

# **Comprehensive Economic Development Strategy**

2018 Update

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Northeast Ohio Four County Regional  
Planning and Development Organization  
(NEFCO)

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## Introduction

Since NEFCO's last *Comprehensive Economic Development Strategy (CEDS)*, prepared in 2013, the planning region of the Northeast Ohio Four County Regional Planning and Development Organization (NEFCO) has seen its share of positive and challenging economic development events. One of the major changes took place at the state level, as Ohio took steps to implement House Bill 1 (2011) which created JobsOhio, and later that year passed HB 153 which authorized the transfer of the state's liquor enterprise to JobsOhio. In 2013, JobsOhio purchased Ohio's liquor enterprise. In summary, the profits from liquor sales in Ohio are granted to JobsOhio for economic development activities. Thus, NEFCO and all other public and private economic development entities, and local and county governments had a new, well-funded participant in the economic development arena.

Overall, the region emerged with positive news in the last five years of some gains in manufacturing—the region's bread and butter. Interest continued in advanced manufacturing. There was much excitement and employment, principally in Stark County, from the boom from Utica shale drilling. Collaboration grew in the region, which in some cases was triggered by cutbacks in funding to local and county governments by the state of Ohio.

These latest trends and directions are reflected in NEFCO's submission of this CEDS document. The report provides a snapshot of current conditions and challenges within the NEFCO region by looking at transportation, land use, the natural environment, population, the economy and other significant trends.

Next, the CEDS presents analyses of various economic and community development issues, in particular the departure of a high number of young adults (ages 25-44), and the challenge of matching skills in the region with the needs of employers. Innovation and occupation clusters depict the region's current and future strengths. A SWOT analysis notes some of the problems that have been identified since NEFCO's last CEDS report.

The next section casts a vision for the NEFCO region by describing goals and objectives for regional economic development planning. How the NEFCO Economic Development District will achieve its goals is outlined in an implementation plan. Finally, the CEDS methodology (Regional CEDS Strategy Committee members, community and private sector participation in the CEDS, and the NEFCO governing board resolution of approval) are documented.

During these economic times, leaders, planners and economic development professionals, understand the value of collaboration. They recognize the benefits of developing a network of organizations sharing similar interests to achieve goals. Through its collaborative efforts with other agencies, NEFCO's value to its members has become stronger and more readily utilized in economic development meetings and strategy sessions.

To fulfill the EDA requirement for the submission of a new *Comprehensive Economic Development Strategy*, NEFCO has completed this document on behalf of its members: Portage, Stark, Summit, and Wayne Counties; and the Cities of Akron, Canton, Kent and Wooster.

# Background

## Geography

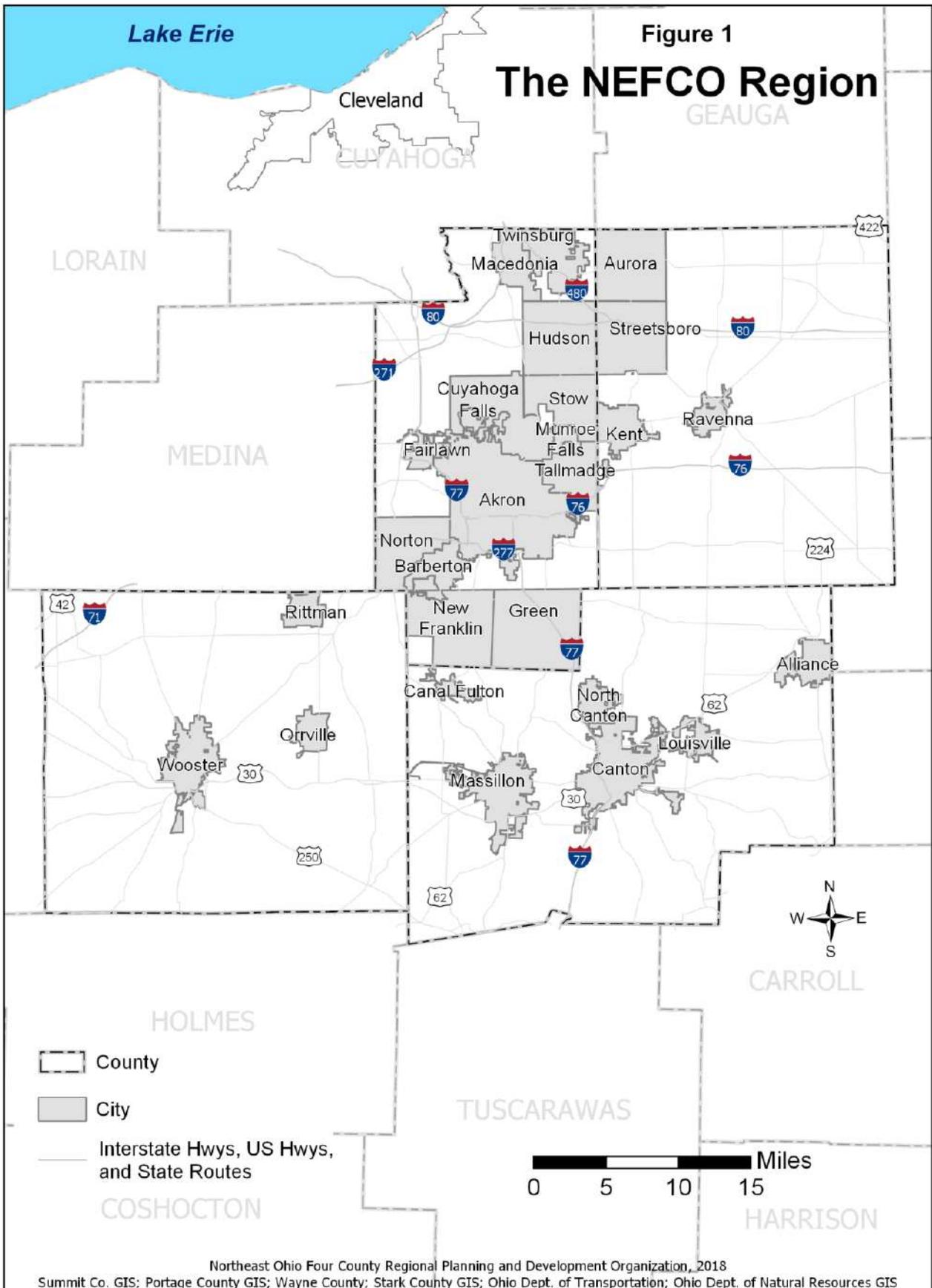
The Land Area -- The NEFCO region, located in the northeastern section of Ohio, represents four counties: Portage, Stark, Summit, and Wayne. Cuyahoga and Geauga Counties border the region to the north; Trumbull, Mahoning and Columbiana Counties are eastern borders; Carroll, Tuscarawas, and Holmes Counties provide a southern boundary; and Ashland and Medina Counties lie west of the region. Summit and Portage Counties are located in the north and northeast section of the region, approximately 30 miles from Lake Erie. Directly south of both Summit and Portage Counties is Stark County, located approximately 50 miles from Lake Erie. Wayne County is located southwest of Summit County and west of Stark County. The geographic center of the region is approximately 500 miles from Atlanta, Georgia; 313 miles from Chicago, Illinois; 1,062 miles from Houston, Texas; 372 miles from New York City; and 84 miles from Pittsburgh, Pennsylvania. The NEFCO region is located within the eastern manufacturing belt and is readily accessible to all contiguous areas of the United States.

There are a total of 2,064 square miles of area within the NEFCO Region (Figure 1). The majority of this area is higher in elevation than the average elevation of Ohio. Summit County contains the smallest area with 416 square miles or 266,240 acres of land and is at an average elevation of 985 feet above sea level. Portage County encompasses 506 square miles of land or 323,840 acres at an elevation of 1,052 feet, and is somewhat comparable in size to Wayne County's 561 square miles, or 359,040 acres and 1,083-foot elevation. The largest county is Stark, representing 581 square miles or 371,840 acres (Figure 1).

The region covered by this EDA planning grant is home to the following of local units of government, including 26 cities, 41 villages and 60 townships. Of the 60 townships, 18 townships are in Portage County, 17 are in Stark County, 9 are in Summit County and 16 are in Wayne County. Summit County has the largest number of cities (13), while Stark County has 6 cities and Portage County has four, and Wayne County has three cities. Portage and Stark Counties have 5 and 13 villages, respectively, and Summit County has 9 villages (Mogadore Village is located in Summit and Portage Counties, but is counted only once in the Region's total of local governments); Wayne County has 12 villages.

Geological History -- About 200 million years ago during the Pennsylvanian period (the latter part of the Paleozoic Era), most of Ohio was covered with large swamps surrounded by large tree ferns, tall reeds and rushes. As these plants died and decayed in the moist land, beds of peat formed and laid a foundation for Ohio's most important fossil fuel – coal.

The Pleistocene Epoch dramatically transformed the landscape and shaped the region. As continental glaciers or great ice sheets flowed south, they carved out the soil and rock and deposited large quantities of clay, mud, sand, gravel and boulders. The succession of glaciers advancing into the region created variations in topography. Within the NEFCO region, landforms consist of gently rolling slopes, an abundance of lakes and peat bogs, and extensive sand and gravel deposits, and numerous rivers.



## **Transportation Access**

The NEFCO region is positioned strategically at the midpoint between Chicago and New York City. The intricate transportation network provides companies and businesses with an ideal location to grow.

According to *Transportation Outlook*, a report by the Akron Metropolitan Transportation Study (AMATS), a metropolitan planning organization and the transportation planning agency for Portage and Summit Counties and a portion of Wayne County, funding levels struggle to keep up with the cost of much-needed projects. Reduced revenues from federal and state fuel taxes, aging infrastructure, and the rising costs of construction materials contribute to a situation for which no resolution has been found. AMATS' transportation network is composed of over 4,000 miles of roads and 984 bridges. AMATS has estimated the cost of maintaining the current system between now and 2040 to be over \$4.3 billion dollars.

Transportation-related issues are also of concern in Stark County. In an online public survey conducted in 2016 by the Stark County Regional Planning Commission found that area problems such as residential and commercial vacancies, and the lack of amenities for younger age groups were more of a concern than transportation ones including congestion and traffic delays, which historically were more prominent issues. The top issue was transportation related: the deteriorating condition of roads and bridges. The Stark County Area Transportation Study (SCATS), the NEFCO region's other metropolitan planning organization, is charged with addressing transportation matters within Stark County. The agency's 2030 Transportation Plan must balance available funding against at times competing interests of the public: the movement of the public out of the older urban areas and the needs of the less mobile population who depend on mass transit.

