

Ashland-Crawford-Huron-Richland County

Joint Comprehensive Economic Development Strategy

General Motors – Declining Automobile Industry Response Update - 2009

*Prepared By:
The Ashland-Crawford-Huron-Richland County Economic Recovery
Task Force*

October 2009

**Ashland-Crawford-Huron-Richland County
Joint Comprehensive Economic Development Strategy
General Motors – Declining Automobile Industry Response Update – 2009**

Executive Summary

A four county (Ashland, Crawford, Huron, and Richland) consortium of economic development and planning commission professionals has created a joint Comprehensive Economic Development Strategy (CEDS) in order to be eligible to seek economic recovery funds from the federal Economic Development Administration (EDA). This joint CEDS is in response to the downturn in the automotive industry, in general, which has greatly affected all four counties. While the automotive industry struggles have affected many companies throughout the various communities within our 4 counties, the recently announced General Motors decision to close the Mansfield Metal Center in Ontario has created a realization of the necessity for this multi county collaborative effort.

NOTE: Each county will retain its own previously created CEDS. Each county will still be responsible for updating its own CEDS and will still be able to apply to the EDA for funding of its own identified projects.

Creating a strategy as a region is important for two reasons:

- 1) After discussion with EDA staff it was clear that the counties would have a better chance of receiving economic recovery federal funds as a region as opposed to each county applying on their own.
- 2) These four counties are:
 - a) The most affected by the closure of General Motors in terms of displaced workers.
 - b) Linked as a region demographically. The following demographic helps to illustrate the regionalism point: The U.S. Bureau of Economic Analysis ranked 3,111 counties in terms of greatest per capita personal income growth from 2002 to 2007. The four counties ranked as follows:
 - Crawford 3,046th
 - Richland 3,025th
 - Ashland 2,994th
 - Huron 2,967th

No other counties in Ohio are clustered on the list like the four in this strategy. It is also important to note that this ranking was created before the announcement of the closure of the GM's Mansfield Metal Center in Ontario. Mansfield GM Facility

Some of the key strategies identified by the committee are:

- Create a regional revolving loan fund to assist automotive affected businesses with new investments to diversify their product or service for recovery purposes.

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- Assist automotive related displaced workers in new business startups.
- Work with the former auto related site owners and buyers to identify potential reuses and funding sources.
- Establish a recovery coordination management operation to be the catalyst for all aspects of the comprehensive four-county regional effort. This will include working with individuals, business enterprises and communities throughout the region that have been impacted by the downturn in the automotive industry.

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Introduction & Background

Four (4) counties in north central Ohio have been impacted generally by the downturn in the national economy, and specifically the downturn in automobile manufacturing. The region’s economic troubles have been most dramatically defined by the June 2009 announcement by General Motors that the stamping plant located in the City of Ontario will be closed. Ashland, Crawford, Huron and Richland County have a substantial portion of their economic base in auto related manufactures and suppliers. Together these counties are the home to the largest concentration of General Motors employees. The announcement of the plant closing has triggered a community response to attempt to reverse the decision as well as to look to the future without a General Motors presence. Among the organizations that can potentially assist with the community’s recovery from the GM closing is the U.S. Department of Commerce, Economic Development Administration (EDA).

The EDA can provide support for communities to aid with development and redevelopment efforts. The foundation of all EDA assistance to local communities is the Comprehensive Economic Development Strategy (CEDS). This planning tool not only qualifies areas for EDA assistance, it also is a valuable tool for all local development efforts. The plan is prepared with EDA guidance and is designed to be an ongoing participatory planning process.

Economic development and planning groups from Ashland, Crawford, Huron and Richland counties have been meeting to evaluate the potential for a regional approach to the Comprehensive Economic Development Strategy planning process. Each of the four (4) counties has prepared a CEDS at some point in the past.

It is the group’s desire to not delay the regional economic development response to this change in circumstances that requires a major economic adjustment. This document is intended to serve as a regional CEDS update that focuses on the regional impact of the plant closing and the general decline in regions automobile related economy. It will touch on the potential reuse of the GM facility but will primarily focus on the recovery of the regional economy.

Organization and Staffing

The following organizations are cooperating in the regional CEDS update planning process:

Organization	Description
Ashland County	
Ashland Area Council for Economic Development	AACED is a comprehensive economic development organization (EDO) operating under a public-private partnership structure.
Ashland County Planning Commission	The Ashland County Planning Department is under the authority of the Ashland County Commissioners.
Crawford County	
Crawford County Economic Development	The Crawford County Economic Development Partnership (CCEDP) is a public/private not-for-profit corporation

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Organization	Description
Partnership	organized to enhance the economic conditions of this county of 45,000.
Crawford County Regional Planning Commission	Organized as a Regional Planning Commission under Section 713.21 of the Ohio Revised Code.
Huron County	
Huron County Development Council	HCDC is a networking organization with numerous members that promote Huron County as a great place to do business. The primary focus of the HCDC is the retention and expansion of existing business and industry and the attraction of new business and industry to Huron County.
Norwalk Economic Development Corporation	The Norwalk Economic Development Corporation (NEDC) is a private non-profit corporation funded by the City of Norwalk, the Norwalk Community Development Corporation, Norwalk area businesses and private citizens. NEDC's mission is to foster a strong economic environment in the Norwalk area that supports businesses and nurtures growth while promoting stability in the marketplace.
Willard Area Economic Development Corporation (WAEDC)	The Willard Area Economic Development Corporation formed in 2001, is a volunteer group made up of local industry and community leaders who are committed to promoting industrial and commercial activity in the Willard area.
WSOS	WSOS Community Action Commission is a multi-faceted organization serving a four-county service area, which includes Huron county. The Assistance to Huron County and HCDC is in planning, CEDS development, and EDA project coordination
Richland County	
Richland Economic Development Corporation (REDeC)	REDeC is a non-profit organization incorporated under the 501(c)3 provisions of IRS regulations. The mission of the organization is to “enhance and support the economic vitality of Richland County, Ohio”. REDeC has been consistent in that effort since it’s founding in 1983.
City of Mansfield Economic Development Department	A department of the City of Mansfield. It is staffed by a full time director, serving the largest city in the four-county region.
Richland County Regional Planning Commission	Organized as a Regional Planning Commission under Section 713.21 of the Ohio Revised Code. Responsible for land use and transportation planning for all of Richland County.
Regional	
Ohio Department of Development –Region 6 Economic Development Office	Regional Economic Development Directors Offices were created to recognize that the State of Ohio is diverse in landscape, culture, and economic makeup. The 12 regional offices provide an essential local point of contact between the

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Organization	Description
	state's business entities and the Ohio Department of Development. Region 6 serves the following nine (9) counties: Ashland, Crawford, Huron, Knox, Marion, Morrow, Richland, Seneca and Wyandot.
North Central State College (NCSC)	Chartered in 1961, North Central State College, a public two-year community-based educational institution serving the residents of north central Ohio, offers high quality, technical education in more than 60 associate degree and certificate programs in Health, Business, Public Service, and Engineering Technologies, as well as customized workforce training programs. The College enrolls 3,500 students quarterly and is the largest public college within a 75 mile radius.
North Central Ohio Regional Development Alliance (NCORDA)	A regional economic development group offering complementary research services to company decision makers and site consultants planning to locate a facility in the Midwest by delivering benefit analysis of Ohio markets. Economic development professionals from Ashland, Crawford, Huron, Knox, Marion, Morrow, Richland, Seneca and Wyandot County participate in this non-profit organization.
Braintree Business Development Center	A regional business and incubation program affiliated with the Thomas Edison Incubation Program of the Ohio Department of Development. In addition to a 75,000 square foot facility in downtown Mansfield, Braintree also coordinates a Small Business Development Center, a Manufacturing and Technology Small Business Development Center, and an International Trade Assistance Center, that all include Ashland, Crawford, Huron, and Richland Counties within their service areas.

