Report & Plan recognize The Greater Cumberland Committee's many extraordinary accomplishments while noting that TGCC has only begun to realize its full potential. The objectives, goals, and supporting strategies detailed in that Final Report & Plan point to an even greater future for TGCC, the region, and its residents."

– John Bauser, Hargrove International



*Photo provided by
Somerset County Government.*



ENERGY & NATURAL RESOURCES *Committee*

*Photo provided by
Somerset Chamber
of Commerce.*

This year we led a robust Energy & Natural Resources Committee, hosting more than 45 associated meetings and increasing our engagement to more than 71 members from across the region. We focused on identifying resources and opportunities to further educate and inspire our partners on a variety of topics related to the development of renewable energy, sustainable forest products markets and their relationship to forest health & species preservation, solutions for sustainability and resilience, and the like – all of which contribute to a resilient regional economy and expand opportunities and benefits for our communities. Our work also focuses on opportunities for collaboration with the goal of creating a more unified approach to solving the region’s energy and natural resources challenges and needs.

TGCC was also successful in pursuing grant funding from the Rural Maryland Council to lead a forest products ESG certified branded program to promote the region’s wood products as a preferred option for local commercial, institutional, and retail buyers. This branding program is designed specifically to meet the goals of corporate ESG (Environmental, Social, and Governance) investment objectives. As new models for certifying corporate compliance with ESG sustainability guidelines emerge, forest product businesses must adapt to remain competitive. The goal of this project is to identify relevant metrics throughout the supply chain and design and implement a program through which both the industry and Maryland consumers can participate in and benefit from a local ESG initiative. It is the aim of this project to promote local, ethical production and manufacturing of forest and wood products in Maryland which will open the region’s businesses to \$3 trillion in corporate investments. Throughout the process, stakeholders will offer input in creating the first program of its kind in the state. This project represents a \$265,000 investment from the Rural Maryland Council, Maryland Department of Commerce, Maryland Department of Natural Resources and other key partners.



KEY ESG ITEMS:

- **MISSION:** To create an ESG program driven by Maryland's forest and wood products industry that builds trust and markets corporate, social, and environmental impacts.
- **VISION:** A vibrant forest and wood products industry in Maryland providing sustainable, local, and profitable products.



*"A colleague recently commented on how far we've come. There was no hesitation on my part to point squarely to the TGCC for how that happened. Partnerships are key, and we would go backwards without Jenn and Sharon", **Dan Rider, Maryland Forest Service** commenting about the various projects underway towards the reinvestment in the forest products sector of western Maryland.*

*The Greater Cumberland Committee has the vision and connections that are helping our partnership move Maryland's Forestry Economic Adjustment Strategy into real progress for rural communities, from biomass to strategic market development for our growing and renewable wood resource. – **Anne Hairston-Strang, Acting State Forester, Maryland DNR***

*"Our region's energy and natural resources provide significant opportunities. The closure of the Luke Mill and the changing energy environment have created many challenges, however, TGCC has remained dedicated to convening the right organizations to navigate those challenges. On multiple fronts and in multiple industries throughout our region, TGCC's efforts have helped promote significant investment. The path forward for TGCC and our region are very promising.", **Shawn Bender, Energy and Natural Resources Committee Chair, and CEO, Beitzel Corporation/Pillar Innovations.***



EDUCATION & WORKFORCE DEVELOPMENT Committee

Photo provided by
Frostburg State University.

This year our Education & Workforce Development Committee came together on nine different occasions to discuss best practices, share programs of work, provide updates on grant opportunities, successes and achievements, and to share and discover opportunities for collaboration. Led by Dr. Cynthia Bambara, President of Allegany College of Maryland, our work provides a unique venue for our regional college presidents and their staffs to work collaboratively and with a more unified approach to solving workforce issues facing our communities.