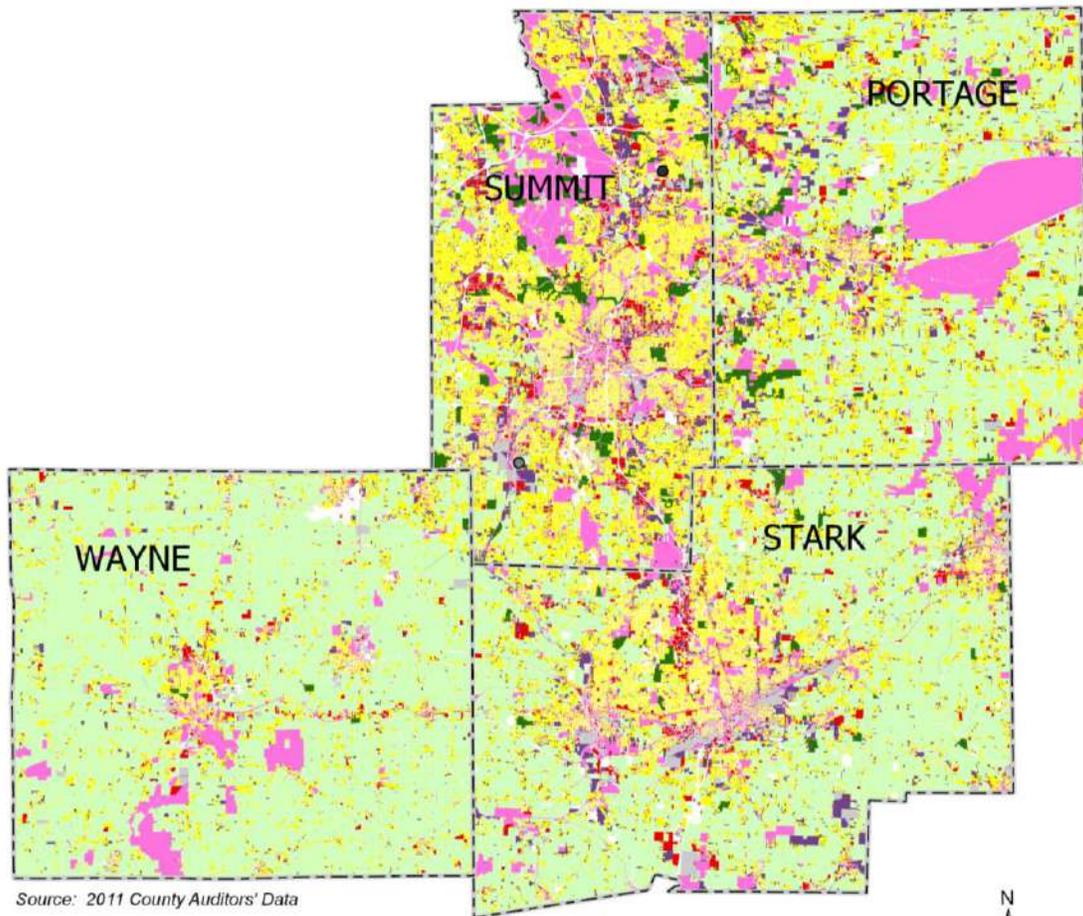
An increasing challenge for both of the region's MPOs is meeting the transportation needs of employment hubs. Matching a concentration of employers and the ease of transport to those areas is a goal, whether or not conditions are possible for the construction of transit-oriented development.

Bicycle and pedestrian access routes have grown in importance, partly due to higher demand for recreational use, an alternative to car travel, and a greater desire to support sustainable lifestyles that reduce carbon emissions. The Ohio and Erie Canal Towpath in Summit and Stark Counties and the Portage Hike and Bike Trail in Portage County are popular routes for cyclists. However, they are not typically direct routes between residences and centers of commerce, and are viewed as regional amenities.

## **Land Use**

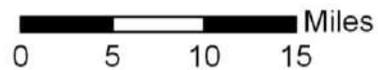
Land use in the NEFCO region is characterized by a wide variety of functions: industrial, commercial, open space, urban and farming. Summit County, the location of the City of Akron, is the most urbanized within the region; however, urban centers can be found in Stark and Portage Counties. Small cities, such as the City of Wooster in Wayne County, dot the region's rural landscape, much of which is used for farming. Figure 2 depicts land use throughout the NEFCO region. Recent land use studies point to the continued dispersal of population outward

**Figure 2**  
**Land Use Within the NEFCO Region - 2011**



Source: 2011 County Auditors' Data

- Residential
- Agriculture
- Commercial / Business
- Industrial
- Public Service
- Park / Open Space
- Vacant Land
- No Data



Northeast Ohio Four County Regional Planning and Development Organization, 2013.  
 Stark County Regional Planning Commission; Northeast Ohio Sustainable Communities Consortium; Akron Metropolitan Area Transportation Study; Stark County Area Transportation Study, 2013

from central cities and into suburban and exurban areas. According to research by the Northeast Ohio Sustainable Communities Consortium (NEOSCC), land-cover data revealed that approximately 4 to 5 percent more acreage in Northeast Ohio was converted from “undeveloped” to “developed” between 1979 and 2006.

## **Environment**

A defining characteristic of the region’s environment is its abundant water resources. Streams, rivers, and lakes provide recreational activities and shape the highly-valued park systems that populate the region. The region is susceptible to flooding, which may be increasing due to climate change. Except for the very rural areas, most of the region is part of an urbanized area, and thus, fall under USEPA’s Phase II Municipal Separate Storm Sewer System (MS4) regulations, which in part, require communities to control the stormwater runoff due to its pollution impacts on water quality. Because many communities historically built their infrastructure with easy access to water, their centers of commerce are now more vulnerable to flood damage with the increase in impervious surfaces and urban runoff. Stormwater continues to be a regional challenge, with the most effective solutions being those done regionally.

**Federal and State Designations** - The Cuyahoga Valley National Park, run by the National Park Service, provides more than 33,000 acres of open space and recreational opportunities for the largely-urban Summit and Cuyahoga Counties. An April 2017 National Park Service (NPS) report indicated that nearly 2.5 million visitors to the Cuyahoga Valley National Park in 2016 spent nearly \$70 million in communities near the park, supported over 1,000 jobs in the local area, and had a cumulative benefit to the local economy of over \$87 million. In 1996, the Ohio and Erie Canal, an 87-mile corridor, which extends from Cleveland to Zoar, received federal designation as a National Heritage Corridor. Recreational or development opportunities along this corridor will vary as the canal passes through open spaces as well as blighted urban sites.

**Wetlands** - A wetland is defined as marshes, swamps, bogs, fens and river bottoms. Typically, these are areas that are inundated or saturated by surface or ground water at a frequency and duration sufficient to support vegetation adapted for saturated soil conditions. In the NEFCO region, there are at least hundreds of wetlands of various sizes. To some, wetlands are perceived as reclamation areas to be drained for agricultural use or filled for urban development (e.g. commercial or residential uses). However, ecologists have uncovered the benefits of wetlands as unique habitats supporting mammals, reptiles and amphibians, fish, waterfowl and other birds, and plant and animal associations. Wetlands also serve as moderators of extremes in water flow, natural filters which prevent pollutants from entering waterways, and rechargers of groundwater.

The Ohio Department of Natural Resources, the Ohio Environmental Protection Agency, and other agencies have undertaken a number of wetlands conservation and protection measures, resulting in the implementation of strategies and initiatives. Through appropriate local planning procedures and public awareness, sensitive areas with potential economic resources can be identified. Typically, the conversion of wetlands to an urban use requires a federal permit (Section 404). The Ohio EPA reviews pending permit requests and if it determines that the proposed wetland conversion will potentially impact a ‘water of the state’, the Ohio EPA will require Section 401 water quality certification. Isolated wetlands in Ohio are protected by state regulations.

**Recreation/Open Space** - Past efforts of the NEOSCC noted the prevalence of parks and open space throughout Northeast Ohio (Figure 3). In fact, 90 percent of northeast Ohioans live within one mile of a park or protected space. The successful efforts of local groups resulted in the designation of the Ohio and Erie Canal National Heritage Corridor in 1996 and the continued expansion of the Towpath Trail from Cleveland to Zoar. The Ohio and Erie Canal has also facilitated the efforts to revitalize a number of communities through recreation, open space, or cultural/historical opportunities. Many communities throughout the 87-mile corridor have used their proximity to the canal to promote tourism, historic and natural preservation, and economic development. As was indicated earlier, the Cuyahoga Valley National Park, located near Akron, also provides a wide variety of recreational opportunities throughout its 33,000 acres of parks and open space. The quality of life attraction provided by the abundance of parks in the Region is a locational advantage and is used by local and county governments, and private agencies in attracting new businesses.

**Figure 3**



*Photo courtesy of Summit Metro Parks*

**Brownfields** - With NEFCO's communities ranging in character from urban inner cities to rural farms, issues such as brownfields redevelopment and open space preservation are closely watched by the area's diverse interests. The Ohio Environmental Protection Agency's brownfields inventory lists 27 documented brownfields sites in Summit County, three sites in Portage County, and twelve in Stark County, and one in Wayne County. There are hundreds more sites than are listed in this inventory, as those listed are only properties that have received state or federal funds for assessment or clean-up work. Vacant brownfields pose risks to human

and environmental health. They represent idle resources that have been taken out of productive use, but their proximity to infrastructure can be seen as a development advantage. NEFCO's members are supportive of brownfields redevelopment, which represents an efficient use of resources and preserves open space. NEFCO has received two \$600,000 USEPA brownfield assessment grants.

**Sewage Treatment and Wastewater Disposal** - A growing concern has been the increasing cost of sewer and water improvements, which are mandated by the US Environmental Protection Agency (EPA). With the elimination many years ago of grants for wastewater improvements and new treatment plant construction, most counties and communities have had to use a combination of loans and local funds in order to meet their environmental responsibilities.

