



# **U.S. 30 CORRIDOR**

**2022 CEDS**

# **COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY**

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# ACKNOWLEDGMENTS

The CEDS was funded through a grant (#06-69-06274) from the Economic Adjustment Assistance (EAA) program of the Economic Development Administration (EDA). The Center for Regional Development (CRD) at Bowling Green State University (BGSU) compiled and developed the attached report and complimentary story map with significant direction and input from the CEDS Strategy Committee and the CEDS Community Advisory Committee. CRD staff and students who developed materials for the project include Russell Mills, Nichole Fifer, Deminique Heiks, Lisa Lawson, Ben Hooper, Vanessa Oz, Lauren Perry, Catherine Krempasky, and Baffour Koduah.



# ABOUT THE CEDS



# OVERVIEW

## WHAT IS THE CEDS?

The Comprehensive Economic Development Strategy (CEDS) is a strategy-driven plan for regional economic development that is the result of a regionally owned planning process. The CEDS is a cornerstone of programs administered by the Economic Development Administration (EDA) including the Public Works, Economic Adjustment Assistance, Local Technical Assistance Program, and the Short-Term Planning Program. To qualify for the EDA investments through these programs, regions must develop and update their CEDS every 5-years. In addition to serving as a regional economic development plan, the CEDS is also a prerequisite for the development of an Economic Development District (EDD), which is a multi-jurisdictional entity that lead locally-based, regionally driven economic development planning processes and coordinate the implementation of EDA investments in a region. The U.S. 30 Corridor is one of the few regions in the United States that does not have an EDD<sup>1</sup>.

## WHY IS THE CEDS IMPORTANT?

According to the National Association of Development Officials (NADO) CEDS Central resource, there are several benefits to developing or updating a CEDS including:

- Builds on strengths of region and identify gaps in resources, expertise, and programs.
- Facilitate regional collaboration, expand supply chains, and grow and support new industry clusters.
- Regions with CEDS in place are more likely to attract federal funds and technical assistance by demonstrating resources are used efficiently and effectively.
- Increase resiliency and better position the region to plan for, respond to, and recover from natural disasters and economic shocks.
- CEDS can serve as a call to action and an engagement platform for regional economic development initiatives<sup>2</sup>.

<sup>1</sup> See EDA EDD Map: <https://www.eda.gov/edd/>

<sup>2</sup> NADO CEDS Central: <https://www.cedscentral.com/ceds-101.html>

# COMPONENTS OF THE CEDS

## 1 REGIONAL ASSETS

The U.S. 30 Corridor is home to an abundance of natural, physical, human, and informational assets that have shaped the history of the region and its people. This section highlights a sample of the region's natural and physical assets that provide areas of comparative advantage for the region.

## 2 DEMOGRAPHIC & ECONOMIC DATA

A key component of the CEDS process is to analyze and document the economic, demographic, and social state of the region. CRD developed a series of in-depth data products for the Strategy Committee and Community Advisory Committee to consider during the development of the SWOT analysis and the Action Plan.

## 3 STRENGTHS, WEAKNESSES, OPPORTUNITIES, & THREATS ANALYSIS

A SWOT analysis helps the region answer the question: "Where are we now?" by assessing the region's unique assets and areas of competitive advantage. The SWOT analysis also identifies the internal or external factors that can keep a region from realizing its potential.

## 4 ACTION PLAN

The action plan, comprised of a vision statement, goals, and strategies, is the "heart and soul of the CEDS" that flows from the SWOT analysis. The action plan answers the question, "Where do we want to go and how are we going to get there?"

## 5 EVALUATION FRAMEWORK

The evaluation framework contains a series of traditional (job creation and private investment) and non-traditional (GDP per capita, per capita income, household income, etc.) economic metrics. The evaluation framework answers the question, "How are we doing and what we can do better?" The measures selected should be based upon what is important to the region and what conditions need to be reserved or created.

## 6 ECONOMIC RESILIENCE

The CEDS contains strategies to enhance economic resilience and build capacity to recover quickly, withstand, or avoid economic or natural shocks. Economic resilience strategies should include steady-state initiatives. Measures selected are based upon what is important to the region and what conditions need to reverse or create and establish responsive and durable information networks to encourage communication and collaboration among regional stakeholders on existing and potential future challenges.

# CEDS STRATEGY COMMITTEE

A key component of the CEDS process is the development of the CEDS Strategy Committee. The Strategy Committee is the principal facilitator of the CEDS process and is responsible for developing and updating the CEDS. According to the EDA, the Strategy Committee should “broadly represent the main economic interests of the region.” The Strategy Committee met every two weeks to advance key components of the CEDS such as the SWOT analysis. The U.S. 30 Corridor CEDS Strategy Committee is comprised of:

## GARY FRANKHOUSE

Economic Development Director  
*Crawford Partnership*

## GREGORY MOON

Executive Director  
*Wyandot County Office of Economic Development*

## AARON PAULY

Economic Development Coordinator  
*Grow Ashland*

## ERIN STINE

Community Development Director  
*Crawford Partnership*

## BARRETT THOMAS

Director of Economic Development  
*Richland Area Chamber & Economic Development*

The U.S. 30 Corridor CEDS was facilitated and managed by the Center for Regional Development (CRD) at Bowling Green State University (BGSU). CRD is a community asset with expertise in regional economic, workforce, and community development. CRD is a member of the EDA University Center program and serves as a capacity builder and trusted partner in the region by providing cutting-edge economic and demographic data analysis and visualization, economic and community development project and grant development, neutral facilitation of planning processes, social service and education program evaluation and applied research including original survey research.



# CEDS COMMUNITY ADVISORY COMMITTEE

During an early meeting of the Strategy Committee, the group decided to create a larger Community Advisory Committee to provide input from a wider range of perspectives on key components of the CEDS including the SWOT Analysis and the U.S. 30 Corridor CEDS Action Plan.

The U.S. 30 Corridor CEDS was facilitated and managed by the Center for Regional Development (CRD) at Bowling Green State University (BGSU). CRD is a community asset with expertise in regional economic, workforce, and community development. CRD is a member of the EDA University Center program and serves as a capacity builder and trusted partner in the region by providing cutting-edge economic and demographic data analysis and visualization, economic and community development project and grant development, neutral facilitation of planning processes, social service and education program evaluation and applied research including original survey research.

## COMMITTEE INCLUDES:

**John Barnes**, Vaughn Industries - Wyandot

**Tim Bowersock**, City of Mansfield - Richland

**Todd Boyer**, Ohio Mutual Insurance Group - Crawford

**Donnie Clark**, Elzy Milling - Richland

**Bob Cohen**, Ashland University - Regional

**Dave Courtad**, County of Wyandot - Wyandot

**Amy Daubenspeck**, Ashland Area Chamber of Commerce - Ashland

**Beth Delaney**, Spherion Mid Ohio - Regional

**Dorey Diab**, North Central State College - Regional

**Jason Eibling**, Mid-American Therapy & Freedom Caregivers - Wyandot

**Gary Fagein**, State Farm - Richland

**Tom Fellner**, City of Galion - Crawford

**Jay Goyal**, Goyal Industries - Richland

## COMMITTEE, CONTINUED

**Rex Grasz**, Union Home Mortgage - Wyandot

**Jessica Gribben**, Richland Community Development Group - Richland

**Brady Groves**, Richland County Foundation - Richland

**B.J. Harvey**, Ohio Carbon Industries - Ashland

**Mark Johnson**, First Citizens National Bank - Wyandot

**Miranda Jones**, Galion-Crestline Chamber - Crawford

**Norman Jones**, Ohio State University, Mansfield - Regional

**Kevin Kimmel**, Mid-Ohio Educational Service Center - Crawford

**Greg Knestrick**, Peterman Associates Inc. - Wyandot

**Clint Knight**, Richland Community Development Group - Richland

**Michalina Lacy**, Small Business Development Center - Regional

**Allen Lafferty**, Village of Crestline - Crawford

**Jordan Lance**, Mohican Area Growth Foundation (MAGF) - Ashland

**Kristine Lindeman**, Alumni Roofing - Richland

**Julie McCready**, McCready Interiors - Richland

**Kevin Meyers**, City of Bucyrus - Crawford

**Matt Miller**, Ashland City - Ashland

**Jerry Morasko**, Avita Health Systems - Crawford

**Brad Murtiff**, First Federal Community Bank - Crawford

**Jodie Perry**, Richland Area Chamber & Economic Development - Richland

**Dan Philips**, Transformation Network - Ashland

**Larry Schmidt**, County Commissioner - Crawford

**Jeremy Secrist**, Lexington Local Schools - Richland

**Ty Shaul**, Wyandot Memorial Hospital - Wyandot

**Jotika Shetty**, Richland County Regional Planning - Richland

**Lee Tasseff**, Destination Mansfield - Richland

**Paul Wagner**, WMS Marketing - Wyandot

**Mike Welch**, Ashland County - Ashland

**Ken Wessler**, City of Upper Sandusky / Pastoral Society - Wyandot

**Deanna West-Torrence**, North End Community Improvement Collaborative - Richland

**Kim Winkle**, Avita Health Systems - Crawford

**Vinson Yates**, OhioHealth - Regional.

# COORDINATION WITH EXISTING PLANS

As part of the development of the SWOT and Action Plan, CRD conducted a review of existing regional and local plans to ensure consistency with ongoing regional efforts. The Strategy Committee and CRD consulted with the following plans (not inclusive, but rather a sample list):

- Wyandot County Comprehensive Economic Development Strategy (2013)
- Crawford 2020 Vision: A Community-Driven Vision Crawford County (2010)
- Ashland-Crawford-Huron-Richland County Economic Recovery Task Force: Declining Automobile Industry Response Update (2009)
- Village of Crestline Comprehensive Economic Development Strategy (2021)
- Community Opportunity Workforce Website (2017)