This Committee is also focused on supporting the ongoing work of TGCC through its Energy & Natural Resources Committee with the intention of aligning education, training and workforce development initiatives with needs identified in the growing renewable energy and forest products sectors. Further, in its work supporting the I-68 Regional Alliance, an opportunity was identified to create a Regional Business Support Network, the goal of which is to establish, coordinate and operate an integrated, interactive regional network of incubators, accelerators, maker spaces, workforce development centers, and other business and consulting services (e.g. - advanced product design & manufacturing, legal, accounting, etc.) to assist established and new businesses in the region. This is an opportunity that will be explored further in our 2022 program of work.

“The Education & Workforce Development Committee provides the regions higher education leaders a meaningful place to learn from each other through discussion of common opportunities and obstacles.” —Dr. Cynthia Bambara, President, Allegany College of Maryland and Committee Chair



Photo provided by
West Virginia University
Potomac State College.

NEW MEMBERS

We are delighted to welcome our new 2021 Corporate Council members and want to thank them for partnering with us to support our programs of work. We are honored to work side by side with you for the Greater Good of our region.



FELICIA BELLOWS,
Vice President
Renewable Development,
Competitive Power Ventures

Felicia Bellows has more than 25 years of experience in energy development and has spent the past 15 years working in renewable energy development. Felicia recently joined Competitive Power Ventures where she is Vice President of Renewable Development. Prior to that she was Managing Director of Development at Kruger Energy where she developed and sold a large pipeline of solar projects in the Southeast in 2020 as well as developing other solar projects in North Carolina, California and Guatemala. Before Kruger Energy, Felicia worked in a number of renewable start-ups in the US and Latin America developing small hydro, wind, biomass and solar projects. She also lived and worked in Latin America while working for Alliant Energy and The Southern Company. Felicia started her career working in finance and then migrated into development. The projects she has worked on have included Greenfield developments as well as acquisitions although even in the acquisitions, additional development/build-out was involved. The projects included generation using various technologies such as wind, solar, hydro, biomass and more conventional coal and gas-fired generation; transmission; distribution and in some instances, a fully integrated system. She holds a BS from Georgia Tech and is fluent in English, Portuguese and Spanish.



BRUCE L. BRUSO,
President & CEO of CBA
Environmental Services

Bruce L. Brusco is the founder and CEO of CBA Environmental Services, Inc., now in its 26th year. Mr. Brusco has 33 years of experience in providing engineering, project management and construction/restoration services, along with management and administrative experience in environmental and energy infrastructure projects, solid waste management, recycling, and remediation. Mr. Brusco has developed numerous written Solid Waste Management Plans, Standard Operating Procedures, and Grant Application Programs. He has had corporate level responsibility for compliance and regulatory interface activities and is experienced in the development and application of carbon reduction technologies. Most essentially, Mr. Brusco has developed "RBS" or Remedial Biomass Solutions technology, a proprietary, pre-combustion carbon capture utilization and sequestration technology, aimed at lowering operational costs, increasing sustainability, and reducing carbon emissions for the biomass industry.



MIKE KOCH,
Co-Founder
FireFly Farms

A local food advocate and award-winning entrepreneur with a distinguished track record of innovation, Mike has more than three decades of professional and entrepreneurial experience. With his partner and husband, he co-founded FireFly Farms in 2000, and went on to build a successful goat cheese business from the ground up. FireFly Farms is committed to ensuring that its operations are sustainable economically, socially, and environmentally in order to create lasting value for its employees and regional community, while protecting our natural environment for future generations.

Prior to dedicating himself full time to eating and making cheese, Mike had decades of experience leading in organizations large and small, for profit and not-for-profit. He has demonstrated expertise in strategic marketing and communications, as well as fiscal acumen honed over two decades in leadership roles in the financial services industry.

Mike holds a Bachelor of Arts degree in English Literature from the College of William and Mary in Williamsburg, VA.

Mike has long experience in community service through his contributions to various non-profit boards of director. Mike has served as a board member for The National Capital Chapter of PFLAG, FRESFARM Markets, The Muscarelle Museum of Art on the campus of the College of William & Mary, The Diversity & Inclusion Council of the Human Rights Campaign (HRC), and The Garrett County Economic Development Corporation. Mike currently serves for Kitchen Table Consultants LLC, advisory board member; American Cheese Society, board member and treasurer; and The Greater Cumberland Committee, governance ad hoc committee member.