The Regional CEDS Development Process & Community Participation in the Planning

The Ashland - Crawford - Huron - Richland County Economic Recovery Task Force is comprised of representatives from fifteen (15) diverse organizations serving this four-county region. The participation of the economic development professionals and the planners in this effort brings to the process their expertise, experience as well as their exposure to concepts, ideas and issues relating to the specific territory within the region that they represent. The Task Force members serve as a two-way channel of communication for community participation in the planning process. Ideas not only flow into the plan development, but ideas are also carried back by the members to their individual community networks for reaction and feedback.

The Task Force members developing this regional CEDS have also been immersed in many other aspects of the community conversation associated with the economy, the GM closing and the economic decline of the region. These other meetings and discussions contribute to a well

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rounded understanding of the economic distress facing the region. Topics have included workforce and training, tax revenues, the tax base, schools and education, foreclosures, law enforcement, the housing market, retail sales, environmental issues, green energy alternatives, the blighting influence of vacant or abandoned buildings and many others.

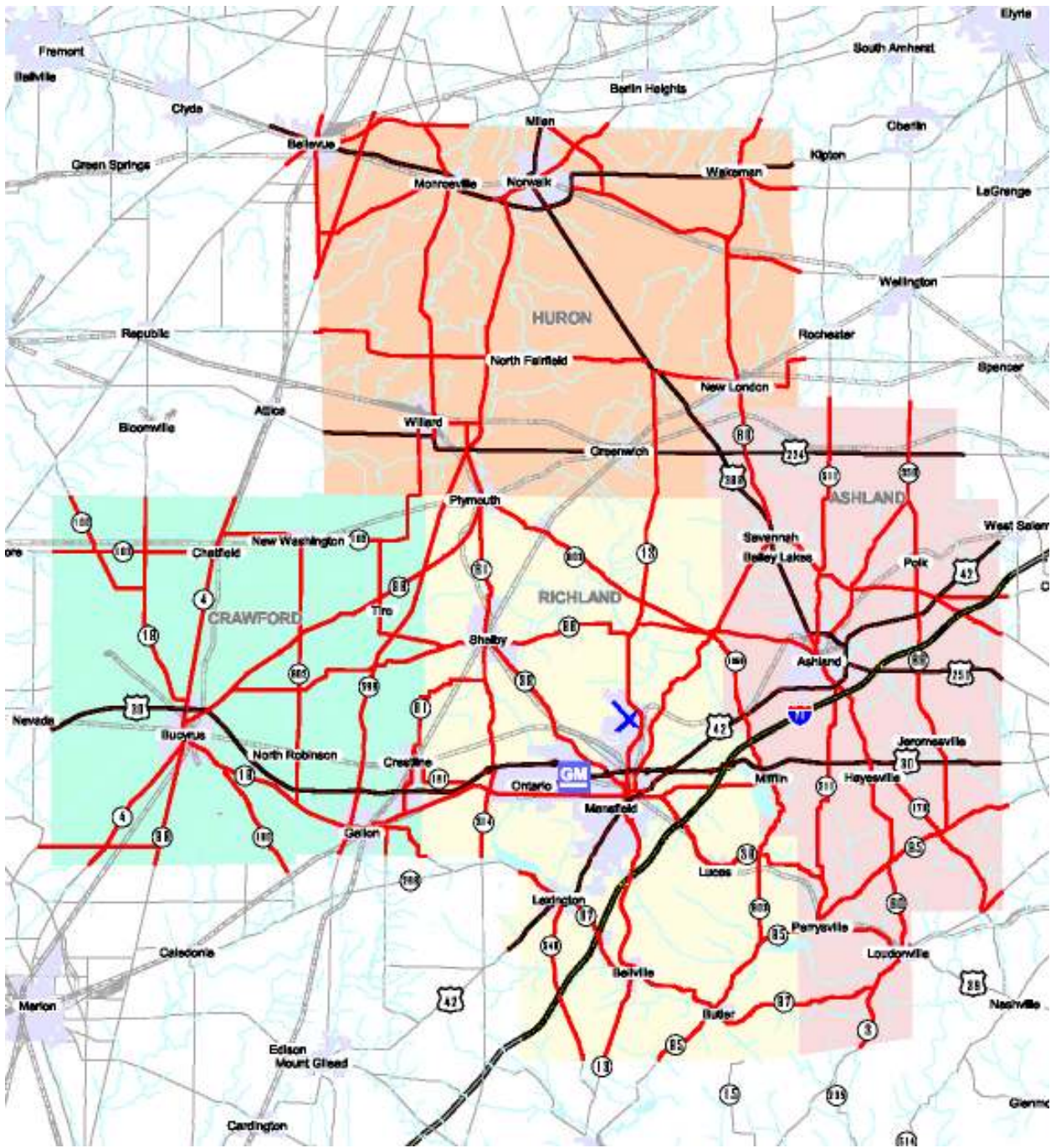
Task Force members have also participated in the meetings of the “Regional Economic Recovery Team” which was first name the “GM Response Team.” This group, which began meeting immediately after the announcement of the GM plant closing in June 2009 includes the following additional interests:

Mayor of the City of Ontario
Mayor of the City of Mansfield
Richland County Commissioners
Mayor of the City of Shelby
Mayor of the Village of Bellville
Mayor of the Village of Lexington
Mayor of the City of Ashland
Senator George Voinovich’s Office
Senator Sherrod Brown’s Office
Congressman Jim Jordan’s Office

State Senator Bill Harris’s Office
State Representative Jay Goyal’s Office
State Representative Margaret Ruhl’s Office
Mansfield-Richland Area Chamber of Commerce
Richland County Jobs and Family Services
North Central State College
Ohio State University- Mansfield Campus
Ohio Jobs and Family Services
Ohio Board of Regents

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Study Area



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Economic Development History, Demographics and Background

The following table presents the population of the four-county region from 1960 through the 2008 Census Bureau estimates.

County	1960	1970	1980	1990	2000	2008 (Est.) ¹
Ashland	38,771	43,303	46,178	47,507	52,523	55,125
Crawford	46,775	50,364	50,075	47,870	46,966	43,696
Huron	47,326	49,587	54,608	56,240	59,487	59,659
Richland	117,716	129,227	131,205	126,137	128,852	124,999
Total	252,548	274,451	284,046	279,744	289,828	283,479

Manufacturing has been a major component of the local economy throughout the four-county region, as shown below for the period from 1975 through 2006. It has continuously surpassed the percentage of manufacturing jobs in Ohio, but has seen its percentage share diminish through the years.

Year	Employment By Sector ²	Ashland	Crawford	Huron	Richland	Total -	Ohio
1975	Total - all Sectors	13,676	17,397	13,991	41,052	86,116	3,284,322
1975	Manufacturing	8,240	10,814	7,534	18,281	44,869	1,284,591
1975	Percent Manufacturing	60.3%	62.2%	53.8%	44.5%	52.1%	39.1%
1980	Total - all Sectors	14,465	16,532	16,011	48,251	95,259	3,730,956
1980	Manufacturing	7,994	9,387	7,610	20,199	45,190	1,327,365
1980	Percent Manufacturing	55.3%	56.8%	47.5%	41.9%	47.4%	35.6%
1985	Total - all Sectors	12,790	15,139	16,249	47,103	91,281	3,677,024
1985	Manufacturing	5,941	8,131	7,845	18,990	40,907	1,131,797
1985	Percent Manufacturing	46.5%	53.7%	48.3%	40.3%	44.8%	30.8%
1990	Total - all Sectors	15,193	15,445	21,096	50,882	102,616	4,245,977
1990	Manufacturing	7,231	7,154	10,594	18,078	43,057	1,107,813
1990	Percent Manufacturing	47.6%	46.3%	50.2%	35.5%	42.0%	26.1%
1995	Total - all Sectors	17,000	16,321	22,191	53,453	108,965	4,550,590
1995	Manufacturing	7,757	7,152	11,310	15,297	41,516	1,093,560
1995	Percent Manufacturing	45.6%	43.8%	51.0%	28.6%	38.1%	24.0%
2000	Total - all Sectors	18,272	16,606	23,027	51,787	109,692	5,001,980
2000	Manufacturing	6,716	7,220	9,625	14,573	38,134	988,612
2000	Percent Manufacturing	36.8%	43.5%	41.8%	28.1%	34.8%	19.8%
2006	Total - all Sectors	16,456	14,405	20,733	51,146	102,740	4,825,510
2006	Manufacturing	4,582	5,452	7,764	12,515	30,313	787,946
2006	Percent Manufacturing	27.8%	37.8%	37.4%	24.5%	29.5%	16.3%
	Change 1975- 2006	Ashland	Crawford	Huron	Richland	Total -	Ohio
	Total - all Sectors	2,780	-2,992	6,742	10,094	16,624	1,541,188
	Manufacturing	-3,658	-5,362	230	-5,766	-14,556	-496,645

¹ Source: U.S. Census Bureau

² Source: County Business Patterns

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Although the percent of jobs in manufacturing has dropped in the four-county region, the payroll associated with the jobs continues to be a factor in the local economy as it still accounts for 40% of total payroll.