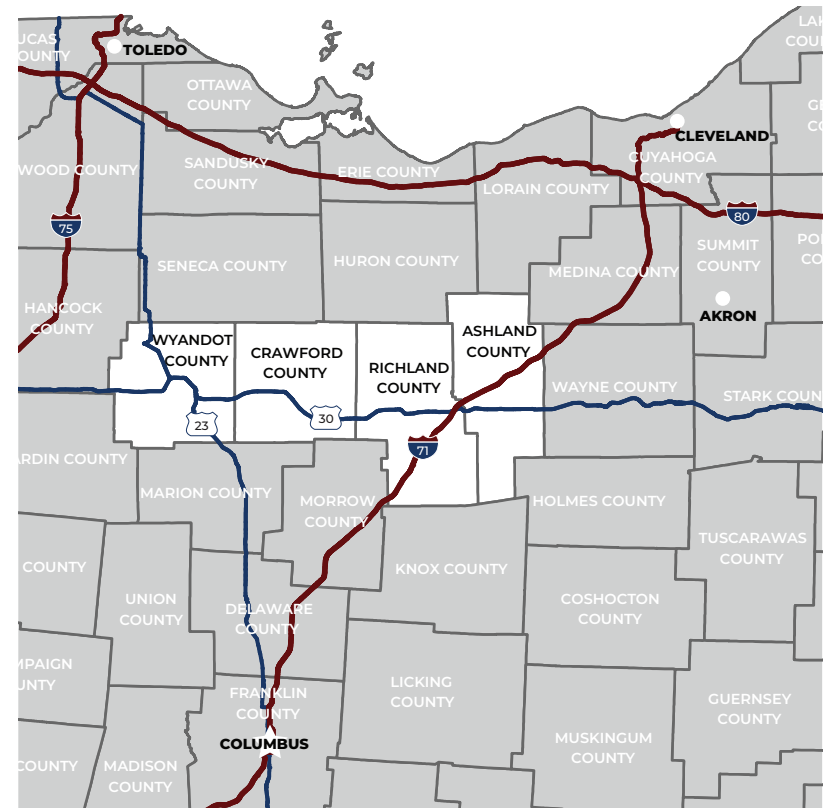
# THE U.S. 30 CORRIDOR



# INTRODUCTION TO THE U.S. 30 CORRIDOR

This CEDS has been developed by four counties in north central Ohio: Ashland County, Crawford County, Richland County, and Wyandot County (known collectively as the U.S. 30 Corridor). Located between the large population centers of Columbus, Cleveland, and Toledo, the U.S. 30 Corridor encompasses the Mansfield Metropolitan Statistical Area (MSA) as well as several cities, townships, and rural areas. The U.S. 30 Corridor is bisected by U.S. 30, which runs west to east through the region, a major north-south interstate highway, I-71, and U.S. 23, which connects Toledo to the Columbus metro area. The U.S. 30 Corridor also has significant rail assets including mainlines for Norfolk Southern and CSX, which intersect in the Village of Crestline in Crawford County. Additionally, the region is home to the Mansfield Lahm Regional Airport (MFD), which houses the 179th Airlift Wing and was recently selected to stand up the Air National Guard's first Cyberspace Wing. In addition to MFD, the region is home to several general aviation airports including Galion Municipal Airport, Shelby Community Airport, Port Bucyrus-Crawford County Airport, Wyandot County Airport, and Ashland County Airport. The region is home to several natural areas and tourist attractions including Malabar Farm and Mohican State Parks, the Ohio Bird Sanctuary, Mid-Ohio Sports Car Course, and the Ohio State Reformatory, the primary

filming location for *The Shawshank Redemption*. Finally, the region is home to several colleges and universities including Ashland University, North Central State University, and Ohio State University-Mansfield.



The U.S. 30 Corridor has a long and proud history of a strong manufacturing and agricultural base that has driven the region's economy. The region was home to some of the largest manufacturing employers in the U.S. including Westinghouse (which employed over 8,500 employees during the 1950s and 1960s), General Motors (which employed 4,800 employees in the 1980s and produced components in 90% of GM vehicles), and Dominion Electric<sup>3</sup>. The region's strength in manufacturing continues today including at some of the region's largest employers such as Newman Technologies, Imasen Bucyrus Technology, Stoneridge, Inc., Arcelor Mittal, Timken Company, Covert Manufacturing Inc., Mansfield Plumbing, GE Lighting Company, Bridgestone APM Company, and Continental Structural Plastics, Inc.<sup>4</sup>. In addition, the U.S. 30 region is home to several large healthcare systems and facilities that employ several thousand workers including Avita Health System (Crawford County), OhioHealth (Richland County), Samaritan Regional Health System (Ashland County), and Wyandot Memorial Hospital (Wyandot County). Finally, the region is home to Charles River Laboratories, a biopharmaceutical company that employs close to 1,000 workers in Ashland County.

The U.S. 30 Corridor is home to over 241,000 people according to the 2020 Census, which is a decrease of 1.1% or 2,700 people from the 2010 Census<sup>5</sup>. However, the four-county region has a modest net inward migration of 168 people in 2019<sup>6</sup>. The population of the region is primarily white (91.6%) and has a median age of 41.4. Roughly 10.7% of the population has an associate's degree, 12.3% has a bachelor's degree, and 6.3% have a postgraduate degree. The region enjoys a low cost of living with the median home value (\$111,664) well below that of the average for the state of Ohio (\$145,700).



<sup>3</sup> Phelps, Christopher. American Idle. The Nation January 21, 2010.

<sup>4</sup> Sources: <https://rgp.org/major-employers-northwest-ohio/>, <https://growashland.com/top-employers/> <https://richlandareachamber.com/economic-development/largest-employers/>

<sup>5</sup> 2020 United States Census.

<sup>6</sup> EMSI Burning Glass analysis of IRS Data.

# U.S. 30 CEDS PUBLIC ENGAGEMENT PROCESS



# U.S. 30 CEDS PUBLIC ENGAGEMENT PROCESS

The U.S. 30 Corridor CEDS was developed with robust input from a wide range of community stakeholders across Wyandot, Crawford, Richland, and Ashland counties. To develop the SWOT analysis, CRD first presented demographic and economic data to both the Strategy Committee and the Community Advisory Committee in April 2021 to provide context for future discussions on the U.S. 30 Corridor. Next, CRD conducted one-on-one virtual interviews with 36 of the 47 members of the Community Advisory Committee, ranging from 45 to 60 minutes, to gain insights into their perceptions of the region's strengths, weaknesses, opportunities, and threats. CRD analyzed the data collected through the interviews using NVivo, a qualitative analysis software tool. The data was analyzed for common themes and was able to generate word clouds and counts from the content of the interviews.

Using the themes from the interviews, CRD then developed a public survey to assess agreement with initial the strengths, weaknesses, opportunities, and threats that emerged from the interviews. The survey also included open ended questions that prompted respondents to submit additional strengths, weaknesses, opportunities, and threats as well as note why they strongly disagreed with those listed in the survey.

The survey ran from July 22nd- August 27, 2021. 374 people opened the survey and 340 respondents answered at least one question of the survey. The results of the interviews and survey were presented to the U.S. 30 Corridor CEDS Strategy Committee and Community Advisory Committee on September 10, 2021. Using input received during this meeting, CRD developed the final SWOT analysis for the U.S. 30 Corridor CEDS.

Following development of the SWOT analysis, CRD held vision, goal, and strategy development sessions with the U.S. 30 Corridor CEDS Strategy Committee to first develop the vision for the region over the next five years as well as six goals that would allow the region to achieve that vision. In October, CRD convened an in-person meeting of the Community Advisory Committee where members were divided into six groups (one for each goal) and walked through a facilitated conversation to develop strategies that, if implemented, would achieve the proposed goals. Several strategies were developed for each goal, forming the draft U.S. 30 Corridor CEDS Action Plan. CRD then developed and distributed a public survey to assess agreement with the draft goals and strategies developed by the U.S. 30 CEDS Strategy and Community Advisory Committees. The survey also included open ended questions that prompted respondents to submit comments on each goal and strategy as well as note why they strongly disagreed with those listed in the survey. The survey ran from December 3, 2021-January 3, 2022. 367 people opened the survey and 353 respondents answered at least one question of the survey.

# PROCESS TIMELINE

## MARCH 9, 2021

First Meeting of the U.S. Corridor CEDS Strategy Committee

## APRIL 23, 2021

First meeting of the U.S. 30 Corridor CEDS Community Advisory Committee and Demographic and Economic Data Presentation

## APRIL 6, 2021

Demographic and Economic Data Presentation to Strategy Committee

## MAY - JUNE 2021

Interviews with U.S. 30 Corridor CEDS Community Advisory Committee members

## JULY - AUGUST 2021

Public Survey to Assets Draft SWOT Analysis

## SEPTEMBER 2021

Final SWOT Analysis Developed

## OCTOBER - NOVEMBER 2021

Vision, Goal, and Strategy Development Sessions with Strategy and Community Advisory Committees

## DECEMBER 2021

Public Survey to Assess Draft U.S. 30 Corridor CEDS Action Plan

## JANUARY 2022

Finalization of U.S. 30 Corridor CEDS Action Plan and Performance Metrics

## MARCH 2022

Final Draft U.S. 30 Corridor CEDS Distributed for Public Comment

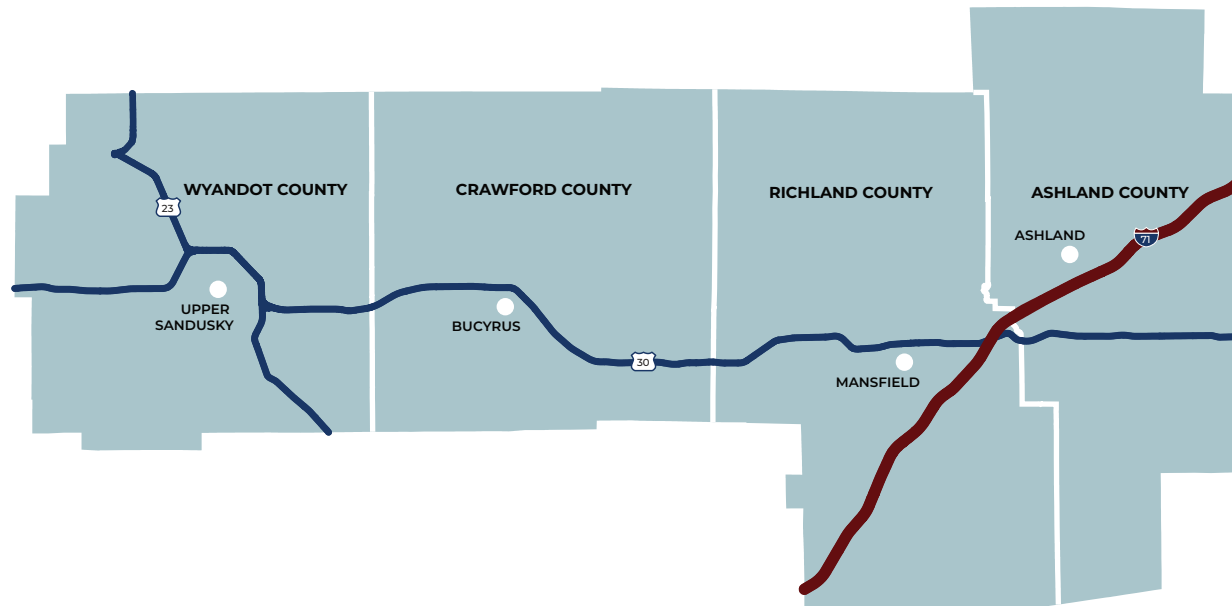
# REGIONAL ASSETS



# REGIONAL ASSETS

## INTERSTATES AND U.S. HIGHWAYS

The U.S. 30 Corridor is bisected by U.S. 30, which runs west to east through the region, a major north-south interstate highway, I-71, and U.S. 23, which connects Toledo to the Columbus metro area. These highway and roadway assets provide easy logistics for the shipping of goods to and from the region as well as facilitate tourism.



