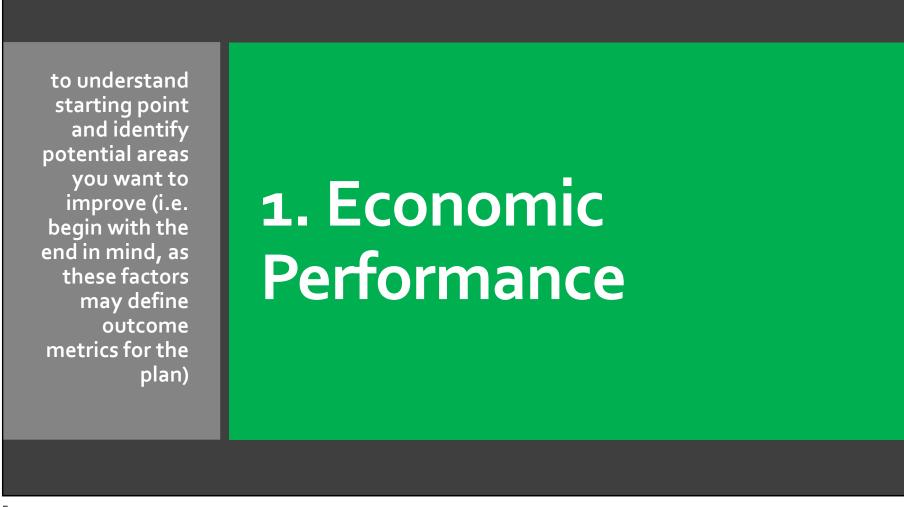
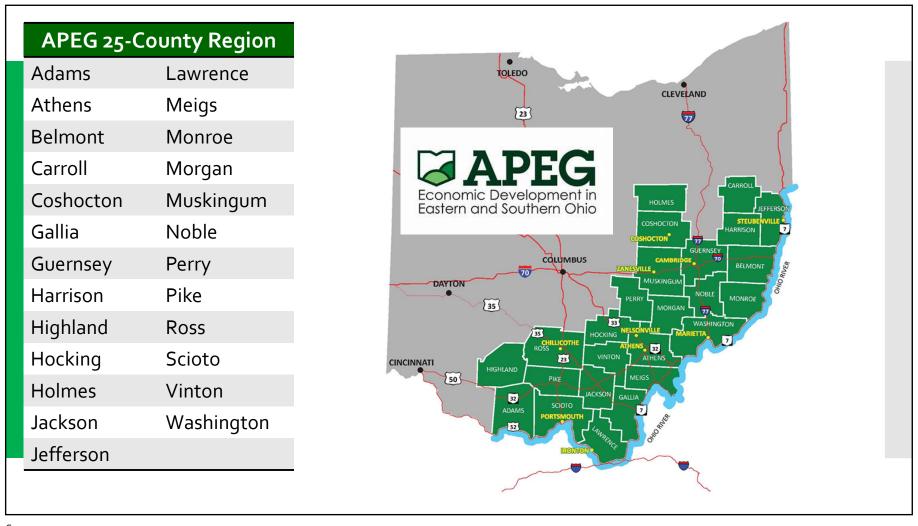


Inform on Phase 1 Insights & Purpose of Assessments THIS MEETING to sincerely inspire action for improving the region

TOPICS FOR TODAY Economic Where are you starting and what might you want to improve? **Performance** Asset What factors may be limiting or supporting your success? **Evaluation Employer** What challenges do employers want the region to address to improve the viability for business growth in the region? Needs **Program** What do APEG/API staff and local economic developers across the region want to reinvent or do? Review





APEG
Southern &
Eastern
Subregions

APEG East Counties

Belmont

Carroll

Coshocton

Guernsey

Harrison

Holmes

Jefferson

Monroe

Morgan

Muskingum

Noble

Washington

APEG South Counties

Adams

Athens

Gallia

Highland

Hocking

Jackson

Lawrence

Meigs

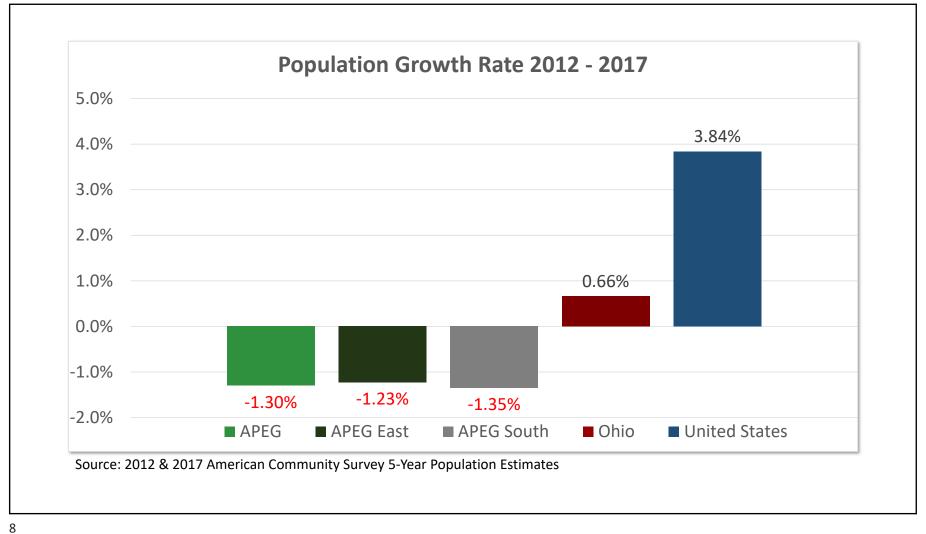
Perry

Pike

Ross

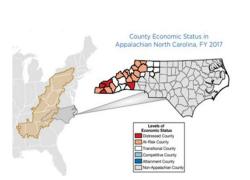
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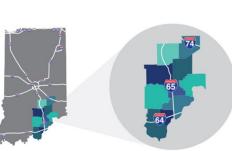
Vinton



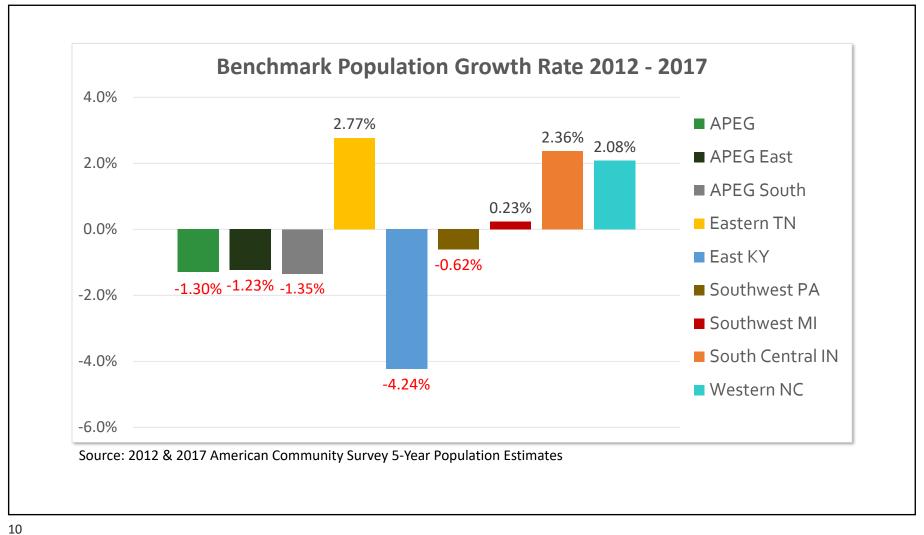
BENCHMARK REGIONS

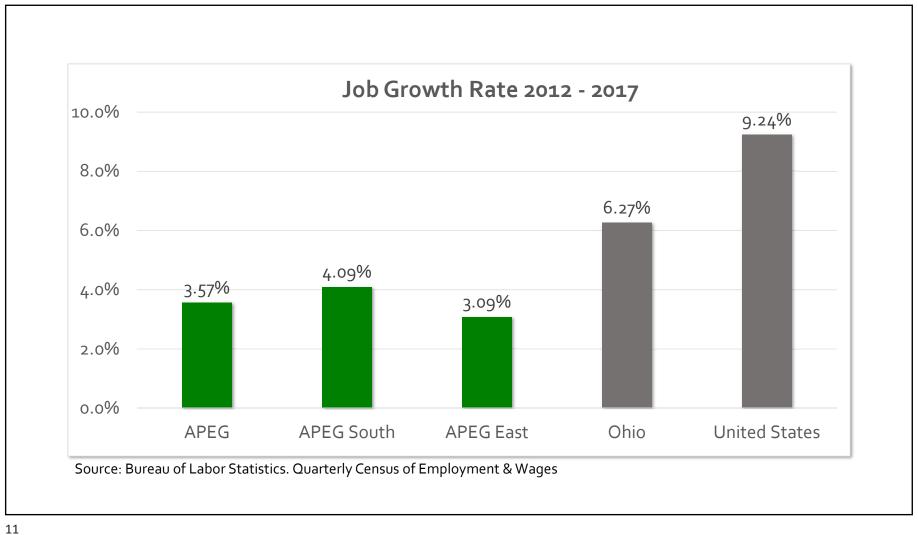
- Eastern Tennessee Economic Development Agency (Eastern TN)
- One East Kentucky (East KY)
- Pittsburgh Regional Alliance (Southwest PA)
- Southwest Michigan First (Southwest MI)
- South Central Indiana Economic Development (South Central IN)
- Appalachian Regional Commission Western North Carolina (Western NC)

