



FINAL REPORT

The Greater Gallup Economic Roundtable | Winter 2025

***FUTURE FORWARD:
Automation, AI Tech,
& the Gallup-McKinley County TradePort***



February 7, 2025

Hotel La Fonda on the Plaza—La Terraza Room

Santa Fe, NM

GGEDC Extends a Special Thanks to the ROUNDTABLE SPONSORS:



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Jeff Kiely	Principal, Kiely Consulting / Consultant to Greater Gallup EDC
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Mark-Tami Hotta	President, Integrity First Coaching & Consulting
Dr. Lonnie Love	Fellow, Sandia National Laboratories
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Acknowledgement of Sponsors, Presenters, Staff, and Volunteers

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¹ Click the underlined items for online access.

² The virtual tour addresses potential opportunities that may be developed along Carbon Coal Road

1. OVERVIEW

A. Background

On February 7th, 2025, Greater Gallup Economic Development Corporation (GGEDC) convened its annual Economic Roundtable at the Hotel La Fonda in Santa Fe – the 15th such event hosted by GGEDC over the past decade. This year’s event was entitled *“Future Forward: Automation, AI Tech and the Gallup/McKinley County TradePort,”* and an estimated 60 participants were in attendance.

GGEDC’S focus this past year has been on planning and developing an “inland port” (which we now call “tradeport”) in the Greater Gallup/McKinley County area, targeting the industrial, transportation and logistics assets and opportunities along the Carbon Coal Road Corridor in Gallup in conjunction with Gallup Land Partners properties (including the Gallup Energy Logistics Park in Gallup’s northwest quadrant) and in other areas of the County.

In January 2024 in Santa Fe, GGEDC hosted the annual Roundtable under the title, *“The Gallup/McKinley County Regional TradePort: New Prospects for the Western New Mexico Logistics Hub.”* That Roundtable included outstanding presentations by Western Hemisphere trade expert Patrick Schaefer; International Trade experts Matt Beier (Transatlantic Business Investment Council) and Jim Blair (Navigator Consulting); Inland Port experts Jeff Sweeney (Martin Associates) and Joshua Nelson (Hatch Consultants); and New Mexico Governor Michelle Lujan Grisham. These presentations provided a substantial overview of the Greater Gallup community’s bold vision of positioning Gallup/McKinley County as a logistics hub/inland port serving the global supply chain.

A local follow-up Roundtable was held in Gallup in June 2024 as a *“Progress Review”* of the TradePort project. Over 50 participants reviewed what McKinley County’s consultants had been researching and consulted on issues and goals to be tackled in following months. In August, The Hatch team conducted a technical workshop with TradePort Steering Committee members and their associates, drilling down into details of the master planning being done for the TradePort area.

Another major Roundtable was held in Gallup on October 29th, 2024, with over 40 in attendance, entitled *“Moving Forward on the TradePort Project in Gallup/McKinley County.”* This local Roundtable sought to integrate the planning work completed to date by the County’s several consultant teams, as well as to help community members and local stakeholders engage in this critical stage of the planning for the TradePort project.

These 2024 Roundtables provided a strong information base regarding the trade and logistics world as it affects Greater Gallup, highlighting potential opportunities for economic growth. The project’s consultants and keynote presenters provided brilliant historical, geographical and technical overviews of global trade as it affects northwestern New Mexico and called attention to the backlogs and stoppages in commodity flow along the continent’s supply chain – a disruption that resulted in rapidly expanding interest and investment in “hinterland” port facilities that could relieve some of the pressure and congestion experienced by the seaports on the east, west and gulf coasts.

The consultants outlined the primary features of the proposed TradePort, analyzed the logistics market and laid out the general features of a TradePort master plan. They also prioritized the need for the critical infrastructure required to attract and support industrial activity in the area.

In particular, key takeaways from the October Roundtable included:

- **Market Analysis** – a comprehensive report by Jeff Sweeney (Martin Associates), summarizing:
 - Intermodal and non-intermodal market assessments, concluding that traditional intermodal facilities would not be recommended for the Greater Gallup TradePort;
 - Potential market opportunities, including such sectors as agribusiness, aluminum & steel re-manufacturing, warehousing, and sustainable energy, among others;
- **Inland Port Layout** – a preliminary master plan produced by Hatch Consultants, including:
 - Design concept, including a land use map and site plan, an infrastructure plan, draft cost and schedule estimates and an implementation plan
 - Future infrastructure improvement, including land, roads, rail and utilities;
 - Strengths, Opportunities and Constraints, transparently laying out the base conditions for TradePort development
- **Value Proposition** – identifying key “selling points” for the establishment of an inland TradePort in Gallup/McKinley County;
- **Preliminary Goals for the Master Plan** – involving clustering of similar uses into development “districts” in the TradePort study area and providing space for expansion; and
- **Next Steps** – to include finalizing assessment of the TradePort’s infrastructure capacity, the concept design, the cost estimates and implementation plan, and the infrastructure plan.

