

2019 Economic Development Summit

JULY 1, 2019

KETTER BLOCK BUILDING

204 FRONT STREET, MARIETTA, OH



Introductions, Agenda, Breaks, Bathrooms, Lunch, etc.

11am- Welcome Message and Information

- Nathan Long, SEOPA Board Chair

Bathrooms located on each floor

11:15- SOAR Analysis (formerly SWOT)

- Bret Allphin, Buckeye Hills
- Andy Kuhn, SEOPA

Take breaks as you wish

11:45-Group Discussion and Lunch Served

12:45-What are area agencies doing?

- C.O.M., MMS, C.O.B.,BACC Econ Dev, Port, Buckeye Hills, etc.

Conference rooms on third floor, 1st floor patio for private phone calls

1:15- What COULD/SHOULD we be doing?

- 4 Key moves for Municipalities, Counties, agencies that will drive results

1:45-Final thoughts/discussion

All materials will be distributed electronically in post

What we hope to accomplish today

- Elected officials are agents of economic development assistance through their understanding, utilization, and advocacy for business projects.
- Understanding of the agencies working around them, the projects they are working on, and the powers afforded to local governments is key to moving our community forward
- Without key governmental supports our infrastructure needs will not be addressed and future projects will not occur.

Takeaways for Today:

- Knowing who the agency leaders are
- What projects are underway in our community
- What our strengths are
- What our weaknesses are
- What you can do in your office to assist.

Sample from 2004 Washington County Comprehensive Plan Document

“Although Washington County has derived a great deal of benefit from its role as a regional tourism destination, the County’s long-term vitality will depend to a great extent on its ability to enhance its business environment and build its economic base. Not only will the County and surrounding areas need to provide jobs opportunities to attract residents, but the county must develop increased fiscal income streams that derive from non-residential land uses in order to support the services that the county provides.

The recommended future land use scenario identifies physical opportunities and areas for economic development. However, employers are not likely to locate to Washington County without some proactive effort to attract them. Given that Washington County has a few economic generators in place which can serve as catalyst for future strategies, it will be necessary to undertake coordinated efforts to broadcast Washington County’s potential as an attractive business destination.

The should should work with its leading businesses, schools, and institutions to spearhead an economic development summit. This summit’s activities should be designed to build consensus around the Washington County Economic Development Office to administer proactive economic development, identify a preferred organizational strategy, and gauge the level of commitment to financial and organizational leadership.”

Why we're REALLY here...

Our communities and partners do not have to face these challenges alone.

There is a committed group of professional practitioners willing to help you address these challenges (and others yet unseen)!

Our job is to help take **your vision** for development and take steps toward realizing it.



Strengths



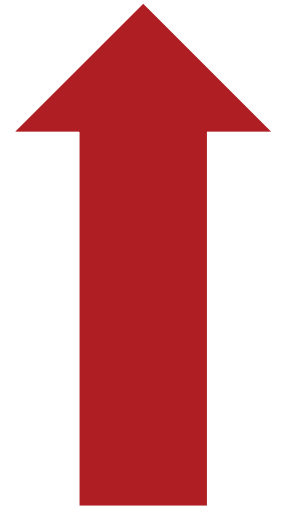
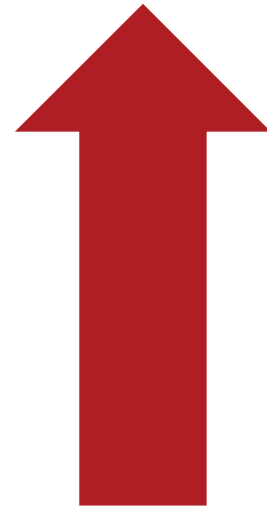
Opportunities



Aspirations



Results



Strengths

What do we do well?

What separates us from the competition?

