

Comprehensive Economic Development Strategy (CEDS) Strategy Committee Kickoff Meeting

Thursday, February 23, 2017 at 2:30 p.m.
Second Floor Conference Room
1300 E. Second Street Defiance, Ohio

Members Present: Rick Kazmierczak, Matt Gilroy, Deb Gerken, Sean Rupp, Ed Kidston, Joel Miller, Denise Dahl, DonL Parsons, Matt Davis, Jerry Zielke, Will Burns, Erika Willitzer, Patricia Hoover, Paul Andre

Others Present: (Representing MVPO) Emma Kirkpatrick, Ellen Smith, Dennis Miller, Kerry Macomber

1. Welcome & Introductions

2. Overview of the CEDS

- a. Emma Kirkpatrick of Maumee Valley Planning Organization (MVPO) gave a brief presentation on MVPO and the Comprehensive Economic Development Strategy (CEDS). The CEDS was completed in 2012 and the Economic Development Administration (EDA) awarded MVPO a grant in 2016 to update the existing CEDS by 2018. The CEDS is essentially a planning document, designed to guide economic development in the region and build capacity efforts as well as incorporate resiliency into the local economy. The CEDS includes demographic regional background information, an analysis of the problems and opportunities in the region, goals and objectives to shape the regional economy, community and private sector participation, strategic projects, an implementation plan, and performance measures to track the successful of the CEDS. The projected timeline will be as follows:
 - i. Send surveys to the general public and interview key stakeholders for feedback on strengths and weaknesses in the region – April 2017
 - ii. Committee submits projects for the project list update – June 2017
 - iii. First draft of the updated CEDS completed – April 2018
 - iv. Submit draft for public comments – May 2018
 - v. Submit final document for approval from the Committee – September 2018
- b. The next step after completion of the CEDS will be to apply to become an Economic Development District (EDD). This designation will allow for more funding opportunities through the EDA such as infrastructure grants through Public Works.

3. Committee Input & Expectations

- a. Meetings will be (at most) quarterly
- b. Participation in the stakeholder interviews
- c. Input in the SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis to be discussed at the next meeting
- d. Update and revise the current goals, objectives, initiatives, and action items
- e. Add current and anticipated projects to the existing project list; remove irrelevant or completed projects, and prioritize vital projects
- f. Review the draft and recommend approval of final CEDS documents to MVPO's Executive Council

4. Projects Overview & Needs

- a. The existing project list from 2012 was discussed with suggestions for updating the list, removing projects no longer relevant, and expanding the list to go beyond typical economic development projects.

5. Goals and Objectives

- a. The goals and objectives of the 2012 CEDS were presented to encourage discussion on how best to reshape the goals, which ultimately will provide a framework for the vision of the region.
 - i. Ideas included linking all the counties together through greater collaboration and creating a “regional identity.” This would increase the region’s competitiveness as well as enable greater buying power.
 - ii. An issue discussed was housing and the lack of affordable apartments to attract young professionals.
 - iii. Workforce is another driving issue, with difficulties to overcome such as workforce development, training, availability, and leveraging apprenticeships.
 - iv. Public transportation and lack thereof is also a component to the availability of a workforce.
 - v. Focus on retention and not attraction – keep the talent that is already in this region by adopting a regional rural marketing campaign.
- b. SWOT Analysis
 - i. Analyzing the strengths, weaknesses, opportunities, and threats in the region will also inform the goals and objectives. The SWOT analysis from 2012 can be expanded upon with input from stakeholder interviews and a public survey on perceptions regarding strengths and weaknesses in the region.
 - ii. Discussion on the SWOT analysis uncovered the following: water and agriculture should be considered strengths in the region, and the aging workforce was considered a threat, but should also be considered as an opportunity to support the aging population. More discussion will be held at the next CEDS committee meeting.

6. Stakeholder Surveys/Interviews

- a. The next step in updating the CEDS will be to hold interviews with key stakeholders and develop a public survey in order to understand the local perceptions regarding the strengths and weaknesses in the region. Committee members will be asked to participate in the interviews and provide input in the development of the survey.

7. Adjourn

- a. The next steps will be to discuss the survey outcomes and results of the stakeholder interviews, and incorporate this into the SWOT Analysis. The goals and objectives will be revisited as well as ideas for the project list update.
- b. The next meeting will be scheduled for June or July 2017.
- c. The meeting was adjourned at 3:45 p.m.