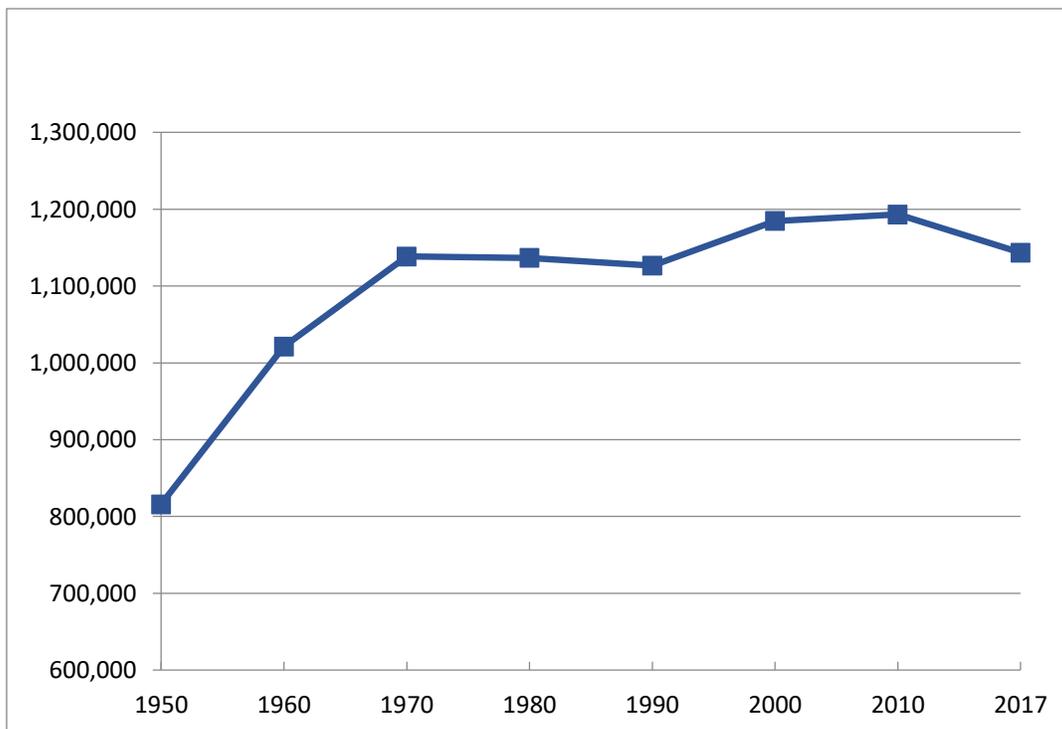
The most expensive environmental requirement in the NEFCO region is the ongoing implementation of an Integrated Plan by the City of Akron to minimize the impact of combined sewer overflows (CSOs) to the Cuyahoga River, which had caused portions of the river to not meet water quality standards. For the last 25 years, the City has been attempting to find an acceptable and cost-effective approach for addressing the CSO problem and has been working the EPA, Ohio EPA, and others. Akron is not alone in dealing with a CSO challenge. Indeed, over 700 cities are facing this and for the larger municipalities, the solution usually costs over a billion dollars. Akron has made significant progress towards eliminating the CSOs' impact, by completing a series of sewer separation projects, constructing storage basins and large tunnels, and making improvements to the Water Reclamation Facility (regional wastewater plant). The sheer expense and lack of grant funding for the improvements have limited the ability of the city to invest in other infrastructure needs. Much of the cost for this project will fall to the homeowners and businesses in Akron and surrounding communities that use the system.

As one of Ohio's six Governor-designated Areawide Planning Agencies, NEFCO's core environmental responsibility is the maintenance of its Clean Water Plan (CWP), the region's water quality management plan. This document is a requirement under Section 208 of the Clean Water Act. The plan assists in regional wastewater planning, and is one of NEFCO's core functions. Through the use of wastewater prescriptions (options) for facilities planning areas, the wastewater treatment desires of the communities in those areas can be reflected in the discharge permit decisions and loans made by the Ohio EPA. The CWP also proposes programs to reduce nonpoint source pollution, identifies critical resource areas to be protected, and guides county health departments in regulating home sewage treatment systems. NEFCO staff is currently managing an update to the wastewater planning chapter of the Clean Water Plan, which was last approved by NEFCO's Board in 2011, certified by Ohio's Governor (August 2012) and approved by USEPA in December 2012. The Plan can be amended usually in less than 60 days, thereby enabling NEFCO and its members to meet the sewer/wastewater needs of new and expanding businesses in the region.

## Population

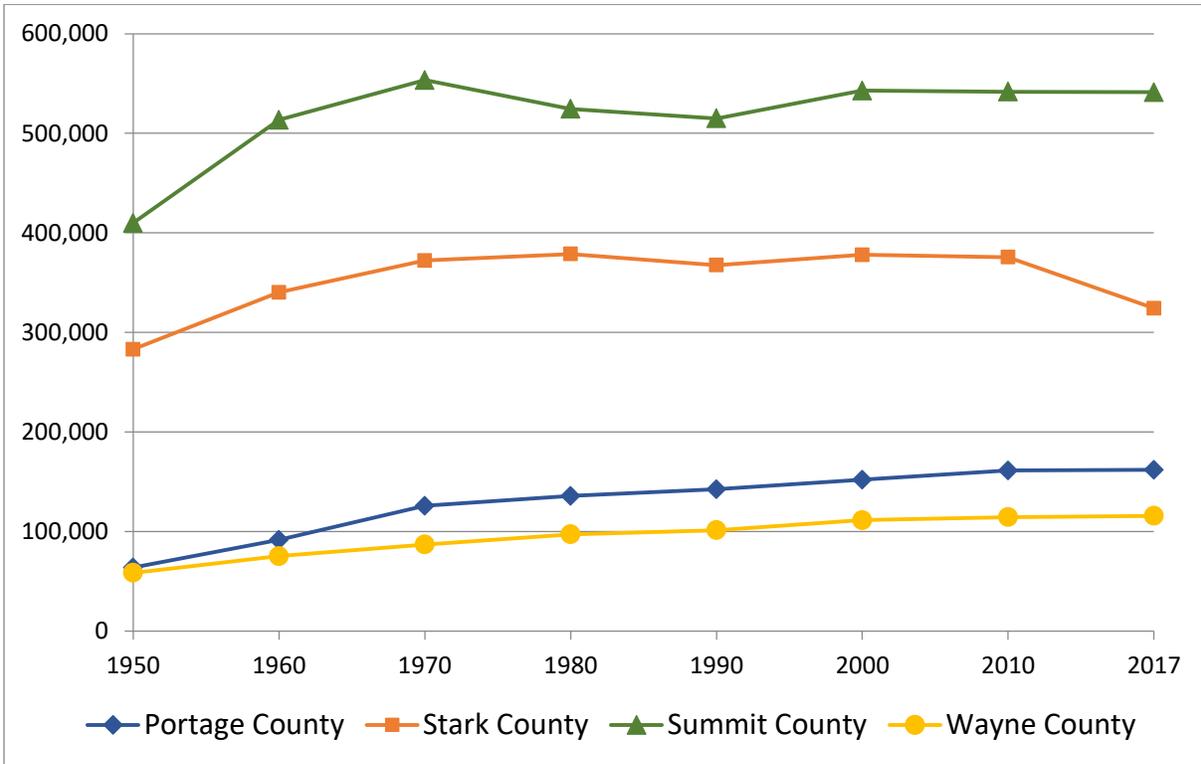
Over the past several decades, total population in the NEFCO region has remained relatively stable (Figure 4). The counties of Stark and Summit have mostly remained level (Figure 5), while Portage and Wayne Counties have experienced a small level of growth. Notably, the latter two counties are the only to have never experienced a decline in population between any time periods shown. Using census data, the population trends of the region and individual counties are shown below.

**Figure 4**  
**Population – NEFCO Region**



Source: U.S. Census Bureau; 2013-2017 ACS 5-Year Estimates

**Figure 5  
Population – NEFCO Region’s Counties**



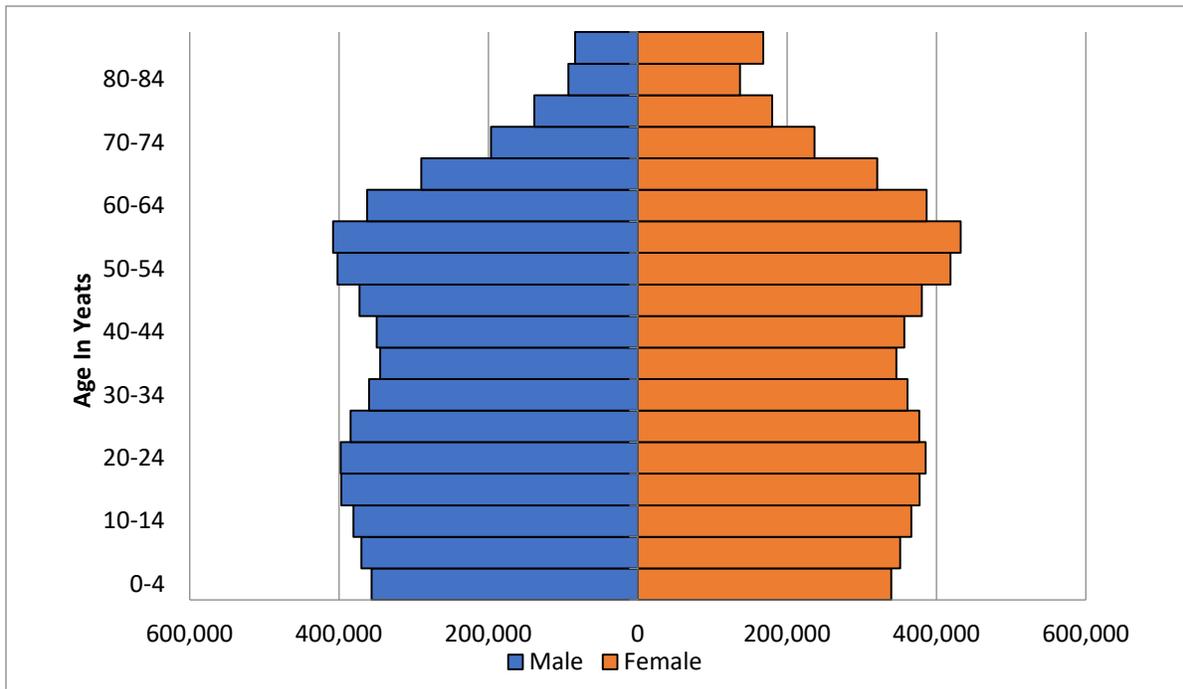
Source: U.S. Census Bureau; 2013-2017 ACS 5-Year Estimates