Our resource strengths

Our asset portfolio advantages

- **Workforce development and educational apparatuses are top of the line**
 - WSCC, WCCC, Marietta College, BB2C provide one of the best wrap around education service sets in the state if not the nation
 - Needs optimization from business community (historically isolated, withholding, not forward thinking on workforce)
- **Quality of life is higher comparatively than much of the rest of our region**
 - Presence of a thriving downtown, hospitals, mildly varied housing stock, restaurants, bars, and access are envied
- **Transportation networks are strong**
 - Interstate 77 and Route 7 Corridor are high volume pathways regionally allow for commerce to move efficiently
 - 33 corridor developing with quicker transport to Columbus market from Western Wash. Co. (needs maximized)
- **History of plastics and polymers production with employee understanding**
 - Nearly 70 years of experience, knowledge transfers to institutions for training, and through apprenticeships

Opportunities

Underserved markets

What we can do, our competitors cannot

Emerging markets and opportunities

Perception and reality

■ Plastics Polymers Manufacturing and Storage Efficiency

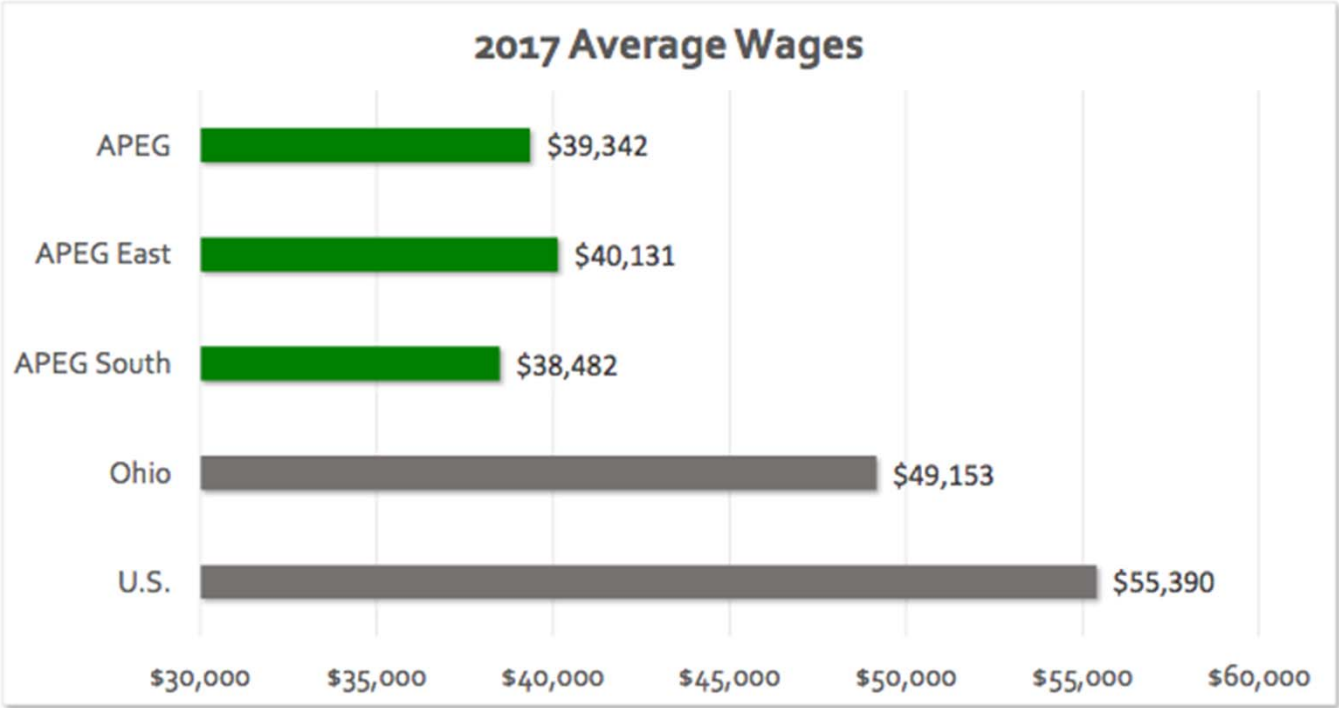
- The chemical plants in the region have made some upgrades to extend their use of life. Upgrades could extend use of life 40 years. Infrastructure needs exist and operational costs will escalate unless automation becomes more prevalent.
- Transportation logistics will be critical to aiding their production schedules as they do more same time delivery, housing of their feed stock and product near their plant is critical. Hence the rise in warehousing along Rt. 7. Expansion of warehousing around I-77 would be advisable.
- Reduction in rail capacity forces more road based transportation upgrades and maintenance. Maximizing transport around major roads is key, and mitigation of traffic within the central core towns is essential to maintaining infrastructure for long term and preserving livability for aging citizens who are migrating into the downtown cores.