Year	Payroll By Sector (\$1,000)	Ashland	Crawford	Huron	Richland	Total -	Ohio
1975	Total - all Sectors	\$117,743	\$157,978	\$127,819	\$400,141	\$803,681	\$34,059,479
1975	Manufacturing	\$80,133	\$113,812	\$74,876	\$216,996	\$485,817	\$16,152,079
1975	Percent Manufacturing	68.1%	72.0%	58.6%	54.2%	60.4%	47.4%
2006	Total - all Sectors	\$480,695	\$420,953	\$678,660	\$1,502,754	\$3,083,062	\$176,074,839
2006	Manufacturing	\$164,584	\$204,952	\$316,998	\$558,712	\$1,245,246	\$36,124,518
2006	Percent Manufacturing	34.2%	48.7%	46.7%	37.2%	40.4%	20.5%

Employment Data

Unemployment for each individual county in the four-county region has historically been higher than the State and National averages.

Historic Unemployment- Ashland-Crawford-Huron –Richland 1985-2009 ³						
Mon/Yr	Ashland	Crawford	Huron	Richland	Ohio	USA
Avg-1985	9.7%	13.6%	12.8%	10.3%	8.9%	7.2%
Avg-1986	8.1%	11.8%	12.1%	9.2%	8.2%	7.0%
Avg-1987	6.6%	9.2%	10.4%	7.6%	7.0%	6.2%
Avg-1988	5.7%	7.5%	8.9%	6.6%	6.1%	5.5%
Avg-1989	6.1%	9.2%	8.4%	6.5%	5.5%	5.3%
Avg-1990	5.6%	9.7%	10.5%	8.0%	5.7%	5.6%
Avg-1991	6.8%	10.5%	11.6%	10.4%	6.6%	6.8%
Avg-1992	6.8%	10.7%	12.8%	9.1%	7.4%	7.5%
Avg-1993	7.2%	8.2%	11.2%	8.3%	6.7%	6.9%
Avg-1994	5.2%	7.0%	8.5%	8.0%	5.6%	6.1%
Avg-1995	4.7%	6.3%	8.5%	6.2%	4.9%	5.6%
Avg-1996	5.9%	6.5%	9.7%	6.1%	5.0%	5.4%
Avg-1997	5.1%	6.0%	8.7%	6.0%	4.6%	4.9%
Avg-1998	4.2%	6.0%	8.4%	6.0%	4.3%	4.5%
Avg-1999	4.2%	5.7%	7.5%	6.5%	4.3%	4.2%
Avg-2000	4.0%	4.3%	5.4%	5.1%	4.0%	4.0%
Avg-2001	4.5%	5.7%	6.0%	5.2%	4.4%	4.7%
Avg-2002	6.2%	7.2%	7.1%	6.7%	5.7%	5.8%
Avg-2003	6.8%	7.6%	7.7%	7.2%	6.2%	6.0%
Avg-2004	6.9%	7.5%	7.8%	7.1%	6.1%	5.5%
Avg-2005	6.2%	6.6%	7.6%	6.5%	5.9%	5.1%
Avg-2006	5.4%	6.4%	7.3%	6.0%	5.4%	4.6%
Avg-2007	6.0%	7.0%	8.1%	6.5%	5.6%	4.6%
Avg-2008	7.4%	8.7%	9.8%	7.4%	6.5%	5.8%

³ Source: OJFS-Ohio Labor Market Information

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Mon/Yr	Ashland	Crawford	Huron	Richland	Ohio	USA
Jan-09	12.6%	15.0%	18.2%	12.8%	9.8%	8.5%
Feb-09	13.0%	15.3%	18.0%	12.6%	10.2%	8.9%
Mar-09	13.0%	15.0%	17.5%	13.3%	10.1%	9.0%
Apr-09	12.8%	14.8%	15.7%	13.2%	10.2%	8.6%
May-09	12.1%	15.8%	15.4%	13.2%	10.4%	9.1%
Jun-09	12.8%	16.8%	15.0%	14.1%	11.2%	9.7%

Ashland-Crawford-Huron –Richland Combined Labor Force And Unemployment Data 2008-09⁴				
Mon/Yr	Labor Force	Employment.	Unemployment.	Rate
Jan-08	139,900	128,500	11,400	8.1%
Feb-08	138,900	128,200	10,700	7.7%
Mar-08	139,400	128,400	11,100	7.9%
Apr-08	139,100	129,300	9,800	7.0%
May-08	140,700	131,000	9,700	6.9%
Jun-08	143,200	132,700	10,500	7.3%
Jul-08	145,700	133,500	12,200	8.4%
Aug-08	143,800	132,600	11,200	7.8%
Sep-08	141,900	130,500	11,500	8.1%
Oct-08	141,800	130,400	11,400	8.0%
Nov-08	142,000	129,200	12,800	9.0%
Dec-08	143,100	127,500	15,600	10.9%
Avg- 2008	141,600	130,200	11,500	8.1%
Jan-09	143,500	123,000	20,500	14.3%
Feb-09	143,500	123,100	20,400	14.2%
Mar-09	143,100	122,500	20,600	14.4%
Apr-09	142,300	122,500	19,800	13.9%
May-09	142,400	122,700	19,800	13.9%
Jun-09	144,700	123,800	20,900	14.5%

Unemployment Rank for 2008 and 2009 demonstrates that this area is experiencing economic problems to a greater extent than many other parts of the state.

Unemployment Percent Rank among Ohio's 88 Counties		
County	Rank in Ohio 2008	Rank June 2009
Huron	4	14
Crawford	8	3
Richland	30	21
Ashland	34	35

⁴ Source: OJFS- Ohio Labor Market Information

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Major Employers

The following list the top 150 employers in the four-county region. Notations have been made for those where current local knowledge changes the information provided by the data source.⁵

Top 150 Employers in 4-County Region	Pre- Recession Employment This Site	Current Knowledge	Line Of Business	County
MedCentral Health System	2,700		General Hospital	Richland
General Motors Corp	2,600	Closed or Closing	Manufactures stamped metal automobile body parts; manufactures metal stampings	Richland
County of Richland	1,474	Government cutbacks & reduced hours		Richland
County of Huron	1,207		County Government	Huron
Jay Industries Total	1,179	Major Layoffs	Manufactures motor vehicle parts & accessories (all divisions)	Richland
R R. Donnelley & Sons Co	980	Major Layoffs	Directories publishing & printing; book printing; commercial printing; commercial lithographic printing	Huron
Fisher-Titus Medical Center	920		Intermediate Care Facility General Hospital	Huron
Ashland Publishing Co	855	More like 50	Publishes newspapers without printing	Ashland
Newman Technology Inc	850	Major Layoffs	Manufactures motor vehicle parts & accessories; manufactures motorcycle accessories	Richland
Gorman-Rupp Co	809		Manufactures pumps & pumping equipment; manufactures fluid power pumps & motors	Richland
MTD Products Inc	800		Manufactures lawn & garden equipment; machine tools & accessories; manufactures hand tools; manufactures toys	Huron
Norwalk Area Health Systems	800		General Hospital Skilled Nursing Care Facility	Huron
Embarq	800		Telephone Communications	Richland
Ohio Department of Rehab	769		State Correctional Institution	Richland
Therm-O-Disc Inc	721		Manufactures built-in thermostats; manufactures process control instruments	Richland
Mansfield City Schools Dist	700		Elementary/Secondary School	Richland
Pepperidge Farm Inc	680		Retail direct sales of snacks; manufactures cookies & crackers	Huron
Mansfield Correctional	621		Prison	Richland
Arcelormittal Tubular Products	600	Major Layoffs	Manufactures steel pipe & tubes; gray & ductile iron foundry	Richland