The Need to Retain Young Adults//Consider an Older Population

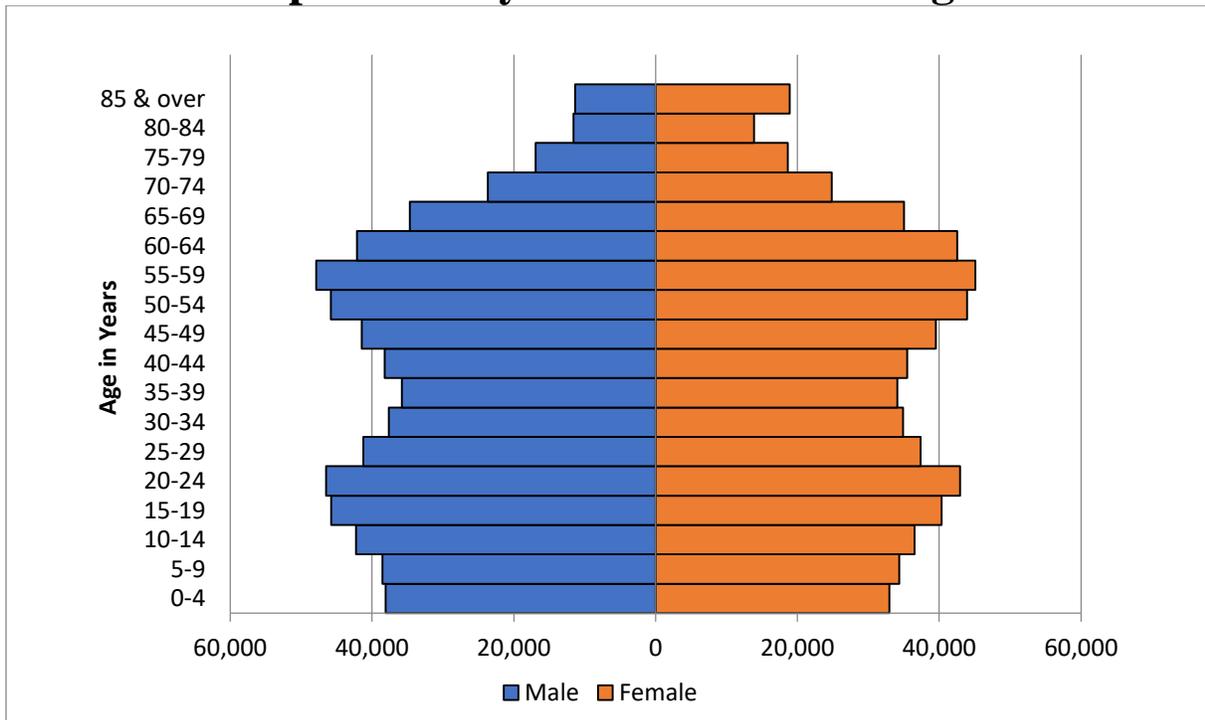
Population pyramids depicted in Figures 6 and 7 illustrate the distribution of age cohorts for the State of Ohio and the NEFCO region. Comparisons between the pyramids show a percentage loss of young adults (age 25-44) in the region similar to that of the state. A major challenge for a variety of entities with an interest in economic development, is how to reverse this trend.

Another observation from the two pyramids is that in the NEFCO region, the 50-64 age cohort is a higher percentage of the total population compared to all of Ohio. Thus, the needs and the economic development potential of this growing group will need to be considered and monitored by social service agencies, planners and the local/county governments.

**Figure 6  
Population Pyramid - Ohio**



**Figure 7  
Population Pyramid – NEFCO Region**



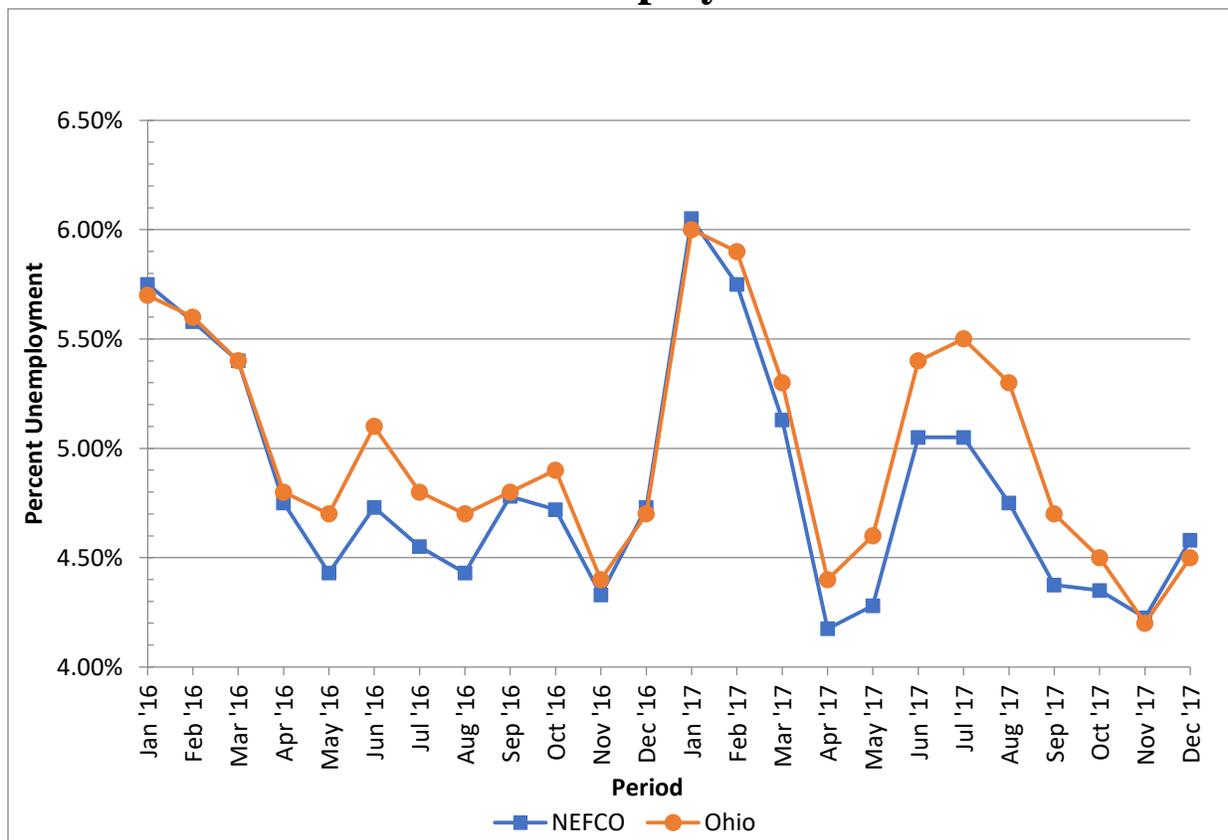
Source: United States Census Bureau, 2013-2017 ACS 5-Year Estimate

## Economy

### Unemployment

As portrayed in Figure 8, a comparison of unemployment rates from January 2016 through December 2017 between the State of Ohio and the NEFCO region illustrate similar trends. Overall, the NEFCO region's unemployment rate was noticeably lower than the State's throughout this two-year period. This is a significant improvement for the region over the previously observed 24-month period in which the NEFCO region typically exceeded Ohio's unemployment rate. In December 2017, NEFCO's unemployment rate rose to 4.6 percent while the State of Ohio had risen to 4.5 percent.

**Figure 8**  
**24-Month Unemployment Rate**

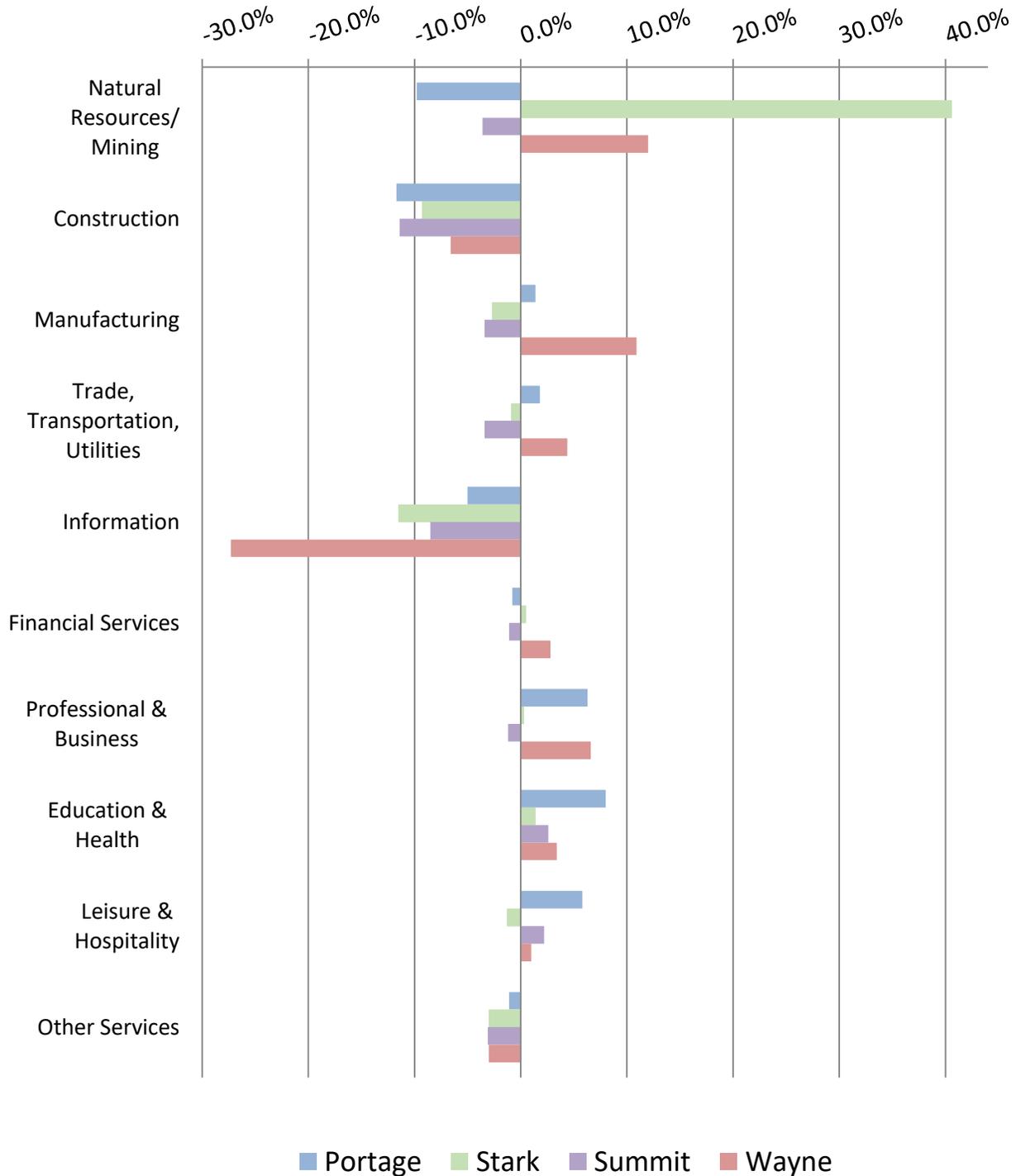


Source: Ohio Department of Job and Family Services, Not Seasonally Adjusted, January 2018

### Snapshot of Region Industries

Figure 9 is a snapshot of how the region's industries have fared since 2010. The growth of the service economy has continued to see positive increases through both the Education & Health and Leisure & Hospitality sectors. Meanwhile, all four counties have experienced declines in the sectors of construction, information, and miscellaneous services. Most notable on this graph, Stark County has experienced a dramatic increase in the Natural Resources and Mining sector, which is likely a result of the Utica Shale industry's expansion further east.