The proceedings from this October Roundtable served as the foundation for developing the language and content for the *Trade Ports Development Act*, House Bill 19, under consideration in the 2025 Winter Session of the New Mexico Legislature.

B. The 2025 Roundtable

For this year’s Roundtable, the educational focus shifted somewhat, with a little less discussion of the TradePort plans *per se*, and with a high-level overview of Automation and Artificial Intelligence (AI) technologies and their impact on transportation planning and the economic development efforts in the Greater Gallup region. These trends were seen as secondary, but important issues, in the development of the TradePort. Background Papers (included in Appendix C of this report) were provided to all registered participants. At the Roundtable, a series of panels was assembled to:

- Give an overview of the status and significance of the TradePort plans;
- Provide a broad look at global trends in Automation and AI, especially as they impact the Transportation industry, including an in-depth look at plans by the New Mexico Department of Transportation to incorporate AI and Automation in future plans and projects; and
- Review the plans underway to establish an Autonomous Vehicles (AV) test track and proving ground complex as part of Greater Gallup’s TradePort initiative.

This year’s program benefited greatly from both the educational value provided by the expert panelists and engaged participation by the attendees during Q&A and breakout group discussions.

To kick off the Roundtable, and with the help of the consultants at Kimley-Horn, GGEDC Director **Patty Lundstrom** showcased a [“virtual tour”](#) of the Carbon Coal Road Corridor, giving everyone a compelling visual impression of the possible developments being planned for in that important industrial sector of the community.

In broad summary, the expert panels painted a picture of feasible and promising economic development organized around the Gallup/McKinley County TradePort concept and encouraged the participants to take into full consideration the opportunities and challenges emerging from the rapid “tsunami” of technological change. This momentum of change was seen in many cases to involve the revolution in automation and artificial intelligence (AI) technologies. It would behoove civic and business leadership in Gallup and McKinley County to understand and anticipate these changes, to get on the “front end of the wave,” and to be ready to accommodate business and industry that utilize these technologies in increasingly efficient and sustainable ways.

Senior representatives from New Mexico’s transportation agency assured the participants that these technologies are in full view and are being explored and implemented with a keen eye to solutions that serve the public benefit – including, most prominently, safety in all of the transportation modes used by the public and by industry.

Expert consultants working on behalf of McKinley County provided an updated tutorial and status report on the planning and design work being undertaken to establish an autonomous vehicles proving ground complex within the TradePort corridor. Participants were reminded of the 5 levels of automation, from “0” for “No Automation” to “5” for “Full Automation”; activity is in the “0-to-2” levels, with cutting edge R&D and systematic deployment in levels “3-to-4.” Level “5” represents future developments to be researched and tested.

Following the panel presentations, a series of small-group conversations was facilitated by the presenters and other project experts, with the facilitators rotating from table to table in four consecutive discussion periods. The discussions were organized around:

- Facilitation Team 1: “The AV Proving Ground Project”
- Facilitation Team 2: “The Value Proposition: Why Gallup?”
- Facilitation Team 3: “The TradePort Master Plan”
- Facilitation Team 4: “AI/AV Innovation in New Mexico Transportation Policy”

C. Evaluation Summary

Roundtable participants were asked to submit a post-conference evaluation, and about 35% of participants responded. In general, the evaluation responses reflected high levels of satisfaction with the overall event, the venue, and the content of the Roundtable sessions. Of particular note was the positive energy and engagement experienced during the “breakout sessions” at the conclusion of the Roundtable. For follow-up, there were suggestions about needing more break periods, avoiding conflict with events at the New Mexico Legislature, getting more specific updates on projects underway, and wanting to see more legislators, State officials and decision-makers at the Roundtable. Additionally, it was suggested that the presentation content program be shorter, less “dense,” and more focused, thereby shortening the overall time of the event and giving more opportunity for group interaction.