AGENDA

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Thursday, February 23, 2017 at 2:30 p.m.
Second Floor Conference Room
1300 E. Second Street Defiance, Ohio

- 1. Welcome & Introductions**
- 2. Overview of the CEDS**
 - a. CEDS Overview - *Handout*
 - b. Brief Presentation
- 3. Committee Input**
 - a. Roles & Responsibilities
 - b. SWOT Analysis - *Handout*
- 4. Projects Overview & Needs**
 - a. Project List from 2012 - *Handout*
 - b. Blank Project List - *Handout*
- 5. Stakeholder Surveys/Interviews**
- 6. Adjourn**

Next Meeting: TBA ~ June 2017
Please fill out the contact information sheet before you leave!



U.S. Department of Commerce
Economic Development Administration



**COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES
CEDS
SUMMARY OF REQUIREMENTS**

Note: This document provides a synopsis of the requirements for comprehensive economic development strategies. For further information, interested parties are directed to section 302 of the Public Works and Economic Development Act of 1965 (42 U.S.C. § 3162) and EDA's regulations at 13 C.F.R. part 303. The document is intended to serve as a convenient source for requirements relating to the CEDS. Nothing in this document is intended to supersede or otherwise modify EDA's statute, regulations, policies or procedures.

Introduction: A comprehensive economic development strategy (CEDS) is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies. The CEDS should analyze the regional economy and serve as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources. A CEDS integrates a region's human and physical capital planning in the service of economic development. Integrated economic development planning provides the flexibility to adapt to global economic conditions and fully utilize the region's unique advantages to maximize economic opportunity for its residents by attracting the private investment that creates jobs for the region's residents. A CEDS must be the result of a continuing economic development planning process developed with broad-based and diverse public and private sector participation, and must set forth the goals and objectives necessary to solve the economic development problems of the region and clearly define the metrics of success. Finally, a CEDS provides a useful benchmark by which a regional economy can evaluate opportunities with other regions in the national economy.

Who should develop a CEDS? A Planning Organization seeking to formulate and implement a regional economic development program will benefit from developing a CEDS. Successful economic development efforts are based on CEDS that provide an economic roadmap to diversify and strengthen regional economies. The Public Works and Economic Development Act of 1965, as amended (PWEDA), requires a CEDS in order to apply for investment assistance under EDA's Public Works or Economic Adjustment Assistance Programs. At EDA's discretion, EDA may accept CEDS that it has funded or CEDS prepared independently of EDA investment assistance or oversight.

The following sections set out below on "Planning Organizations" and "Strategy Committees" cover the requirements for EDA-funded CEDS, while the remainder of this document pertains to technical requirements for CEDS. *It should be noted that in determining the acceptability of a CEDS prepared independently of EDA investment assistance or oversight for projects under 13 C.F.R. parts 305 or 307, EDA may in its discretion determine that the CEDS is acceptable without it fulfilling every requirement set out in 13 C.F.R. § 303.7. In doing so, EDA shall consider the circumstances surrounding the application for investment assistance, including emergencies or natural disasters, and the fulfillment of the requirements of Section 302 of PWEDA.*

A. EDA-funded CEDS

Pursuant to 13 C.F.R. § 303.6, if EDA awards Investment Assistance to a Planning Organization to develop, revise, or replace a CEDS, the Planning Organization must follow the procedures set forth in paragraphs A.1 and A.2.

1. Planning Organization: A Planning Organization (as defined in 13 C.F.R. § 303.2), typically an Economic Development District (EDD) or Indian Tribe, may be eligible for EDA planning investment assistance. The purpose of such assistance is to develop a CEDS for a specific EDA-approved region. The Planning Organization is responsible for:

- Appointing a Strategy Committee (CEDS Committee);
- Developing and submitting to EDA a CEDS that complies with 13 C.F.R. § 303.7;
- Making a new or revised CEDS available for review and comment by the public for a period of at least thirty (30) days prior to submission of the CEDS to EDA;
- Obtaining approval of the CEDS from EDA;
- After obtaining approval of the CEDS, submitting to EDA an updated CEDS performance report annually. The **performance report**, in addition to reporting progress on CEDS implementation, should also discuss community and private sector participation in the CEDS effort. Any performance report that results in a change in the technical components of the EDA-approved CEDS must be available for review and comment by the public for a period of at least thirty (30) days prior to submission of the performance report to EDA;
- Submitting a copy of the CEDS to any Regional Commission if any part of the EDA-approved EDD region is covered by that Commission;
- Submitting a new CEDS to EDA at least every five (5) years, unless EDA or the Planning Organization determines that a new CEDS is required earlier due to changed circumstances.