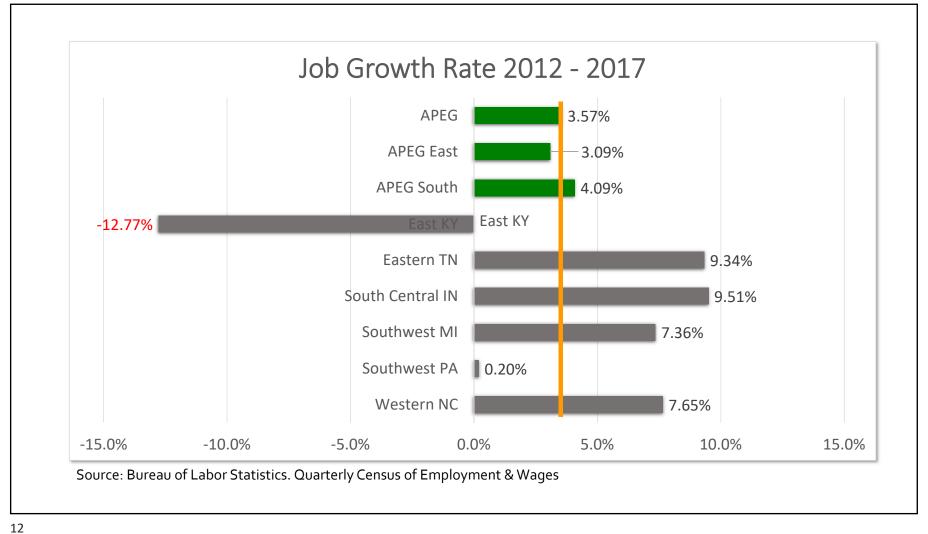


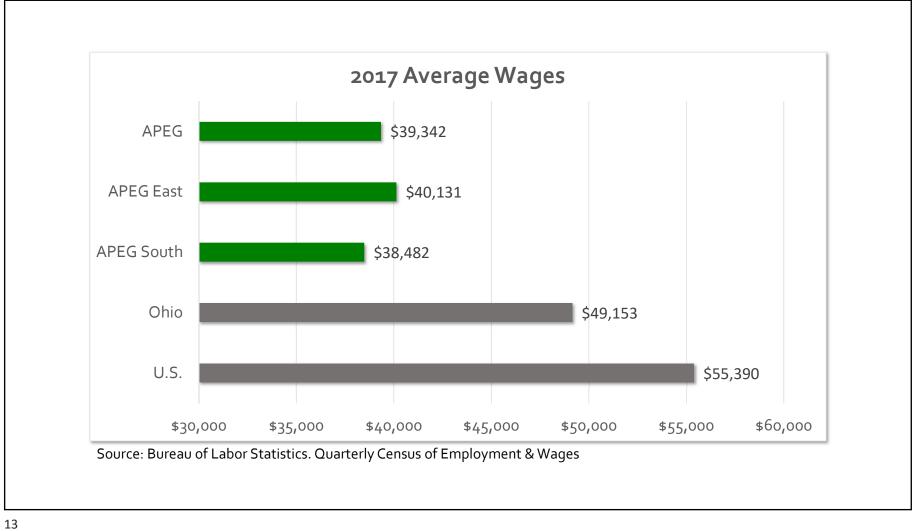


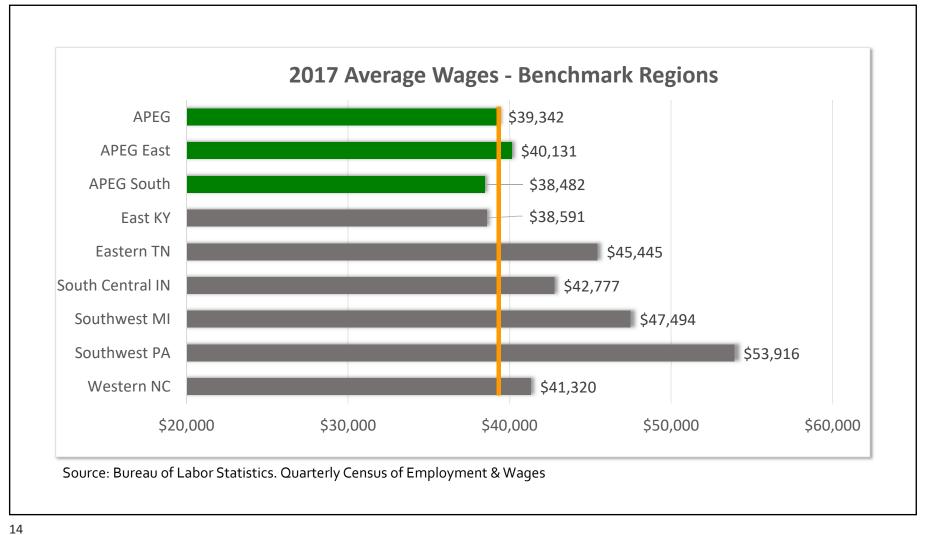


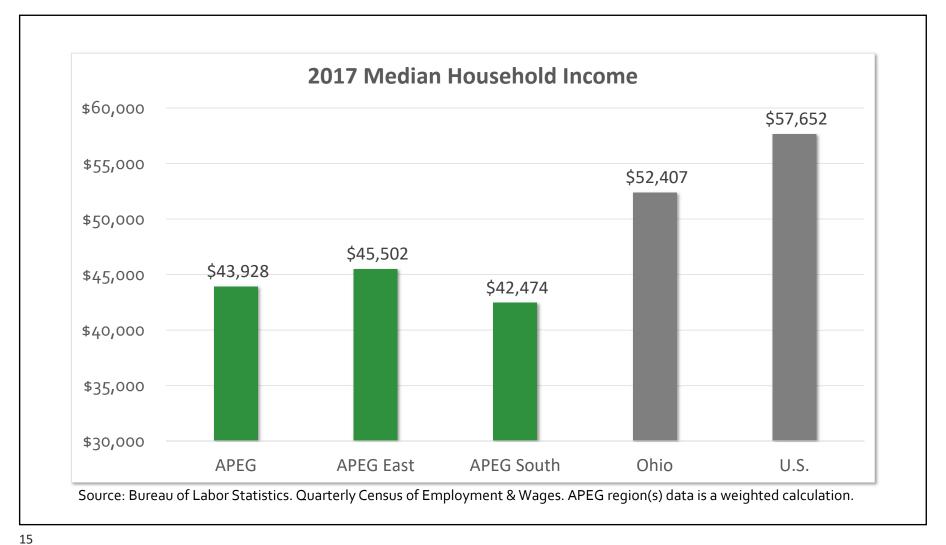


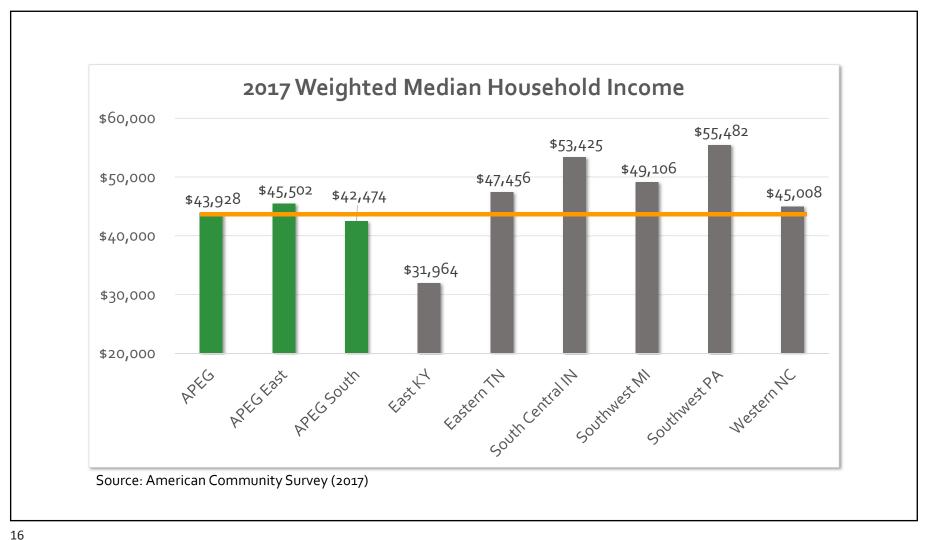


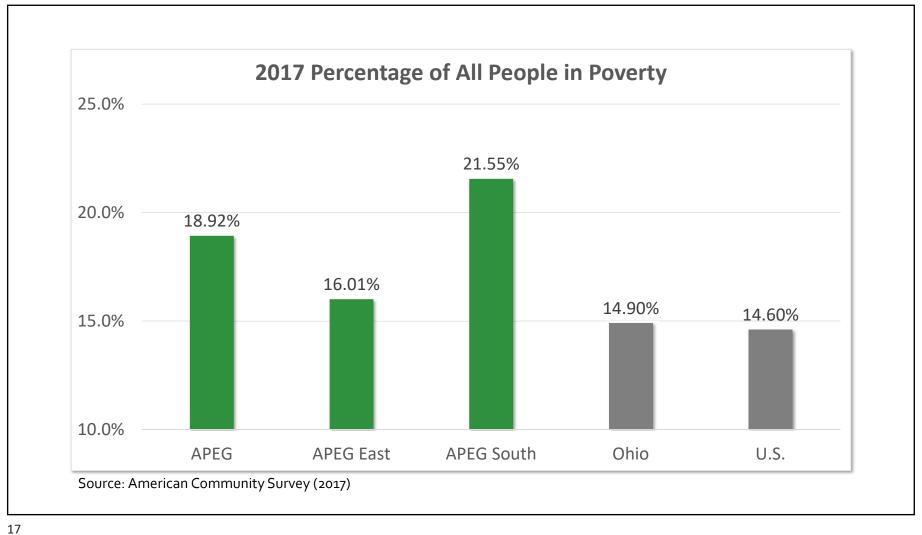


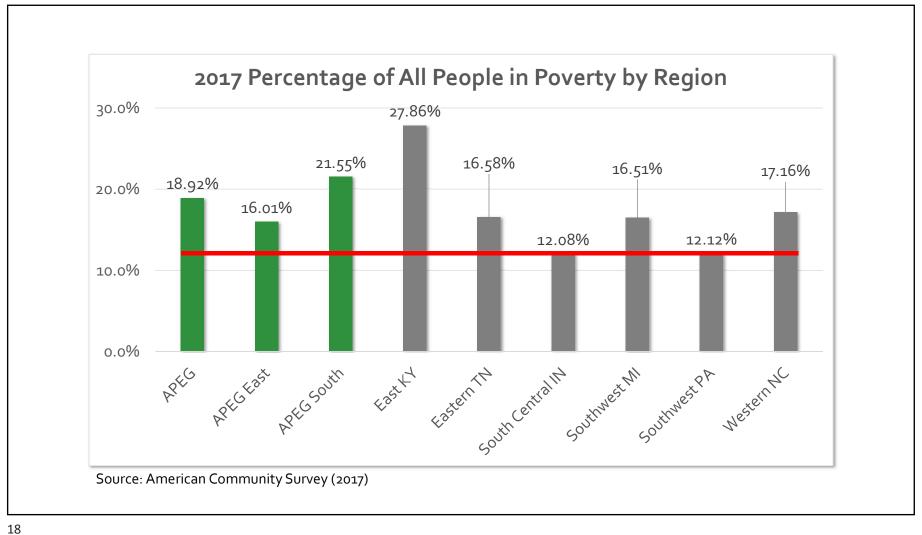


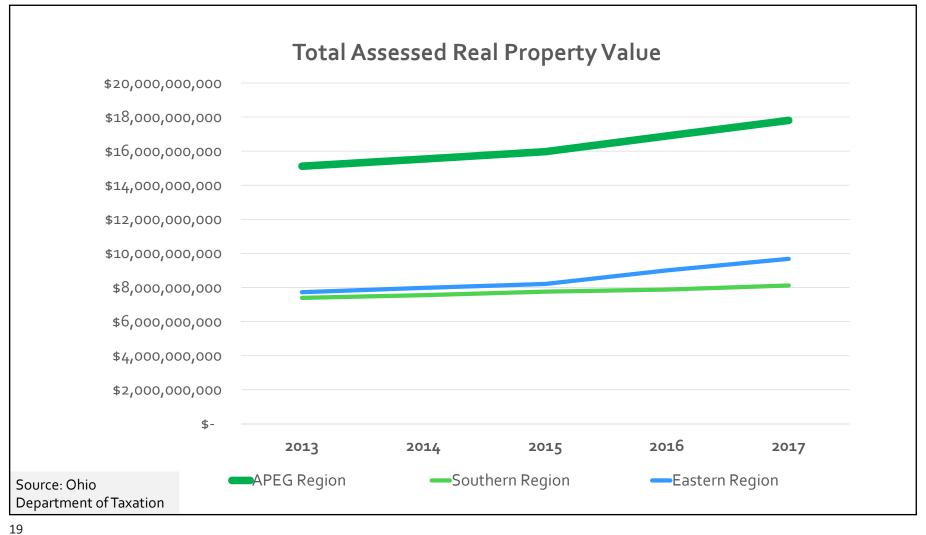


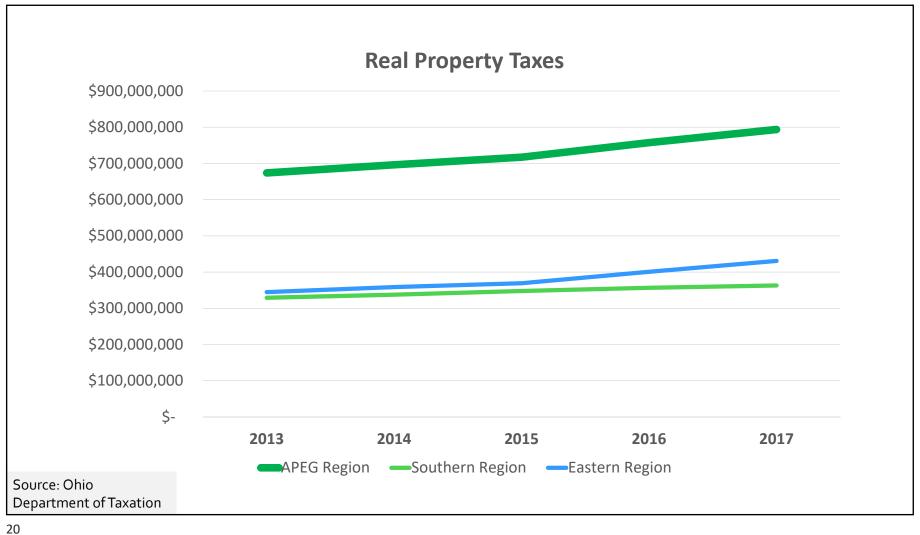