2. PRESENTATIONS & KEYNOTES

A. Opening Remarks & TradePort Summary

- (1) **Welcome.** GGEDC Board President **Tommy Haws** welcomed everyone to this, the GGEDC's 15th Economic Roundtable. He noted that the past year's several Roundtables had been exclusively organized around the "TradePort" initiative, whereas this year's Roundtable would be "expanding the conversation" to explore one of the most powerful trends affecting our economic development work, namely Artificial Intelligence (AI) and Automation technology.

Mr. Haws drew attention to the TradePort's "Autonomous Vehicles Test Track" as one example of our response to the Automation revolution but said that the subject goes much further. Automation is taking over many functions previously performed by humans, and we have to adapt to this trend in how we do business and how we educate our workforce. Mr. Haws also noted the "AI tsunami," which involves ever-faster and more "intelligent" machine learning, with both positive and risky consequences for us all.

Mr. Haws concluded by noting that, despite all the turbulence going on in the world's politics and economy, we're "still here" and still reaching out to our friends, partners and associates, because no one individual or group "can do this alone."

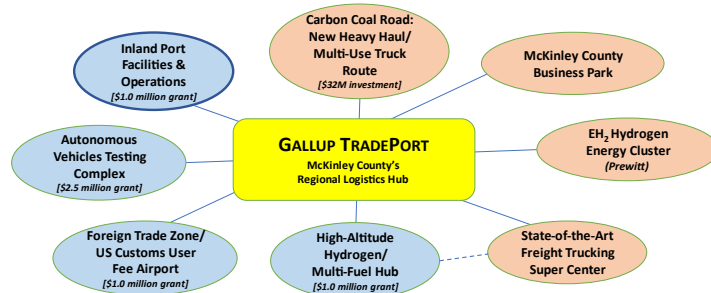
- (2) **Roundtable Purpose & TradePort Recap.** GGEDC Executive Director **Patty Lundstrom** welcomed all the participants and then proceeded to explain the importance of this year's Roundtable topic and to provide a "status recap" of the Gallup/McKinley County TradePort initiative. She outlined the Roundtable's goals, including engaging the stakeholders, exploring the role of AI and Automation in Transportation, and getting a status report on the planning of an Autonomous Vehicles (AV) test track and proving ground within the TradePort concept.

Ms. Lundstrom provided brief background on the GGEDC, noting its formation in 2012 for the purpose of fostering economic growth and job opportunities in Gallup and its surrounding areas through attracting, expanding and strengthening economic-based business and industry. GGEDC's focus has been on leveraging and building on the region's primary economic asset base, namely its transportation and logistics assets, which are organized around I-40 and the BNSF Transcon Railway. Finally, she highlighted GGEDC's alignment with and certification by the International Economic Development Council (IEDC), which has helped to develop GGEDC's capacity to assess community assets and opportunities, stay abreast of economic trends, adapt its strategy to the ever-changing marketplace, build partnerships that support new growth, and enhance the conditions (such as critical infrastructure) that make economic development possible.

Regarding this year's Roundtable topic, Ms. Lundstrom explained that AI and Automation technologies are being rolled out at a dizzying pace to: improve logistics flow and management; optimize trade routes; develop vehicle safety features; and make possible the establishment of an inland tradeport in such a "hinterland" location as Gallup.

Ms. Lundstrom summarized the diagram depicting the several different initiatives being integrated and coordinated within the overarching TradePort concept, involving a series of planning and development studies being conducted by several expert consultant teams under New Mexico Department of Transportation grants to McKinley County:

Greater Gallup's Value Proposition: A multifaceted TradePort cluster



Ms. Lundstrom provided the rationale on the “value proposition” supporting TradePort development, which is a culmination of more than a decade of planning and development work by GGEDC and its public and private partners. She outlined the “economic development task” as: anticipating trends and changes; limiting and mitigating risks and shortfalls; building new capacity; and proactively seeking new growth opportunities.

The TradePort project focuses on developing a logistics hub to build local transportation assets, to assist with supply chain efficiency, and to attract new industry and economic opportunities into the region. In this light, she proclaimed that the TradePort is emerging as our region’s premier opportunity to grow our economic base and to provide a “hinterland” model for supply chain efficiency and sustainable industry.