2. Strategy Committee: The Strategy Committee is the entity identified by the Planning Organization as responsible for developing, revising, or replacing the CEDS. The Strategy Committee **must represent the main economic interests** of the region, and **must include Private Sector Representatives** (defined in 13 C.F.R. § 300.3, with respect to any for-profit enterprise, as any senior management official or executive holding a key decision making position, or that person's designee) **as a majority of its membership**. In addition, the Planning Organization should ensure that the Strategy Committee also includes:

- Public officials;
- Community leaders;
- Representatives of workforce development boards;
- Representatives of institutions of higher education;
- Minority and labor groups; and
- Private individuals.

Strategy Committees representing Indian Tribes or States may vary.

B. Technical Requirements

Pursuant to 13 C.F.R. § 303.7, a Planning Organization must include the following information in a CEDS submitted to EDA.--

1. Background: The CEDS must contain a background of the economic development situation of the region that paints a realistic picture of the current condition of the region. This background must include a discussion of the economy, population, geography, workforce development and use, transportation access, resources, environment, and other pertinent information.

2. Analysis of Economic Development Problems and Opportunities: The CEDS must include an in-depth analysis of the economic development problems and opportunities that identifies strengths and weaknesses in the regional makeup of human and economic assets, and problems and opportunities posed by external and internal forces affecting the regional economy. This analysis must:

- Incorporate relevant material from other government-sponsored or supported plans and demonstrate consistency with applicable State and local workforce investment strategies.
- Identify past, present, and projected future economic development investments in the region.
- Identify and analyze **economic clusters** within the region.

3. CEDS Goals and Objectives -- Defining Regional Expectations: The CEDS must contain a section setting forth goals and objectives necessary to solve the economic problems, or capitalize on the resources, of the region. Any strategic project, program, or activity identified in the CEDS should work to fulfill these goals and objectives.

- Goals are broad, primary regional expectations.
- Objectives are more specific than goals, clearly measurable, and stated in realistic terms considering what can be accomplished over the five (5) year time frame of the CEDS.

4. Community and Private Sector Participation: The CEDS must include a section discussing the relationship between the community in general and the private sector in the development and implementation of the CEDS. Public and private sector partnerships are critical to the implementation of the CEDS.

5. Strategic Projects, Programs and Activities: The CEDS must contain a section which identifies regional projects, programs and activities designed to implement the Goals and Objectives of the CEDS. This section should identify and describe:

Suggested Projects-

- All suggested projects, programs and activities and the projected number of jobs to be created as a result.
- Lead organizations responsibilities for execution of the projects.

Vital Projects- A prioritization of vital projects, programs, and activities that address the region's greatest needs or that will best enhance the region's competitiveness, including sources of funding for past and potential future investments. These can be overarching "themes" for regional economic development success and is expected to include components. Funding sources should not be limited to EDA programs.

6. CEDS Plan of Action: The plan of action, as described in the CEDS, implements the goals and objectives of the CEDS in a manner that-

- Promotes economic development and opportunity;
- Fosters effective transportation access;
- Enhances and protects the environment;
- Maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy;
- Promotes the use of technology in economic development, including access to high-speed telecommunications;
- Balances resources through sound management of physical development; and
- Obtains and utilizes adequate funds and other resources.

The CEDS must also contain a section that discusses the methodology for cooperating and integrating the CEDS with a State's economic development priorities.

7. Performance Measures: The CEDS must contain a section that lists the performance measures used to evaluate the Planning Organization's successful development and implementation of the CEDS, including but not limited to the:

- Number of jobs created after implementation of the CEDS;
- Number and types of investments undertaken in the region;
- Number of jobs retained in the region;
- Amount of private sector investment in the region after implementation of the CEDS; and
- Changes in the economic environment of the region.

These are not meant to be the only performance measures for the CEDS. Most Planning Organizations developing a CEDS will benefit from developing additional quantitative and qualitative measures that will allow them to evaluate progress toward achieving the goals identified as important in their regions.