ROB RECKART
Council Representative,
Local #423
EAS Regional Council
of Carpenters

Rob lives in Kitzmiller, Maryland, with his wife. The youngest child of four, Rob's three older children that have blessed his wife and I with eight grandchildren. Being a lifelong citizen of Garrett County, Maryland, Rob graduated from Southern Garrett High School in 1990. After the first four years of high school, he performed various jobs in the service and construction industry, and decided to apply to and was accepted into the Carpenters Union Local 1024 Apprentice Program in 1994. After graduating the program in 1998, he worked in the field as a Journeyman carpenter until November 2016 when Rob was appointed to Council Representative to the Eastern Atlantic States Regional Council of Carpenters, which is the position he holds today.

In addition, in 2000, Rob was appointed to the Town Council for the Town of Kitzmiller, MD. He served as a council member until 2013, at which time he was appointed to the Mayor position, when our Mayor was appointed to the Garrett County Board of Education. Rob still serves in that capacity. Rob also belongs to the Western Maryland Building Trades, as a trustee, North Central WV Building Trades as Vice President of the Eastern Panhandle, Carpenters Local #423, as recording secretary, Carpenters Pension Plan, as Trustee/Secretary-Treasurer, Local 423 Apprenticeship Committee, Advisory Committee at the Allegany County Career and Technical Center, Kitzmiller Lions Club, President. In the past Rob has been involved in coaching various youth sports including, baseball, football, and wrestling.

We also proudly welcome
RODNEY RICE

Business Manager, International Brotherhood of Electrical Workers Local Union 307



Thank You To OUR SPONSORS & PARTNERS

Thank you for all you do to generously support our programs of work which continue to have significant and lasting impacts on our regional economy. Our work would not be possible without your financial support and we remain incredibly grateful for your vision and commitment to the greater good.

ALLEGANY COUNTY, MD **CORPORATE COUNCIL**

Peter Bajc, AES Warrior Run
John H. Balch, PharmaCare of Cumberland
Dr. Cynthia Bambara, Allegany College of MD
Kimberly Brown, Aeon Tech.
Matthew Brewer, Bennett Brewer & Associates, LLC.
Rick Collins, MBS Keystone
Charles "Chip" English, Davis Wright and Tremaine, LLP
Skylar Dice, Rocky Gap Casino Resort
Thomas B. Finan, Jr., Private Investor
Dustin Freas, Care Ventures, Inc.
Mark Fulchino, Fundamental Administrative Services
J. Matthew Gilmore, Geppert, McMullen, Paye & Getty
Jeremy Irons, The Belt Group
Steve Jenkins, Allegany Coal and Land Company
Kim Leonard, Bella, Inc.
Mike Marchini, CBIZ
Michele Martz, UPMC Western Maryland Health Systems
David Nelson, UMCES, Appalachian Laboratory
Dr. Ron Nowaczyk, Frostburg State University
Dr. Jeffrey Poland, Lifetime Eyecare Center
Rob Reckart, EAS Regional Council of Carpenters

Rodney Rice, International Brotherhood of Electrical Workers Local Union 307
John Smyth, CBIZ/Smyth & Pyles
David Turnbull, Turnbull, Hoover & Kahl
William Valois, Grow West
Cliff Wendricks, Ironworkers Local Union 568
Roy "Bucky" Whiteman, Progressive Physical Therapy
John Will, Standard Bank
John Yoder, Walter N. Yoder & Sons, Inc.
Katelyn Yoder, M&T Bank

ASSOCIATE MEMBER

Jeff Kirk, Allegany College of Maryland

HONORARY

Lee Fiedler, former Mayor, City of Cumberland
Colleen T. Peterson, TGCC Executive Dir. (2006-2011)