With the aid of a “virtual tour” (<https://vimeo.com/1053950303/d27e1b71c0>) of potential developments along the Carbon Coal Road Corridor in northwest Gallup Ms. Lundstrom summarized the infrastructure enhancements that have already been invested in that corridor, notably the \$32 million reconstruction of the roadway itself to commercial-grade standards, as well as infrastructure priorities included in the TradePort master plan. She also highlighted the significant land area now annexed by the City of Gallup, thus allowing for the extension of electricity and other critical infrastructure to the industrial development area.

Traveling west along Carbon Coal Road, Ms. Lundstrom identified proposed sites for construction of a new Indian Health Service hospital and healthcare complex, a McKinley County business park, and housing developments. Further to the west, geographically and visually separate from the proposed housing developments, she noted some of the industrial development projects considered to be key anchors for the TradePort, namely the AV test track and proving ground complex, a hydrogen/multi-fuel station and areas identified for manufacturing, rail access, warehousing and other industrial development.

Following Ms. Lundstrom’s overview, GGEDC consultant **Jeff Kiely** provided a quick summary of the upcoming expert panels, noting that an interactive small-group workshop process would take place following the panel presentations and discussions.

B. Panel Presentations

(1) AI, Autonomous Technology & the Future of Transportation

Kimley-Horn Senior VP **Bill Mackey** assembled a team of top experts in the transportation and manufacturing industries to provide a high-level view of existing and emerging trends in automation technologies and their impact on mobility planning and development.

Mr. Mackey introduced this panel session as a conceptual progression from broad world view to the State level to the local level, explaining that the focus would not be on “AI” *per se*, but on what might be most useful to the Greater Gallup community regarding technology trends in transportation, automation and logistics.

Mr. Mackey provided a historical synopsis of the technological evolution of mobility from the 19th century to the present – a progression that moved toward greater power, capacity, efficiency and flexibility, and that increasingly featured internal combustion engines and the gas-powered automotive vehicle. The trend in this century is toward more energy-efficient and lower-emission (non-polluting) transportation options, showing up in public transit systems, rail transport, urban commuting alternatives, and even aviation. Electric vehicles have penetrated the marketplace in fits and starts, with ongoing improvements in battery technology, production and storage costs, EV infrastructure and government regulation.

Mr. Mackey offered the forecast that autonomous vehicles are likely to play a leading role in future mobility, as they are revolutionizing the transportation industry by learning to navigate complex environments, make real-time decisions and continuously “learn” and improve. AVs are already being developed and deployed for non-passenger freight movement and cargo management purposes in warehousing, manufacturing and other facilities. Artificial Intelligence (AI) technologies will help to reduce accidents, alleviate traffic congestion and provide mobility solutions for non-drivers.

Mr. Mackey introduced his distinguished panel and then proceeded to pose questions to them in turn, tapping their extensive background and expertise.

Dr. Lonnie Love, Consulting Fellow to Sandia National Laboratories, offered perspectives from his involvement in the manufacturing industry, particularly his experience working on Department of Defense priorities at the national labs.

Dr. Love conveyed his “love” of manufacturing and his view that it provides a strong basis for all economic development. He emphasized that national defense and homeland security would continue to be high priorities for funding and technology, and so this sector should be kept in mind as TradePort planning proceeds. He acknowledged the mind-boggling “speed of innovation” in the manufacturing and logistics industries, forecasting that we can only expect to see that change and innovation continue.

Dr. Love also acknowledged concerns that the new technologies would mean the loss of jobs, but he reminded the audience that each technological leap had resulted in a great expansion in jobs, careers and income streams for communities and the nation. It’s up to our community leaders and our schools to prepare the next generation to take advantage of these

opportunities. He shared his experience with a hands-on robot-building class that was inspiring in this regard. These kinds of work will involve less drudgery and more creativity, teamwork and high-level thinking and problem-solving.

Autonomous vehicles industry leader **Mark-Tami Hotta** of Integrity First Coaching & Consulting, formerly CEO of the Transportation Research Center (TRC) near Dublin, Ohio, provided an overview of the AV proving ground industry and its contribution to global mobility solutions. He noted the various elements of proving grounds that have been established at several locations in this country and many other places in the world. These elements include various combinations of road surfaces, tracks and conditions to test vehicles against extreme driving conditions, research facilities, and a range of associated facilities, services and facilities that can be rented short- or long-term by related companies. The key goal is to ensure the safety of vehicles being designed and tested. The specialty we are talking about is autonomous vehicles (AV) testing, which focuses on safety features of AVs at the various levels of autonomy.