# REGIONAL ASSETS

## RAIL LINES

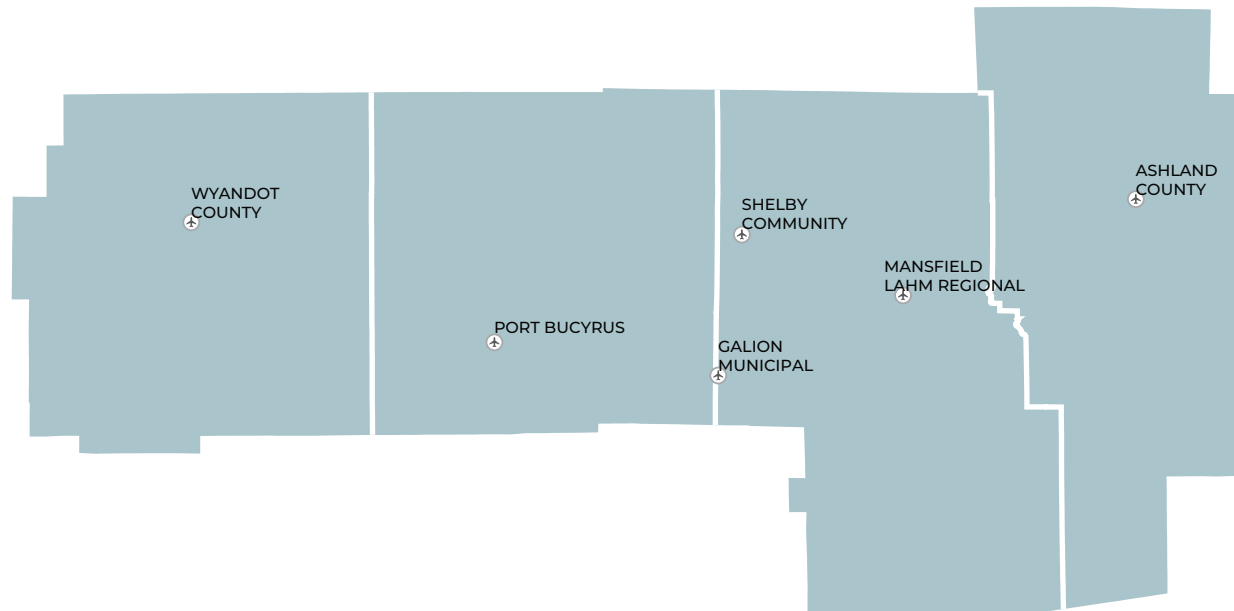
The U.S. 30 Corridor also has significant rail assets including mainlines for Norfolk Southern and CSX, which intersect in the Village of Crestline in Crawford County. The Village of Crestline was recently announced as a stop on new Amtrak service connecting Cleveland, Columbus, Dayton, and Cincinnati. The region's rail assets provide vital support for the region's manufacturing companies as well as facilitating the movement of cargo and goods across the region.



# REGIONAL ASSETS

## AIRPORTS

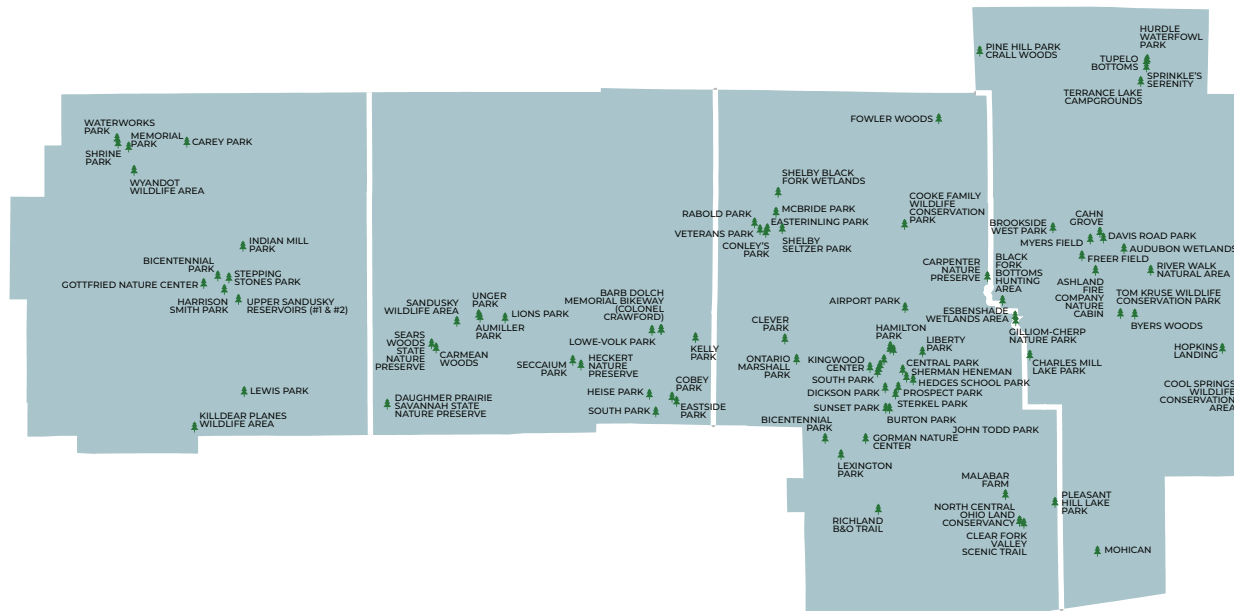
The region is home to several general aviation airports including Mansfield Lahm Regional Airport, Galion Municipal Airport, Shelby Community Airport, Port Bucyrus-Crawford County Airport, Wyandot County Airport, and Ashland County Airport. These airports provide vital business and general aviation connectivity to the region, support military and government employment, and support cargo and logistics operations in the region.



# REGIONAL ASSETS

## PARKS AND NATURAL AREAS

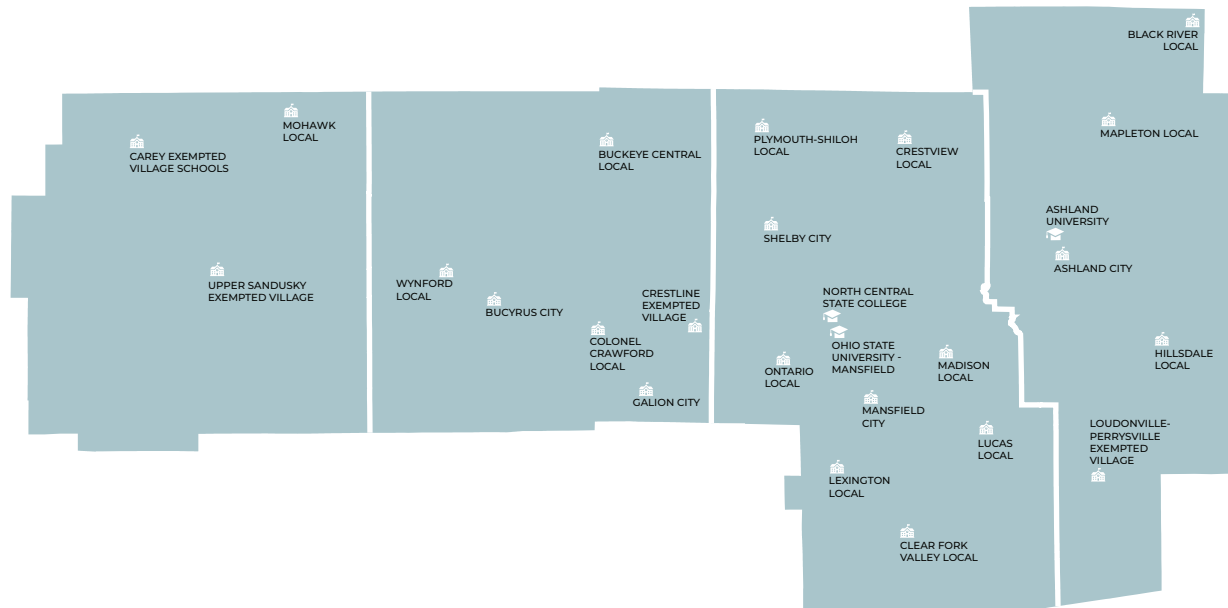
The region is home to over 90 parks that provide open and natural space to residents and facilitate a high-quality of place. The region is home to Malabar Farm State Park, Mohican State Parks, and the Ohio Bird Sanctuary.



# REGIONAL ASSETS

## EDUCATIONAL INSTITUTIONS

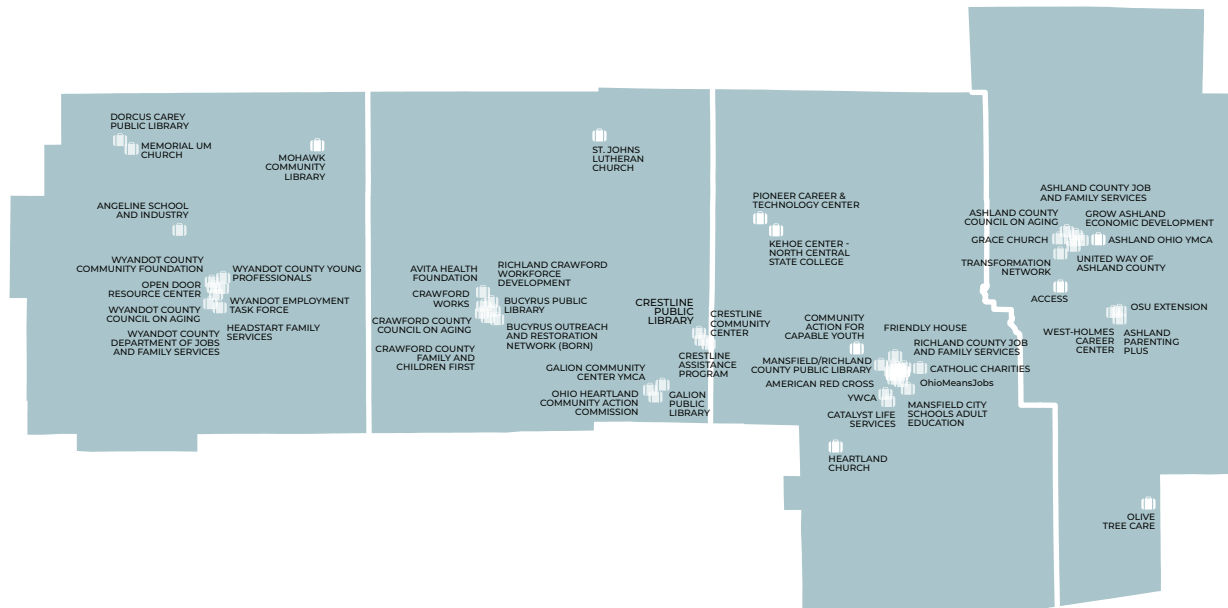
The region is home to a variety of high-quality school districts that prepare students for careers in the skilled trades as well as higher education. The region is home to several colleges and universities including Ashland University, North Central State University, and Ohio State University-Mansfield.