**Figure 9**  
**Percent Change Number of Establishments 2010 to 2017**



Source: Ohio Development Services Agency, Office of Research, County Profiles, 2017

### Local Government Resources

Many of NEFCO's communities have faced severely-reduced revenues and budget concerns as a result of cuts at the state level. The estate tax was eliminated. Eighty percent of those funds were distributed to Ohio's cities, villages and townships. In addition, Governor Kasich cut the local government fund (LGF) roughly in half. As a result of that action, the city of Akron which had received about \$12.5 million in LGF moneys in 2010, saw that figure drop to about \$6.2 million in 2017. The effect of the LGF cut was even more devastating in small communities. Apple Creek Village in Wayne County received roughly \$25,500 in LGF dollars in 2010. The village experienced a 70 percent drop in those funds in 2017, to \$7,620. Many have had to learn to do more with fewer resources, some have raised taxes, and others, e.g. Summit County, have merged functions to economize.

### **Workforce Development**

NEFCO is not directly involved in workforce development due to the state's establishment of 20 workforce development areas. However, NEFCO staff remains informed on opportunities for training and focuses on the need for additional job training in various skills.

### **Economic Development Planning Resources**

There are a number of resources to support NEFCO's regional economic development planning program, many of which NEFCO assists, as well. A listing of organizations and agencies that provide support includes:

#### Portage County

- Portage County Regional Planning Commission
- Portage Economic Development Corporation
- Portage Development Board
- Portage County Port Authority
- Portage County Health Department
- Portage Soil & Water Conservation District (SWCD)
- Portage County Emergency Management Agency
- Cities of Kent and Ravenna
- Kent State University

#### Stark County

- Stark County Regional Planning Commission
- Stark Economic Development Board
- Stark SWCD
- Stark County Port Authority
- Canton Regional Chamber of Commerce
- Stark County Health Department
- Stark County Emergency Management Agency
- Cities of Alliance, Canton and Massillon
- Stark State College

#### Summit County

- Summit County Department of Community & Economic Development
- Summit County Public Health
- Summit County Mayors Association
- Summit SWCD
- Summit County Township Association
- Barberton Community Economic Development Corporation
- Barberton Community Foundation
- The University of Akron
- East Akron Neighborhood Dev. Ctr.
- Habitat for Humanity
- Summit County Land Bank
- University of Akron Research Foundation
- Summit County Emergency Management Agency
- Development Finance Authority of Summit County
- Cities of Akron and Barberton

Wayne County

- City of Wooster Economic Development Department
- Wayne Economic Development Council
- BioHio Research Park
- Ohio Agricultural Research & Development Center
- Wayne SWCD
- Wayne County Health Department
- Wayne County Port Authority
- Wayne County Emergency Management Agency
- Wayne County Planning Department
- College of Wooster

State Agencies

- Ohio Environmental Protection Agency
- Ohio Department of Natural Resources
- Ohio Development Services Agency
- Ohio Water Development Authority
- Ohio Department of Agriculture
- Ohio Department of Commerce
- Bureau of Underground Storage Tank Regulations
- JobsOhio

National Organizations

- National Association of Development Organizations
- National Association of Regional Councils

Regional Organizations

- Akron Metropolitan Area Transportation Study
- Stark County Area Transportation Study
- Mayors Association of Portage, Stark, & Summit Counties
- Greater Akron Chamber
- JumpStart, Inc.
- MAGNET
- NorTech
- Team NEO
- Northeast Ohio Sustainable Communities Consortium – Launch Board
- Cleveland State University – EDA University Center
- Ohio Association of Regional Councils

Federal Agencies

- Economic Development Administration
- Small Business Administration
- U.S. Bureau of Economic Analysis
- U.S. Environmental Protection Agency
- U.S. Department of Agriculture Rural Development
- U.S. Department of Housing and Urban Development
- National Park Service

## **Assessment**

### **Economic Recovery**

The NEFCO region and surrounding communities appear to be in an upswing of economic recovery. These economic conditions for Northeast Ohio have been tracked and reported quarterly by agencies such as Cleveland Plus, Team NEO, and Positively Cleveland. Recent reports have continually shown Northeast Ohio's progress of recovery back to pre-recession employment and output levels.

TeamNEO's quarterly Cleveland Plus economic publication covers 18 northeast Ohio counties. A year-end analysis in 2017 predicted employment and gross regional product (GRP) to grow in the region throughout the next decade. The publication credits much of this to a growth in industry diversity which has driven productivity and employment.

Additionally, according to Team NEO's 2018 first quarter report, Northeast Ohio's manufacturing industry is recovering at a significant pace. Following the negative economic impacts of the 2007-2009 recession, manufacturing productivity has experienced a 16 percent growth, which outpaces the U.S. average. However, manufacturing employment still falls short of pre-recession levels by roughly 15 percent. Manufacturing diversity is also projected to grow within the next five years with significant growth to be seen in high-technology sectors, such as the computer and electronic products sector. Overall, manufacturing proves to remain a significant asset in the regional economy as it continues to produce the region's largest output (18% of Gross Regional Product).

While these reports account for economic activity throughout 18 northeast Ohio counties, many of these trends can also be seen and/or directly impact economic progress specifically within the NEFCO region. The region still faces significant challenges, but these reports are a promising indicator of much needed progress.

### **Economic Development Challenges**

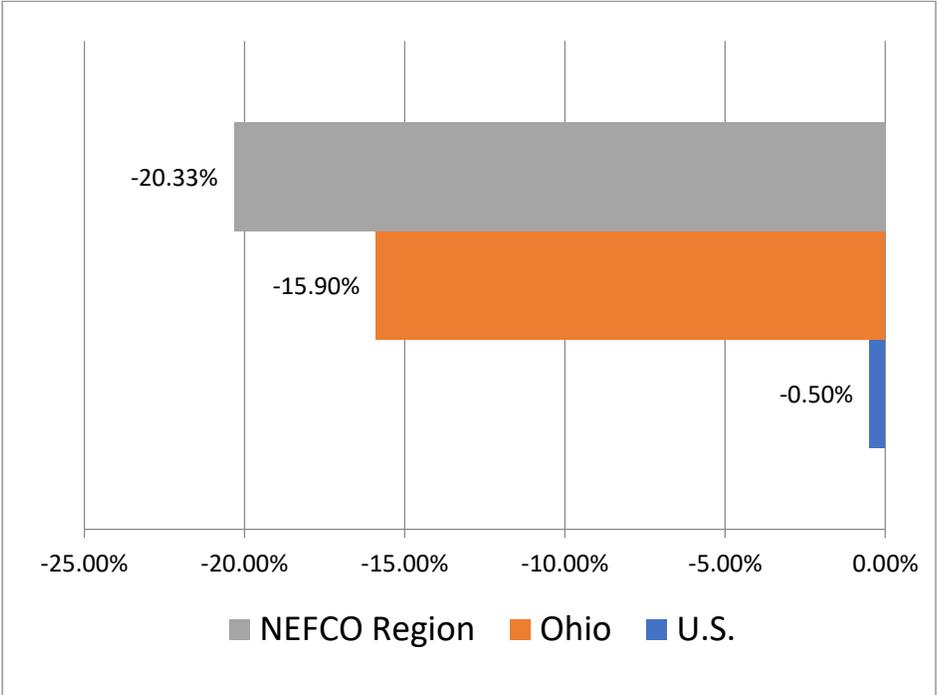
#### Labor Shortages

A prolonged labor shortage in fields critical to the region's manufacturing base (such as welding) will hamper the Region's ability to remain economically and globally competitive and to recover from economic setbacks. Matching employer demand with the degrees possessed by job applicants is an ongoing challenge. Some employers offer upskill training but employees need a wage from which to support a family while receiving this training.

#### Loss of Young Adults

Despite the abundance of colleges and universities in the NEFCO region and the rest of Northeast Ohio, young adults continue to leave the area. As shown in Figure 10, the NEFCO region has a greater percentage loss in this cohort than both the state and overall country. Data obtained from StatsAmerica show the population trend of population loss in this demographic (young adults ages 25-44 years) between 1997 and 2017 in Portage, Stark, Summit, and Wayne Counties. The region's leaders must find ways to keep young adults by implementing policies that make the region attractive, and which grow industries that meet the employment needs of this demographic.

**Figure 10**  
**Percent Change Young Adult Population 1997-2016**



Source: StatsAmerica, 2018

**Innovation**

The innovation capacity and activity of the region can be measured by looking at factors that contribute toward economic growth. StatsAmerica offers the Innovation Index, an analytical tool for comparing a region’s innovation performance with that of the country as a whole, or near or far away regions. The index utilizes inputs to innovation, which measures innovative capacity, and outputs of innovation, which measures the results. Since the 2013 CEDS report, “Innovation Index 2.0” was published in August 2016. This updated index was created by the Indiana Business Research Center at Indiana University’s Kelley School of Business (and funded in part by EDA) and expands upon the previous index by adding over 50 new measures. Data presented in this CEDS report are for the most recent year of data availability at the time of the report’s release.

A region’s Human Capital and Knowledge Creation, Business Dynamics, Business Profile, Employment and Productivity, and Economic Well-Being can be measured and compared nationally to determine whether a region is ready to participate in the knowledge economy. StatsAmerica defines these inputs and outputs as:

## **Inputs**

Human Capital and Knowledge Creation Index - Educational attainment (degrees earned), knowledge creation and technology diffusion, and STEM education and occupations; the extent to which a region's population and labor force are able to engage in innovative activities.

Business Dynamics Index - Establishment formation, establishment dynamics, venture capital dollar measures, and venture capital count measures; gauges the competitiveness of a region.

Business Profile Index - Foreign direct investment attractiveness, connectivity, dynamic industry profile, and proprietorship; measures local business conditions and resources available to entrepreneurs and businesses.

## **Outputs**

Employment and Productivity - Measures of Gross Domestic Product, job growth, population growth ratio, industry cluster performance, high-tech employment share, patents; describes economic growth, regional desirability or direct outcomes of innovative activity.

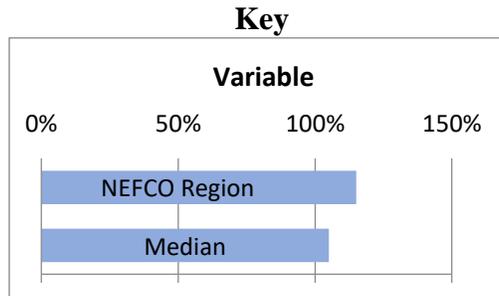
Economic Well-Being - Per capita income growth, unemployment rate, poverty rate, net migration and employment compensation; explores standard of living and other economic outcomes.