⁵ Source: Harris Directory of Ohio Manufacturers & local sources

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Top 150 Employers in 4-County Region	Pre- Recession Employment This Site	Current Knowledge	Line Of Business	County
Ashland University	600		College/University	Ashland
Mansfield Plumbing Products	600	Now 400	Manufactures vitreous plumbing fixtures; manufactures enameled iron, cast iron or pressed metal bathtubs; manufactures nonferrous plumbing fixture forgings; wholesales plumbing fittings & supplies; manufactures plumbing fixtures	Ashland
City of Mansfield	575	Government cutbacks and reduced hours	Municipal Government	Richland
Timken Co	560	Major Layoffs (Down from 950)	Mfg Ball/Roller Bearings	Crawford
Wil Research Laboratories LLC	550	Now 700	Medical Research	Ashland
Imasen Bucyrus Technology Inc	550	Major Layoffs: Now 350	Manufactures motor vehicle parts & accessories	Crawford
Stoneridge Inc	500		Manufactures ignition apparatus & distributors	Richland
Ohio Department of Transport	480		Regulation/Administrative Transportation	Ashland
Galion Community Hospital Inc	465	Major Layoffs	General Hospital Skilled Nursing Care Facility	Crawford
Ohio Department of Rehab	455		Correctional Institute	Richland
Richland Correctional	443		Prison	Richland
County of Crawford	430		Executive Office	Crawford
Madison Local Schools	410		School System	Richland
McGraw-Hill Co's Inc	401		Books publishing & printing; wholesales books, periodicals & newspapers	Ashland
Disabled American Veterans	400		Civic/Social Association	Richland
Pentair Pump Group Inc	400	Now 300	Manufactures industrial oil well & field pumps; manufactures blowers & fans; nonferrous foundry	Ashland
Baja Marine Corp	391	Closed	Builds & repairs inboard or outboard motorboats	Crawford
AK Steel Corp	389	Major Layoffs	Steel mill	Richland
Janesville Acoustics	386		Non-woven fabric mill; manufactures foamed plastic insulation & cushioning products	Huron
School Specialty	381		School Supplies	Richland
Berry Plastics	360		Manufactures finished injection molded plastic products	Huron
Samaritan Regional Health System	349	Now 480	General Hospital	Ashland
Sprint International Inc	330		Telephone Communications	Richland

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Tekni-Plex Inc	330	Major Layoffs (Now at 120)	Manufactures hose clamps & couplings; manufactures rubber & plastic hoses & beltings; manufactures hand tools	Crawford
General Electric Co	325	Now 185	Manufactures electric fluorescent lamps	Crawford
Lexington Schools	313		School System	Richland
Wal-Mart / Sam's	313		Retail	Richland
Commercial Vehicle Group Inc	300	Major Layoffs	Manufactures truck cabs for motor vehicles	Huron
Pittsburgh Glass Works LLC	300		Manufactures flat glass	Richland
Kroger Co	300		Retail	Richland
Covert Manufacturing Inc	300	Layoff: Now 150	Automotive Repair	Crawford
Peco II Inc	285		Electric Power System Contractors	Crawford
Crane Plumbing	280		Plumbing fixtures	Richland
Wal-Mart	280			Huron
Ohio Air National Guard	275		US Government	Richland
Milark Industries	275		MFG	Richland
Step2 Co LLC	270		Manufactures molded plastic products; manufactures hand tools; manufactures toys	Ashland
Norwalk City SD	265		Elementary/Secondary School	Huron
Galion City School District	250		Elementary/Secondary School Administrative Educational Programs	Crawford
MTD Products Inc	250		General Warehouse/Storage	Richland
Richland Newhope Industries	250		Building cleaning & maintenance services; manufactures wood pallets & skids; job training & vocational rehabilitation services	Richland
United States Postal Service	250		Us Postal Service	Richland
Bucyrus Precision Tech Inc	250	Now 175	Manufactures motor vehicle parts & accessories; manufactures mechanical power transmission equipment	Crawford
Tyco Electronics Corp	235		Manufactures power switching equipment; manufactures space vehicle equipment; manufactures electronic usage relays; manufactures search & navigation systems	Richland
R & L Transfer Inc	225		Trucking Operator-Non-local Local Trucking Operator	Huron
Shelby Schools	213		School System	Richland
R.S. Hanline	203		Fruit Baskets	Richland
A Schulman Inc	200		Manufactures plastic molding	Huron

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			compounds	
American Coating Specialists	200	Closed	Etching & engraving service	Huron
Brethren Care Inc	200		Intermediate Care Facility Apartment Building Operator Skilled Nursing Care Facility	Ashland
Epic Technologies LLC	200		Manufactures computer peripheral equipment; manufactures electronic circuits; manufactures telecommunication systems & equipment	Huron
Erie Lake Construction Co	200		Highway/Street Construction	Huron
Philway Products Inc	195		Manufactures printed circuit boards	Ashland
North Central State College	191		Junior College	Richland
Gyrus Acmi LP	190		Manufactures medical instruments; manufactures electro-medical equipment	Huron
United Ohio Insurance Co	190	Combined with Ohio Mutual	Insurance Agent/Broker	Crawford
Bucyrus Blades Inc	186	Now 170	Manufactures blades for graders, scrapers, dozers & snow plows	Crawford
Shiloh Corp	186	Major Layoffs	Manufactures metal stampings; manufactures special dies & tools	Richland
D-R Training Center & Workshop	185		Services For Mentally & Physically Disabled	Ashland
Ohio Department of Youth Services	180		Correctional Institution	Ashland
Universal Enterprises Inc	180		Plumbing/Heating/Air Cond. Contractor Data Processing/Preparation	Richland
Western Reserve Local School	179		Elementary/Secondary School	Huron
Bookmasters Inc	176		Folding & collating service for printers; wholesales books, periodicals & newspapers; commercial lithographic printing; book publisher; typesetting service	Ashland
Atlas Bolt & Screw Co Inc	175	Now 50	Manufactures metal washers; wholesales hardware; metal service center; wholesales industrial fasteners including nuts, bolts, screws, etc	Ashland
Pioneer Career & Technology	175		Elementary/Secondary School	Richland
Sisters of Mercy of Willard OH	175		General Hospital	Huron
Pepsi Cola	175		Bottling	Richland
Ontario Schools	170		School System	Richland

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Top 150 Employers in 4-County Region	Pre- Recession Employment This Site	Current Knowledge	Line Of Business	County
Interstate Optical	170		Eyewear	Richland
Hti Hydraulic Technologies LLC	170	Major Layoffs: Now 30	Manufactures fluid power cylinders, hydraulic or pneumatic	Crawford
Meijer Stores	168		Retail	Richland
Custom Hoists Inc	165	Now 120	Manufactures fluid power cylinders & actuators	Ashland
Gannett Co Inc	165		Newspaper publisher	Richland
Janotta & Herner Inc	165		Nonresidential Construction	Huron
Lutheran Social Services of	165		Skilled Nursing Care Facility	Ashland
New Horizons Baking Co Inc	161		Manufactures fresh or frozen bread type buns	Huron
Taylor Metal Products Co	155		Manufactures metal stampings; manufactures stamped automotive products	Richland
Hyundai Ideal Electric	154	Employment Growth	Electric Generators & switchgear	Richland
Western Reserve Board of Education	153		Elementary/Secondary School	Huron
DMP Mfg Inc	150	Major Layoffs- now approx 50	Manufactures metal stampings; metal heat treating services; sheet metal fabricator; manufactures secondary nonferrous metals; manufactures tools, dies, jigs & fixtures	Richland
Mid-Ohio Educational Service Center	150		School/Educational Services Executive Office Elementary/Secondary School	Richland
Edge Plastics Inc	150		Manufactures finished injection molded plastic products	Richland
Lakepark Industries Inc	150		Manufactures metal stampings; manufactures stamped automotive products	Huron
Lowe's Home Centers Inc	150		Ret Lumber/Building Mtrl Whol Lumber/Plywd/Millwk Ret Household Appliances Whol Appliances/Tv/Radio	Richland
Norwalk Area Health Services	150		Local Passenger Transportation ?	Huron
Ohio State University	150		College/University	Richland
Solae LLC	150		Soybean Oil Mill	Huron
Clearfork Schools	150		School System	Richland
Graham Chevrolet Co Inc	147		Ret New/Used Automobiles Passenger Car Leasing Truck Rental/Leasing Ret Used Automobiles Whol Auto/Motor Vehicles	Richland
Smurfit-Stone Container	145	Closed or Closing	Manufactures corrugated boxes	Richland
Adena Corp	140		Contractors - Industrial &	Richland

