

Comprehensive Economic Development Strategy (CEDS) Strategy Committee Meeting

Wednesday, August 30, 2017 at 1:00 p.m.
Second Floor Conference Room
1300 E. Second Street Defiance, Ohio

Members Present: Matt Gilroy, Matt Davis, Denise Dahl, DonL Parsons, Jerry Zielke, Paul Andre, Patricia Hoover

Others Present: Emma Kirkpatrick (MVPO), Dennis Miller (MVPO), Dr. Mark Zeller (Wright State)

1. Introductions

2. Overview of Last Meeting

a. SWOT Analysis

- i. Emma Kirkpatrick of the Maumee Valley Planning Organization (MVPO) gave a brief overview of the last meeting and discussed the results of the SWOT Analysis:
 1. The SWOT Analysis yielded some similar trends from the 2012 analysis, but also added new issues, with strengths added such as the fiber network, alternative/green energy, “ready to work” graduates and ready industrial sites added as weaknesses, greater opportunities such as regionalization of workforce and food manufacturing, as well as some expanded threats like lack of housing and lack of appropriate incentives to encourage modernization.
 2. The goal of this meeting was to finalize the SWOT Analysis from committee input, and results from the stakeholder interviews. The SWOT Analysis will later help to inform the goals and objectives for the plan update.

3. Stakeholder Interviews – Overview (*Back of Agenda*)

- a. MVPO has conducted eight stakeholder interviews so far, with at least one per County. The goal will be to interview at least three individuals from each County, primarily focusing on business owners. These interviews have yielded some interesting information, as many agreed that it is difficult to attract workforce to the NW Ohio area, and then to retain those workers. Workforce came up as one of the greatest needs for companies (in terms of skills and dependability). Workforce availability was also listed as both a short and long term challenge for several businesses. Aggregated answers for assets, weaknesses, and critical skills are listed on the stakeholder interview handout.

4. Internet Affordability/Connectivity – Survey Handout

- a. Short presentation (Dr. Zeller)
 - i. Committee members first took a short survey on internet connectivity and availability in relation to work and personal use. Dr. Zeller gave a presentation on internet affordability and connectivity, as it relates to rural communities and broadband as an economic development strategy. The national benchmark for fixed broadband services is 25 Mbps download, 3 Mbps upload. Upgrading the broadband service capabilities of the region can be viewed as an economic development strategy, especially for rural areas. Dr. Zeller reported that the State of Ohio is working towards establishing the entire State as an “intelligent community,” that will provide greater opportunities for communities as well as workforce. Dr. Zeller also informed the committee that the formation of a Technology Planning Group will be necessary to spread awareness of the benefits of better connectivity and speeds for broadband, and how it will greatly affect community and economic development efforts.
 - ii. There was discussion on broadband capacity and case studies on purpose and benefits. It was agreed to add broadband to the plan for now and consider adding an action item relating to the formation of a Technology Planning Group per County.

5. SWOT Analysis - Handout

- a. Overview
 - i. The SWOT Analysis was conducted during the last Committee meeting. Since representatives were not present from each County, it was necessary to revisit the SWOT Analysis.
- b. Group Discussion
 - i. Additional items were added to the SWOT Analysis after a group discussion. Those decided upon last time were kept. Mobility and broadband capacity were added as opportunities. Mobility relates to public transportation opportunities, which has started primarily through coordination in several counties and has the potential to assist in workforce development. Lack of incentives for automation was added as a threat and was also considered an opportunity (support for automation). Leisure and recreational opportunities were discussed as well and were presented as a weakness, due to trails and a sense of place being important in attracting and retaining workforce in the area.

6. Adjourn

- a. The meeting was adjourned at 2:30 p.m.

Next Meeting: TBA ~ November 2017
- Discuss Goals, Objectives, and Initiatives



AGENDA

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Wednesday, August 30, 2017 at 1:00 p.m.

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1300 E. Second Street Defiance, Ohio

1. Introductions
2. Overview of Last Meeting
 - a. SWOT Analysis
3. Stakeholder Interviews – *Overview (Back of Agenda)*
4. Internet Affordability/Connectivity – *Survey Handout*
 - a. Short presentation (Dr. Zeller)
5. SWOT Analysis - *Handout*
 - a. Overview
 - b. Group Discussion
6. Adjourn

Next Meeting: TBA ~ November 2017

Stakeholder Interviews (2017)

Name	Title	Company	County
Tony Nighswander	President/Owner	APT Manufacturing Solutions	Defiance
Bryan Keller	CEO	Keller Logistics Group	Defiance
Rich Menzel	VP of Human Resources	North Star/Blue Scope Steel	Fulton
Ty A. Otto	VP of Business Banking	Huntington Bank	Henry
Nathan Weaks	President	Automatic Feed	Henry
Kim Schumm	Corporate HR Manager	Alex Products	Henry
Mike Kauser	Owner/Head of Operations	Kauser Trucking	Paulding
Bill Martin	President	Spangler Candy Company	Williams