Jeff Sweeney, Senior Analyst for John C. Martin Associates and Project Manager for the McKinley County TradePort project, referred to the use of autonomous and AI technology in the logistics industry, especially at the nation's trade ports. There are many applications in play with non-passenger, freight-related vehicles at these ports.

NOTE: The Background Paper for this topic can be accessed in Appendix C.

(2) Intelligent Transportation in New Mexico

Charles Remkes, Chief of Operations for Intelligent Transportation Systems at the New Mexico Department of Transportation (NMDOT), provided a summary overview of the vision and work being done by the Department and its partners in applying “intelligent technology” to solve transportation problems and improve mobility systems.

Mr. Remkes introduced the topic by defining Intelligent Transportation Systems (ITS) as “a collection of technologies that use data and communications to improve the safety, efficiency and mobility of transportation.” ITS involved a range of devices and a range of services designed to assist with the functionality of the transportation system and people's experience with it – so it is a set of services that are enhanced through technology. Operationally, it comes down to the management of information.

Mr. Remkes noted that the Department has recognized, explored and acted upon the opportunities and efficiencies associated with artificial intelligence (AI), with a close eye to the needs of end-users of the State's transportation systems. One NMDOT example is its response to the needs by commercial vehicle (CV) operators for safe and available parking spaces via the recently-implemented commercial vehicle (CV) truck parking availability system (TPAS) along I-10 in southern New Mexico, a joint endeavor with Arizona, California and Texas.

NMDOT is also putting into play a number of enhanced services using artificial intelligence (AI), which is an emerging technology within the information industry, fed from an increasingly wide range of sources. AI streamlines in a major way the analysis of large pools of data, which is then used for planning and decision-making. NMDOT utilizes AI in a number of applications, including its Reactive Awareness System Response (SASR) which provides real-time/real-space feedback on road conditions; Crowd-Sourced Data Aggregation; Video Analytics; Virtual RWIS Stations; TPAS Ground-Truthing Analytics; and NM Roads, an interactive app that travelers can use for advice on road conditions, preferred routes and other helpful information.

Mr. Remkes closed by introducing the Department's "Safe System Approach," which includes a comprehensive information sharing and management system that has the goal of "zero" fatalities through proactive and shared responsibility with its stakeholders and the public.

NOTE: The PowerPoint presentation for this topic can be accessed in Appendix D.ii.

(3) Plans for the AV Proving Ground at the Gallup/McKinley County TradePort

Casey McElroy, Kimley-Horn Project Manager for the McKinley County contract to plan and design an Autonomous Vehicles Test Track complex for the proposed TradePort, provided an in-depth presentation on this unique industry and how it is being applied to the site in the Carbon Coal Road Corridor.

Mr. McElroy provided a review of the multi-faceted TradePort project, including the "value proposition" being worked on by all the stakeholders, the general layout of the Carbon Coal Road Corridor, the "pieces of the puzzle" of the proposed TradePort system, and then more specifically the AV proving ground currently under planning and design by Kimley-Horn.

Mr. McElroy summarized the key purposes of proving grounds:

- Conduct extreme tests safely;
- Develop vehicles and technologies in a closed, confidential environment;
- Test and validate products prior to market introduction;
- Train drivers, including automated vehicle operators; and
- Provide safe "extreme driving" experiences.

He noted the four trends in the future of mobility:

- Automated
- Connected
- Electric
- Shared

He further identified the types of customers using proving ground facilities, the range of additional real estate uses that can be situated at proving grounds and a sample listing of jobs that can be associated with these facilities:

Types of Customers	Other Real Estate Uses	Job Creation
<ul style="list-style-type: none"> • Full Vehicle manufacturers • AV Tech companies • Component suppliers • Research institutes • Driver training • Consumer experiences 	<ul style="list-style-type: none"> • Technology park • Offices • R&D facilities • Laboratories • Data centers • Fleet maintenance facilities • Hospitality • Retail • Education • Residential 	<ul style="list-style-type: none"> • Security • Track Setup & Control • Track/Driving Specialist • Customer Accountants • Project Managers • Finance & Accounting • Human Resources • Maintenance & Janitors • Business development • Mechanics & Technicians • Test Drivers & AV Operators • Concierge • Test Drivers & Engineers

Mr. McElroy displayed a national map showing the few dozen proving grounds currently operating in the US, many of them in Detroit and the Midwest, and others on the east and west coasts and in Texas, adding that the Greater Gallup location could provide a unique non-urban setting on a major east-west corridor, which potential operators and customers would be interested in. He provided some examples of test tracks being visited by the TradePort steering committee members and consultants to gain hands-on knowledge of the facilities and operations of these proving grounds.