# REGIONAL ASSETS

## WORKFORCE DEVELOPMENT SERVICE PROVIDERS

The U.S. 30 Corridor has a variety of social service and workforce development assets to assist residents looking for work and companies looking for a skilled-workforce.



# DEMOGRAPHIC & ECONOMIC DATA



# DATA SUMMARY BACKGROUND

To inform the development of the SWOT analysis and the Action Plan, CRD used its expertise and capacity in data analytics and visualization to develop several presentations and infographics that present key demographic and economic data for the Wyandot, Crawford, Richland, and Ashland counties. Specifically, CRD provided data on industry clusters and projected industry growth, regional commuting patterns, population change and projected change over the next 5-10 years, and population migration data. In addition, the infographics CRD developed for each county and the U.S. 30 Corridor contain detailed information on population demographics, educational attainment, housing, industrial composition, poverty, labor force participation, income, and major employers. Key insights derived from the analysis of the demographic and economic data are listed below.



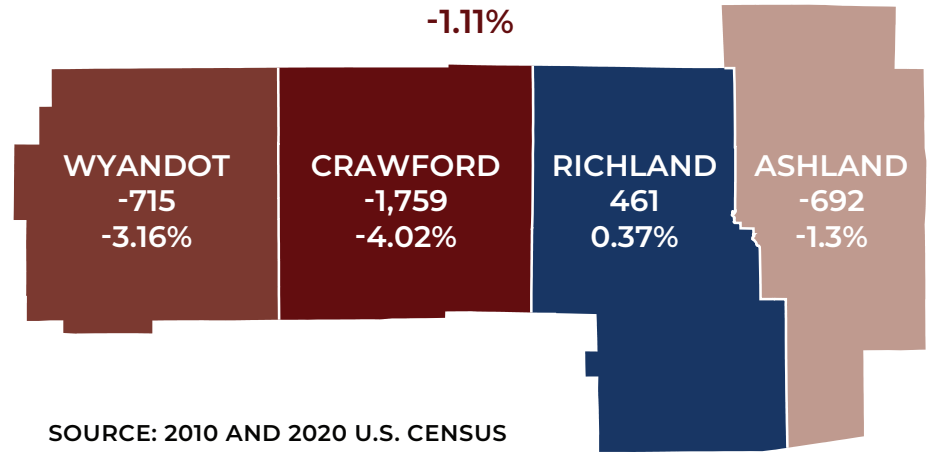
# KEY INSIGHT #1

## POPULATION LOSS

One of the most significant challenges facing the U.S. 30 Corridor is the region's declining population and associated outward migration. Between 2010 and 2020, the U.S. 30 Corridor lost over 2,700 people, or 1.11% of its population according to the 2020 Census. Wyandot (-715), Crawford (-1,759), and Ashland (-692) counties saw population decreases between 2010 and 2020 while Richland County (461) saw a very modest population increase<sup>7</sup>. According to EMSI, the region is projected to lose another 2,000 people (~1%) over the next 10-years<sup>8</sup>.

### 2010 - 2020 POPULATION CHANGE

**U.S. 30 CORRIDOR REGION:**  
 -2,705  
 -1.11%



SOURCE: 2010 AND 2020 U.S. CENSUS



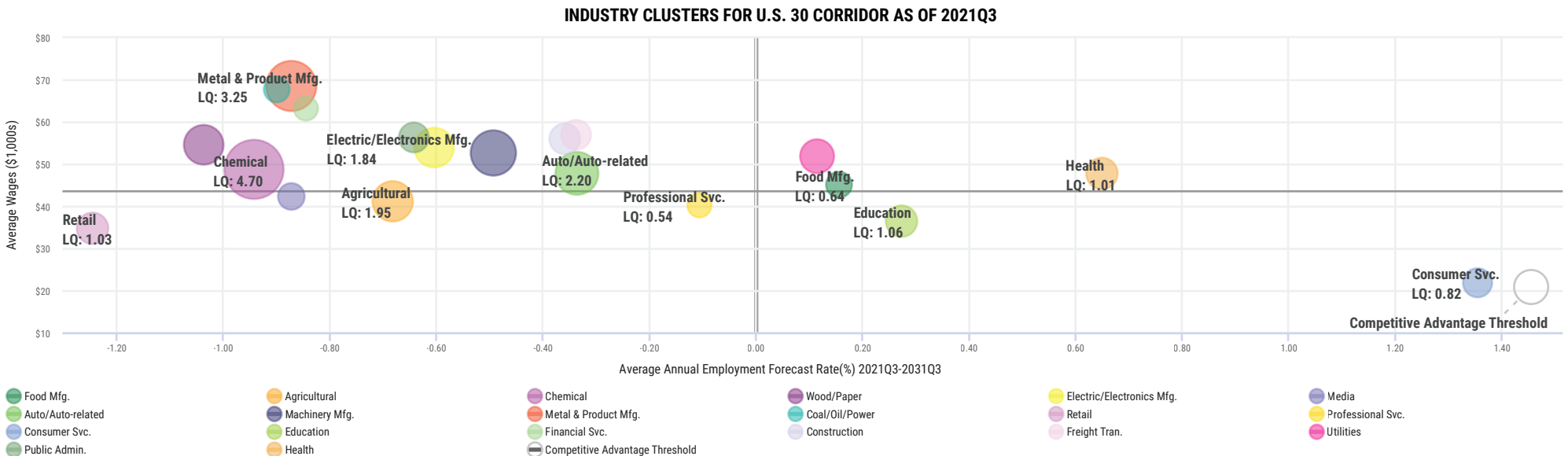
<sup>7</sup> 2020 U.S. Census.

<sup>8</sup> EMSI Burning Glass Developer. 2021.

# KEY INSIGHT #2

## HISTORICAL STRENGTH OF MANUFACTURING AND NEED TO DIVERSIFY INDUSTRIES

The U.S. 30 Corridor has a long and proud history of a strong manufacturing and agricultural base that has driven the region’s economy. However, recent closures of anchor employers including General Motors coupled with a 4% decline in manufacturing jobs in the region have highlighted the need to diversify the industrial base. The region’s strategic location and transportation assets have led to an 11.68% increase in transportation and warehousing jobs in the region over the past five years as well as the announcement of the Air National Guard’s first Cyberspace wing at Mansfield Lahm Regional Airport.



Source: JobsEQ®, Data as of 2021Q3

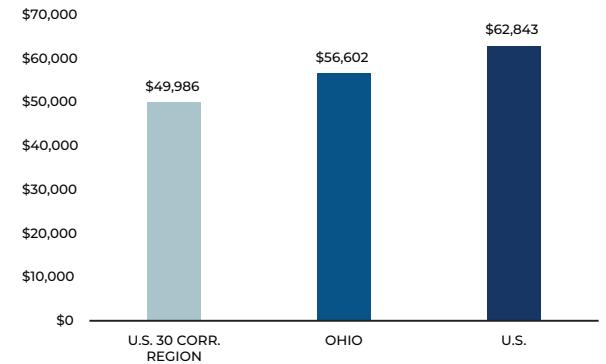
# KEY INSIGHT #3

## LOW WAGES AND LOW COST OF LIVING

While the U.S. 30 Corridor benefits from a low cost of living and affordable housing prices, the region also suffers median household incomes that are well below the average for the State of Ohio. Specifically, the U.S. 30 Corridor’s median household income of \$49,986 is \$6,500 per year below the median income for the State of Ohio (\$56,602) and over \$12,000 per year below the U.S. median household income of \$62,843 <sup>9</sup>. The gap in the region’s wages is most stark in the manufacturing sector, where the region’s average annual wage of \$53,347 is over \$10,000 per year less than the Ohio average of \$64,985 and over \$20,000 per year less than the U.S. average annual wages for manufacturing jobs of \$73,776 <sup>10</sup>. The region has lower median house value (\$111,664) than the state of Ohio (\$145,700) and the U.S. (\$217,500).

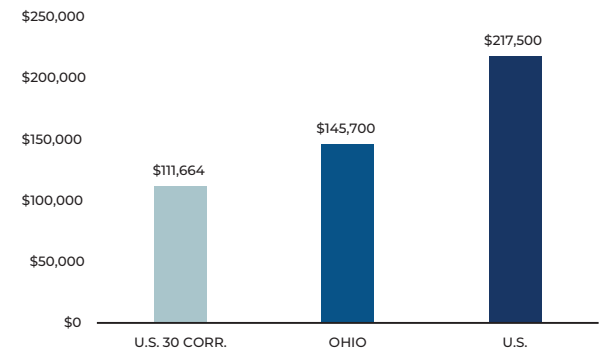
<sup>9</sup> CRD Analysis of Chmura JobsEQ Data.  
<sup>10</sup> CRD Analysis of Chmura JobsEQ Data.