LEADERSHIP LEGACY

John Emerick, Retired

PARTNER IN PROGRESS

Jeff Barclay, Allegany County Economic Development
David Cotton, Maryland Department of Planning and ARC
Juli McCoy, Allegany County Chamber of Commerce
Leanne Mazer, Tri-County Council of Western MD
Wendolyn McKenzie, HRDC

Matt Miller, Cumberland Economic Development Corporation
Deidra Ritchie, Canal Place Preservation Authority
Leah Shaffer, Community Trust Foundation
Ryan Shaffer, Potomac Highlands Airport Authority
Elizabeth Stahlman, City of Frostburg
Courtney Thomas-Winterberg, Allegany County Department of Social Services

BALTIMORE, MD **PARTNER IN PROGRESS**

Pam Ruff, Maryland Economic Development Association
Andrew Sargent, Maryland Department of Commerce

GARRETT COUNTY, MD **CORPORATE COUNCIL**

Felicia Bellows, Competitive Power Ventures
Shawn Bender, Beitzel Corporation
Michael Koch, Firefly Farms
Bill Meagher, Lakeside Creamery
Dr. Richard Midcap, Garrett College
Phil Rodeheaver, First United Bank & Trust
Frank Vitez, Phenix Technologies

LEADERSHIP LEGACY

Bill Grant, Retired

PARTNER IN PROGRESS

Kim Durst, Garrett County Department of Business Development

Regina Sweitzer, Garrett County Chamber of Commerce

Duane Yoder, Garrett County Community Action Committee

PRINCE GEORGE'S COUNTY, MD HONORARY

Dr. William 'Brit' Kirwan, Retired Chancellor, Univ. Sys. of MD

ALLEGHENY COUNTY, PA CORPORATE COUNCIL

Michael F. Delligatti, M&J Management Corporation

BEDFORD COUNTY, PA PARTNER IN PROGRESS

Kellie Goodman Shaffer, Bedford County Chamber of Commerce

Bette Slayton, Bedford County Development Association

CAMBRIA COUNTY, PA PARTNER IN PROGRESS

Linda Thomson, JARI

FULTON COUNTY, PA CORPORATE COUNCIL

Jim Crowder, FirstEnergy

SOMERSET COUNTY, PA CORPORATE COUNCIL

G. Henry Cook, Somerset Trust Company

Angela Svonavec, Heritage Coal and Natural Resources

PARTNER IN PROGRESS

Ron Aldom, Somerset County Chamber of Commerce

SCHUYKILL COUNTY, PA CORPORATE COUNCIL

Bruce Bruso, CBA Environmental Services

WEST MORELAND COUNTY, PA CORPORATE COUNCIL

David Friend, Laurel Renewable Partners, LLC

MINERAL COUNTY, WV CORPORATE COUNCIL

Timi Hadra, IBM

Jennifer Orlikoff, WVU Potomac State College

LEADERSHIP LEGACY

Terry Stephens, Retired

PARTNER IN PROGRESS

Kevin Clark, Mineral County Development Authority

Randy Crane, Mineral County Chamber of Commerce

PRESTON COUNTY, WV CORPORATE COUNCIL

Randall Underwood, Clear Mountain Bank



We want to express our gratitude to the Rural Maryland Council for so generously supporting our regional housing initiative and forest products ESG project.

A very special thank you

TO OUR NORTH/SOUTH APPALACHIAN HIGHWAY PARTNERS FOR THEIR ADDITIONAL FINANCIAL COMMITMENT TO THIS CRITICAL ECONOMIC DEVELOPMENT PROJECT:

G. Henry Cook, Somerset Trust Company

Linda Thomson, President & CEO, JARI

Pat Nolan, Northrop Grumman

Garrett County Government

Allegheny County Government

Somerset County Government

Mineral County Government



2021 Executive Committee



TIMI HADRA
Partner, IBM and Board Chair



BILL MEAGHER
Owner, Lakeside Creamery,
Immediate Past Chair



CLIFF WENDRICKS
Business Manager,
Ironworkers Local 568,
1st Vice-Chair



BRIANNA LAVORGNA
Business Development
Manager
Aeon Technologies,
Secretary



PHILIP RODEHEAVER
Market President, First
United Bank
and Trust, Treasurer



AL DELIA
VP for Regional
Development
and Engagement, FSU
I-68 Regional
Alliance, Chair