■ Worker Upskill Potential

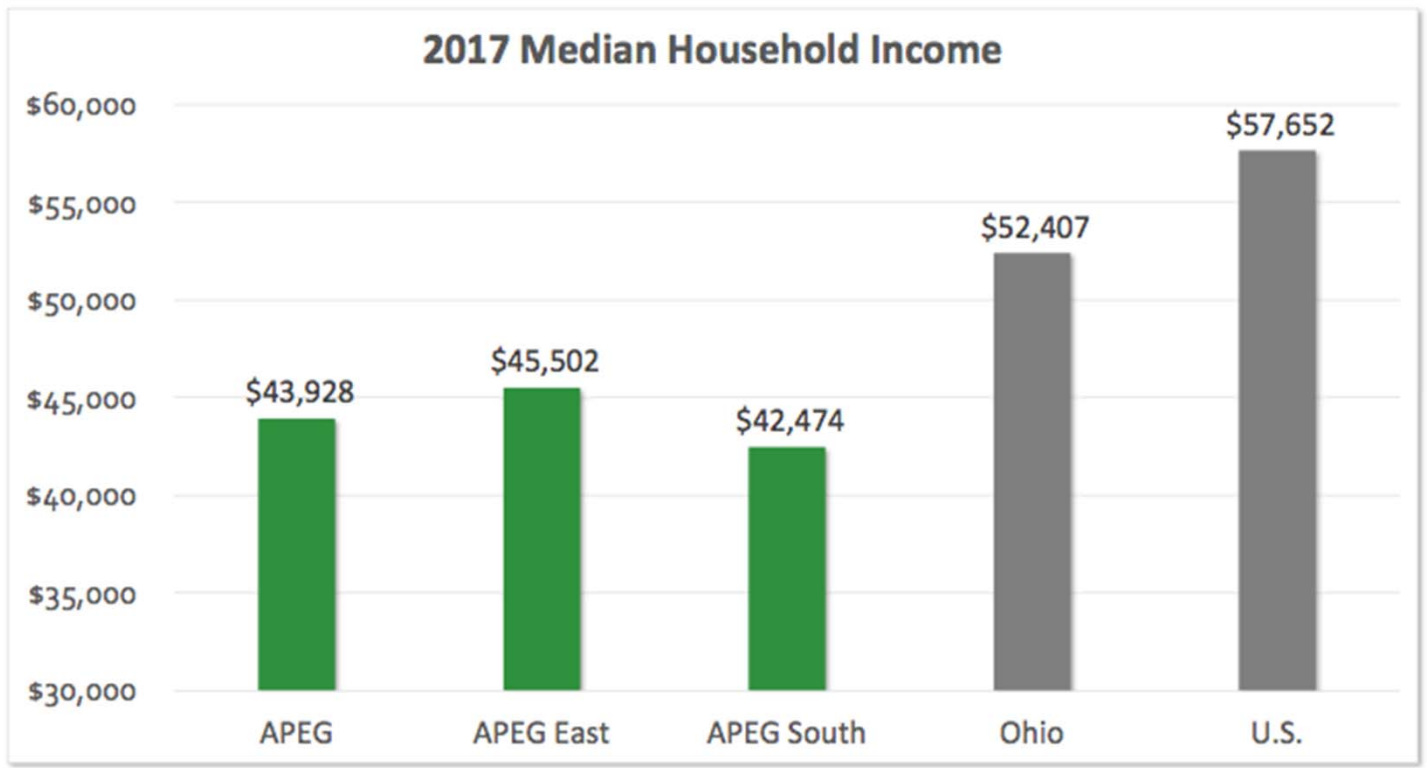
- Because of lower educational attainment, employers can bring on candidates at lower wage rates and up-skill them into the position and yet still pay below market rate. This will lower operating costs and maximize profitability without risking educational flight.