MEDIAN HOUSEHOLD INCOME



SOURCE: JOBSEQ AND ACS

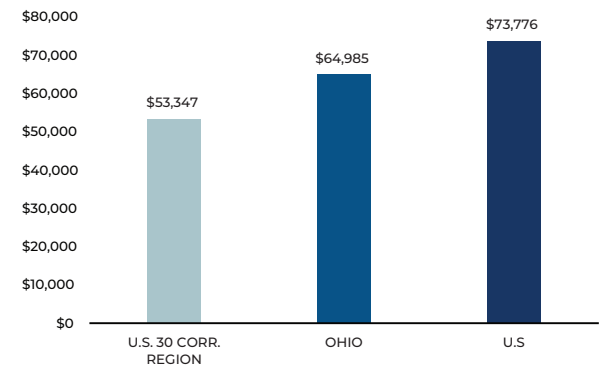
MEDIAN HOUSE VALUE\*



\*OF OWNER-OCCUPIED UNITS

SOURCE: JOBSEQ AND ACS

MANUFACTURING AVERAGE ANNUAL WAGES



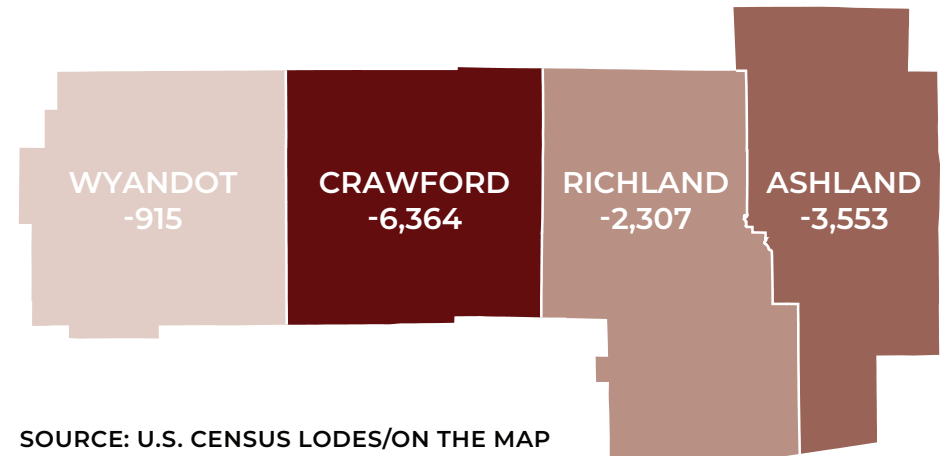
SOURCE: JOBSEQ

## KEY INSIGHT #4

### SIGNIFICANT NET OUTWARD FLOW OF WORKERS

Because of the region's low cost of living, high quality of life, and proximity to major metro areas including Cleveland, Columbus, Akron/Canton, and Toledo, the region sees a significant daily outward flow of workers to other locations. Specifically, around 10,000 people leave the four-county region daily for work <sup>11</sup>. Crawford County over 6,300 net commuters each day while Ashland has over 3,500 and Richland has over 2,300 net outward commuters per day. This suggests an opportunity to attract high-wage employment options for current residents of the region to increase local tax bases and raise the overall quality of life in the region.

### DAILY NET COMMUTERS



<sup>11</sup> CRD Analysis of EMSI-Burning Glass Data (2020).

# U.S. 30 CORRIDOR COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY SUMMARY BACKGROUND

## U.S. 30 CORRIDOR REGION

Includes Ashland, Crawford, Richland, and Wyandot Counties



## POPULATION <sup>1</sup>

2010 Estimate <sup>6</sup>

**244,013**

2019 Net Migration <sup>2</sup>

**168**

2020 Population <sup>6</sup>

**241,308**

Foreign Born <sup>3</sup>

**1.6%**

2010-2020 Change <sup>6</sup>

**-1.1%**

Median Age <sup>4</sup>

**41.4**



## HIGHER EDUCATION <sup>5</sup>

Ashland University  
North Central State University  
Ohio State University - Mansfield



## TRANSPORTATION ASSETS

Interstate Highway Miles	36.79	U.S. Highway Miles	176.27
Public Airports	6	State Highway Miles	717.83
		Local Road Miles	3,691.54



## HOUSING <sup>3</sup> Region/Ohio

Median House Value  
**\$111,664/\$145,700**

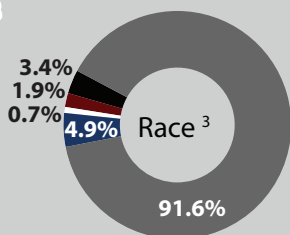
Total Housing Units  
**106,495/5,202,304**

Homeowner Vacancy Rate  
**1.3%/1.4%**

Rental Vacancy Rate  
**4.5%/5.3%**

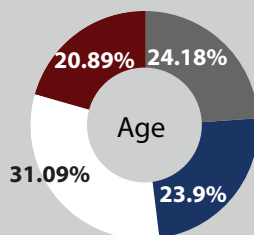
% Units with No Vehicle Available  
**8.3%/7.9%**

Total Population %



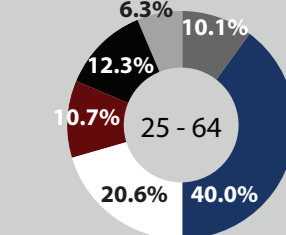
- White
- Black or African American
- Asian
- Hispanic or Latino
- Other

Educational Attainment % <sup>3</sup>



- < 20
- 20 - 39
- 40 - 64
- 65 +

Educational Attainment % <sup>3</sup>



- No High School Diploma
- High School Graduate
- Some College, No Degree
- Associate's Degree
- Bachelor's Degree
- Postgraduate Degree



## ECONOMIC <sup>3</sup> Region/Ohio

Median Household Income  
**\$49,986/\$56,602**

Per Capita Income  
**\$25,983/\$31,552**

Labor Force Participation  
**58.9%/63.2%**

Prime-Age-Labor Part. Rate (25-54)  
**79.4%/82.7%**

Poverty Level  
**13.3%/14.0%**

Households Receiving Food Stamps  
**13.3%/13.1%**



## LARGEST INDUSTRIES <sup>4</sup>

Job Comparison	2017 / 2021		Change in Jobs	2021 Average Annual Wages	2020 (In Millions)	GRP <sup>1</sup> Change Since 2016
Manufacturing	19,609	18,821	-4.0%	\$53K	\$2,175	7.7%
Health Care and Social Assistance	15,449	14,412	-6.7%	\$46K	\$879	8.9%
Retail Trade	11,443	11,109	-2.9%	\$30K	\$701	13.4%
Accommodation and Food Services	7,965	7,754	-2.6%	\$17K	\$231	8.5%
Educational Services	7,525	7,186	-4.5%	\$44K	\$97	44.8%
Construction	5,331	5,474	2.7%	\$56K	\$523	23.6%
Other Services	5,362	4,871	-9.2%	\$22K	\$194	9.6%
Administrative & Support & Waste Mgmt.	5,960	5,096	-14.5%	\$28K	\$239	1.7%
Public Administration	4,379	4,429	1.1%	\$56K	\$975	5.9%
Transportation and Warehousing	3,032	3,386	11.7%	\$56K	\$306	12.1%

Sources:

- EMSI
- EMSI and IRS
- JobsEQ and ACS
- JobsEQ
- Ohio Department of Higher Education
- Census (2020)

Data current as of January 1, 2022

# U.S. 30 CORRIDOR COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY SUMMARY BACKGROUND

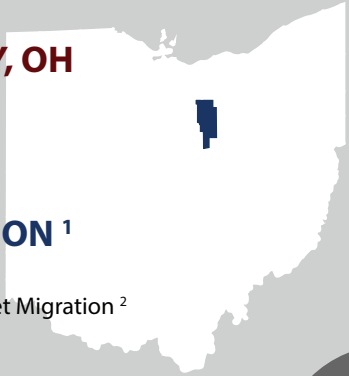
## ASHLAND COUNTY, OH

County Seat: Ashland



### POPULATION <sup>1</sup>

2010 Population <sup>8</sup> **53,139**  
 2019 Net Migration <sup>2</sup> **-12**  
 2020 Population <sup>8</sup> **52,447**  
 Foreign Born <sup>3</sup> **1.5%**  
 2010-2020 Change <sup>8</sup> **-1.3%**  
 Median Age <sup>3</sup> **40.4**



### MAJOR EMPLOYERS <sup>7</sup>

Ashland University Pentair Pump Group Inc.  
 Brethren Care Village Snyder's-Lance Inc.  
 McGraw-Hill Companies Hedstrom Plastics  
 Mansfield Plumbing Products LLC Step2 Co  
 Charles River Laboratories Ashland  
 Samaritan Regional Health System



### TRANSPORTATION ASSETS

Interstate Highway Miles	U.S. Highway Miles
<b>16.15</b>	<b>70.43</b>
Public Airports	State Highway Miles
<b>1</b>	<b>171.65</b>
	Local Road Miles
	<b>819.02</b>



### HOUSING <sup>3</sup> Region/Ohio

Median House Value  
**\$128,400/\$145,700**

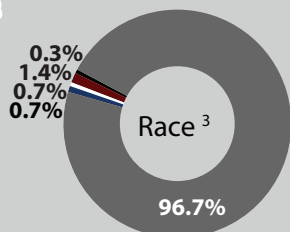
Total Housing Units  
**22,312/5,202,304**

Homeowner Vacancy Rate  
**1.3%/1.4%**

Rental Vacancy Rate  
**3.1%/5.3%**

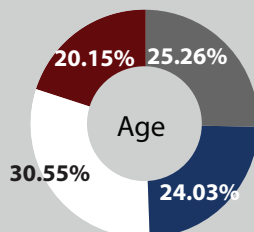
% Units with No Vehicle Available  
**7.3%/7.9%**

Total Population %



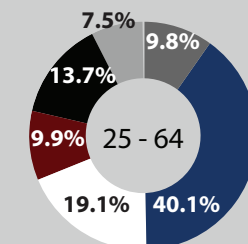
- White
- Black or African American
- Asian
- Hispanic or Latino
- Other

Age



- < 20
- 20 - 39
- 40 - 64
- 65 +

Educational Attainment % <sup>3</sup>



- No High School Diploma
- High School Graduate
- Some College, No Degree
- Associate's Degree
- Bachelor's Degree
- Postgraduate Degree



### ECONOMIC <sup>3</sup> Region/Ohio

Median Household Income  
**\$52,823/\$56,602**

Per Capita Income  
**\$26,017/\$31,552**

Labor Force Participation  
**61.8%/63.2%**

Prime-Age-Labor Part. Rate (25-54)  
**84.2%/82.7%**

Poverty Level  
**13.8%/14.0%**

Food Insecurity Rate <sup>5</sup>  
**13.6%/13.2%**

Households Receiving Food Stamps  
**9.5%/13.1%**

Net Commuters (Daily) <sup>6</sup>  
**-3,553/N/A**



### LARGEST INDUSTRIES <sup>4</sup>

Job Comparison	2017 / 2021		Change in Jobs	2021 Average Annual Wages	2020 GRP <sup>1</sup> (In Millions)	Change Since 2016
Manufacturing	3,584	3,895	8.7%	\$50K	\$451	14.5%
Health Care and Social Assistance	3,469	3,167	-8.7%	\$39K	\$145	-20.3%
Retail Trade	2,178	2,290	5.1%	\$29K	\$141	15.6%
Educational Services	1,865	1,706	-8.5%	\$45K	\$70	52.2%
Accommodation and Food Services	1,511	1,542	2.1%	\$17K	\$50	13.6%
Other Services	1,456	1,180	-19.0%	\$21K	\$48	9.1%
Professional, Scientific, & Technical Services	1,011	1,351	33.6%	\$57K	\$119	21.4%
Construction	1,086	1,213	11.7%	\$54K	\$115	36.9%
Public Administration	699	747	6.9%	\$52K	\$168	6.3%
Administrative & Support & Waste Mgmt.	815	836	2.6%	\$25K	\$34	30.8%