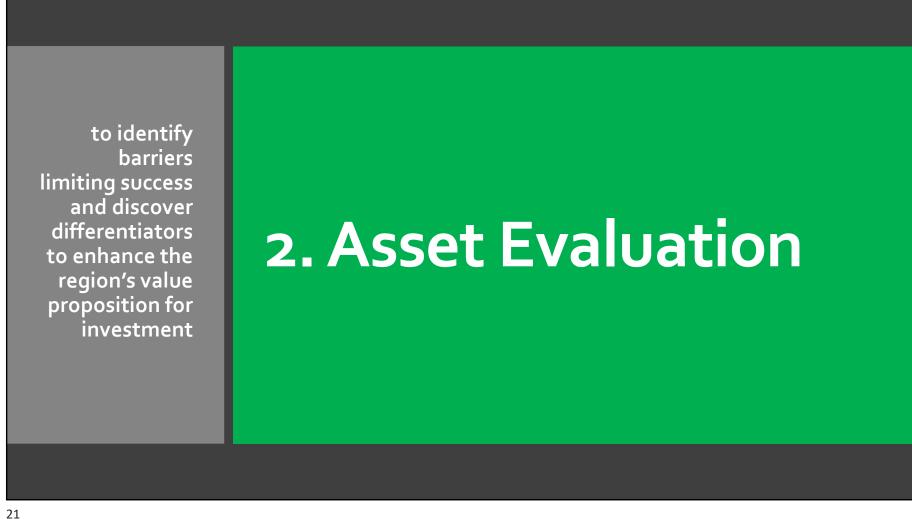


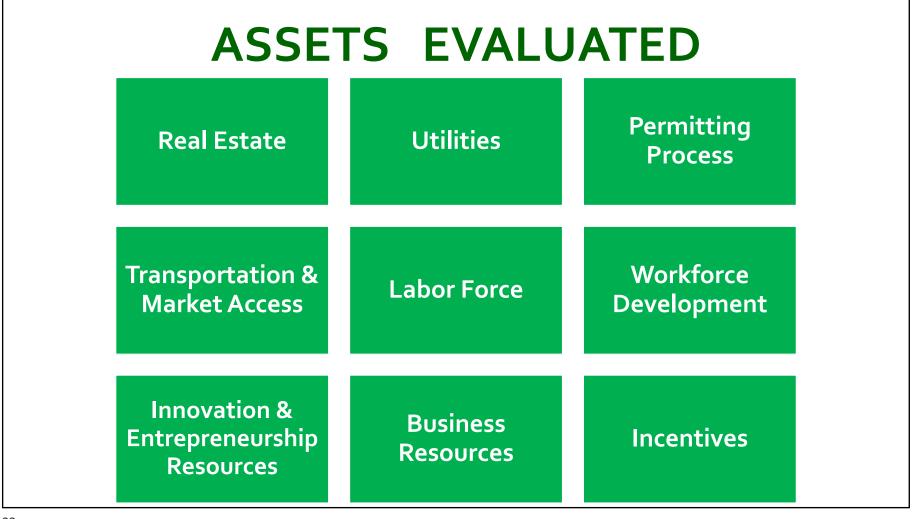












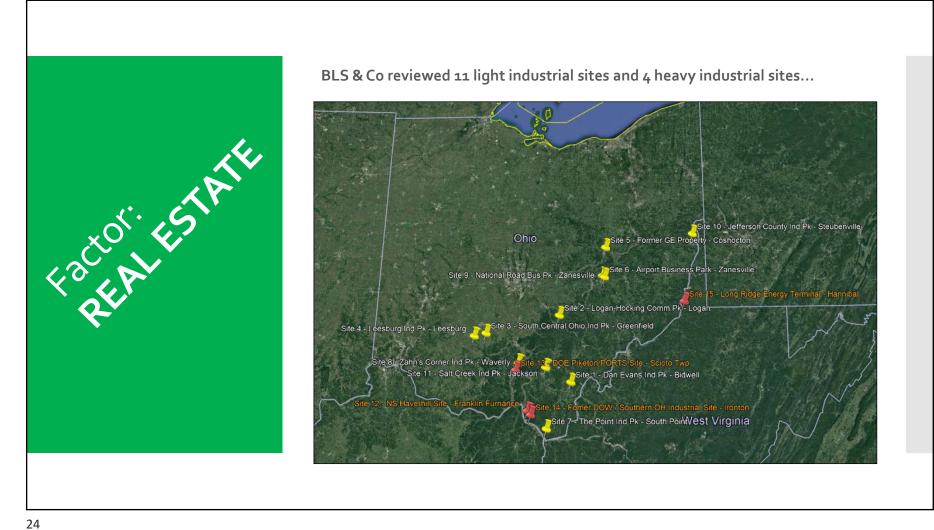


Why important?

Having an available site or building is critical to a region's ability to get on the radar and attract a new project investment. It is also important that properties are ready for development to meet today's tight timelines.