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			Commercial Buildings	
Norfolk Southern Corp	133		Railroad Line-Haul Operator	Huron
Altercare of Bucyrus Inc	130		Skilled Nursing Facility	Crawford
Herald Printing Co	130		Offset printing; commercial printing	Crawford
MT Business Technology	130		Wholesale Office Equipment Computer Systems Design Computer Maintenance/Repair	Richland
Mansfield Warehousing & Distribution	130		General Warehouse/Storage Trucking Operator-Non local	Richland
Mansfield Memorial Homes LLC	129		Skilled Nursing Care Facility Intermediate Care Facility	Richland
Warren Rupp Inc	127		Manufactures pumps & pumping equipment	Richland
PolyOne Corp	126		Manufactures organic dyes & pigments; manufactures custom compound purchased resins; manufactures inorganic pigments	Huron
Lynnhaven Xii LLC	125		Nursing Home	Richland
United Parcel Service Inc	125		Courier Service	Richland
Ashland City Schools District	120		Elementary/Secondary School	Ashland
Breitinger Co	120		Steel fabricator; plate metal fabricator; sheet metal fabricator; manufactures metal stampings; welding service	Richland
Carton Service Inc	120		Manufactures folding paperboard boxes	Richland
Central Star	120		Home Health Care Services	Richland
Guenther Mechanical Inc	120		Contractor - Plumbing Work	Ashland
Liqui-Box Corp	120		Manufactures plastic bags made from purchased materials; manufactures unsupported plastics film & sheet; manufactures processed plastics; manufactures paper packaging materials	Ashland
New London Local School Dist	120		Public School	Huron
Rehabilitation Service of N	120		Specialty Outpatient Clinic Ret Misc. Merchandise	Richland
Plymouth Shiloh Local School	117		School System	Huron
Kingston Healthcare Inc	114		Skilled Nursing Care Facility	Ashland
Oak Grove Manor Inc	114		Skilled Nursing Home	Richland
Clear Fork Valley Local School	113		School District	Richland
Center For Individual & Family	110		Specialty Outpatient Clinic Individual/Family Services	Richland
Colonial Manor Health	110		Nursing Home	Ashland

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Care Center				
Packaging Corp Of America	110		Manufactures corrugated & solid fiber containers	Ashland
Twilight Garden Healthcare Group	110		Skilled Nursing Home	Huron
Underground Utilities Inc	110		Contractor - Water Sewer & Utilities	Huron
Mapleton Local School District	109		Elementary/Secondary School	Ashland
Ashland Inc	100		Wholesale Chemicals/Products	Ashland
David Price Metal Service Inc	100		Machine shop, jobbing & repair services	Huron
Deca Manufacturing Co Inc	100		Manufactures electronic cable & wire harness assemblies; manufactures industrial molds; manufactures printed circuit boards	Richland
Ranco Inc	100		Manufactures air conditioning & refrigeration controls; manufactures process control instruments; manufactures electricity measuring instruments	Richland
Ohio Valley Manufacturing	100		Metal Stampings for auto, lawn and garden industries	Richland
Hebco Products Inc	80	Major Layoffs (Now 20)	Manufactures motor vehicle brake systems & parts; wholesales automotive supplies & parts; manufactures hardware; manufactures screw machine products	Crawford
Bucyrus Community Hospital Inc	300+	Now 268	General Hospital	Crawford

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Changes in the Economy: General Motors

General Motors constructed a new plant in Richland County in the mid-1950's. The plant produced automobile body parts as a component of the company's Fisher Body Division and in recent years as the Mansfield/Ontario Metal Center. In June 2009 they announced that the plant would be closed by June 2010 as a part of General Motors Corporation bankruptcy restructuring plan. Through the years GM has been a major employer in the community. Available benchmark employment figures are as follows:

Year	GM Employment	Data Source
1957	1,056	UAW Local 549 Web site
1962	3,004	Directory of Ohio Manufacturers
1969	2,839	Directory of Ohio Manufacturers
1975	2,700	Directory of Ohio Manufacturers
1980	3,000	Ohio Industrial Directory
1985	2,900	Ohio Industrial Directory
1990	4,000	Ohio Industrial Directory
1995	3,000	Ohio Industrial Directory
2000	2,400	Ohio Industrial Directory
2003	2,544	Enterprise Zone Agreement App.
12/31/2005	2,444	Enterprise Zone Status Report
12/31/2007	1,907	Enterprise Zone Status Report
12/31/2008	1,501	Enterprise Zone Status Report

The General Motors plant, located on West Fourth Street in Ontario has been a major factor in the regional economy for over 50 years. Total employment at the facility has always made it among the largest employers. Since the closing of the Westinghouse manufacturing operation in the early 1980's, it has been the area's largest manufacturing employer. The manufacturing site is also a major part of the community, occupying 266 acres, and currently with 2.1 million square feet under roof.

The closing of the plant is another step in the shift away from the area's historic manufacturing heritage. A comparison of Richland County's ten (10) largest manufacturing employers in 1970 to the present day reveals that when the GM closing is finalized, only three of 1970's top ten companies will remain in operation. The current employment figures are listed, however it is known that these industries have also had additional layoffs or job cuts.

Manufacturing Company – 1970⁶	1970	2008- 09	Manufacturing Company -2009
Westinghouse	2,883	0	
General Motors	2,839	0	<i>General Motors</i>
Cyclops Corp., Empire-Reeves Steel	2,139	425	AK Steel
Mansfield Tire	1,693	0	
Tappan Company	1,372	0	
Ohio Brass	1,169	0	
Dominion Electric	1,076	0	
Therm-O-Disc	824	508	Therm-O-Disc Div of Emerson

⁶ Source: Directory of Ohio Manufacturers

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Manufacturing Company – 1970⁶	1970	2008- 09	Manufacturing Company -2009
Essex Wire, Stemco Controls	770	0	
PPG	724	200	PPG Industries
Total	17,459	1,133	

The economy of the four-county region is clearly linked for employment, shopping and to some extent various services. The following data documents the commuting patterns for the region.