Sources:  
 1. EMSI  
 2. EMSI and IRS  
 3. JobsEQ and ACS  
 4. JobsEQ  
 5. Feeding America (2019)  
 6. Census (2019)  
 7. Ohio DSA  
 8. Census (2020)

# U.S. 30 CORRIDOR COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY SUMMARY BACKGROUND

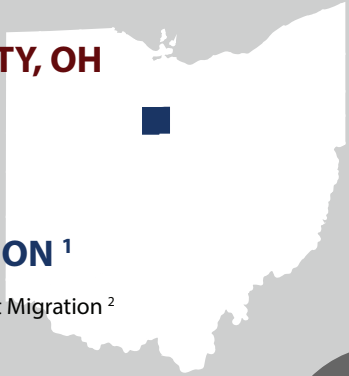
## CRAWFORD COUNTY, OH

County Seat: Bucyrus



## POPULATION <sup>1</sup>

2010 Population <sup>8</sup>	2019 Net Migration <sup>2</sup>
<b>43,784</b>	<b>62</b>
2020 Population <sup>8</sup>	Foreign Born <sup>3</sup>
<b>42,025</b>	<b>1.3%</b>
2010-2020 Change <sup>8</sup>	Median Age <sup>3</sup>
<b>-4.0%</b>	<b>43</b>



## MAJOR EMPLOYERS <sup>7</sup>

Covert Manufacturing  
Pittsburgh Glass Works  
Bucyrus Precision Tech Inc.  
Galion Community Hospital  
Imasen Bucyrus Technology Inc.  
Ohio Mutual Insurance Company

General Electric Co.  
Timken Co.



## TRANSPORTATION ASSETS

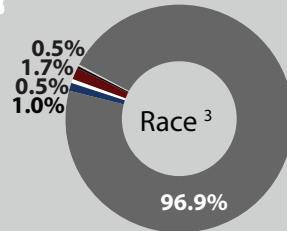
Public Airports	U.S. Highway Miles
<b>1</b>	<b>22.21</b>
State Highway Miles	Local Road Miles
<b>178.13</b>	<b>831.26</b>



## HOUSING <sup>3</sup> Region/Ohio

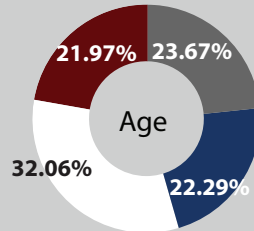
Median House Value
<b>\$88,400/\$145,700</b>
Total Housing Units
<b>20,044/5,202,304</b>
Homeowner Vacancy Rate
<b>1.4%/1.4%</b>
Rental Vacancy Rate
<b>5.7%/5.3%</b>
% Units with No Vehicle Available
<b>7.1%/7.9%</b>

Total Population %



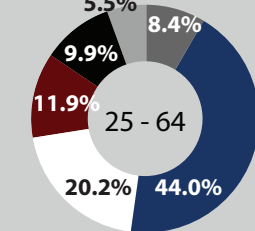
- White
- Black or African American
- Asian
- Hispanic or Latino
- Other

Age



- < 20
- 20 - 39
- 40 - 64
- 65 +

Educational Attainment % <sup>3</sup>



- No High School Diploma
- High School Graduate
- Some College, No Degree
- Associate's Degree
- Bachelor's Degree
- Postgraduate Degree



## ECONOMIC <sup>3</sup> Region/Ohio

Median Household Income  
**\$44,971/\$56,602**

Per Capita Income  
**\$25,744/\$31,552**

Labor Force Participation  
**58.6%/63.2%**

Prime-Age-Labor Part. Rate (25-54)  
**81.6%/82.7%**

Poverty Level  
**14.9%/14.0%**

Food Insecurity Rate <sup>5</sup>  
**15.1%/13.2%**

Households Receiving Food Stamps  
**14.8%/13.1%**

Net Commuters (Daily) <sup>6</sup>  
**-6,364/N/A**



## LARGEST INDUSTRIES <sup>4</sup>

Job Comparison	2017 / 2021		Change in Jobs	2021 Average Annual Wages	2020 GRP <sup>1</sup> (In Millions)	Change Since 2016
Health Care and Social Assistance	2,444	2,363	-3.3%	\$46K	\$201	-15.9%
Manufacturing	2,935	2,270	-22.7%	\$48K	\$216	-10.0%
Retail Trade	1,436	1,408	-1.9%	\$31K	\$94	16.0%
Accommodation and Food Services	1,140	1,189	4.3%	\$16K	\$34	25.9%
Educational Services	1,312	1,183	-9.8%	\$42K	\$1	-64.3%
Other Services	784	719	-8.3%	\$19K	\$27	8.0%
Construction	624	642	2.9%	\$45K	\$52	23.8%
Agriculture, Forestry, Fishing, & Hunting	572	627	9.6%	\$51K	\$17	-67.9%
Finance and Insurance	588	568	-3.4%	\$66K	\$119	7.2%
Transportation and Warehousing	389	591	51.9%	\$43K	\$38	11.8%

Sources:

1. EMSI
2. EMSI and IRS
3. JobsEQ and ACS
4. JobsEQ
5. Feeding America (2019)
6. Census (2019)
7. Ohio DSA
8. Census (2020)

Data current as of January 1, 2022

# U.S. 30 CORRIDOR COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY SUMMARY BACKGROUND

## RICHLAND COUNTY, OH

County Seat: Mansfield



### POPULATION <sup>1</sup>

2010 Population <sup>8</sup>	2019 Net Migration <sup>2</sup>
<b>124,475</b>	<b>172</b>
2020 Population <sup>8</sup>	Foreign Born <sup>3</sup>
<b>124,936</b>	<b>1.7%</b>
2010-2020 Change <sup>8</sup>	Median Age <sup>3</sup>
<b>0.4%</b>	<b>41.1</b>



### MAJOR EMPLOYERS <sup>7</sup>

Gorman-Rupp Co.      Stoneridge Inc  
 AK Steel Holding Corp      Jay Industries  
 MedCentral Health System      Centry Link  
 ArcelorMittal/Dofasco Tubular  
 Therm-O-Disc/Emerson Electric Co.  
 Newman Technology/Sankei Gilken



### TRANSPORTATION ASSETS

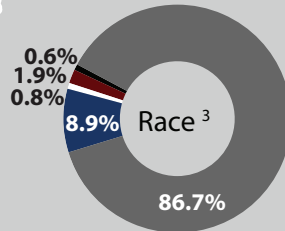
Interstate Highway Miles	U.S. Highway Miles
<b>20.64</b>	<b>37.64</b>
Public Airports	State Highway Miles
<b>3</b>	<b>204.03</b>
	Local Road Miles
	<b>1,314.05</b>



### HOUSING <sup>3</sup> Region/Ohio

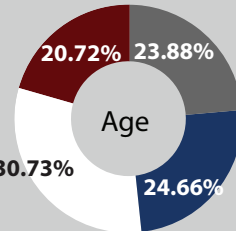
Median House Value
<b>\$110,600/\$145,700</b>
Total Housing Units
<b>54,190/5,202,304</b>
Homeowner Vacancy Rate
<b>1.2%/1.4%</b>
Rental Vacancy Rate
<b>4.7%/5.3%</b>
% Units with No Vehicle Available
<b>9.8%/7.9%</b>

Total Population %



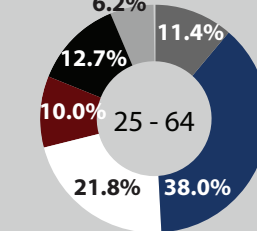
- White
- Black or African American
- Asian
- Hispanic or Latino
- Other

Age



- < 20
- 20 - 39
- 40 - 64
- 65 +

Educational Attainment % <sup>3</sup>



- No High School Diploma
- High School Graduate
- Some College, No Degree
- Associate's Degree
- Bachelor's Degree
- Postgraduate Degree



### LARGEST INDUSTRIES <sup>4</sup>

Job Comparison	2017 / 2021		Change in Jobs	2021 Average Annual Wages	2020 GRP <sup>1</sup> (In Millions)	Change Since 2016
Manufacturing	9,815	9,189	-6.4%	\$54K	\$1,077	4.2%
Health Care and Social Assistance	8,545	7,846	-8.2%	\$49K	\$509	14.6%
Retail Trade	6,954	6,511	-6.4%	\$30K	\$404	11.9%
Accommodation and Food Services	4,734	4,546	-4.0%	\$17K	\$133	3.1%
Educational Services	3,688	3,716	0.8%	\$44K	\$24	33.3%
Administrative & Support & Waste Mgmt.	4,480	3,280	-26.8%	\$28K	\$158	-8.7%
Public Administration	2,849	2,856	0.2%	\$60K	\$587	5.6%
Construction	2,746	2,651	-3.5%	\$56K	\$257	17.4%
Other Services	2,554	2,468	-3.4%	\$23K	\$96	7.9%
Transportation and Warehousing	1,612	1,872	16.1%	\$61K	\$179	17.0%

### ECONOMIC <sup>3</sup> Region/Ohio

Median Household Income
<b>\$49,547/\$56,602</b>
Per Capita Income
<b>\$25,585/\$31,552</b>
Labor Force Participation
<b>56.4%/63.2%</b>
Prime-Age-Labor Part. Rate (25-54)
<b>74.9%/82.7%</b>
Poverty Level
<b>13.5%/14.0%</b>
Food Insecurity Rate <sup>5</sup>
<b>14.0%/13.2%</b>
Households Receiving Food Stamps
<b>15.1%/13.1%</b>
Net Commuters (Daily) <sup>6</sup>
<b>-2,307/N/A</b>

Sources:  
 1. EMSI      5. Feeding America (2019)  
 2. EMSI and IRS      6. Census (2019)  
 3. JobsEQ and ACS      7. Ohio DSA  
 4. JobsEQ      8. Census (2020)

# U.S. 30 CORRIDOR COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY SUMMARY BACKGROUND

## WYANDOT COUNTY, OH

County Seat: Upper Sandusky



## POPULATION <sup>1</sup>

2010 Population <sup>8</sup>	2019 Net Migration <sup>2</sup>
<b>22,615</b>	<b>-54</b>
2020 Population <sup>8</sup>	Foreign Born <sup>3</sup>
<b>21,900</b>	<b>1.7%</b>
2010-2020 Change <sup>8</sup>	Median Age <sup>3</sup>
<b>-3.2%</b>	<b>42.1</b>



## MAJOR EMPLOYERS <sup>7</sup>

Kasai North America  
Bridgestone APM Co.  
Wyandot Memorial Hospital  
Continental Structural Plastics  
Custom Glass Solutions by Guardian