Illustrated in Figure 11, the following set of graphs is a comparison of the index for the NEFCO region compared to peer economic development districts across the country. These charts show that while the NEFCO region is excelling in terms of overall innovation and innovation inputs (especially Business Dynamics), it is lagging slightly behind other districts in terms of Business Profile inputs, and both analyzed innovation outputs (Employment and Productivity, and Economic Well-Being). This comparison may indicate that in order to continue to succeed in innovation on a regional level, leaders will need to address the gap between existing assets (innovation inputs) and the outputs that are being produced. Overall however, the Headline Index measures for the NEFCO region highlighted the area as having a high relative capacity for innovation, nearly 10 percent higher than the median. Indeed, out of 384 Economic Development Districts in the U.S., NEFCO is ranked 98 on the Innovation Index.

**Figure 11**  
**Innovation Index 2.0 Scores**



Source: StatsAmerica, 2018



\*Unlike the past CEDS report, comparisons for the State of Ohio and United States are no longer available from the Innovation Index due to the addition of many new variables to the list of measures.

## **Economic Clusters**

### Industry Clusters

Industry Clusters describe the networks of businesses that create wealth in a regional economy. Using 17 clusters across the U.S. for comparison, the web tool provided by StatsAmerica calculates the location quotients for a region to depict its competitive strengths. Location quotients greater than 1.0 show where a region has a higher concentration of employment in a particular industry than the national average. Tables 1 and 2 displays industry clusters in the NEFCO region with respect to their location quotients for establishment, employment, and annual wages. Location quotients greater than 1.2 indicate industry clusters which are competitive in the NEFCO region. These consist of industry clusters representing:

- Advanced Materials
- Chemicals/Chemical-based Products
- Glass and Ceramics
- Manufacturing Supercluster (Primary Metals; Fabricated Metal Products; Machinery; and Electrical Equipment, Appliance and Components)

### Occupation Clusters

An analysis of occupation clusters assists in the identification of the fastest growing occupation in the region. Occupation clusters examine the knowledge, skills, and abilities of workers within a region. With low-cost labor readily available overseas and the innovations in transportation which reduce the cost of shipping products to markets, understanding a region's workforce strengths (and weaknesses) is critical to developing a competitive regional economy. According to StatsAmerica, the NEFCO region's strengths in employment are in the following occupational clusters:

- Skilled Production Workers
- Health Care and Medical Science
- Primary/Secondary and Vocational Educations, and Remediation and Social Services
- Post-Secondary Education and Knowledge Creation

**Table 1**  
**Location Quotient, Employment, 2012**

<b>Industry Cluster</b>	<b>Portage</b>	<b>Stark</b>	<b>Summit</b>	<b>Wayne</b>
Advanced Materials	2.98	2.08	1.64	2.00
Agribusiness, Food Processing & Technology	0.65	1.41	0.25	<b>4.19</b>
Apparel & Textiles	1.78	1.32	0.67	0.98
Arts, Entertainment, Recreation & Visitor Industries	0.71	0.52	0.63	0.36
Biomedical/Biotechnical (Life Sciences)	0.81	1.21	1.29	0.84
Business & Financial Services	0.35	0.64	0.87	0.52
Chemicals & Chemical Based Products	<b>4.90</b>	1.16	2.16	1.79
Defense & Security	0.66	0.56	0.77	0.45
Education & Knowledge Creation	1.93	0.82	0.76	1.66
Energy (Fossil & Renewable)	0.86	0.61	0.86	1.05
Forest & Wood Products	1.42	0.98	0.54	<b>3.59</b>
Glass & Ceramics	1.25	1.84	1.19	1.91
Information Technology & Telecommunications	0.60	0.32	0.71	0.40
Transportation & Logistics	0.72	0.56	1.05	0.83
Manufacturing Supercluster	1.89	2.25	1.32	2.82
Primary Metal Mfg	0.52	<b>7.16</b>	1.30	<b>9.97</b>
Fabricated Metal Product Mfg	2.81	<b>5.30</b>	2.53	<b>4.47</b>
Machinery Mfg	<b>3.40</b>	1.20	1.58	1.34
Computer & Electronic Product Mfg	1.07	0.15	0.64	0.21
Electrical Equipment, Appliance & Component Mfg	<b>3.20</b>	0.95	1.11	0.94
Transportation Equipment Mfg	0.46	1.25	0.54	<b>3.73</b>
Mining	0.82	0.40	0.16	0.76
Printing & Publishing	1.32	0.82	1.06	0.34

	LQ: less than 1.0
	LQ: 1.0-1.9
	LQ: 2.0-2.9
	LQ: 3.0 and above

Source: StatsAmerica

**Table 2**  
**Location Quotient, Establishments, 2012**

<b>Industry Cluster</b>	<b>Portage</b>	<b>Stark</b>	<b>Summit</b>	<b>Wayne</b>
Advanced Materials	<b>3.50</b>	1.84	2.43	1.85
Agribusiness, Food Processing & Technology	0.74	0.53	0.31	<b>2.71</b>
Apparel & Textiles	1.08	0.93	1.11	0.89
Arts, Entertainment, Recreation & Visitor Industries	1.01	0.79	0.83	0.69
Biomedical/Biotechnical (Life Sciences)	1.10	1.33	1.35	1.02
Business & Financial Services	0.77	0.88	1.04	0.59
Chemicals & Chemical Based Products	<b>3.62</b>	1.82	<b>2.34</b>	1.90
Defense & Security	0.89	0.71	0.99	0.56
Education & Knowledge Creation	0.69	0.76	0.96	0.64
Energy (Fossil & Renewable)	1.07	0.94	0.95	1.22
Forest & Wood Products	1.13	1.02	0.8	<b>5.63</b>
Glass & Ceramics	2.61	2.52	2.44	2.01
Information Technology & Telecommunications	0.83	0.53	0.98	0.46
Transportation & Logistics	1.48	1.04	1.16	1.59
Manufacturing Supercluster	2.88	2.06	2.18	2.31
Primary Metal Mfg	2.67	<b>4.59</b>	<b>3.03</b>	<b>6.57</b>
Fabricated Metal Product Mfg	<b>3.13</b>	2.51	2.37	2.69
Machinery Mfg	<b>4.17</b>	2.15	<b>3.12</b>	2.22
Computer & Electronic Product Mfg	1.47	0.48	1.30	0.6
Electrical Equipment, Appliance & Component Mfg	<b>3.97</b>	2.04	1.53	1.46
Transportation Equipment Mfg	0.79	1.45	1.07	2.58
Mining	<b>3.20</b>	1.35	0.36	1.69
Printing & Publishing	0.77	0.87	1.17	0.53

	LQ: less than 1.0
	LQ: 1.0-1.9
	LQ: 2.0-2.9
	LQ: 3.0 and above

Source: StatsAmerica

## Economic Resilience

Planning for economic resilience on a regional level has been realized as an important objective as nearby communities share similar risks. Disaster impacts cross jurisdictional boundaries, and economies are understood as regional in nature. Consequently, NEFCO has analyzed economic resilience in the region based on the following two categories: natural hazards and man-made hazards, and economic disruptions. This information will help identify the vulnerabilities of the region, the key entities currently involved in resilience efforts, and gaps that will need to be addressed to ensure a resilient NEFCO, and Northeast Ohio, economy.

### Natural and Manmade Hazards in the NEFCO Region

All four counties in the NEFCO region have an Emergency Management Agency (EMA) that produces a Hazard Mitigation Plan which identifies threats to their pertinent county, and develops a strategy to minimize risk. As the data provided in these reports is largely relevant to local economic activities, NEFCO considers these established plans a key resource in the development of economic resilience planning. As of January 2018, the following resources are available and were collected by NEFCO:

- Portage County Multi-Jurisdictional Hazard Mitigation Plan (2015)
- Stark County Multi-Jurisdictional Hazard Mitigation Plan (2017)
- Summit County Hazard Mitigation Plan (2013)
- Wayne County Hazard Mitigation Plan (2010)

Depicted below is a listing of some of the events that each EMA identified as the highest priority for their county in their hazard mitigation plan. While methodologies used vary, each agency categorized potential events based on a level of perceived risk.

#### Portage County

- Flooding
- Severe Weather

#### Summit County

- Winter Storms
- Transportation Incidence
- Hazardous Material Incidents

#### Stark County

- Epidemic
- Flood
- Severe Weather

#### Wayne County

- Flood
- Severe Winter Storms
- Tornadoes

It is also noted that most public entities are audited by the State Auditor's Office (AOS) every year or every two years depending on the size of their budget. As part of its due diligence, the AOS requires documentation that the entity being audited has a disaster recovery plan in place which includes offsite records storage. So, if a disastrous natural event did occur, a vast majority of the damaged entities' electronic records would be preserved.

## **Economic Disruptions**

Whether it is caused by the closure of a large employer, a decline of an important industry, or a change in the workforce, economic disruptions can have a significant impact on the regional economy. One method to ensure preparation for economic disruptions is to plan for a diversified economy. A diverse economy is a more resilient economy.

NEFCO has observed economic diversity in its region through use of the “Economic Diversity in Appalachia” economic development tool. This tool was developed by the University of Illinois at Urbana-Champaign’s Regional Economic Applications Laboratory and the Center for Regional Economic Competitiveness for the Appalachian Regional Commission; however, it provides diversity data for all U.S. counties. Through this tool, economic diversity trends are observed using three indices of diversity: industrial, functional, and occupational. These are ranked as low diversity, below average, above average, and high diversity. Low diversity implies employment is concentrated in only a few industries, while high diversity implies employment is distributed relatively evenly among many industries. The economic diversity of the four-county NEFCO region can be seen below:

### Portage County

- Industrial Diversity: High
- Functional Diversity: High
- Occupational Diversity: Above Average

### Stark County

- Industrial Diversity: High
- Functional Diversity: High
- Occupational Diversity: High

### Summit County

- Industrial Diversity: High
- Functional Diversity: High
- Occupational Diversity: Above Average

### Wayne County

- Industrial Diversity: High
- Functional Diversity: Above Average
- Occupational Diversity: High

As shown, NEFCO is currently in a strong position for economic diversity and mitigating economic disruptions.

## **Strengths, Weaknesses, Opportunities, Threats**

A SWOT analysis presenting a region's strengths, weaknesses, opportunities, and threats for economic prosperity can identify possible ways to leverage existing strengths and mitigate weaknesses that would threaten economic development efforts.