Number of workers 16+ years of age living in Richland County⁷			57,131	Number of workers 16+ years of age working in Richland County			59,733
Commute Out To:	Number	Percent		Commute In From:	Number	Percent	
Ashland Co. OH	2,467	4.3%		Crawford Co. OH	3,790	6.3%	
Crawford Co. OH	1,584	2.8%		Ashland Co. OH	2,673	4.5%	
Huron Co. OH	1,244	2.2%		Huron Co. OH	900	1.5%	
Number of workers 16+ years of age living in Ashland County			24,737	Number of workers 16+ years of age working in Ashland County			21,760
Commute Out To:	Number	Percent		Commute In From:	Number	Percent	
Crawford Co. OH	130	0.5%		Crawford Co. OH	110	0.5%	
Huron Co. OH	388	1.9%		Huron Co. OH	264	1.2%	
Richland Co. OH	2,673	10.8%		Richland Co. OH	2,467	11.3%	
Number of workers 16+ years of age living in Crawford County			21,442	Number of workers 16+ years of age working in Crawford County			18,335
Commute Out To:	Number	Percent		Commute In From:	Number	Percent	
Ashland Co. OH	110	.05%		Ashland Co. OH	130	0.7%	
Huron Co. OH	400	1.9%		Huron Co. OH	141	0.8%	
Richland Co. OH	3,790	17.7%		Richland Co. OH	1,584	8.6%	
Number of workers 16+ years of age living in Huron County			27,571	Number of workers 16+ years of age working in Huron County			26,010
Commute Out To:	Number	Percent		Commute In From:	Number	Percent	
Ashland Co. OH	264	1.0%		Ashland Co. OH	388	1.5%	
Crawford Co. OH	141	0.5%		Crawford Co. OH	400	1.5%	
Richland Co. OH	900	3.3%		Richland Co. OH	1,244	4.8%	

Specific to the General Motors facility in Ontario, recent data provided by the Company concerning place of residence shows the following for the four-county region:

County of Residence⁸	Number of Employees	Percent of Total
Ashland	59	4.3%
Crawford	147	10.6%
Huron	50	3.6%
Richland	942	68.4%
Total Four County Region	1,198	86.6%

⁷ Source: U.S. Census- Transportation Planning Package, Year 2000

⁸ Source: GM employee Zip Codes

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Commuting Routes

An origin and destination survey was conducted in the late 1990's as a part of the Richland County Regional Planning Commission's Transportation Planning Program. This survey gathered data concerning the purpose of trips into the Mansfield urbanized area. A review of the data for work trips indicated the primary commuting routes among these counties are:

Huron County	State Route 13 and SR 39 ⁹
Ashland County	State Route 42
Crawford County	US 30, State Route 309 and State Route 181

Physical Facility:

The General Motors Ontario / Mansfield plant is located on West Fourth Street, in the City of Ontario. It is located on 266.49 acres just west of the Richland Mall. The road access to the facility is available from Fourth Street, Beer Road and Stumbo Road. The southern boundary of the property abuts U.S. Route 30, a limited access highway. Access to U.S. 30 is available at Stumbo Road and Beer Road. The facility is served by Norfolk Southern Railroad, with a siding serving the plant from the Harding Yards just south of Route 30. There are approximately 48 acres of paved parking.

Construction on the plant was completed in 1956, and since that time it has undergone several major improvements.

- 1) In 1984 the City of Mansfield and the Village of Ontario collaborated by forming a joint enterprise zone that enabled tax abatements to be granted to General Motors for a plant expansion project. The project involved the addition of approximately 400,000 square feet to the plant at a cost of \$71 million and new manufacturing presses costing \$450 million, retaining 2,500 jobs.
- 2) In 1998 the Village of Ontario approved an enterprise zone agreement that enabled the company to invest \$48 million in new equipment.
- 3) In 2004 the City of Ontario approved an enterprise zone agreement that enabled the purchase and installation of a new transfer press at a cost of \$60 million. At that time the plant employed 2,544 people with an annual payroll of \$171,720,000

A 2005 aerial photograph of the plant site follows on the next page.

⁹ Note: The data also includes Shelby area trips

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GM plant as well as service businesses that had some business relationship, ranging from office equipment to food service. The impact on community businesses will also come about from the diminished ability of former employees to shop in the community or to support service businesses. Charities will also lose valuable support. A Retail Analysis of this region completed by the Ohio State University Extension identifies a retail market area that covers much of the same territory in this four-county region. Ironically, the physical location of the GM plant in Ontario corresponds with the physical location of the retail market center of the region.

One estimate of the impact of the plant closing can be calculated on the basis of several pieces of data and information in this report. The compilation of data suggest that GM's closing will result in a reduction of payroll in the four- county region by over 5.5% and in manufacturing payroll by nearly 14%.

Item	Amount	Source
Total employment at GM plant 12/31/2003	2,544	Enterprise Zone Application
Total payroll in 2004 at plant	\$171,720,000	Enterprise Zone Application
Payroll per job	\$67,500	Calculation payroll ÷ jobs
Total Payroll in Richland County 2006	\$1,502,754,000	County Business Patterns
Reduced total Richland County Payroll without GM	\$1,331,034,000	Calculation
Percent reduction in total payroll- Richland	-11.43%	Calculation
Total Manufacturing Payroll in Richland County 2006	\$558,712,000	County Business Patterns
Reduced Richland County Payroll Manufacturing without GM	\$386,992,000	Calculation
Percent reduction in Manufacturing payroll - Richland	-30.73%	Calculation
Total Payroll in Four- County Region 2006	\$3,083,062,000	County Business Patterns
Reduced total Four- County Payroll without GM	\$2,911,342,000	Calculation
Percent reduction in total payroll – 4 County	-5.57%	Calculation
Manufacturing Payroll in Four- County Region 2006	\$1,245,246,000	County Business Patterns
Reduced Manufacturing Four- County Payroll without GM	1,073,526,000	Calculation
Percent reduction in Manufacturing payroll – 4 County	-13.79%	Calculation

General Area Economy Changes & Recession:

The General Motors plant closing is a dramatic event in the local economy. It also is occurring in the context of a national recession and a decline in all auto related manufacturing. Some evidence of the economic difficulties facing this area is presented in this section.

- 1) The US Bureau of Economic Analysis ranks US counties on per capita personal income growth. For the period from 2002- 2007 (most current data) the four counties in this region rank as follow:

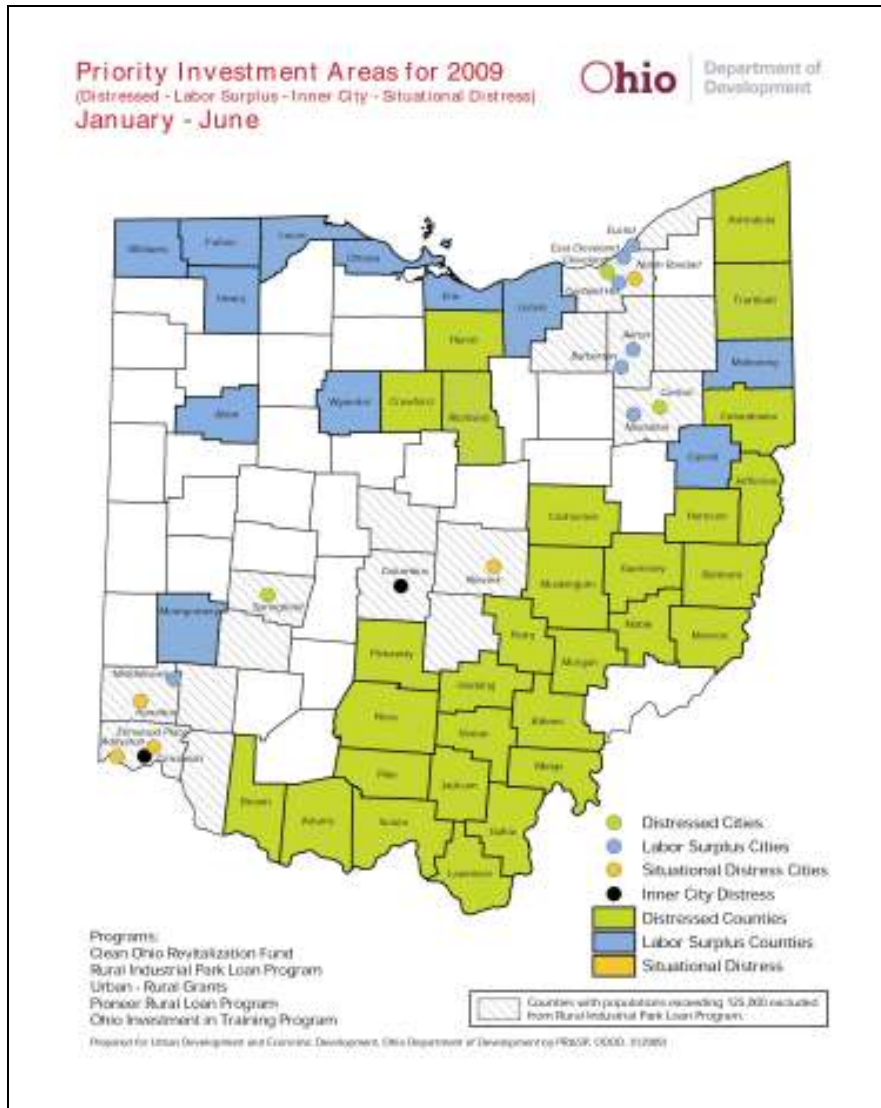
Total Counties Ranked	3,111
County	National Rank
Huron County	2,967
Ashland County	2,994

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Richland County	3,025
Crawford County	3,046

Only four other Ohio counties rank this low, and none are clustered like this.