Key factors

- · Size, dimensions, configuration
- Zoning, surrounding uses
- Condition, developability/environmental factors
- Utilities services and capacities
- Accessibility
- Price



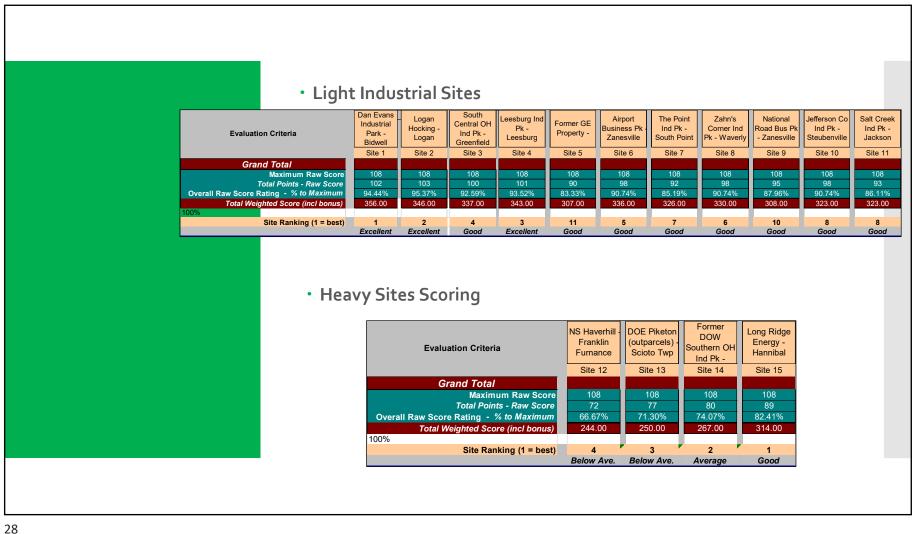


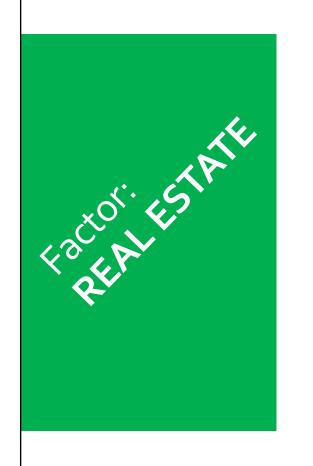


We scored the sites against our "site ready scorecard" criteria, and found that...

- Of the 11 light industrial sites, 3 sites scored "excellent" on the site scoring scale which measures site attributes against top "site ready" criteria, and the other 8 sites scored "good" on the same scale
- Of the 4 heavy industrial sites scored against shovel ready criteria,
 1 site is rated "good," 1 is "average," and 2 are "below average"
- The 4 buildings were not scored on the same scale related to the site attributes <u>only</u>, not scored on the building condition or attributes.

	Evaluation Criteria	Wt	DK	DEAL KILLER = 0	Low Score = 1 Point	Mid-Low Score = 2 Point	Mid-High Score = 3 Point	High Score = 4 Points
Facto	r OWNERSHIP							
1	Willing Seller (public or private owner)	2%	X	No willing seller	na	na	na	Site has willing seller
2	Advertised For Sale / Lease	2%	X	Not marketed for sale	na	na	na	Site marketed for sale
3	Confirmed Asking Price	3%		No confirmed asking price	na	na	na	Confirmed asking price available
VEIGH	177%	7%						
Facto			_					
5	Site size	3%	L.	Less than 10 dev acres	na	10-15 developable acres	15-20 developable acres	Greater than 20 developable acr
6	Greenfield vs Brownfield	2%	L L		Brownfield with remediation still in process	na	Brownfield with all required remed complete	Greenfield site
7	Site setting	4%	L.				Not park, but surrounded by industrial uses	Industrial park setting
8	Site Condition - Developable Area	5%			Heavily wooded site	Moderate level of clearing required	Site partially cleared	Site cleared for developable are
9	Site Condition - Topography	4% 3%	X	Major topography challenges	Unknown slope	Slope greater than 5%	Slope less than 5%	Slope less than 3%
10	Site Survey		H		Site survey not completed	na Como Impodimento to Development	na Miner Impedimento to Development	Site survey completed
11 12	Easements/Impediments to Development Flood Plain	3% 4%	F	Day area in 100/500 vs flood plain	Major impediments to development	Some Impediments to Development Nondev area within 100 yr flood plain	Minor Impediments to Development Nondev area within 500 yr flood plain	No Impediments to Development No known 100/500 yr flood plain on
12	Zoning	4% 4%	× ·	Dev area in 100/500 yr flood plain Site not zoned/intended for Industrial	Restricted Zoning	Land Use Plan Intended Use = Industrial		Zoned appropriate for Mfg/Distribu
14	Pad Ready Site	3%	_ ^ F	Site flot zoried/interlued for industrial	No site prep completed	Cleared but no site grading done	Some grading complete	Pad grade ready site
	Certified by 3rd Party (BONUS)	370	H		na	na	na	Site certified "shovel ready" by third
	1135%	35%	_		Tid.	i iii	I III	one commed energy ready by mind
15	Road serving site	7%		Road not truck accessible	Road requires upgrades / Poor site access			
16	Distance to 4 Lane Highway	4%	L L		Highway more than 20 miles from site	Highway 10-20 miles from site	Highway 5-10 miles from site	Highway less than 5 miles from s
17	Distance to Interstate	7% 2%	F		Interstate more than 20 miles from site	Interstate more than 10 miles from site		Interstae less than 5 miles from s
18 B2	Airport access Railroad Service (BONUS)	270	-		Commercial airport greater than 2 hrs Rail may be possible, Needs further invest	Comm airport greater than 1 hr Rail is possible, but no plan	Comm airport greater than 30 mins Site can be rail served, plan available	Comm airport less than 30 min Site is rail served, spur in place
			F		na	na	Site has secondary barge service	Site is fall served, spur in place
		20%	Ļ		IId	lid	Site has secondary barge service	Site is directly barge served
	Bonus							
VEIGH								
WEIGH	UTILITIES Flectric	5%		Service not at site/no plan	na .	na _	Service not at site but plan avail	Service at the site
19	Electric	5% 4%	F	Service not at site/no plan	na na	na na	Service not at site but plan avail	Service at the site
19 20		5% 4% 5%	E	Service not at site/no plan	na	na	Service not at site but plan avail	Service at the site
19	Electric Natural Gas	4%	-					
19 20 21	Electric Natural Gas Water	4% 5%		Service not at site/no plan Muni service not at site/no plan	na na	na na	Service not at site but plan avail Muni Service not at site but plan avail	Service at the site Municipal Service at the site
19 20 21 22 23	Electric Natural Gas Water Sewer	4% 5% 4%	[-	Service not at site/no plan Muni service not at site/no plan	na na na	na na na	Service not at site but plan avail Muni Service not at site but plan avail Muni Service not at site but plan avail	Service at the site Municipal Service at the site Municipal Service at the site
19 20 21 22 23	Electric Natural Gas Water Sewer Telecommunications	4% 5% 4% 2% 20%		Service not at site/no plan Muni service not at site/no plan Muni service not at site/no plan	na na na na	na na na na	Service not at site but plan avail Muni Service not at site but plan avail Muni Service not at site but plan avail Service not at site but plan avail Service not at site, but avail in area	Service at the site Municipal Service at the site Municipal Service at the site Service at the site
19 20 21 22 23 VEIGH	Electric Natural Gas Water Sewer Telecommunications 1120% ENVIRONMENTAL Phase 1 Environmental Study	4% 5% 4% 2% 20%	×	Service not at site/no plan Muni service not at site/no plan Muni service not at site/no plan Muni service not at site/no plan	na na na na na No Completed / Unknown Issues	na na na na na na sa	Service not at site but plan avail Muni Service not at site but plan avail Muni Service not at site but plan avail Service not at site but plan avail Service not at site, but avail in area Completed - over 3 yrs old / No Issues	Service at the site Municipal Service at the site Municipal Service at the site Service at the site Completed - 3 years old / No issue
19 20 21 22 23 WEIGH 24 25	Electric Natural Gas Water Sewer Telecommunications 1120% ENVIRONMENTAL Phase 1 Environmental Study Hydrologic Studies	4% 5% 4% 2% 20%	_	Service not at site/no plan Muni service not at site/no plan Muni service not at site/no plan Muni service not at site/no plan Issues Reported, No Remed Issues Reported, No Remed	na na na na na No Completed / Unknown Issues No Completed / Unknown Issues	na na na na na selection in Process Issues Reported, Remed in Process Issues Reported, Remed in Process	Service not at site but plan avail Muni Service not at site but plan avail Muni Service not at site but plan avail Service not at site, but avail in area Completed - over 3 yrs old / No Issues Completed - over 3 yrs old / No Issues	Service at the site Municipal Service at the site Municipal Service at the site Service at the site Completed - 3 years old / No issu Completed - 3 years old / No issu
19 20 21 22 23 WEIGH 24 25 26	Electric Natural Gas Water Sewer Telecommunications 1120% ENVIRONMENTAL Phase 1 Environmental Study Hydrologic Studies Rare, threatened Species	4% 5% 4% 2% 20% 1 4% 4% 3%	X X X	Service not at site/no plan Muni service not at site/no plan Muni service not at site/no plan Muni service not at site/no plan Issues Reported, No Remed Issues Reported, No Remed Issues Reported, No Remed	na na na na na No Completed / Unknown Issues No Completed / Unknown Issues No Completed / Unknown Issues	na na na na na na selection of the content of the c	Service not at site but plan avail Muni Service not at site but plan avail Muni Service not at site but plan avail Service not at site but plan avail Service not at site, but avail in area Completed - over 3 yrs old / No Issues Completed - over 3 yrs old / No Issues Completed - over 3 yrs old / No Issues	Service at the site Municipal Service at the site Municipal Service at the site Service at the site Completed - 3 years old / No issu Completed - 3 years old / No issu Completed - 3 years old / No issu
19 20 21 22 23 WEIGH 24 25	Electric Natural Gas Water Sewer Telecommunications 1120% ENVIRONMENTAL Phase 1 Environmental Study Hydrologic Studies	4% 5% 4% 2% 20%	_	Service not at site/no plan Muni service not at site/no plan Muni service not at site/no plan Muni service not at site/no plan Issues Reported, No Remed Issues Reported, No Remed	na na na na na No Completed / Unknown Issues No Completed / Unknown Issues	na na na na na selection in Process Issues Reported, Remed in Process Issues Reported, Remed in Process	Service not at site but plan avail Muni Service not at site but plan avail Muni Service not at site but plan avail Service not at site, but avail in area Completed - over 3 yrs old / No Issues Completed - over 3 yrs old / No Issues	Service at the site Municipal Service at the site Municipal Service at the site Service at the site Completed - 3 years old / No issu Completed - 3 years old / No issu