COLLEEN T. PETERSON
Retired, North/South
Appalachian Highway
Work Group, Chair



CYNTHIA BARBARA
President, Allegany
College of Maryland,
Education and Workforce
Development Committee,
Chair



SHAWN BENDER
Chief Operating Officer,
Beitzel Corporation/Pillar
Innovations, Energy & NR
Committee, Chair



**JOHN SMYTH, CPA/
PFS, CFP, RFC**
Senior Managing Director,
CBIZ/Smyth & Pyles,
Member-at-Large,
Alliance Liaison



DAVID TURNBULL
President, Turnbull,
Hoover and Kahl,
Member-at-Large



KIM LEONARD
Retired,
Member-at-Large



**ROY (BUCKY)
WHITEMAN, JR.,
MBA, PT**
Owner, Progressive
Physical Therapy,
Member-at-Large



**ANGELA
SVONAVEC**
President,
Heritage Coal &
Natural Resources

We want to share a special thank you to
BRIANNA LAVORGNA & CLIFF WENDRICKS
for their leadership, thoughtfulness, and years of dedicated service to TGCC and our leadership team.
We wish them the very best in all of their new endeavors.

TGCC Staff



JENNIFER WALSH, ESQ.
Executive Director



SHARON CORWELL
Executive Assistant



DAVE MOE
Transportation Consultant



DELANIE BLUBAUGH
Digital Media Consultant



*Photo provided by
Somerset County.*

Roadmap TO 2025

Photo provided by
Mineral County.

NORTH/SOUTH APPALACHIAN HIGHWAY WORK GROUP



- Increase engagement from key local, state and federal stakeholders to ensure continued prioritization within Pennsylvania state government of the completion of Corridor N as critical to the economic vitality of the region
- Develop and pursue strategic funding strategies in conjunction with key partners to secure additional dedicated ADHS funding to complete the ADHS system, and in particular Corridor N
- Continue to co-lead and grow the ADHS Alliance's membership with other ADHS focused organizations in the Appalachian Region
- Expand the North/South Appalachian Highway Coalition with industry, government and civic partners aligned with the goal of completing Corridor N
- Build support for, and secure commitment from MDOT SHA to program funding for final engineering, right-of-way acquisition, and construction to relieve congestion along existing US 220, MD 53, and MD 636 (Warrior Drive) in Cresaptown, Maryland
- Increase engagement from key local, state and federal stakeholders to support the completion of US 220 S between I-68 and Corridor H

I-68 REGIONAL ALLIANCE



- Complete regional "middle-market" housing study funded by the Rural Maryland Council and identify funding opportunities to implement recommendations
- Develop industry sector specific action and implementation plans to support existing and create or attract new business activity in at least one of the three target industry sectors within the region - Aerospace/Defense; Information Technology/Cyber Security; and Lifestyle Manufacturing
- Host economic development roundtables with local, state and federal elected officials representing the tri-state region on topics of regional relevance
- Host a roundtable discussion with Governor Larry Hogan, the 2022 ARC Co-Chair, to identify shared priorities and goals for 2022 and beyond
- Align initiatives with TGCC's other projects led by the Energy & Natural Resources Committee, North/South Appalachian Highway Work Group, and Education & Workforce Development Committee

ENERGY & NATURAL RESOURCES COMMITTEE



- Convene stakeholders from across the region to provide high-value content, share best practices and programs of work, educate on relevant legislative items, and create opportunities for collaboration with the goal of creating a more unified approach to solving the region's energy and natural resources needs
- Continue the Committee's focus on forest and forest products sector projects
 - Complete Phase 1 and 2 of our Rural Maryland Council funded ESG certified branding project and secure Phase 3 funding
 - Support the Education & Workforce Development Committee's initiatives in the forest and forest products sector
- Support entrepreneurship, small business, and workforce development in the renewable energy & waste-to-value sectors
- Align initiatives with other TGCC projects led by the I-68 Regional Alliance, North/South Appalachian Highway Work Group and Education & Workforce Development Committee