Mr. McElroy closed by showing a conceptual layout of the proposed AV proving ground facility in the TradePort area and explained next steps in the planning and design process.



NOTE: *The PowerPoint presentation for this topic can be accessed in Appendix D.iii.*

3. BREAKOUT GROUP DISCUSSIONS

To conclude the 2025 Roundtable, a series of conversations was facilitated at each of four participant tables of 12 to 15 persons each, with the four Facilitation Teams rotating from table to table in 15-minute “speed-dating” sessions. The facilitators introduced the topics, provided further background and then invited questions, concerns and ideas from the participants. This input was gathered by “scribes” on flipcharts, and in the closing conference plenary, the facilitators provided a brief recap of highlights that had been fielded in those conversations. The contents from these discussions are summarized below, and the detailed “flipchart capture” is included in Appendix F.

Facilitation Team 1: *“The AV Proving Ground Project”*

There was high interest in the AV Proving Ground project, generating a number of important questions and considerations around what it will take to be competitive in the AV marketplace, to fund the substantial developments involved, to attract industry to this opportunity, and to provide community support for new industrial activity (such as workforce, amenities, housing and public buy-in).

Facilitation Team 2: *“The Value Proposition: Why Gallup?”*

This topic addressed “upsides” and “downsides” of the TradePort concept, i.e., what makes Gallup a unique, attractive and feasible venue for this development? What do we offer that would attract customers, partners and investors into our vision? Foremost among the “positives” was “location,” i.e., where we are situated with respect to the seaports in Los Angeles, the east-west interstate highway and rail corridors, and the urban/logistical hubs of the southwest. Other assets included extensive road and rail transportation facilities, available land, climate and geography, potential workforce, local civic and economic leadership, the range and quality of plans and developments currently in process, and relative cost of living.

The Roundtable participants also raised questions and issues to be addressed, including whether our local educational levels are adequate to meet the job demands of new industry, whether we have the resources needed to support the growth (such as housing, water and wastewater systems, and other infrastructure), whether we have the quality-of-life aesthetics and amenities that will attract new industry and the people to be employed there, whether there is sufficient public support (locally and in State government) for this kind of development, and whether we can better integrate and coordinate all the plans and projects underway to ensure good and sustainable solutions.