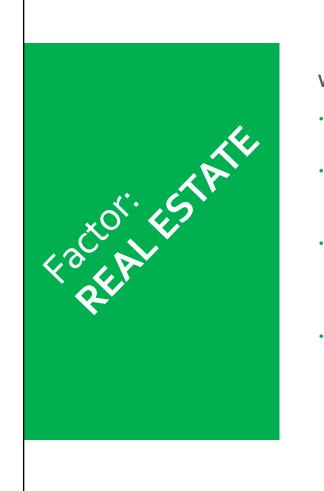


STRENGTHS

- Large, unique sites available
- Industrial sites with little design/use restrictions (this is a strength for attracting heavy industrial uses and/or those who may require outside storage, etc.)
- Barge-served sites
- Rail-served sites
- Competitively priced land
- Existing building options available for a variety of industrial uses (light and heavy)
- A number of available sites are "ready to go" (some SitOhio authenticated, some not)

EMERGING OPPORTUNITIES

- Position river sites for supporting shale industry in area (support services/storage, as well as complementary operations)
- Target complementary manufacturing operations who use products or byproducts from existing operations (ex. chemicals, coal, etc.)
- Target heavy power users who also need rail/barge for transportation in/out of product (ex. steel, chemicals, plastics)
- Large sites in New Market Tax Credit and/or Opportunity Zones should be marketed with the respective eligibility in the zone(s) noted



WEAKNESSES

- Lack of asking prices for some sites
- Lack of conceptual plans for site development (sub-dividing sites)
- Lack of utility services at the site (or engineering plan available for how/timing/cost to get to the site)
- Lack of zoning on many available sites (lack of control of development of surrounding uses)

RED FLAG

 (potential) Limited information on site control

Recommendations for Real Estate

- Encourage more site owners, including the heavy sites, to pursue site certification through the Site Ohio program
- Position river sites for supporting shale industry in area (support services/storage, as well as complementary operations)
- Target complementary manufacturing operations who use products or byproducts from existing operations (ex. chemicals, coal, etc.)
- Target heavy power users who also need rail/barge for transportation in/out of product (ex. steel, chemicals, plastics).
- Large sites in New Market Tax Credit and/or Opportunity Zones should be marketed with the respective eligibility in the zone(s) noted
- Update site profiles on APEG website in GIS database with most up to date and detailed site information, including additional links to site profiles such as SiteOhio website or site websites (ex. Long Ridge Energy)
- Conduct "internal" marketing effort to make state and utility economic development partners aware of unique attributes of large sites for heavy industrial development opportunities

FactoritES

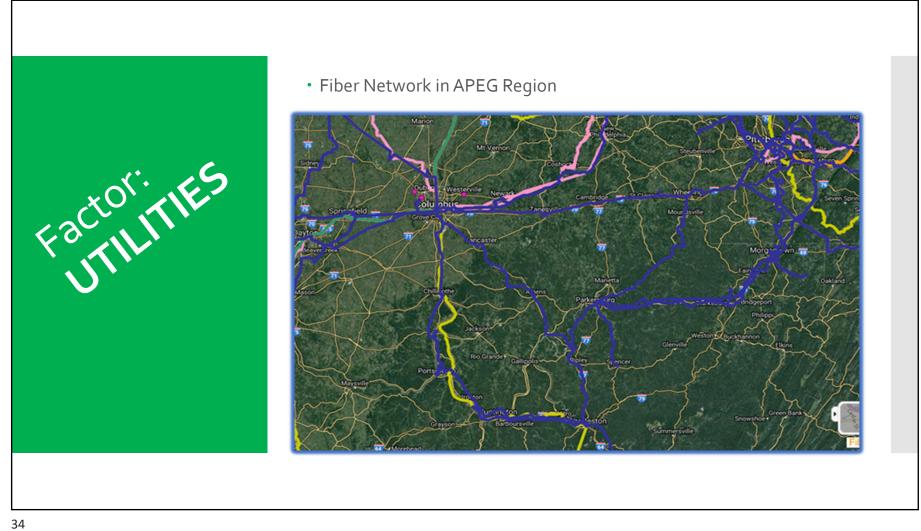
Why important?

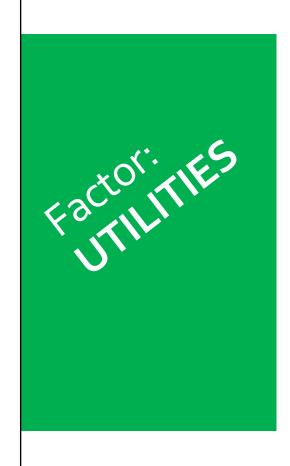
Utility infrastructure is very important to site selection, particularly to industrial and high energy user projects, and it is critical to be prepared to respond quickly with utility services information.

Key factors

- Service availability
- Capacity
- Costs
- Timelines for development / site access

ef#	Site Name	City		Description		Size	Electric		Gas	Water		Sewer	Fiber	General L Comme		
1	Dan Evans Industrial Park	Bidwell		Ohio Site Authentic	cated 7	7 acres	AEP Ohio or Buckeye Ru not seem to be in the in miles to near substi	n mediate area, 2		Seem adequate for light manufacturing		Seem adequate for light manufacturing	Horizon - good service at site	limited sewer but adequate mfg	for light	
	Logan Hocking	1	Ton S	ites for Unique/Hea	vv Industry											
2			Ref#			Description		Size	Electric		Gas	Water	Se	Sewer		General Utility Comments
			12	NS Havefull				574 total acres		and service Morgan - major capacity as		ty and access to abundant of	ilable / extended to site (in planning process with neighbor		Significant Fiber POP	Sewer service coming soon based on needs down the road for
3	South Central Ohio Industrial Park	Greenfield					user		options		service options	water	Lawrence Co	unty to address ot complete)		PureCyde (new operation)
4	Lee sburg Industrial Park	Leesburg	13	DOE Piketon / Ports			res currently available; more will be available as clean up is				Pike Natural Gas - 8		Significant	sewer capacity	Frontier / Horizon at	AEP and DOE are negotiating power
5	Former GE Property			site	Scioto Township	completed; massive electricity and infrastructure, including rail.		20-80 acres	(93 MW) DOE site is remaining for future uses		transmission line on significant capaci			ilable	the site	service for new users on outparcels
6	Airport Business Park	Zanesville	14	Southern Ohio Industrial District / Former DOW	Ironton	portion ow	chemical plant campus, med by Lawrence County, iered site, heavy electric	50 + 30 + 32 + 17 acre sites (non continguous)	AEP Ohio - 69 kV adjacent to site		Columbia Gas - 8 indi	main significant water ca	owner/Lawn process of p	Limited sewer capacity (site owner/Lawrence County in process of planning sewer access upgrade)		Information is old and incomplete
7	The Point Industrial	South Point		LS Long Ridge Energy	Ohio Township / Hannibal	Former aluminum plant being redeveloped. Located in shale region. On Ohio River. Barge and rail and pipeline connections. Heavy electricity capadly.			Formerly served by AEP Ohio / in process of constructing a new onsite 485 MW power generation plant onsite						AT&T	Info on website is old and incomplete / FTAI has an interconnection application in with PJIM through AEP / Seems like FTAI has a fixed price PPA to self the power from the plant. Is there any capacity available beyond the PPA? / What is the cost to provide direct electric service within the site?
8	Zahn's Corner Industrial Park		15								Columbia Gas / Dom Energy - seems lii significant gas is ava but very limited infor is availabe	Water seems to be in from a well on the lable	to the South e - no the site -	te sewer limited west portion of no capacity rmation		
																/ Can the plant provide steam or hot water to users of the park?





STRENGTHS

- AEP service territory offers a strong Economic Development team for business development
- AEP's infrastructure is robust, and their customer service and engineering teams have demonstrated very good customer-friendly approach to provide reliable service
- Natural gas is abundant in parts of the region and competitively priced
- Significant water available in some areas (although limited in others)

EMERGING OPPORTUNITIES

- Heavy power infrastructure in place and available in some parts of the region due to former uses
- Fiber broadband service is available but requires investment in last mile service to some areas

FactoritES

WEAKNESSES

- Limited details and information on utility services on some online site profiles
- Municipal water and/or sewer service is limited in some parts of the region
- Poor or lacking fiber/telecommunications service in some areas, despite the presence of broadband lines in the region

RED FLAGS

 (potential) For some sites, timing to extend utility service was unclear (timelines of 12+ months are typically not acceptable)

Recommendations for Utilities

- Closer relationships with Utility and Community EDOs to be better educated on service capabilities
- Provide more detailed and updated information on sites related to utility services
- Pursue site certification programs for major sites
- Development of a "fiber consortium" for last mile fiber development



Why important?