■ Existing business networks

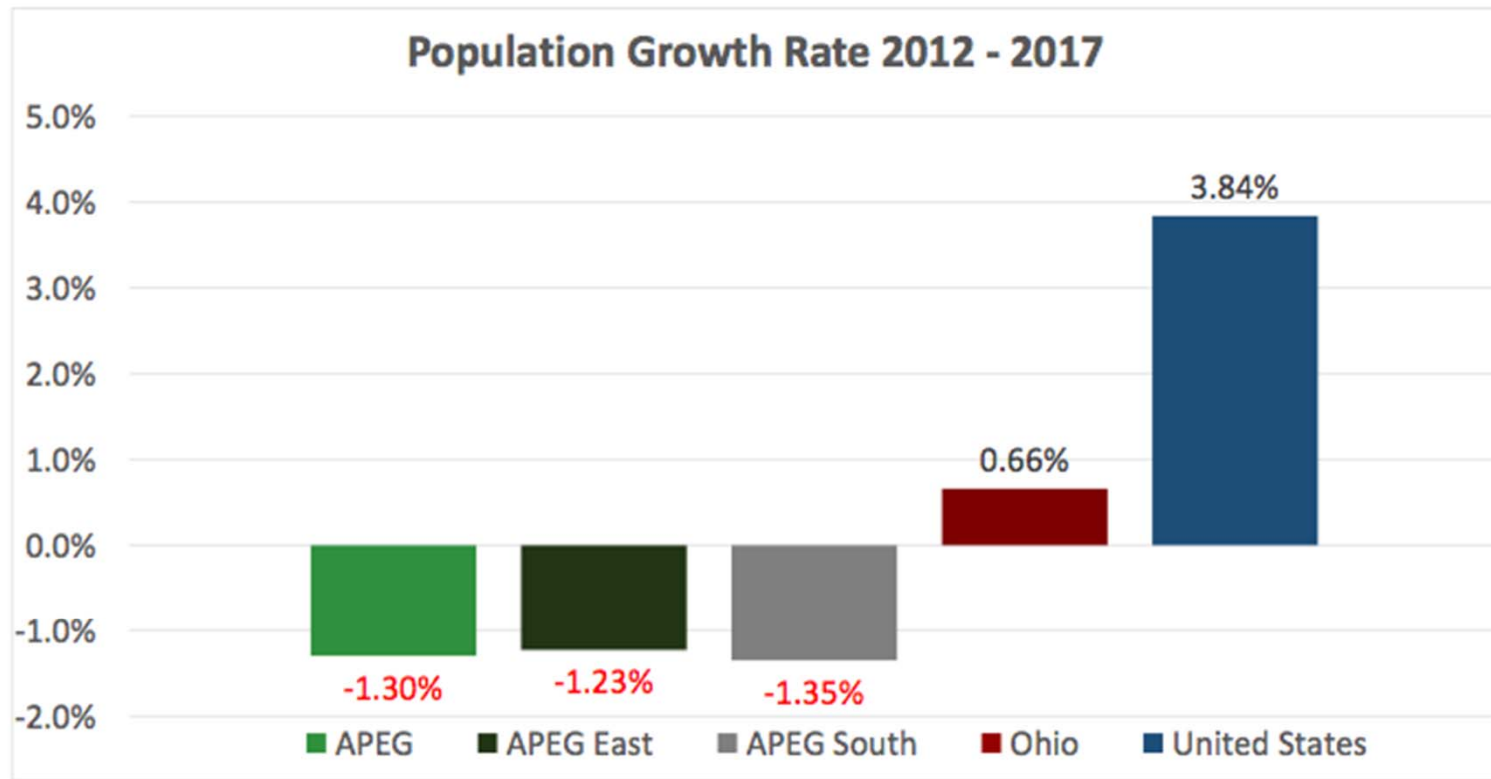
- Because most of our major employers sell the majority of their products in markets outside of where they manufacture, the supply chain possibilities are significant. This would require planning for sites and buildings to house these other regional businesses should they co-locate to reduce overhead and transmission costs.