Facilitation Team 3: *“The TradePort Master Plan”*

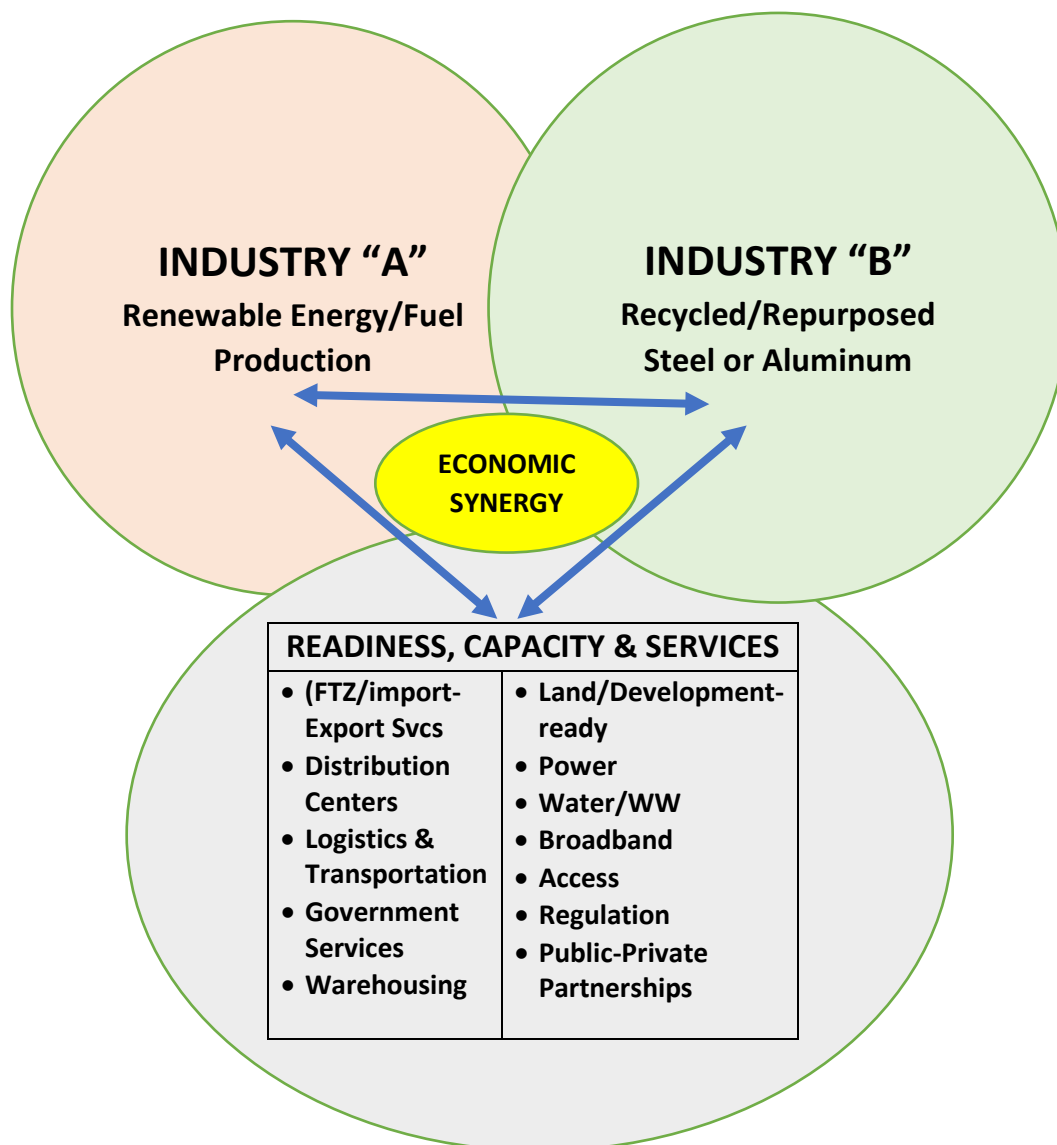
This Team provided updates on the draft TradePort master plan. In response, many ideas, questions and issues were raised, including: the need to highlight our outdoor recreation opportunities (including High Desert Trails adjacent to the corridor development area); the need to specifically provide commercial truckers with places to safely and securely park, refuel and meet other needs in a one-stop format; the question of what educational levels and skill sets are needed for the TradePort workforce; the issue of “traffic conflict” between residential and industrial uses; the need for specific plans, funding and projects to build up critical infrastructure; the question of other developments planned along the corridor; and the need for less siloing and more coordination among the public and private agencies potentially being called upon to fund the TradePort developments.

Facilitation Team 4: *“AI/AV Innovation in New Mexico Transportation Policy”*

The New Mexico Team summarized the State’s efforts to support the transportation industry as a whole and to develop innovative approaches to meeting transportation system needs and demands now and in the future, calling upon the many stakeholders impacted by those systems – including education and training institutions that can help prepare the workforce for jobs in transportation. There was discussion about the opportunities and constraints related to alternative fuels, suggesting that Hydrogen and EV options were not immediately marketable for commercial trucking fleets. There was important conversation about the relationship of the State DOT and the local community, where the Department was asked to engage more closely and more responsively to the public in order to incorporate their interests and concerns, build trust and make locally appropriate improvements.

4. CONCLUSIONS & TAKEAWAYS

GGEDC Executive Director **Patty Lundstrom** encouraged the participants to see the big picture, not as a series of “silos” and separate projects, but as “economic synergy.” One example of this was presented in a schematic diagram illustrating the interaction of similar industries and their dependence on the many “supportive systems” and facilities required for them to be successful:



Ms. Lundstrom emphasized that a lot of details were being worked on at many levels, that many partners and stakeholders were involved, and that all of it required a combined effort to make it happen. At the same time, it is important to stay goal-focused: build on local assets, address and mitigate local shortfalls, know the market opportunities, build local capacity and readiness for new development, and bring in economic-base industry that will employ our people, build wealth in our community, and spur growth in opportunity and quality of life for our people. Facilitator **Jeff Kiely** announced that the planning work would continue apace in the coming months and that the results would be shared with all. He invited participants to join in the afternoon’s “debrief session,” where further details would be discussed.