Competitive regions understand time sensitivities for business and work to not only operate in a speedy fashion, but with clear explanations to manage expectations and reasoning behind policies and processes.

Key factors

- Clear, consistent and fair permitting application and approval process
- Timelines to support and meet project development schedules
- Examination of the approach to customer services as helpful or punitive



STRENGTHS

- Most entities typically complete building permit application reviews within 14 days
- Ohio Department of Commerce Division of Industrial Compliance offers a large team of professionals; and provides an online portal to expedite applications and inspections
- Municipal and county permitting entities provide online access to permit applications and fee schedules
- Strong network of region leadership to help businesses connect with the appropriate permitting entity.

EMERGING OPPORTUNITIES

None that we identified



WEAKNESSES

- Given the varied permitting processes and different points of contact for sites throughout the region, it can be challenging for business to navigate the system
- None of the municipal or county websites provide online resources to track status of applications
- No entities offer dedicated ombudsmen for applicants
- Charging for pre-development meetings is a weakness when most competitors do not charge
- Limited experience with permitting a project due to lack of/limited development occurring in some areas of the region

RED FLAGS

None that we identified

Recommendations for Permitting Process

- Develop an online resource that outlines permitting process steps, estimated timelines, and representatives/entities responsible for building, planning, and zoning for all geographic areas and key sites throughout the APEG region
- An online resource could serve as a factbook to support a competitive advantage for speed and also used for economic development training
- Formalize ombudsman service
- Create and adopt criteria for projects that qualify for free pre-development meetings and package as an incentive
- Document case studies for permitting of projects as proof points for customer service

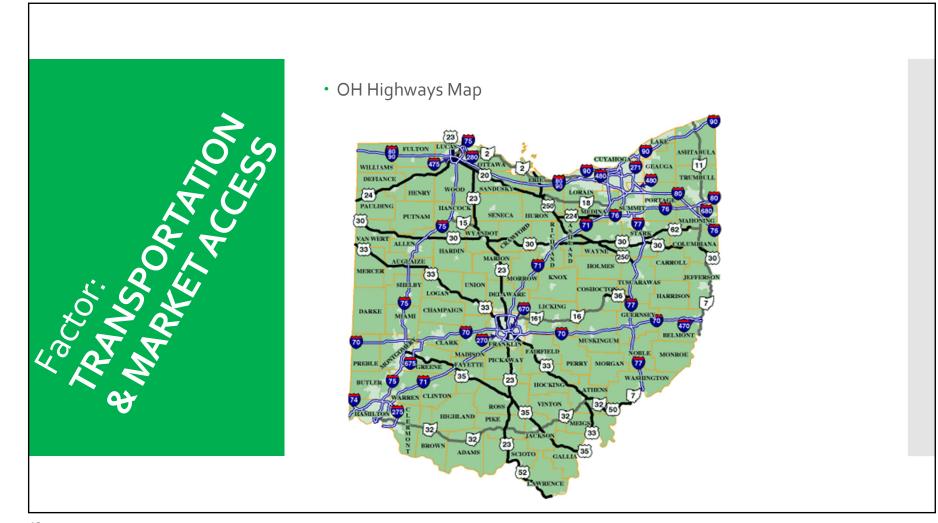


Why important?

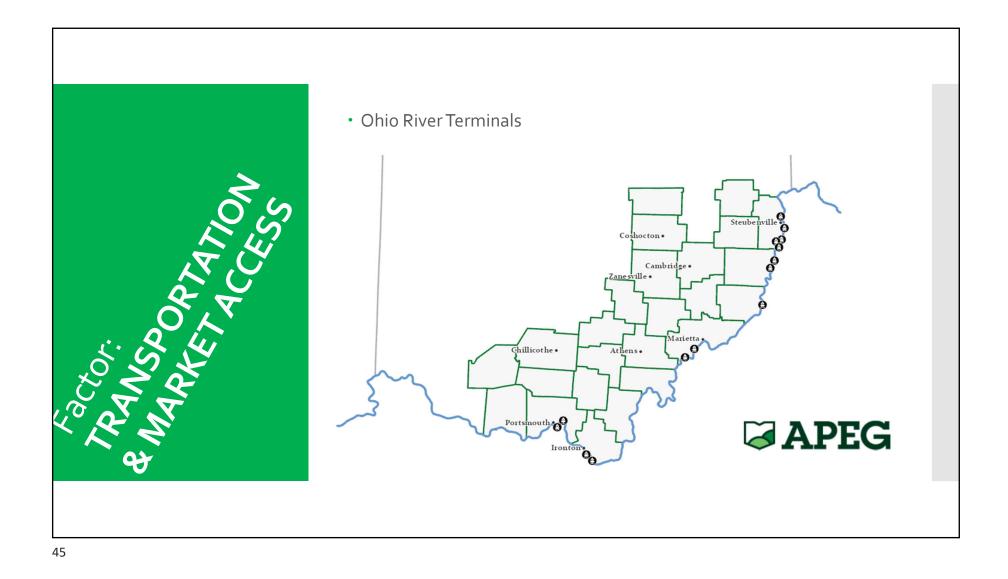
Transportation access – via a variety of modes (highway, rail, barge, air) - is important to a region's ability to attract and grow business in the market. For manufacturing and distribution operations, the cost and time to bring raw materials in and ship products out are part of key performance indicators for most companies.

Key factors

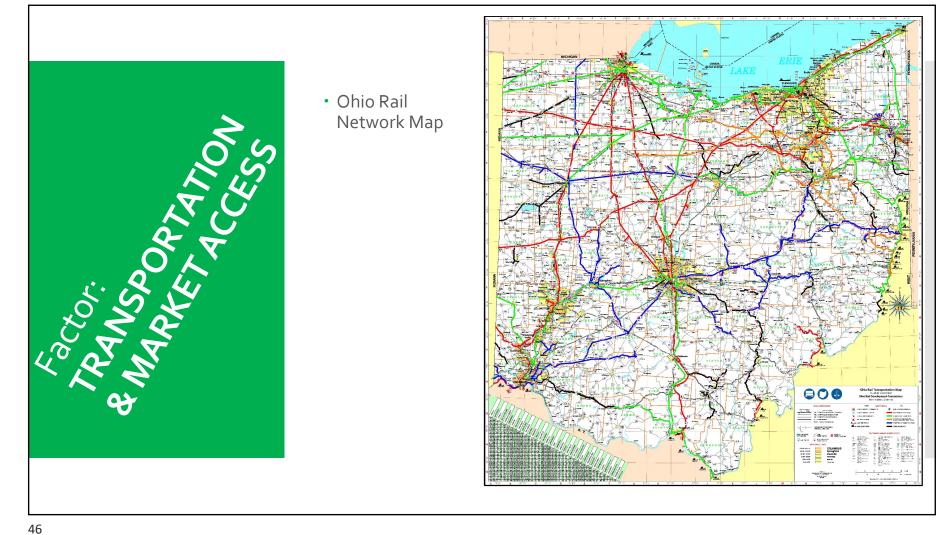
- Interstates / Highways
- Rail
- Barge
- Pipeline
- Air







Presented by Allison Larsen, TadZo; Sandy Pratt, TadZo; Michelle Comerford BLS & Co.





STRENGTHS

- A number of rail-served sites
- Ohio River access / Sites with river barge access
- A number of 4-lane state highways are helpful for some intra-region connectivity and connecting to interstates
- Proximity to intermodal terminal (Norfolk Southern Intermodal Terminal @ Rickenbacker and also Prichard WV)
- NEXUS pipeline access approved in northeast part of region

EMERGING OPPORTUNITIES

- Access to shale play from a logistics standpoint
- Proximity to intermodal terminal at Rickenbacker for import/export opportunities
- Access to river as connection to industries along other US inland rivers and Gulf of Mexico



WEAKNESSES

- Lack of east-west 4-lane highway connectivity in the south part of the region (to the east) – new bypass OH 823 great addition
- Commercial airport access is over 1-2 hours for most of the region
- Some available sites will require upgrades to roads serving site to accommodate truck traffic

RED FLAGS

• (potential) Lack of interstate access to most of the region

Recommendations for Transportation & Market Access

- Support investments in widening and improving roads in the area to accommodate truck traffic throughout the transport corridors in the region to maintain/improve ability to attract business investment in the region
- Tap Ohio Roadwork Development 629 Funds for any road upgrades required for site access for specific project interest (requires some local participation)
- If not already being done, local communities with site advertised as "rail served" should get to know the local/regional railroad contact to confirm this service to a site and better understand service capabilities/constraints <u>before</u> a prospect asks those questions



Why important?

Talent is the single most important factor in virtually all business location and expansion decisions.