Kalmbach Feeds  
Liqui-Box Corp



## TRANSPORTATION ASSETS

Public Airports	U.S. Highway Miles
<b>1</b>	<b>45.99</b>
State Highway Miles	Local Road Miles
<b>164.02</b>	<b>727.21</b>



## HOUSING <sup>3</sup> Region/Ohio

Median House Value  
**\$122,200/\$145,700**

Total Housing Units  
**9,949/5,202,304**

Homeowner Vacancy Rate  
**1.1%/1.4%**

Rental Vacancy Rate  
**3.5%/5.3%**

% Units with No Vehicle Available  
**4.5%/7.9%**



## ECONOMIC <sup>3</sup> Region/Ohio

Median Household Income  
**\$55,767/\$56,602**

Per Capita Income  
**\$28,541/\$31,552**

Labor Force Participation  
**65.9%/63.2%**

Prime-Age-Labor Part. Rate (25-54)  
**89.4%/82.7%**

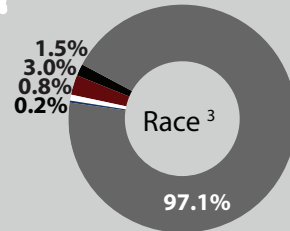
Poverty Level  
**7.4%/14.0%**

Food Insecurity Rate <sup>5</sup>  
**10.8%/13.2%**

Households Receiving Food Stamps  
**9.2%/13.1%**

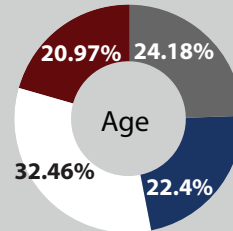
Net Commuters (Daily) <sup>6</sup>  
**-915/N/A**

Total Population %



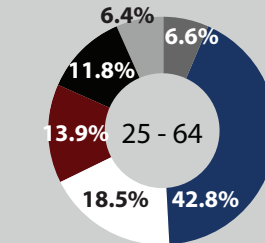
- White
- Black or African American
- Asian
- Hispanic or Latino
- Other

Age



- < 20
- 20 - 39
- 40 - 64
- 65 +

Educational Attainment % <sup>3</sup>



- No High School Diploma
- High School Graduate
- Some College, No Degree
- Associate's Degree
- Bachelor's Degree
- Postgraduate Degree



## LARGEST INDUSTRIES <sup>4</sup>

Job Comparison	2017 / 2021		Change in Jobs	2021 Average Annual Wages	2020 GRP <sup>1</sup> (In Millions)	Change Since 2016
Manufacturing	3,275	3,467	5.9%	\$58K	\$431	22.4%
Health Care and Social Assistance	991	1,036	4.5%	\$40K	\$24	20.0%
Construction	876	968	10.5%	\$64K	\$98	25.6%
Retail Trade	875	901	3.0%	\$30K	\$62	14.8%
Educational Services	660	581	-12.0%	\$45K	\$2	93.5%
Other Services	559	504	-9.8%	\$25K	\$23	15.0%
Accommodation and Food Services	581	477	-17.9%	\$14K	\$13	-7.1%
Agriculture, Forestry, Fishing, & Hunting	420	454	8.1%	\$53K	\$14	-62.2%
Public Administration	304	270	-11.2%	\$43K	\$97	10.2%
Administrative & Support & Waste Mgmt.	243	310	27.6%	\$31K	\$16	6.7%

Sources:

1. EMSI
2. EMSI and IRS
3. JobsEQ and ACS
4. JobsEQ
5. Feeding America (2019)
6. Census (2019)
7. Ohio DSA
8. Census (2020)

Data current as of January 1, 2022

# SWOT ANALYSIS





# STRENGTHS

Strategic location between Columbus, Akron, Toledo, & Cleveland

Highway and rail transportation access and infrastructure  
Authenticity and availability of shovel-ready sites in some part of the region

Prioritization of economic development among stakeholders  
Recent collaboration between public and private sectors and among counties (Richland Chamber, CEDS, & Community Opportunity)

Historical strength and concentration of manufacturing sector

Accessibility of higher education, technical schools, & career centers

Availability of jobs in many key sectors (health, manufacturing, etc.)

Downtown revitalization in Mansfield and Ashland

Low cost of living and availability of housing in some parts of the region

Outdoor recreational amenities including Mohican State Park

Tourism assets in the region including Mid Ohio Raceway and Ohio State Reformatory

Agricultural industry and resources for farming

# S

Better leverage of 2- and 4-year higher education institutions for workforce development partnerships between schools and businesses

Further development of Mansfield Lahm Airport and adjacent property

Retain greater percentage of graduates from area universities and colleges

Invest in information technology infrastructure to position the region to support remote work and technology-focused jobs

Identify next generation manufacturing and cybersecurity opportunities

Reduce leakage in region by developing more retail and dining options

Increase partnerships to better leverage regional resources for economic development and increase state-wide awareness of the region

Take advantage of strategic location for increased logistics and warehousing opportunities

Better alignment of educational institutions and in-demand skills of employers

Develop a regional brand and better highlight the unique assets of the region

More proactive site development in parts of the region

Develop a more inclusive culture to attract diverse populations and immigrants

# OPPORTUNITIES

# O

# WEAKNESSES

Outward migration, an aging workforce, & the inability to attract and retain younger skilled workers

Low entry-level wages in many industries

Inequitable access to broadband

Lack of retail shopping and dining options in the region

Lack of investment in technology infrastructure including automation by private and public sectors

Recent loss of large manufacturing employers

Lack of political leadership and pipeline for future leaders

Poor condition of parts of U.S. Route 30

Lack of affordable housing and updated housing stock in some parts of the region

Lack of regional marketing and branding for business and talent attraction and retention

Unevenness of the perception and academic offerings of K-12 schools in some parts of the region

Lack of diverse populations in the region

# W

Perceived lack of attention from state economic development organizations

Lack of cooperation and coordination in parts of the region (varsity letter jacket mentality)

Resistance to change, risk-averse decision making, & poor self esteem/attitudes of citizens

Lack of a willing, highly-skilled workforce

Lack of political leadership and pipeline for future leaders

Demographic shift towards urban environments reduces labor pool

Shifts in manufacturing supply chains and products (i.e., electric vehicles)

Historical reliance on major manufacturing employers and lack of industrial diversification

Low educational attainment of residents

Lack of lifestyle amenities (entertainment, nightlife, walkable communities/neighborhoods)

# T

# THREATS

# ACTION PLAN





# VISION STATEMENT

The U.S. 30 Corridor is a well-connected resource hub with a forward-thinking and collaborative culture that is home to a growing well-skilled workforce, diversified and competitive-wage employment base, and high quality of place that drives job creation, talent attraction, and revenue generation.

## GOAL 1

Take advantage of the region's economic development assets to diversify and grow the employment base, particularly in high-wage occupations, of the U.S. 30 Corridor.

### STRATEGY ONE

Leverage the region's historical strength in manufacturing to position the U.S. 30 Corridor to become an advanced manufacturing job center.

### STRATEGY TWO

Position the region to attract and grow jobs in emerging high-tech industries including cyber-security, new vehicle technologies, unmanned aerial systems (UAS), precision agriculture, and bio-tech.

### STRATEGY THREE

Build an innovation and entrepreneurship ecosystem that fosters small business development, particularly in historically underserved populations.



## GOAL TWO

Continue to develop the region's infrastructure to connect the region's people, goods, and services to the state, nation, and world.

### STRATEGY ONE

Develop a robust high-speed broadband network to connect all areas of the U.S. 30 Corridor to the state, nation, and world.

### STRATEGY TWO

Upgrade and leverage the region's infrastructure assets to take advantage of emerging transportation and logistics technologies.

### STRATEGY THREE

Seek investments to expand, maintain, and upgrade critical infrastructure such as roads, bridges, rail spurs, airports, water/sewer lines, and other utilities to foster site development and future job creation.

### STRATEGY FOUR

Pursue proactive site development projects, including speculative buildings, that position the region for future economic growth.

## GOAL THREE

Foster a forward thinking and collaborative culture that embraces change and is willing to take risks to develop new sites, buildings, and initiatives to improve the economic future of the region.

### STRATEGY ONE

Build capacity for collaborative economic development in the region by leveraging the U.S. 30 Corridor CEDS to create a regional organization to pursue EDA economic development district (EDD) designation.

### STRATEGY TWO

Explore the development of other collaborative structures such as a rural transportation planning organization (RTPO), regional port authority, and a regional land bank to improve regional collaboration.

### STRATEGY THREE

Develop political and professional capacity-building programs in the region to train and develop the next generation of leaders in workforce and economic development.

## GOAL FOUR

Build a resilient, dynamic workforce ecosystem that attracts and retains workers in the region, provides a diversity of cutting-edge training opportunities for residents, and aligns training and educational programs with the current and future needs of employers.

### STRATEGY ONE

Develop a collaborative regional public education campaign targeted to parents and educators that raises awareness of career opportunities in the region and builds upon the Community Opportunities collaboration.

### STRATEGY TWO

Create a coordinated regional marketing strategy and campaign to market the U.S. 30 Corridor to potential workers and educators.

### STRATEGY THREE

Develop incentive programs that provide scholarships of debt relief to workers who relocate to the communities within the region for jobs in in-demand occupations.

### STRATEGY FOUR

Build upon successful technical education programs in the region to ensure they are being offered in all high schools across the region.

### STRATEGY FIVE

Create a community culture that welcomes and supports workers from a variety of backgrounds, ethnicities, and geographies.

## GOAL FIVE

Develop a coordinated regional approach to expanding a diverse stock of housing options to allow more residents the opportunity to take advantage of employment opportunities and the region's high quality of life.

### STRATEGY ONE

Leverage the Ohio Department of Development housing assistance programs to expand and revitalize the existing housing stock.

### STRATEGY TWO

Leverage housing studies to assess current housing needs and develop collaborative strategies and tools to attract housing developers to the region.

### STRATEGY THREE

Explore using incentive tools to proactively develop sites for future housing development.

## GOAL SIX

Continue to pursue new recreational, tourism, placemaking, and retail opportunities that increase the quality of life for all residents of the region.

### STRATEGY ONE

Increase engagement and collaboration of regional tourism and marketing organizations to coordinate local branding and tourist attraction efforts.

### STRATEGY TWO

Create a community-targeted marketing campaign and ambassadors' program to highlight key assets and achievements in the region and build a sense of regional pride.

### STRATEGY THREE

Build the physical and programmatic infrastructure for unique 3rd spaces in the region including the expansion of community/sports facilities, the beautification of public spaces, and the development of local retail and dining businesses.