- 2) Crawford, Richland and Huron are the only counties outside of Appalachia identified as “distressed” by the State of Ohio. This is based on a combination of poverty, unemployment and personal income. The map below demonstrates this situation.



- 3) The Adversity Index, from msnbc.com and Moody's Economy.com, measures the economic health of 381 metro areas and all 50 states. Each area is in recession, at risk, recovering or expanding. There are four components of the index: employment, housing starts, housing prices and industrial production. With a ranking of 1 being the best, the State of Ohio ranked 49th of the 54 states and territories in the survey for employment

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growth. The Mansfield-Richland County metro areas ranked 390 out of 392 urban areas for this employment growth factor. This index was completed before the GM announcement. The Index does list the areas strengths as extremely low cost of living, central location and diverse manufacturing base. Weaknesses included poor demographic trends, below average income growth and the exposure to struggling domestic auto manufacturing.

- 4) North Central State College (NCSC) using Economic Modeling Specialist, Inc. (EMIS) has analyzed the four-county regional economy, specifically the ripple impact of 1,200 employees for motor vehicle metal stamping over 4 counties.

Description	Indication ¹⁰	
Job Changes in related to region's motor vehicle stamping industry	-4,095	
Earnings change in region's motor vehicle stamping industry	-\$216,232,000	
Largest Job Impacts:	Change	% Change
Motor vehicle metal stamping	-1,210	-75%
Local government	-253	-32%
Full-service restaurants	-90	-29%
Limited-service restaurants	-80	-22%
General medical and surgical hospitals	-78	-21%
Machine shops	-67	-21%
Other direct selling establishments	-55	-18%
Supermarkets and other grocery stores	-54	-18%
Janitorial services	-43	-17%
Religious organizations	-43	-17%

- 5) Using EMSI, NCSC has also determined the following characteristics for the unemployed in the four-county region by occupation:

SOC Code	Occupation Description	2009 Jobs	April Unemployment	% Total Jobs	State %	National %
47-0000	Construction and extraction occupations	6,552	3,489	53.2%	38%	18.2%
51-0000	Production occupations	17,342	5,816	33.5%	23.9%	17.2%
37-0000	Building and grounds cleaning and maintenance occupations	5,363	897	16.7%	12.7%	8.3%
53-0000	Transportation and material moving occupations	10,258	1,696	16.5%	11.5%	11.5%
49-0000	Installation, maintenance, and repair occupations	5,424	880	16.2%	11.3%	9.3%
17-0000	Architecture and engineering occupations	1,688	243	14.4%	9.5%	6.9%
45-0000	Farming, fishing, and forestry occupations	1,104	143	13%	10.2%	29.2%
41-0000	Sales and related occupations	17,082	1,717	10.1%	7.2%	6.2%
15-0000	Computer and mathematical science occupations	980	97	9.9%	6.2%	6.3%

¹⁰ Source: NCSC- EMIS

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SOC Code	Occupation Description	2009 Jobs	April Unemployment	% Total Jobs	State %	National %
27-0000	Arts, design, entertainment, sports, and media occupations	2,337	218	9.3%	6.4%	4.5%
43-0000	Office and administrative support occupations	17,403	1,314	7.5%	5.2%	6%
55-0000	Military Occupations	715	49	6.9%	5.2%	1.7%
35-0000	Food preparation and serving related occupations	10,994	734	6.7%	4.9%	6.4%
11-0000	Management occupations	10,678	692	6.5%	4.7%	5.3%
33-0000	Protective service occupations	2,645	156	5.9%	4.2%	5.7%
31-0000	Healthcare support occupations	4,419	256	5.8%	4.2%	5.4%
13-0000	Business and financial operations occupations	3,857	204	5.3%	3.4%	3.1%
23-0000	Legal occupations	528	27	5.2%	3.4%	3.6%
39-0000	Personal care and service occupations	4,525	219	4.8%	3.4%	5.3%
19-0000	Life, physical, and social science occupations	539	26	4.8%	3.3%	4.1%
21-0000	Community and social services occupations	2,245	72	3.2%	2.3%	2.5%
25-0000	Education, training, and library occupations	7,576	187	2.5%	1.7%	1.4%
29-0000	Healthcare practitioners and technical occupations	6,876	139	2%	1.4%	1.7%
99-9999	Not elsewhere classified	0	0	0%	0%	0%
		141,130	20,836	14.8%		

6) Using EMSI, NCSC has determined the following characteristics for the unemployed in the four-county region by industry:

NAICS Code	Industry Description	2009 Jobs	April Unemployment	% Total Jobs	State %	National %
23	Construction	7,523	2,967	39.4%	24.6%	16.5%
31-33	Manufacturing	23,932	7,927	33.1%	24.7%	16.7%
56	Administrative and waste services	6,107	1,130	18.5%	13.8%	11.1%
48-49	Transportation and warehousing	6,149	857	13.9%	11.1%	7.8%
42	Wholesale trade	4,545	587	12.9%	8.9%	8.1%
51	Information	1,684	169	10%	6.5%	7.6%
21	Mining	220	20	9.3%	7.2%	10.8%
54	Professional and technical services	5,056	446	8.8%	5.9%	5.1%
72	Accommodation and food services	9,914	846	8.5%	6.5%	7.8%
44-45	Retail trade	16,087	1,254	7.8%	5.7%	8.6%
55	Management of companies and enterprises	447	34	7.6%	4.5%	2.9%
61	Educational services	1,951	148	7.6%	2.8%	3.4%
81	Other services, except public administration	8,544	600	7%	5.1%	4.5%
71	Arts, entertainment, and recreation	2,226	125	5.6%	4.5%	5%
52	Finance and insurance	3,931	189	4.8%	3.3%	4.2%
53	Real estate and rental and leasing	3,761	151	4%	2.9%	2.4%
62	Health care and social assistance	17,059	681	4%	2.9%	3.1%

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NAICS Code	Industry Description	2009 Jobs	April Unemployment	% Total Jobs	State %	National %
22	Utilities	261	10	3.9%	3.6%	3%
90	Government	16,215	450	2.8%	2.1%	2%
11	Agriculture, forestry, fishing and hunting	5,518	44	0.8%	0.7%	4.5%
99	0	0	0	0%	0%	0%
		141,130	20,836	14.8%		

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Goals and Objectives

Goal Statement: The goal of the Ashland-Crawford-Huron-Richland County Economic Recovery Task Force is to mitigate the region-wide economic impact of the declining automobile industry, which was most recently illustrated by the closing of the General Motors manufacturing facility located in Ontario, Ohio.

Objectives:

To mitigating the impact of the downturn in the automobile industry and the closing of the General Motors plant. The realistic objectives for going forward are as follows:

- A. Facilitate the reuse of the General Motors manufacturing facility being abandoned, as well as other vacant manufacturing facilities.
- B. Facilitate the recovery of the region’s economic base. The recovery efforts will include the individuals affected directly or indirectly, the enterprises affected directly or indirectly and the local governments throughout the region.