Key factors

- · Working age population
- Total labor force
- Labor force participation rate
- Educational attainment
- Resident employment by occupation
- Resident workforce
- Occupational wages
- Commute patterns
- Out-migration
- · Housing affordability index



STRENGTHS

- Strong presence of workers: manufacturing, distribution, healthcare
- Higher share of Associates degree than state
- Overall, extremely affordable housing – except for some specific market segments in some cities
- Some employers successfully retaining/attracting talent with new approaches to corporate culture and employee engagement, i.e. tailor incentives and schedules to individuals

EMERGING OPPORTUNITIES

- Employers want to partner on labor force solutions
- Working with industry associations for attracting talent and advising on skill development programs
 - i.e. Ohio Valley Oil & Gas
 Association could be an
 excellent partner for building
 a skilled labor force to
 support future ethane
 cracker plants



WEAKNESSES

- Aging population
- Region's labor force is shrinking, while the nation's labor force is growing
- Hard to recruit welders, millwrights, HVAC, refrigeration, electrical, CDL, automation, and across all trades
- Wages comparably low in the APEG region: general and operations manager, financial managers, accountants and auditors, computer programmers, industrial engineering technicians, sheet metal workers and assemblers/fabricators
- Executive housing in Athens County is increasingly expensive due to lack of supply
- Limited employer engagement like employer roundtables and manufacturing councils organized by economic development organizations, to uncover early warning signs of labor needs

RED FLAGS

- Desperate need for wage escalation for some occupations that are trailing nearby regions in Ohio and West Virginia
- Blight throughout the region is an overwhelming impediment to attracting talent

Recommendations for Labor Force

- Make towns/cities throughout the region "come alive" with downtown redevelopment, housing (new development and historic redevelopment), density, "cool" community centers and gathering places, etc.
- Workforce attraction marketing campaigns which are only effective if the community has attractive housing, amenities and activities
- Grow and nurture talent in the region
 - Don't just train and let them leave
 - Develop program(s) for early connections with employers and exposure to local jobs/careers
- Inform employers with comparative wage data from beyond the APEG region to encourage competitive wages.



Why important?

To be successful and compete globally, companies must have a workforce that is trained to meet the current needs and primed to acquire next-generation skills to capably evolve with ever-changing processes in the work environment.

Key factors

- K-12
- STEM Schools
- Career & Technology Centers
- Vocational Schools
- Colleges
- Universities
- Talent Acquisition Services



STRENGTHS

- Building Bridges to Careers
- Careers in My Community
- Southeast Ohio Tech Prep Regional Center
- Hocking College Discover "U"
- Pioneer Pipe Apprenticeship Program
- Project RISE Reinforcing Infrastructure Supporting Employment
- STEM Programs
- STEP Skills Training Enhancement Program

EMERGING OPPORTUNITIES

 Fast-track workforce training for emerging job opportunities



WEAKNESSES

- Underserved geographic areas for training and education
- Workforce pipeline not meeting employers' needs, especially in skilled trades
- K-12 career awareness programs relevant to in-demand regional careers are limited in the volume of student and industry participants
- Resources and programs should closely align with existing and emerging career opportunities

RED FLAGS

- Enrollment in career and technology programs is cyclical and/or declining
- Due to lack of demand, some programs have been scaled back

Recommendations for Workforce Development

- Expand or replicate proven workforce development initiatives/programs to increase youth awareness of career pathways in geographic areas not currently served
- Develop an online quick-reference resource to document training and education resources/programs and connect employers with service providers
- Create a forum and mechanism for employers and service providers to collaborate on workforce development needs, offer employer satisfaction surveys, and testimonials as case studies for marketing to business prospects
- Research and organize data on education and training programs in alignment to target industry key occupations
- Track the percentage of graduates who become employed and remain in the region (proof point that programs are of value to industry)



Why important?

Regions that are global business and technology leaders nurture ideas into commercial ventures. Encouraging experimentation and invention to create the "next big thing" is an indication of value and support for innovation and business births. But it's only as good as utilized, and the resources and assistance translate into business and employment growth within the region.

Key factors

- Presence of research institutions
- Patents
- Access and utilization of resources innovation and entrepreneurial
- Co-working spaces
- Incubators
- Accelerators



STRENGTHS

- Ohio University innovative technologies
 - Free-piston Stirling engine
- Edison Biotechnology Institute at Ohio University (30 patents)
- Ohio University Innovation Lab for additive Manufacturing (full-time Lab Director)
- Innovation Center at Ohio University
- IDEA Lab at Zane State College
- ACE-net
- Foodworks Alliance
- IncSwell
- Endeavor Center "incubating out" InSolves (company)
- Strong working relationships across region for entrepreneurship

EMERGING OPPORTUNITIES

- The Kricker Innovation Hub
- The Athens Makerspace
- EPI Center
- LIGHTS Regional Innovation Network



WEAKNESSES

- Lack concentrated energy and critical mass
- Muskingum County Business Incubator (formerly SPARK 560) closed, rebooting?
- Endeavor Center little marketing and outreach to entrepreneurs
- Little activity region-wide to draw out entrepreneurs
 - Strength in Athens
 - Nascent in Portsmouth

RED FLAGS

- ~ 30 FTE staff across all entrepreneur service providers in the region
 - ACE-net: 10
 - TechGrowthOhio: 7 in region
- Sustainable funding facing unknown financial sustainability in future

Recommendations for Innovation & Entrepreneurship Resources

- Increase sustainable resources for region-wide entrepreneurship initiatives
- Identify grant writing resources to support entrepreneurship initiatives
- Create a clearinghouse (i.e. website) where all innovation and entrepreneurship resources are inventoried and marketed
- Develop co-working spaces equipped with broadband access throughout the region via a public or private development model



Why important?

Available and accessible business resources support business and economic growth. They may be the only way a company is able to create a new product line, enter new markets, upgrade equipment or expand hiring.

Key factors

- Business advising resources
- Technical assistance
- Product development
- Marketing training
- Government contracting resources
- Financing
- · Business retention and expansion programming



STRENGTHS

- API Forest to Furniture Program
- Rural Action
- TechGrowthOhio's track record of investments in region

EMERGING OPPORTUNITIES

- Appalachia Growth Capital
- The Social Enterprise Ecosystem Program at Ohio University Voinovich School



WEAKNESSES

- Disparate resources unclear how a business (or new service provider/economic developer) would find
 - Even business resources within the API/APEG/AGC family are disparately marketed
- Funding for Third Frontier sunsetting in 3 years

RED FLAGS

 (potential) CAUTION: With limited resources regionwide it is important to be committed to collaboration instead of competing for scarce funding. Competition was not directly observed but there is a possibility when resources are limited, especially if partners compete for taking credit for successes.

Recommendations for Business Resources

- Clearinghouse (i.e. website) of all business resources one cohesive place to find information, organized by how the audience (businesses) look for what they are seeking. Businesses do not search by program name, they look for resources and answers to their questions.
- Pursue funding to help Appalachia Growth Capital achieve sustainability
- Expand local lender partnerships across the region
- Advocate for refunding of the Third Frontier for TechGrowthOhio, with caveat: companies funded in the region stay in the region



Why important?

Incentives are an essential instrument of economic development. They represent investments made by public bodies to influence corporate location decisions and at the same time grow a location's economy. Incentives work by reducing costs and operational risks confronting companies that are relocating or expanding.

Key factors

- Cash grants
- Tax credits and abatements
- Buildings and land offered gratis or at below-market cost
- Infrastructure grants or improvements
- Recruiting and training assistance
- Expedited development approvals



STRENGTHS

- Strong state business tax/incentives environment (exemption of business personal property from local property tax is attractive for manufacturing/heavy equip industries)
- Strong state funding ability state grant programs and refundable tax credits
 - Discretionary funding for "high priority projects"
- Local community incentives PILOT/Abatements, reduced/free land, other unique support

EMERGING OPPORTUNITIES

- Education of public officials and public on the importance and role of incentives
- Locally, ensure governments have clearly defined policies and processes for approvals -
 - Enterprise Zone, Community Reinvestment Area, and/or PILOT programs