Source: Bureau of Labor Statistics. Quarterly Census of Employment & Wages



Source: Bureau of Labor Statistics. Quarterly Census of Employment & Wages. APEG region(s) data is a weighted calculation.



Source: 2012 & 2017 American Community Survey 5-Year Population Estimates

Strengths

What can we build on?

What makes us unique economically?

What achievements are we most proud of?

How do our strengths get results?

How do our strengths fit our marketplace?

What is our county's value add?

Opportunities

What identified opportunities exist?

What opportunities should we focus on?

How do we meet the needs of our current citizens? How do we meet the needs of the future?

What markets are developing around us?

How can we reframe challenges into opportunities?

What new skills do we need to move forward?

Aspirations

What aspects of our community are we most passionate about?

Is there a community that we could model ourselves after?

What have we become? Are we happy with that? What do we want to become?

What initiatives would support our aspirations?



“We would like to be a leader in...”

“We would like to establish...”

“We would like to improve our...”

“We would like to work together to do...”

Regional Aspirations



Business Voice

- Employer Roundtables
- Advocating for the region

Talent

- Incumbent worker upskilling
- Business engagement with career awareness
- Talent recruitment to the region

Competitive Assets

- Site & spec. building development
- Business financing gaps
- Broadband infrastructure

Economic Development

- Focus on existing business growth
- Cluster development
- Targeted business attraction
- Website enhancements
- Community technical assistance

<https://apeg.com/am2019>

Results

How do we know if we are on track to reach our goals

What indicators do we have that would get us on the right track?

What resources are needed?

■ Outcomes for the identified regional aspirations

- # of participating employers
- # of personal interactions
- # of credentials earned
- # of openings filled
- % of worker retention
- # of collaborative groups formed
- # of students involved
- # of new shovel ready sites
- # of new speculative buildings
- # of companies financed
- # of companies started
- # of company visits
- # of training events
- # of projects funded

Weaknesses

What our region lacks

What our competitors are doing better than us

Resource limitations

Unclear positions?

- Largely built out from topographical and flood plain metric
 - Most everywhere we could build, we have.
 - Costs to cut and fill are high, impediment to business placement
 - Few areas where utilities exist and land is available for new business placement
 - Utility extension expensive, deterred, land under flood plain, land prices extravagant due to market constraints, collusion
- Wages, Property Values, lagging behind state/nation
 - Regional wage avg. \$39K, Ohio \$49K, Nation \$55K
 - Marietta \$34K, Wash Co. \$41K, Belpre \$39K, Williamstown \$51K
 - Poverty rate nearly 20%
- Educational Attainment/Job Growth rates stagnant/declining
 - 19% of Wash. Co. has B.A. or higher, state avg. 27%, U.S. 31%
 - Job growth rate nationally at 9,24%, Ohio at 6.27%, our region 3.57%
- Population losses and Aging
 - Lost 1.3% of region population, while state grew .66% and nation grew 3.8%
 - Washington County losing citizens to other cities in state
 - MSA status in question moving forward (344/366)
- Lack of cooperation across governments and agencies
 - Permitting tracking, pre-development meetings, business assists to ease in navigation, incentives alignment across municipalities and counties lacking
 - Lawsuits and combative attitudes between municipalities and county are cause for concern outside of region among state agencies