### **Strengths**

- Presence of a manufacturing infrastructure
- Multiple public and private organizations serve as a resource for economic development
- Ongoing collaborative climate in Northeast Ohio
- Presence of growing or emerging industrial clusters
- Several institutions of higher education
- Growing oil/gas industry and investments tied to Utica Shale development
- Strong quality of life; excellent cost of living
- High innovation potential
- University-based knowledge spillovers enhance innovation potential and entrepreneurship
- Abundance of recreation/open space near population centers
- \$700 million Johnson Controls Pro Football Hall of Fame Village will be both a job creator and a tourism stimulator as a vacation destination

### **Weaknesses**

- Very low young adult population growth (96% of nation's Economic Development Districts are higher)
- Inability to retain young adults
- There's a need for workers to be upskilled but at the same time be able to earn a livable wage, while gaining those new skills
- Continued sprawling of jobs expands infrastructure without corresponding population increases to pay for it
- Stagnant or declining population will reduce tax base and challenge the ability of communities to invest/reinvest in needed infrastructure
- Low per capita personal income growth
- Cutbacks in state support to local governments have hurt their ability to grow smartly and forced many to raise taxes in order to maintain services

- Political fragmentation throughout the region

### **Opportunities**

- Region has the inputs, labor, and experience to produce outputs; manufacturing creates livable wage jobs
- The abundance of economic development organizations provides a network of good resources for existing and new businesses
- Collaboration leads to new ideas and efficiencies in decision-making
- Industrial clusters signal the potential for future economic growth
- The many colleges and universities train high-skilled workers and provide a source of innovation and research that, with guidance, could be commercialized. These institutions can provide assistance to businesses and communities to strengthen the regional economy
- Growth of oil and gas industry from Utica Shale has attracted many high salary professionals (engineers, environmental consultants) to Region especially Stark County
- Ongoing downtown “renewal” efforts in Akron and Canton can benefit from a targeted jobs hub effort

### **Threats**

- Declines in the young adult population will make it hard to attract businesses and services, maintain a healthy housing market, and strengthen existing cultural/recreational resources the region offers
- Possible duplication of services reduces the fiscal capacity of local governments
- Declining revenues limit the ability of local governments to provide services. They also prevent participation in EDA’s grant programs since funds are not available to match or pay for engineering/design studies for public works projects
- High cost of new infrastructure strains local and county budgets
- Increasing maintenance cost of existing infrastructure
- Misalignment of high-demand occupations and skill/training/education of Northeast Ohio workforce
- Ohio not experiencing the same degree of economic prosperity as much of the U.S.

# Vision

## Vision Statement

NEFCO's regional economic development planning program strives to grow the region's economy through collaborative planning efforts with NEFCO's area governments that:

- Promote a diversified and sustainable economy that considers the future well-being of communities and individuals
- Support the most distressed areas of the region through activities that are meant to create lasting improvements
- Capitalize on the region's existing industrial clusters and assist with efforts to promote innovation and technology
- Ensure the efficient use and development of land and resources
- Improve quality of life

## Goals and Objectives

**Support programs that diversify local and regional economies and which build a strong, resilient regional economy capable of recovering from natural disasters and economic setbacks.**

### Objectives:

- Encourage programs and projects that create and retain jobs
- Support entrepreneurial, innovative and technological development
- Support efforts that will make the region more globally competitive

**Encourage the development of industries that support Northeast Ohio's economic clusters.**

### Objectives:

- Support projects that contribute toward strengthening the region's targeted industries, including those in manufacturing, health care, and information technology
- Support activities that complement targeted as well as other existing industries in the region

**Build intergovernmental and public-private partnerships that place a high value on collaboration by working cooperatively to address the region's needs.**

### Objectives:

- Support projects that are consistent with the general plan of the appropriate unit of government
- Encourage collaborative efforts in order to reduce duplication in government services and resources
- Explore opportunities to collaborate with private economic development entities

**Promote the redevelopment of blighted, underused, or vacant and environmentally-challenged sites with high market potential.**

Objectives:

- Encourage programs that support and pursue state and federal brownfields grant programs
- Encourage counties and local governments to identify potential sites for brownfields assessments and cleanups
- Support projects that preserve greenspace, either through innovative design or through measures taken to ensure more compact development

**Support existing programs that build human capital.**

Objectives:

- Gain an understanding of how the region's programs and resources for workforce development are addressing the needs of the area's companies
- Support the continued growth and success of programs that train or develop workers and entrepreneurs

**To the extent possible, promote the integration of the CEDS with other regional plans.**

Objectives:

- Identify existing regional plans e.g. NEFCO Clean Water Plan, AMATS and SCATS Transportation Plans, Stark County and Wayne County Comprehensive Plans, Portage County Food Hub study, Strengthening Stark
- Identify common themes, goals, aspects, etc. that the plans share
- Hold for discussion major aspects of the plans that appear to be inconsistent or in conflict

**Promote programs that support sustainability and quality of life for the region.**

Objectives:

- Support economic development possibilities tied to the local food industry and activities that improve the local food infrastructure
- Explore regional solutions for identified problems/challenges impeding the success of local food efforts
- Continue involvement with the Northeast Ohio Sustainable Communities Consortium (NEOSCC) (now Vibrant NEO) and assist, as resources allow, in implementing measures recommended by the NEOSCC to move toward a more sustainable region

## **Plan of Action**

The implementation of NEFCO's goals and objectives will be addressed through the following actions:

### **Promote economic development and opportunity**

Although the regional economy continues to improve, there are still many locations within the region where poverty must be addressed. NEFCO will work with local governments to identify areas of distress and develop projects that are eligible for EDA funding. Staff will also work cooperatively with its partners in support of local economic development projects which may not qualify for EDA funding.

### **Identify and support collaborative opportunities with both public and private economic development entities**

Interest in or questions about receiving funds from EDA will enable NEFCO to be invited to participate in meetings that focus on economic development opportunities. Through these meetings, collaborative advantages can often be identified that will benefit a specific company and/or economic development effort.

### **Foster effective transportation access**

NEFCO is not a transportation agency; however, staff participates as a member of the technical advisory committee of a metropolitan planning organization, and is involved in regional efforts that address issues in transportation access and urban sprawl. Staff can advocate for increased emphasis on locating job hubs and important transportation investments.

### **Use NEFCO's informational sources and its capabilities as a forum to advance the identification of opportunities in local and regional food efforts**

NEFCO's distribution of various sources of grant announcements can enable more local entities to become involved in the food industry. NEFCO can assist in identifying problems/challenges shared by local food efforts and collaboratively identify potential regional solutions.

### **Enhance and protect the environment**

As the Region's designated water quality planning agency responsible for the Section 208 wastewater planning process for its four-county area, NEFCO will continue to lead, collaborate, and participate in activities that enhance and protect the environment. NEFCO was also the lead recipient of two USEPA Brownfields Assessment Coalition grants in Summit County. Knowledge and experience from this effort will enable staff to assist the remainder of the region with brownfields issues.

### **Maximize effective development and use of the workforce consistent with any applicable State or local workforce investment strategy**

NEFCO is not directly involved in workforce development, as the state has designated several organizations in the region to perform this function. However, knowledge of opportunities and gaps is essential, and requires staff to be aware of how to support existing efforts in workforce development.

## **Performance Measures**

NEFCO's planning investment program will use the following performance measures to evaluate progress toward CEDS goals.

### **Number of jobs created after implementation**

This data will be difficult to obtain reliably because specific projects are not part of this CEDS. However, for projects that NEFCO is involved in, NEFCO will monitor a project's performance and will work with regional partners to obtain information on jobs created.

**Number and types of investments undertaken in the Region** – NEFCO will track funded investments (past and present) and will collect pertinent data to be used for reporting to the EDA.

**Number of jobs retained in the Region** – Retention data is also difficult to obtain. NEFCO will contact those knowledgeable about investments and provide estimates of job retention.

**Amount of private sector investment in the Region after implementation of the CEDS** -- Staff will rely on news reports, and input from Regional CEDS Committee members and local or county governments for this information.

**Changes in the economic environment for the Region** – Through collaborative efforts with regional partners, NEFCO will monitor economic trends and track efforts to address the region's economic development challenges, including workforce development, as well as economic development opportunities, such as from the Utica Shale development.

## Methodology

**Community and private sector participation** – The Regional CEDS Committee (Table 3) is representative of the various economic development interests in the NEFCO region. This advisory committee includes several representatives from the private sector: Chambers of Commerce, regional economic development organizations, and nonprofit groups. It is a functional committee of NEFCO’s General Policy Board, and makes technical recommendations to the Board. Its members are considered and approved by the NEFCO Board. NEFCO relies heavily on the Regional CEDS Committee for discussion and review of various issues involving economic development. The Committee has been requested to review and comment on the updated CEDS.

**Public comment** –Notification of the draft CEDS was sent to economic development and planning professionals and it was also posted on NEFCO’s website for the general public to review and comment. A responsiveness summary of all comments received and how they were addressed by NEFCO will be available upon request.

**NEFCO General Policy Board Resolution** – A copy of NEFCO’s board resolution adopting the *CEDS 2018 Update* is found in Appendix A.

**EDA investments in the NEFCO Region** – NEFCO has been an Economic Development District since 1978. The partnership of EDA and NEFCO, with the support of NEFCO’s governing board have resulted in many transformative grants to members within the NEFCO region. A listing of projects funded from 1980 to 2018 is contained in Appendix B. A map showing the locations of these projects by decade is also in this appendix.

**Table 3**

**2018 Regional CEDS Committee**

<b>Name</b>	<b>Representing</b>	<b>Title</b>	<b>EDA category</b>
Brent Hendren	City of Akron	Economic Development Specialist	Public Sector
Tom Wilke	City of Kent	Economic Development Dir.	Public Sector
Jonathan Millea	City of Wooster	Economic Development Dir.	Public Sector
Rafael Rodriguez	City of Canton	Director, Community Improvement Corporation	Private Sector
Brad Ehrhart	Portage County	President, Portage Economic Development Corporation	Private Sector
Bob Nau	Stark County	Director, Stark County Regional Planning Commission	Public Sector
Dennis Tubbs	Summit County	Deputy Director, Summit County Community & Economic Development	Public Sector
Betty Aylsworth	Ohio Agricultural Research & Development Center	Program Coordinator	Higher Education
Shawn Starlin	Wayne Economic Development Council	Project Manager	Private Sector
Gregg Cramer	Greater Akron Chamber	Vice President, Economic Development	Private Sector
Chris Johnson	Stark Economic Development Board	Vice President	Private Sector
Patricia Grospron	JumpStart, Inc.	Partner, Network Management	Private Sector
Scott Wagner	Barberton Community Development Corporation	Executive Director	Private Sector
Total members = 13			
Private sector/Education representatives = 8 (62%)			

This roster of the 2018 Regional CEDS Committee represents the principal economic interests of the NEFCO region.