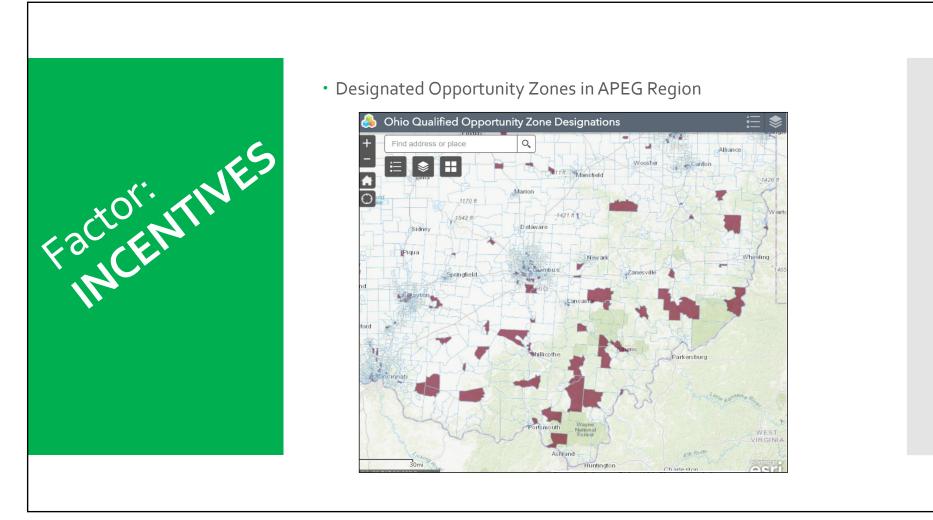


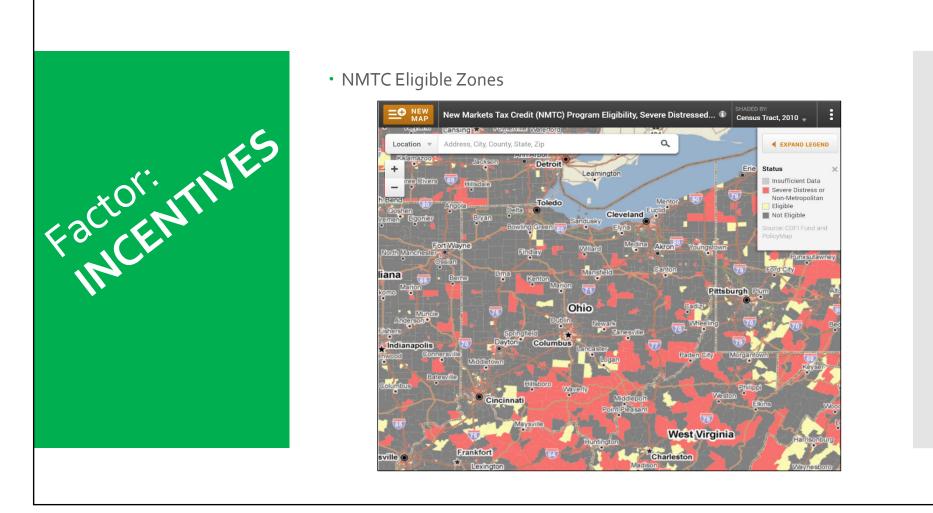
WEAKNESSES

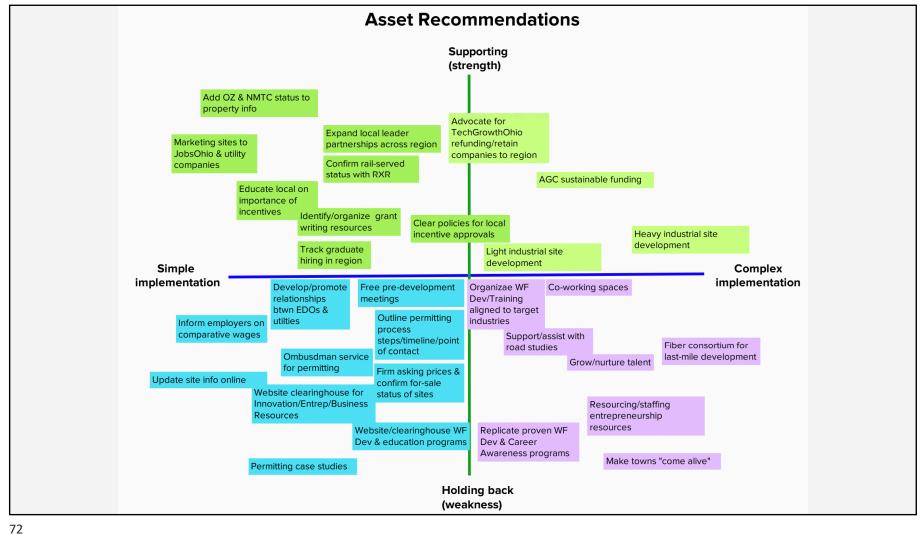
 JCTC limited for application to "transformational" projects – current restrictions on not-to-exceed employee income tax for a project, limits ability to be competitive on large, transformational projects against states who have enacted exemptions for these unique scenarios

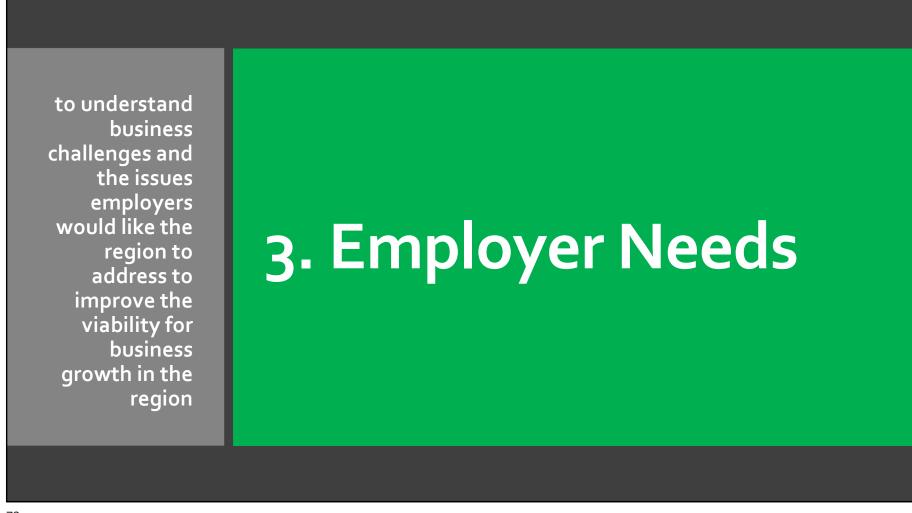
Recommendations for Incentives

- Education of public officials and public on the importance and role of incentives, often supported with an economic and fiscal impact analysis/model
- Locally, ensure governments have clearly defined policies and processes for approvals -
 - Enterprise Zone, Community Reinvestment Area, and/or PILOT programs
- Fast-track permitting can be packaged as an incentive

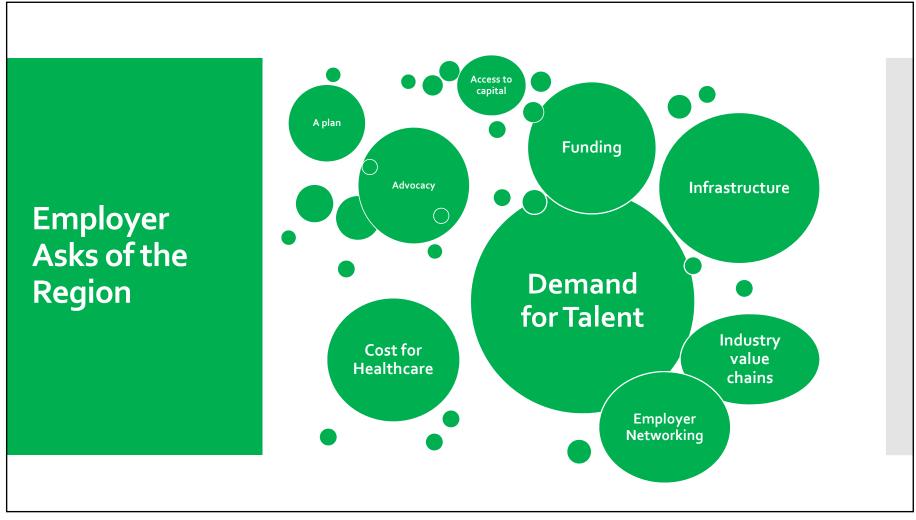


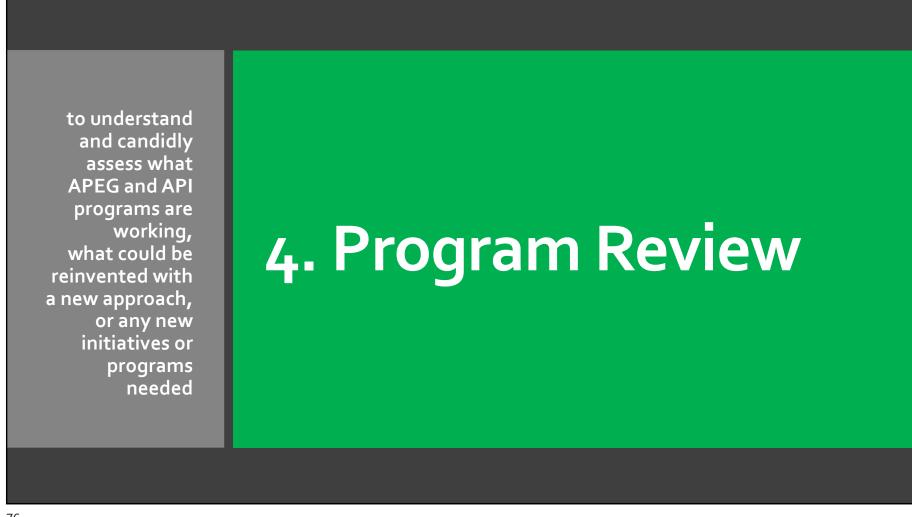












IMPRESSIVE ENGAGEMENT & COMMITMENT

AFEC / APT / ACC ATIMES 1. BUSINES REPORTING PRODUCTION 3. SITE SELECTION HOLD FOR A MINISTER SELECTION HOLD FOR THE SELECTION HOLD FOR THE SELECTION AND THE SELECTION AND

TO REGION

35 participants

What new program or service is needed?



Where should more energy and resources be allocated?



Which activities are most critical to reinvent?

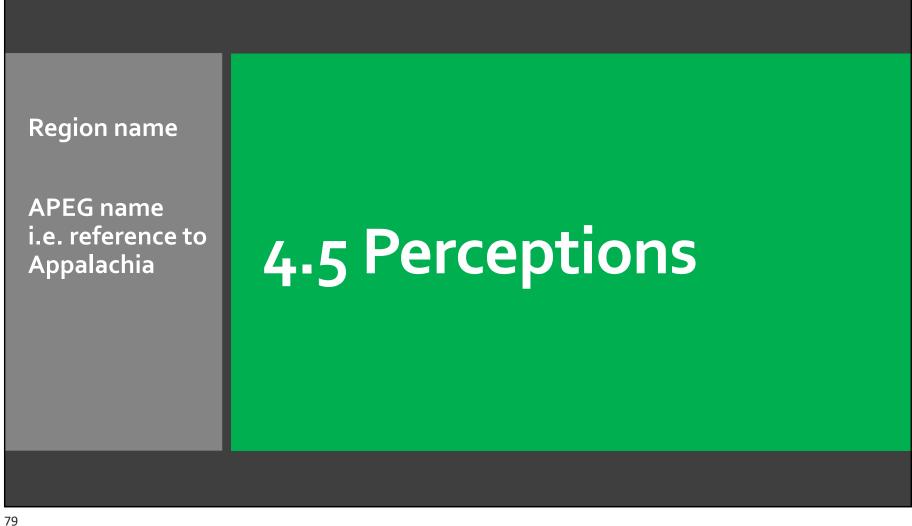


PROGRAM REVIEW: WHAT BUBBLED UP



- Workforce
- Site Readiness & Infrastructure
- Advocacy

- Technical Assistance
- Collaborative Marketing & Recruitment



Perceptions

- Appalachia perceived negatively
- Best regional economic development organizations named via largest and recognizable city in region; if no major city, directional naming (i.e. South and East) are most successful