	1 MILE	3 MILE	5 MILE
Total Population	4,237	39,077	62,693
2010 Population	3,994	39,885	63,668
2024 Population	4,257	38,587	61,966
Employees	10,291	28,455	36,873
Total Businesses	869	2,978	3,819
Average Household Income	\$54,687	\$52,597	\$56,965
Median Household Income	\$38,015	\$39,934	\$43,300
Total Consumer Spending	\$38.31M	\$347.99M	\$579.88M
Median Age	44.2	42.3	43.0
Households	1,959	17,326	27,342
Percent College Degree or Above	11%	10%	11%
Average Housing Unit Value	\$128,094	\$127,714	\$138,793

City of Belpre

Drive data includes Parkersburg as well.

Population trends suggest a 5,000 citizen loss per decade up to 2060. City populations however do not suffer the population losses outlying county towns do because persons have moved closer to medical facilities or into medical facilities for palliative care.

Threats

Emerging competitors

Changing environments and landscape

Negative perceptions

Changing attitudes

- **Oil and Gas services moving closer to well field**
 - Service companies are mobile and as more buildings become available closer to Belmont, Washington PA the businesses move
 - Openings in existing buildings in county good and bad thing for local operations
- **States with gas pipelines are building shovel ready sites near rail lines**
 - Atlantic Coast pipeline opening new markets in Virginia, North Carolina, South Carolina near CSX rail terminals. Competing with states that have younger, more skilled labor force with incentives to relocate
 - State has been slow to embrace Shale Development, Pipeline process moves resources out far more than bring in
- **Cities vs. county imbalance both state wide and locally**
 - Columbus one of fastest growing cities in country, citizens commuting out regularly, as sprawl intensifies, moves likely. 33 corridor development.
 - In county business advantageous over cities due to income tax, yet service costs are higher with little slowing (annexation fears)
- **Single use plastic bans**
 - Global polystyrene, polypropylene markets threatened as use fades and governments regulate consumption of single use
 - Recycling operations in China and India are no longer viable, need local option recycling centers.

Discussion and Lunch

What are we doing to spur Econ Dev?

Area agencies/ governments that have an economic development goal:

- | | | |
|---|---------------------|--------------------------------|
| ▪ City of Marietta | Joe Matthews, Mayor | Andy Coleman, Development Dir. |
| ▪ City of Belpre | Mike Lorentz, Mayor | Ron Cross, Safety Service Dir. |
| ▪ Marietta Area Chamber | Carrie Ankrom | |
| ▪ Marietta Main Street | Christie Thomas | |
| ▪ Marietta Community Foundation | Heather Allender | |
| ▪ Belpre Area Chamber | Karen Waller | |
| ▪ SEOPA | Andy Kuhn | |
| ▪ Buckeye Hills | Misty Crosby | Bret Allphin, Development Dir. |
| ▪ JobsOhio/APEG | Mike Jacoby | Katy Farber |
| ▪ Building Bridges to Careers | Tasha Werry | Pamela Lankford |
| ▪ Ohio U. SBDC | Lissa Jollick | John Voorhies |
| ▪ Utility Partners: | | |
| ▪ Washington Electric Co-op, AEP, Dominion Energy, Columbia Gas | | |

Agency Activities

CITY OF MARIETTA

- Development Department administration of Community Block Grant (CDBG) Funding for neighborhood improvements
- Infrastructure planning within city limits and extension to areas adjacent
- CRA management/utilization?
- Administration of TIF zone for First Colony Development (Wal-Mart, Lowes)?

MARIETTA MAIN STREET

- Enrich Marietta Downtown Economic Development Plan
- Small business workshops and training seminars
- Façade improvement program for downtown core (C4 District)

Agency Activities

CITY OF BELPRE

- CDBG Administration?
- Belpre in Bloom?
- Utility assessment and management?