Assets

Water/Energy Availability

Workforce

Transportation - interstate and local highways, rail access, air

Location - 150 miles from many strategic locations

Agricultural community - safe communities

Good schools

Weaknesses

Availability/flow of applicants

Housing

Workforce

Tax incentives - more in Indiana than Ohio

Spec buildings/existing buildings for development

Numbers of qualified workforce, attraction of workforce

Skill training and training networks availability

Lack of skilled trades

Workforce - Ohio not a right to work state

Occupations/workforce skills that are critically important growth:

Mechanical/electrical technicians

Financially minded

Quality employees that want to work

Electrical & mechanical engineers

PLC Programmers, Robot Programmers, Machinists

Entry-level engineering, quality management system skills, basic mechanical skills

Soft skills - behavioral skills, dependability, teamwork, problem solving

SWOT Analysis (May 12, 2017)

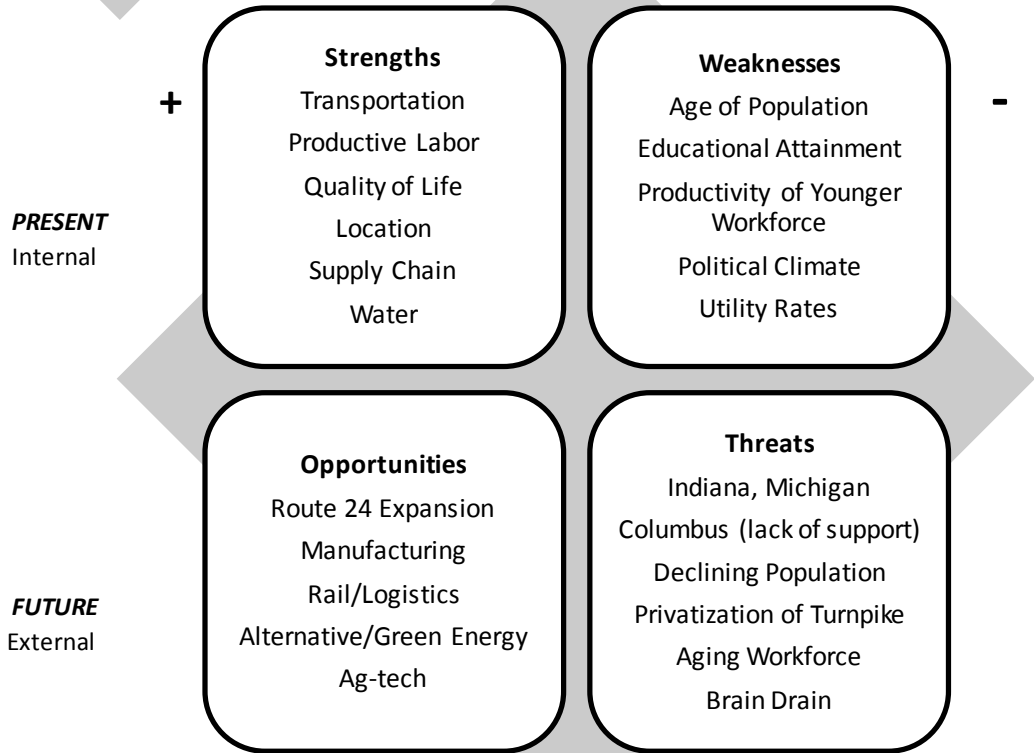
Strengths
 Transportation infrastructure
 Proximity to markets
 Manufacturing & Retail
 Water capacity
 Fiber network
 Alternative/Green energy

Weaknesses
 Water distribution
 Rising water/sewer rates
 Workforce availability
 Aging infrastructure (all)
 "Ready to work" graduates
 Ready industrial sites for development (utilities & rail)

Opportunities
 Workforce training for local needs
 Regionalization of workforce strategies (best practices)
 Food manufacturing
 Agribusiness
 Recruitment of residents from similar geographic areas
 Pipelines - recruitment of businesses needing natural gas
 Turnpike - local toll removal

Threats
 Water - parochial and environmental issues
 Indiana & Michigan right to work
 Lack of housing
 Aging workforce
 Lack of appropriate incentives to encourage modernization
 Railroads

SWOT Analysis (2012)



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



SWOT Analysis 2017

Comprehensive Economic Development Strategy



Present
Internal

Strengths

- Transportation infrastructure
- Proximity to markets
- Manufacturing & Retail
- Water capacity
- Fiber network
- Alternative/Green energy

Future
External

Opportunities

- Workforce training for local needs
- Regionalization of workforce strategies (best practices)
- Food manufacturing
- Agribusiness
- Recruitment of residents from similar geographic areas
- Pipelines - recruitment of businesses needing natural gas
- Turnpike - local toll removal
- Mobility - public transit options
- Broadband Capacity

Weaknesses

- Water distribution
- Rising water/sewer rates
- Workforce availability
- Aging infrastructure (all)
- "Ready to work" graduates
- Ready industrial sites for development (utilities & rail)
- Leisure/Recreation options

Threats

- Water - parochial and environmental issues
- Indiana & Michigan right to work
- Lack of housing
- Aging workforce
- Lack of appropriate incentives to encourage modernization
- Railroads
- Lack of incentives for automation