# EVALUATION FRAMEWORK



# EVALUATION FRAMEWORK

The U.S. 30 Corridor CEDS Strategy Committee selected a range of high-level performance metrics to determine the success of the region in achieving the goals outlined in the CEDS. The Strategy Committee committed to continue meeting quarterly to discuss progress made on the implementing the strategies outlined in the CEDS. CRD committed to convening these meetings and developing a U.S. 30 Corridor CEDS dashboard or scorecard to track progress as part of its EDA University Center scope of work.



## GOAL ONE

Take advantage of the region's economic development assets to diversify and grow the employment base, particularly in high-wage occupations, of the U.S. 30 Corridor.

Performance Metric	Relationship to Goal	Update Frequency
Change in Location Quotients for Targeted Industries	Diversification of Economy	Quarterly
Net Business Starts and Expansions by Existing Businesses	Job Creation/Diversification	Annual
Job Creation in High-Wage Occupations	Job Creation	Quarterly
GDP Per Capita	Regional Growth	Annual
Per Capita Income	Increased Wages	Annual

## GOAL TWO

Continue to develop the region's infrastructure to connect the region's people, goods, and services to the state, nation, and world.

Performance Metric	Relationship to Goal	Update Frequency
Federal & State Investment in Road, Rail, and Water Projects	Build Physical Infrastructure	Annual
Expansion of High-Speed Internet	Build Physical Infrastructure	Annual
Number of Ohio Site Inventory Program Grants and Loans	Build Physical Infrastructure	Annual
New Spec Buildings Developed	Build Physical Infrastructure	Annual
Private Investment in Greenfield & Redevelopment Projects	Build Physical Infrastructure	Annual

## GOAL THREE

Foster a forward thinking and collaborative culture that embraces change and is willing to take risks to develop new sites, buildings, and initiatives to improve the economic future of the region.

Performance Metric	Relationship to Goal	Update Frequency
Number of Graduates from Community Opportunity Program	Collaborative Culture	Annual
Number of Joint Economic Development Projects Worked On	Collaborative Culture	Annual
Number of Collaborative Regional Meetings Held	Collaborative Culture	Annual

## GOAL FOUR

Build a resilient, dynamic workforce ecosystem that attracts and retains workers in the region, provides a diversity of cutting-edge training opportunities for residents, and aligns training and educational programs with the current and future needs of employers.

Performance Metric	Relationship to Goal	Update Frequency
Increase in Net Migration to Region	Attract & Retain a Diverse Workforce	Annual
Labor Force Participation Rate	Grow Employment	Annual/Monthly
Increased Educational Attainment & Skill Development	Cultivate & Train Workforce	Annual
Number and Percentage of Minority-Employees	Attract & Retain a Diverse Workforce	Annual
Number of Foreign-Born Residents/Employees	Attract & Retain a Diverse Workforce	Annual
Number of Students Offered Workplace Experiences	Aligns Training with Current & Future Needs	Annual

## GOAL FIVE

Develop a coordinated regional approach to expanding a diverse stock of housing options to allow more residents the opportunity to take advantage of employment opportunities and the region's high quality of life.

Performance Metric	Relationship to Goal	Update Frequency
Homeowner Vacancy Rate	Expanding a Diverse Housing Stock	Annual
Number of New Housing Programs Developed	Expanding a Diverse Housing Stock	Annual
Number of New Homes Built	Expanding a Diverse Housing Stock	Annual
Median House Value of Owner-Occupied Dwellings	Expanding a Diverse Housing Stock	Annual

## GOAL SIX

Continue to pursue new recreational, tourism, placemaking, and retail opportunities that increase the quality of life for all residents of the region.

Performance Metric	Relationship to Goal	Update Frequency
Increase in Visitors to the Region	Increased Tourism	Annual
Increase in Visitor Spending in the Region	Increased Tourism	Annual
Number of Collaborative Events/Marketing Efforts within the Region	Collaboration & Engagement	Annual
Number of New Parks & Sports Facilities in the Region	Placemaking	Annual
Retail Leakage by County	Retail Opportunities	Annual
ODNR/Capital Improvement Grants-Community Projects	Placemaking	Annual (2 Year Funding Cycle)

# BUILDING ECONOMIC RESILIENCE



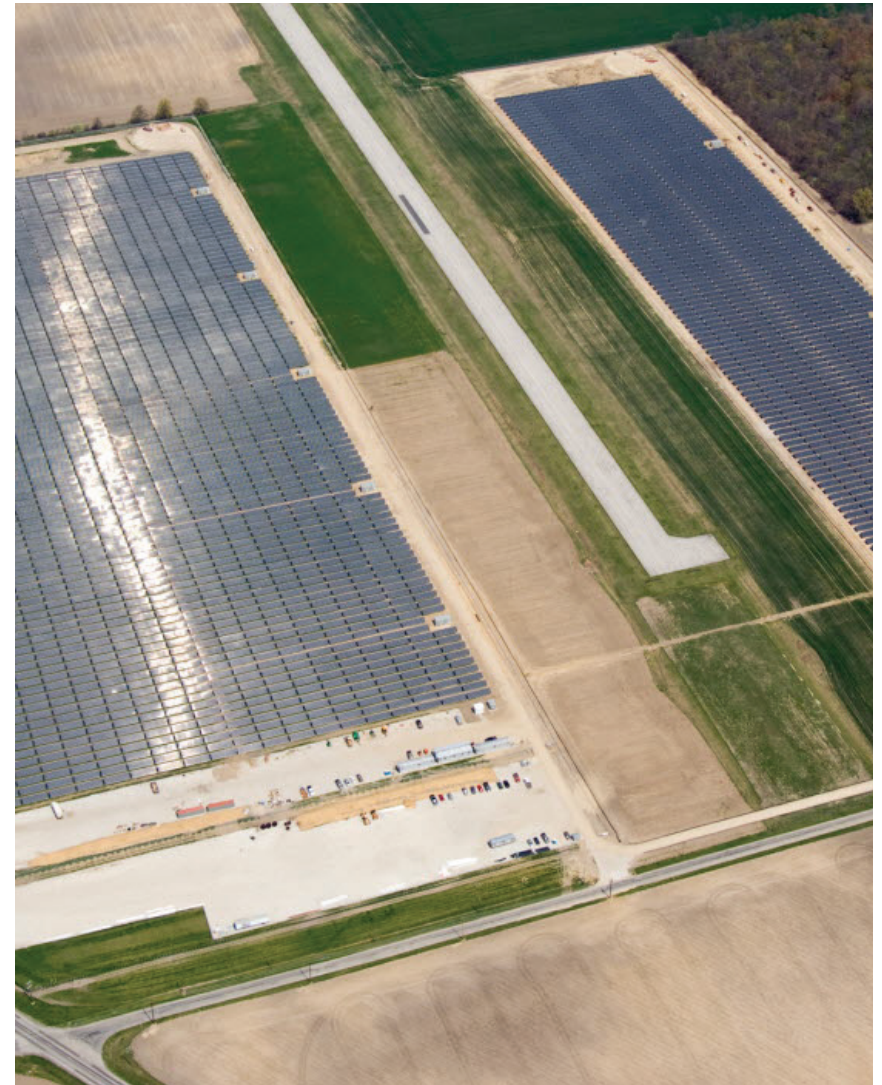
# BUILDING ECONOMIC RESILIENCE

As final component of the U.S. 30 Corridor CEDS, the Strategy Committee integrated several initiatives to increase steady-state and responsive resiliency in the region. According to the EDA, “steady-state initiatives tend to be long-term efforts that seek to bolster the community or region’s ability to withstand or avoid a shock”. Examples of steady-state initiatives include comprehensive planning efforts, efforts to diversify a region’s industrial base, building a resilient workforce that can better shift between jobs or industries when core employment is threatened, and ensuring coverage and redundancy in telecommunications and broadband networks. Responsive initiatives “establish capabilities for the economic development organization to be responsive to the region’s recovery needs following an incident.” Responsive initiatives include establishing a process for regular communication, monitoring, and updating of business community needs and issues, establishing capacity to rapidly contact key local, regional, state, and federal officials to communicate business sector needs, and outlining coordination mechanisms and leadership succession plans for short, intermediate, and long-term recovery needs. This holistic definition of economic resiliency allows regions such as the U.S. 30 Corridor to build systems, structures, and strategies to mitigate and respond to the effects of economic downturns and natural disasters.

The U.S. 30 Corridor CEDS includes several steady-state goals and strategies in the Action Plan to increase the resiliency of the region. The first goal of the U.S. 30 Corridor CEDS (Take advantage of the region’s economic development assets to diversify and grow the employment base, particularly in high-wage occupations, of the U.S. 30 Corridor) includes the steady-state initiative of diversifying the region’s economic base. Strategies under this goal include efforts to diversify the region’s economy by becoming an advanced manufacturing jobs center while also attracting and growing jobs in emerging high-tech industries including cyber-security, new vehicle technologies, unmanned aerial systems (UAS), precision agriculture, and bio-tech. Goal #2 of the strategy outlines a plan to boost the region’s infrastructure including the development of a robust high-speed broadband network that would enable to region to respond to disasters and economic downturns more effectively. Finally, Goal #4 of the CEDS outlines an ambitious plan to develop a more resilient workforce ecosystem in the U.S. 30 Corridor through a series of strategies that enhance training and linkages between businesses, economic developers, and educational and training assets.

# BUILDING ECONOMIC RESILIENCE

The U.S. 30 CEDS Corridor also includes several examples of responsive goals and strategies in the Action Plan to increase the resiliency of the region. Goal #3 of the CEDS is focused on building collaborative structures in the four-county region that would allow for more effective and nimble communication during times of economic disruption or natural disasters. Specifically, the strategies of Goal #3 call for the creation of an economic development district (EDD), a regional transportation planning organization, and a regional port authority to allow for more coordinated planning and responses to economic transitions in the region. Additionally, Goal #3 includes a strategy that is focused on building professional capacity in the region to enhance response efforts to economic challenges. Finally, the U.S. 30 Corridor CEDS Strategy Committee has committed to continue meeting on a quarterly basis to review the latest economic trends and performance on the metrics outlined in the evaluation framework to assess and, if necessary, pivot aspects of the CEDS. Additionally, the Center for Regional Development (CRD) at BGSU has committed to developing a dashboard and scorecard using the metrics established in the CEDS to provide real-time information on the performance of the region in achieving the goals outlined in the CEDS.





**THE U.S. 30 CORRIDOR IS A WELL-CONNECTED RESOURCE HUB WITH A FORWARD-THINKING AND COLLABORATIVE CULTURE THAT IS HOME TO A GROWING WELL-SKILLED WORKFORCE, DIVERSIFIED AND COMPETITIVE-WAGE EMPLOYMENT BASE, AND HIGH QUALITY OF PLACE THAT DRIVES JOB CREATION, TALENT ATTRACTION, AND REVENUE GENERATION.**