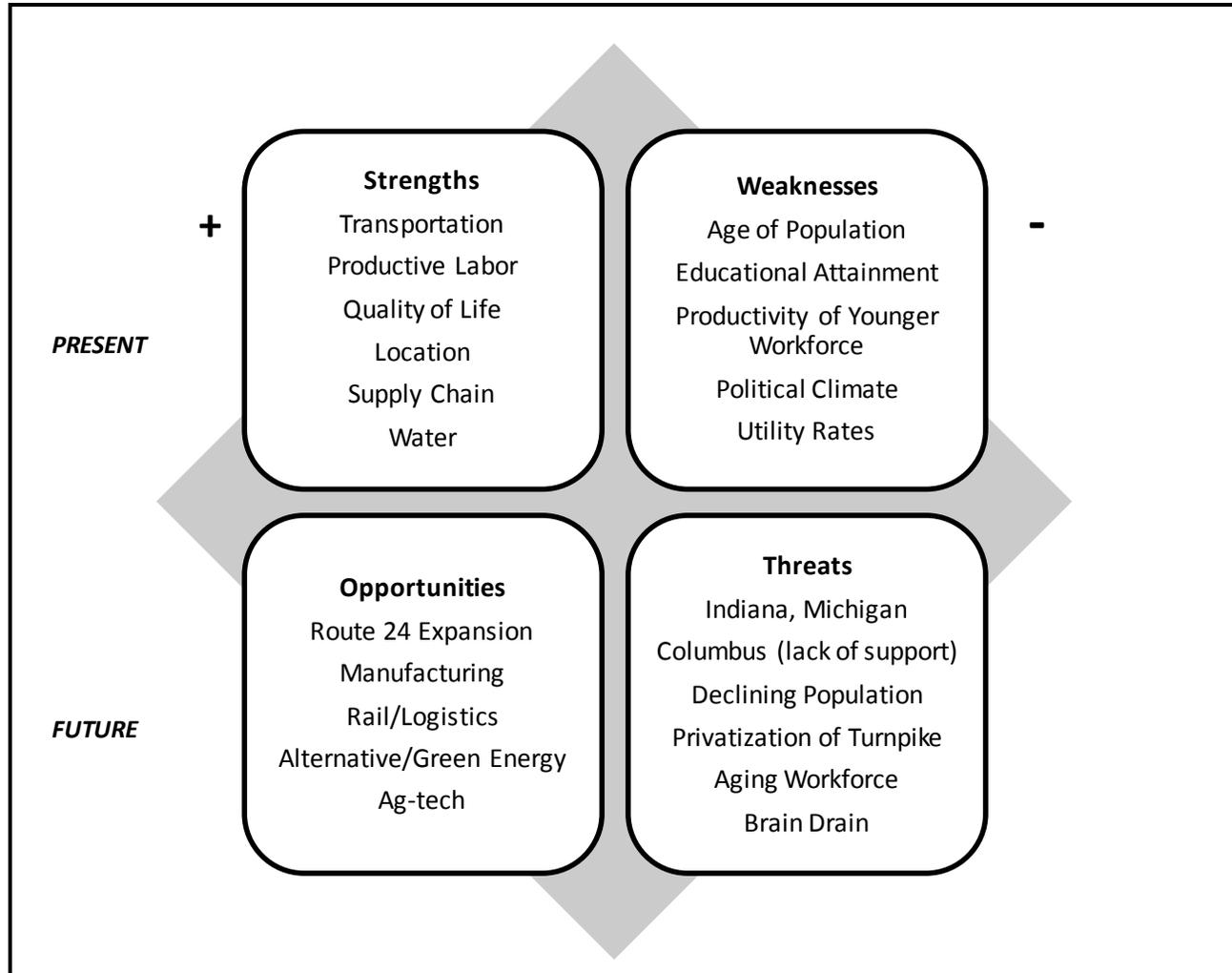
For more information: www.eda.gov

CEDS Goals and Objectives (2012)