**CEDS 2018 County Coordinators**

Portage – Todd Peetz, Portage County Regional Planning Commission

Stark –Rachel Forchione, Stark County Regional Planning Commission

Summit – Bob Genet, Summit County Department of Community and Economic Development

City of Wooster – Jonathan Millea, Economic Development

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Akron Metropolitan Area Transportation Study, *Transportation Outlook Regional Transportation Plan*, May 2017

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“Driving Regional Innovation: The Innovation Index 2.0”; Indiana Business Research Center, Indiana University; August 2016

“Economic Diversity in Appalachia” University of Illinois at Urbana-Champaign’s Regional Economic Applications Laboratory and the Center for Regional Economic Competitiveness for the Appalachian Regional Commission; March 2014

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“The Knowledge Spillover Theory of Entrepreneurship”; David B. Audretsch and Max Keilbach, The Max Planck Institute of Economics; November 2005

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Wayne Economic Development Council website [www.waynecountyedc.com](http://www.waynecountyedc.com)

## **Appendix A**

### **NEFCO General Policy Board Resolution**

RESOLUTION NUMBER FY2019-021

RESOLUTION OF THE NORTHEAST OHIO FOUR COUNTY REGIONAL PLANNING AND DEVELOPMENT ORGANIZATION (NEFCO) GENERAL POLICY BOARD ADOPTING AND AUTHORIZING THE SUBMISSION OF THE *COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDDS) 2018 UPDATE* TO THE U.S. DEPARTMENT OF COMMERCE, ECONOMIC DEVELOPMENT ADMINISTRATION

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**WHEREAS**, the NEFCO region continues to undergo significant changes in the structure of its economy; and

**WHEREAS**, the NEFCO General Policy Board in conjunction with its 127 local units of government has formulated a regional economic development strategy entitled the *Comprehensive Economic Development Strategy (CEDDS) 2018 Update*; and

**WHEREAS**, the Economic Development Administration (EDA), U.S. Department of Commerce, has designated the NEFCO region as an Economic Development District (EDD) based on the incidence of unemployment rates and the existence of the CEDDS; and

**WHEREAS**, the EDA is requiring the submittal of the 2018 Update of the *Comprehensive Economic Development Strategy* by May 4, 2019 in order to maintain Economic Development District designation and eligibility for EDA funding; and

**WHEREAS**, all counties within the region have contributed to the formulation of the CEDDS; and

**WHEREAS**, the Regional CEDDS Committee is reviewing the draft *2018 CEDDS Update*; and

**WHEREAS**, NEFCO General Policy Board approval of the 2018 CEDDS update is required by EDA; and

**WHEREAS**, the *Comprehensive Economic Development Strategy (CEDDS) 2018 Update* will be posted on NEFCO's website for a 30-day public review period.

**NOW THEREFORE, BE IT RESOLVED** that the NEFCO General Policy Board adopts the *Comprehensive Economic Development Strategy 2018 Update*; its goals and strategies, and authorizes the submission of the report to the Economic Development Administration.

Certified as action taken by the NEFCO  
General Policy Board at its regular meeting  
of April 17, 2019



Todd Peetz, Secretary  
NEFCO General Policy Board

## **Appendix B**

### **Economic Development Administration Investments in the NEFCO Region 1980 - 2018**

## Economic Development Administration Investments in the NEFCO Region 1980 - 2018

<b>Project</b>	<b>Lead organization responsible for execution</b>	<b>Year</b>	<b>EDA Investment</b>
<b>PORTAGE COUNTY</b>			
Kent Revolving Loan Fund	City of Kent	1988	\$148,800
Kent Infrastructure Improvements	City of Kent	1983	\$310,375
Northeast Ohio Medical University	Rootstown Twp.	2016	\$498,282
<b>STARK COUNTY</b>			
Canton Discharge Pipeline	City of Canton	1999	1,000,000
Timken Faircrest Steel Mill Road Extension	City of Canton	1984	\$1,345,000
City of Louisville Water System Improvements	City of Louisville	1993	\$695,500
NOVA Technology Industrial Park	City of Massillon	1988	\$331,369
Finefrock Industrial Park	City of Massillon	1980	\$296,126
Stark Development Board Revolving Loan Fund	Stark Development Board	1996	\$200,000
Stark Development Board Revolving Loan Fund	Stark Development Board	1987	\$480,000
<b>SUMMIT COUNTY</b>			
BOUNCE Innovation Hub*	City of Akron	2016	\$2,520,000
BOUNCE Innovation Hub*	City of Akron	2014	\$2,520,000
Akron Industrial Incubator	City of Akron	2003	\$1,750,000
Massillon Road Industrial Park	City of Akron	2000	\$1,250,000
Akron Industrial Incubator	City of Akron	1993	\$1,177,500
Roadway Sewer Development	City of Akron	1985	\$1,100,000
Ohio Bell Telephone Computer Center	City of Akron	1983	\$693,000
Sweitzer Avenue Industrial Improvements	City of Akron	1980	\$1,900,000
Goodyear Technical Center Infrastructure Improvements	City of Akron	1980	\$1,000,000
Chrysler Twinsburg Stamping Plant Recovery Action Plan	City of Twinsburg, Summit County, NEFCO	2010	\$134,675
i6 Challenge Grant	Austen BioInnovation Institute in Akron/University of Akron Research Foundation	2010	\$1,000,000
Lakeside Innovation Business Park	Barberton Community Development Corp.	2010	\$1,598,250
Barberton Revolving Loan Fund	Barberton Community Development Corp.	1990	\$300,000

## Economic Development Administration Investments in the NEFCO Region 1980 - 2018

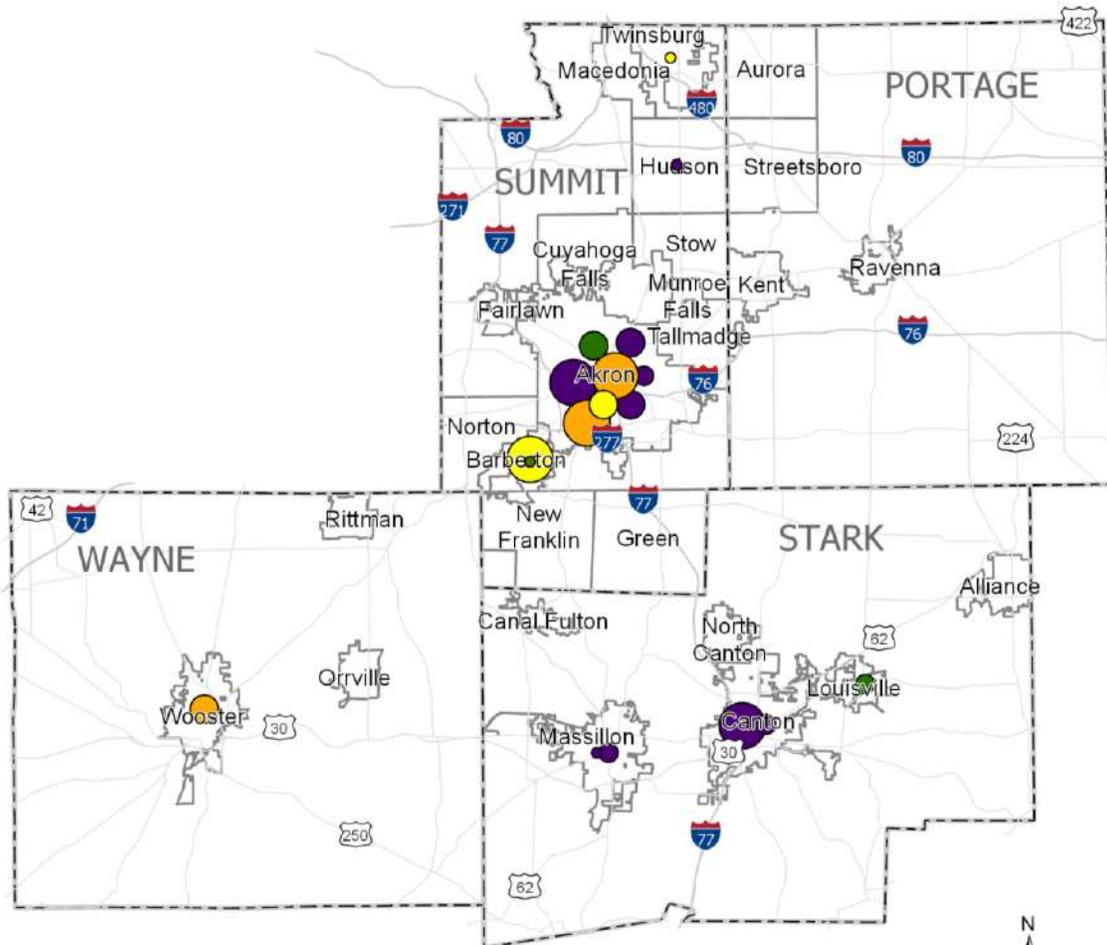
<b>Project</b>	<b>Lead organization responsible for execution</b>	<b>Year</b>	<b>EDA Investment</b>
Little Tikes Sewer Project	Summit County	1983	\$126,000
<b>WAYNE COUNTY</b>			
BioHio Master Plan	Ohio Agricultural Research and Development Organization (OARDC)	2013	\$71,321
Pounden Hall	OARDC/OSU	2006	\$744,091
<b>NEFCO REGION**</b>			
JumpStart, Inc.; Regional Innovation Program	JumpStart, Inc.	2017	\$300,000
Speed-to-Market Accelerator	NorTech, JumpStart, MAGNET, Lorain Community College	2011	\$2,062,945
JumpStart, Inc.; Economic Adjustment Investments	JumpStart, Inc.	2010	\$1,500,000
JumpStart, Inc.; Economic Adjustment Investments	JumpStart, Inc.	2008	\$1,500,000
JumpStart, Inc.; Economic Adjustment Investments	JumpStart, Inc.	2006	\$735,000
NorTech	NorTech	2011	\$913,000
NorTech Advanced Energy Cluster Development	NorTech	2010	\$300,000
TeamNEO; Economic Adjustment Implementation	TeamNEO	2013	\$499,954
Partnership Planning Grant	NEFCO	1980 -2018	\$2,000,000 <sub>est.</sub>

Note: University Center Awards (Cleveland State University) are not shown

\*Awarded funds returned because the site's location changed

\*\*Also includes areas outside of the NEFCO region

# Economic Development Administration Investments



## EDA Investments

- \$126,000 - \$300,000
- \$300,001 - \$700,000
- \$700,001 - \$1,200,000
- \$1,200,001 - \$2,000,000

- City
- County
- Interstate
- State and U.S. Routes



## Project Decade

- 1980s
- 1990s
- 2000s
- 2010s



Northeast Ohio Four County Regional Planning and Development Organization, 2013  
 Summit Co. GIS; Portage County GIS; Wayne County; Stark County GIS; Ohio Dept. of Transportation; Ohio Dept. of Natural Resources GIS