BELPRE AREA CHAMBER OF COMMERCE ECONOMIC DEVELOPMENT COMMITTEE

- Strategic plan development with Economic Development Plan (pending)

Agency Activities

MARIETTA COMMUNITY FOUNDATION

- Grant program that assists area endeavors related to education and business as needed

BUILDING BRIDGES TO CAREERS

- Business planning services
- Business acceleration services
- Career pathway programming

Agency Activities

SEOPA

- Business requests management
- Utility assessment and planning for county and municipalities as needed
- Sites, properties, vacant space database compilation and management
- Strategic planning and community visioning

BUCKEYE HILLS

- Works with communities on projects to align community priorities with public resources.
- Provides planning services for local governments utilizing data analysis, GIS mapping technology and other data platforms
- Serves as an advocate and facilitator for assistance programming in the region

What else could we be doing?

Elected officials role in the economic development framework:

- Develop community vision and service area emphasis
 - Elected officials are the community voice, along with business leaders, working in tandem to meet needs, prepare for future growth, cast vision.
- Assist/Develop community strategy for business attraction
 - Strategy guides policy and incentive use, aligns agencies around mission drafted by elected officials.
- Bridge policy connections to allow for goal achievement
 - Do our policies at the city and county level further/hinder our goals? How could policy better serve our interest, make more business friendly?
- Understand/Reduce/Manage regulatory environment
 - Is our current environment efficient and effective? Are we hearing complaints from businesses outside and in?
- Examine and monitor needs of local business community
 - Be the champion for our town outside and inside our community. Know our assets, pitch our value add, strive to keep businesses here.

ASSESSING YOUR LOCAL ECONOMY

IMPORTANT FACTORS	KEY INDICATORS
Economic conditions	Unemployment, types and sizes of firms/industries, wages, income, new business starts, retail sales, housing prices, types of imports and exports, number of businesses closed
Population characteristics	Population size and growth, age, education level
Labor force characteristics	Labor force participation, occupations, skills, commuter characteristics, productivity
Physical conditions	Land use, zoning, land values, condition of buildings, vacancy rates, building activity, parking facilities, condition and capacity of infrastructure, air and water quality
Business climate	Community attitudes, labor relations, business taxes and regulations, level and quality of municipal services, workforce training, access to and cost of capital, public and private infrastructure
Knowledge-based resources	Federal labs, science and research parks, industry incubators, colleges and universities, technical training schools
Quality of life	Housing availability, public services, education system, crime rate, cultural and recreational activities, parks and other natural amenities

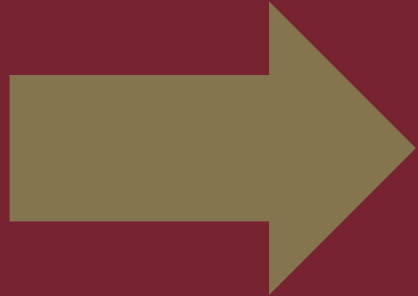
Source: *Economic Development Strategic Planning*. International Economic Development Council, Washington, D.C., 2006, pp. 44-48.

Elected Officials can look on the port website www.seohioport.com and find up to date information on employment, housing, wages, existing industry sector information, lists of area businesses.

Infrastructure mapping however is incumbent upon the city and county and shares through Buckeye Hills is essential for future econ dev. planning

Quality of life metrics are also featured on the Port website, FYI.

Four Recommended Moves



4 Suggestions that will drive impact in our communities:

1. Draft economic development goals for your community, align them within departments, and consider incentives policies that help you retain/attract wanted businesses or targets
2. Seek to understand business needs and work with other agencies and governments to meet them. Silo busting to share resources and reduce service costs.
3. Create/Utilize/Understand the comprehensive plans in regard to utility presence, areas for future development, developmental constraints and seek to work within the environment and address need areas
4. Meet regularly as elected officials across governments and parties to work in concert on larger developmental goals (e.g. business parks, JEDD's, land use, utility extension agreement, etc.)

Closing discussion and what
you will see from our
organizations moving forward