GOAL 1	Increase employment growth and investment in the MVPO region
Objective 1	Establish a regional marketing and business attraction voice for the five-county region
Initiative 1.1	Create a new or expand an existing website for external promotion of the region
Initiative 1.2	Establish internal procedures among the five counties for responding to business attraction inquiries
Initiative 1.3	Coordinate marketing efforts aimed at target industry sectors
GOAL 2	Improve the efficiency and effectiveness of economic development efforts in the MVPO region
Objective 2	Expand the economic development role of the MVPO
Initiative 2.1	Become the provider of regional economic and demographic data
Initiative 2.2	Become the provider of regional economic development news
Initiative 2.3	Establish regional GIS system
Initiative 2.4	Expand usage of Economic Development financing programs and mechanisms
Initiative 2.5	Aggressively pursue grant opportunities on behalf of the five-county region
Initiative 2.6	Create a regional business retention and expansion task force
GOAL 3	Enhance and promote quality of life assets
Objective 3	Increase awareness of schools, cost of living, housing, health care facilities, recreational amenities
Initiative 3.1	Promote the region's small town lifestyle, while maintaining proximity to big city amenities, to external audience
Initiative 3.2	Direct marketing campaign targeting individuals with connection to the region, but now live elsewhere
GOAL 4	Ensure that the current and future workforce needs of businesses are met
Objective 4	Increase the educational attainment and skillset of the workforce
Initiative 4.1	Increase promotion of manufacturing opportunities to younger workers and high school students
Initiative 4.2	Further integration of economic development efforts with educational institutions
GOAL 5	Ensure that the current and future infrastructure needs of the region are met
Objective 5	Continue to expand and develop all categories of infrastructure
Initiative 5.1	Expand inventory of "shovel-ready" development sites
Initiative 5.2	Increase utilization of economic development financing mechanisms

Analysis of Economic Development Issues (2012)

Based upon information from the Regional Background Assessment, input from the Stakeholder Interviews, the Public Survey, and meetings with the CEDS Committee, and analysis, findings and recommendations from the Location Factor Assessment and Target Industry Screening, a SWOT frame was used to summary the economic development issues of the region:



CEDS Project List (2012)						
	Project Description	Project Location	Estimated Total Cost	Project Start Date	Project End Date	Progress/Completion Date
1	Rehabilitation of the Maumee & Western Railroad from Woodburn, IN to Liberty Center, OH	Paulding, Defiance, Henry Counties	\$25 million	May 1, 2014	October 31, 2014	
2	Treatment Plant to serve the industrial corridor in York Township, and provide service for proposed expansions in the area.	County Road 9 south of Norfolk Southern Rail line, York Township, Fulton County	\$7 million	January 1, 2013	August 1, 2014	
3	Construction of a new 69 or 138 kV transmission line into the Enterprise Industrial Park in Defiance, Ohio to serve heavy industrial customers. Expected length is 5-9 miles.	Integrity Dr. to Krouse Rd. in the City of Defiance, Defiance County	\$6 -\$9 million	May 1, 2015	December 31, 2015	
4	Increased capacity of natural gas by installing a larger line	US 20-A and SR 109 York Township, Fulton County	\$10 million	January 1, 2013	August 1, 2014	
5	Replacement of 4" waterline with 8" on S. Erie St. (SR 49) in the Village of Antwerp	S. Erie St. Antwerp, Paulding County	\$184,025	N/A	N/A	
6	Construction of a new Maumee River bridge	Napoleon, Henry County	\$22,730,000	September 1, 2014	September 1, 2015	
7	Construction of a 16" waterline from the Village of Paulding to SR 127/US Route 24 interchange, and to the village of Cecil	Village of Paulding, Paulding County	\$2.5 million	July 1, 2014	July 1, 2015	
Other Potential Project Opportunities					Progress/Completion Date	
1	Establish a regional workforce training center					
2	Rail improvements near Holiday City in northern Williams County					
3	Water/sewer improvements near the Menard's distribution center to create additional development opportunities					
4	Capitalize a regional revolving loan fund for the MVPO					

CEDS Project Information 2017

PROJECT TITLE:

PROJECT DESCRIPTION:

ESTIMATED TOTAL PROJECT COST:

COUNTY:

COUNTY SUBDIVISION:

PROJECT LOCATION:

ENTITY SPONSORING PROJECT:

SPECIFIC BUSINESS DIRECTLY PARTICIPATING OR BENEFITTING FROM PROJECT:

UNMET REQUIREMENTS NEEDED FOR PROJECT TO PROCEED:

COMMITTED/POTENTIAL FUNDING SOURCES:

DESCRIPTION OF PROJECT READINESS:

ESTIMATED PROJECT START DATE:

ESTIMATED PROJECT COMPLETION DATE:

DESCRIPTION OF PROJECT'S LINK TO ADVANCING ECONOMIC DEVELOPMENT:

ESTIMATED JOB CREATION:

DESCRIPTION OF JOBS (POSITIONS NEEDED, TRAINING REQUIREMENTS, WAGES, ETC.):

OTHER PROJECT INFORMATION:

**Maumee Valley Planning Organization
Comprehensive Economic Development Strategy (CEDS)**

Strategy Committee – Preferred Contact Information

Name: _____

Email: _____

Address: _____

Work Phone: _____

Cell Phone: _____

Place of Business: _____

Title: _____