Roadmap TO 2025



EDUCATION AND WORKFORCE DEVELOPMENT COMMITTEE

- Convene regional college presidents, county school officials, workforce development specialists and local business representatives from across the region to discuss best practices, share programs of work, and provide updates on grant opportunities, successes and achievements and opportunities for collaboration between the participants, their organizations and their students, providing a unique venue to work collaboratively and with a more unified approach to solving workforce issues facing our communities
- Develop and support strong public-private partnerships between educational institutions, and civic, government and private industry leaders to focus on strategies to develop and cultivate a competitive, skilled and locally sourced workforce for jobs in demand in the tri-state region
- Align educational and workforce development initiatives with other TGCC projects led by the Energy & Natural Resources Committee and I-68 Regional Alliance



GOVERNANCE COMMITTEE

- Secure participation in the Committee from 4 to 5 key stakeholders representing each of the 5 counties
- Develop sequencing and timeline for implementation of the objectives, goals, strategies and KPIs articulated in the 2021 Governance Plan and Report
- Align TGCC's governance model with its mission and vision by updating its bylaws and creating standard governance documents
- Provide for effective leadership development and succession planning at the Committee level and implement a board training and self-evaluation program
- Provide for greater regional impact by ensuring representation of all 5 counties on the Executive Committee, greater regional participation in Committee work, and by providing high-value regionally focused content for our member meetings
- Grow TGCC's organizational capacity by enhancing our ability to provide the resources necessary to support our mission - by diversifying our funding strategies that leverage existing investment and by ensuring that our bylaws and policies allow for membership and contribution levels that support the financial goals of the organization



MEMBERSHIP VALUE & SERVICES/ COMMUNICATIONS/ PUBLICITY

- Host regular virtual and in-person member meetings
- Quarterly newsletter with high-value, regionally relevant content
- Honor annual Greater Good Award recipient
- Annual Report
- Brand and market TGCC for increased visibility and public awareness of its mission and goals

2021 INVESTMENT INTO THE REGION

as a result of our work

Photo provided by
Garrett County
Chamber of Commerce.

\$1.25 BILLION
IN FUNDING TO
COMPLETE ADHS
SYSTEM

\$55 MILLION TO MD
\$86 MILLION TO PA
TO COMPLETE
CORRIDOR N

\$62,469 TO
SUPPORT
"MIDDLE-MARKET"
HOUSING INITIATIVE

\$265,000
TO SUPPORT
FOREST PRODUCTS
ESG BRANDING

364 convenings

EDUCATION: 9
EXECUTIVE: 11
MEMBERSHIP: 13
N/S CORE: 19
FINANCE: 6

ENERGY: 45
I-68 ALLIANCE: 42
NORTH/SOUTH: 58
GOVERNANCE: 32

AS A RESULT OF OUR WORK, SIGNIFICANT INVESTMENTS WERE MADE IN THE REGION.

FINANCIAL *summary*

(as of 12/31/2021)

	Q1	Q2	Q3	Q4	ANNUAL BUDGET	% OF BUDGET
Total Cash in Bank	\$162,552.28	\$147,958.70	\$114,626.54	\$301,063.15	-	-
Income	\$101,495.50	\$125,159.47	\$129,493.22	\$366,295.15	\$151,660.00	241.5%
Restricted Funds	-	-	-	\$189,926.69	-	-
Unrestricted Funds	-	-	-	\$111,136.46	-	-
Dues Collected	\$98,370.48	\$102,541.21	\$103,741.21	\$110,385.36	\$110,150.00	100.2%
N/S Collected	\$16,500.00	\$16,500.00	\$16,500.00	\$16,500.00	\$20,000.00	82.5%
Expenses	\$61,617.86	\$88,681.79	\$111,781.31	\$161,892.63	\$151,647.00	106.8%