Action Plan:

Priority	Program, Activity, Benefits, Impacts, Schedules and Actions Underway	Performance Measures
1.	<p>Establish a flexible revolving loan fund (RLF) that will:</p> <ul style="list-style-type: none"> a) Primarily fill the gaps in the financial assistance available to companies adjusting to new or changing business due to the GM closing and/or to assist individuals associated with the GM closing to finance their new ventures or entrepreneurial ideas. b) Secondly, fill the gaps in the financial assistance available to existing auto oriented businesses not associated with GM, in adapting their business to new products or processes. The RLF also has the potential to assist other individuals associated with the decline of auto oriented businesses in the region to finance their new ventures or entrepreneurial ideas. <p>The Regional RLF will also designate experienced individuals or organizations to be responsible for the initial organization of the four-county RLF, to develop a RLF plan and guidelines and to administer the program in</p>	<ul style="list-style-type: none"> ▪ Establish and capitalize a new RLF for the four-county region ▪ Accept and approve applications, fund loans ▪ Track investment, jobs and repayments ▪ Revolve funds into new loans

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Priority	Program, Activity, Benefits, Impacts, Schedules and Actions Underway	Performance Measures
	<p>keeping with the plan and guidelines.</p> <p>The RLF process will include outreach to private financial institutions as well as venture capital firms or other private sector resources to insure that there is a public / private partnership in the investment being made in new or expanding business or new ideas.</p>	
<p><u>Implementation of Priority #1:</u> A new Revolving Loan Fund associated with EDA funding will be administered by two (2) organizations that are a part of the Ashland-Crawford-Huron-Richland County Economic Recovery Task Force with significant experience in this field. They are:</p> <ul style="list-style-type: none"> • <u>WSOS:</u> Responsibilities will concentrate on marketing, outreach, meeting with prospective applicants, seeing them through the application process and meeting with a loan administrative board, with a viable and complete application. • <u>Mansfield’s Economic Development Department:</u> Will take care of closing and servicing of loans from their central location within the four counties. 		
2.	<p>Establish a recovery coordination management operation to be the catalyst for all aspects of the comprehensive four-county regional effort to work with individuals, business enterprises and communities throughout the region that are specifically impacted by the General Motors plant closing, as well as to deal with the general impact associated with the downturn in the automobile industry. The operation will be temporary in nature, and over the course of a two (2) year period will not only be involved with all aspects of the economic recovery efforts, but will also facilitate the transition of information, resources and responsibilities to the existing economic development network in the region. The responsibilities will also include coordination of the region-wide EDA / CEDS process including the extension of the regional effort to additional surrounding counties.</p>	<ul style="list-style-type: none"> ▪ Creation of a system to implement recovery coordination ▪ Documentation of recovery related activities ▪ Implement systems or technology to enhance effectiveness of coordination effort ▪ Regional CEDS Updates ▪ Additional Counties incorporated into initial 4-county regional effort ▪ Region wide vision for economic future (The Research Triangle model)
<p><u>Implementation of Priority #2:</u> The initial recovery coordination will be overseen by the North Central Ohio Regional Development Alliance (NCORDA). This group as a duly constituted 501(c)(3) not for profit corporation provides an existing organizational framework that already covers the four-county region as well as five (5) additional counties that may potential be a part of</p>		

**Ashland-Crawford-Huron-Richland County
 Joint Comprehensive Economic Development Strategy
 General Motors – Declining Automobile Industry Response Update – 2009**

Priority	Program, Activity, Benefits, Impacts, Schedules and Actions Underway	Performance Measures
<p>the regional recovery effort. The initial application development process may identify additional organizations within the region that will play a role in the recovery coordination.</p>		
3.	<p>Building reuse efforts to find a suitable occupant or occupants to use the GM manufacturing space as well as other vacant or abandoned manufacturing facilities and creating jobs within the four-county region. The effort must include a detailed evaluation and understanding of the nature and condition of the existing facilities, an evaluation of potential logical and traditional occupants as well as potential approaches for the creative reuse and adaptation of the facilities. The building reuse efforts must also work to preserve and protect the infrastructure that serves the site, such as preservation of the rail service. An essential element of all work involving previously used industrial sites and buildings is the mitigation of all environmental concerns that may impede reuse and redevelopment.</p>	<ul style="list-style-type: none"> ▪ Building reuse ▪ Jobs at the facility ▪ New investment in the facility
<p>Implementation of Priority #3: The Recovery Coordinator or coordination network established in Priority # 2 will be responsible for managing the efforts to reuse vacant manufacturing space at the GM plant in Ontario as well as the other buildings around the region that are vacant or underused due to the automobile sectors economic downturn. The building reuse efforts will be coordinated with Motors Liquidation Corporation, which is responsible for the GM plant and with regional commercial property owners, realtors and development organizations.</p>		
4.	<p>The people (existing workforce & future workforce) of the four-county region should become one of the principal factors associated with business enterprise’s decision to locate or expand an existing operation. The people of the region must be well educated and well equipped with skills of value to existing and potential employers. In addition, the people of the region must have a fundamental appreciation for life-long learning so they may be reeducated and retrained to meet the changing needs of the local, national and worldwide economy.</p> <p>Public and private schools, families, and the community as a whole should work together to provide children with the education needed to enter the workforce and / or pursue advanced academic or technical training beyond high school graduation. All involved must also guide high school graduates to seek additional education or training in preparation for the workforce.</p>	<ul style="list-style-type: none"> ▪ Individuals trained or retrained ▪ Jobs secured or business opened

**Ashland-Crawford-Huron-Richland County
 Joint Comprehensive Economic Development Strategy
 General Motors – Declining Automobile Industry Response Update – 2009**

Priority	Program, Activity, Benefits, Impacts, Schedules and Actions Underway	Performance Measures
	<p>Opportunities for advanced academic or technical training should be available to all individuals in the region, and should be tailored to meet the needs of the region’s employers and employees.</p> <p>The region’s colleges and universities continue to offer education and training designed to meet community needs, and additional special training facilities and programs such as the Kehoe Center – Tool & Die Center may be established in order to insure a supply of high quality “human capital” to meet the current and future needs of business enterprises.</p> <p>Programs from Jobs and Family Services, the Workforce Investment Act and the Ohio Department of Development can equip the community with the funds, guidance and expertise to meet the education and training needs of the workforce and the employers. Emerging and innovative approaches such as Thrive-Ohio must also be explored.</p> <p>A Business Advisory Council may help guide education decision-makers concerning the education and training needs of the region.</p>	
Implementation of Priority #5: Leadership in the workforce and training area will come from existing WIA Boards, with the support of educational institutions and JFS operations serving the four-county region.		
6.	<p>Enhancement of the region’s existing Thomas Edison Technology Incubation program. Improvements that were delayed during the initial rehabilitation have now impeded the ability to take on new tenant companies. Roof and HVAC improvements could create at least 15,320 square feet of suitable space for new tenant companies.</p>	<ul style="list-style-type: none"> ▪ Number of new businesses created ▪ Number of new jobs created by start-up business enterprises
Implementation of Priority # 6: Braintree’s Board and staff will be responsible for the facility’s Capital Improvement Program.		
7.	<p>Community Image Uplift – Bad economy, foreclosures, crime, drugs, school problems, government out of money for services... and then GM closes this plant. Who would want to live in this part of Ohio, let alone operate a business? There are many good things here, but the perception is more and more negative.</p>	<ul style="list-style-type: none"> ▪ Attitude change

**Ashland-Crawford-Huron-Richland County
 Joint Comprehensive Economic Development Strategy
 General Motors – Declining Automobile Industry Response Update – 2009**

Priority	Program, Activity, Benefits, Impacts, Schedules and Actions Underway	Performance Measures
<p>Implementation of Priority # 7: No one individual or organization can be responsible for improving a community's attitude. All of the parties involved in the actions described in this document play a role as do chambers of commerce throughout the region. The news media can also play a role in reporting on positive aspects of the region.</p>		

**Ashland-Crawford-Huron-Richland County
Joint Comprehensive Economic Development Strategy
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Ashland-Crawford-Huron-Richland County Economic Recovery Task Force:

This document was prepared by an ad-hoc committee of economic development professionals and planners from the four-county region. The group began meeting in mid-July 2009, soon after the announcement of the closing of the General Motors facility in Ontario, Ohio.

The following individuals cooperated in the development of this document:

Evan Scurti, Director	Ashland Area Council for Economic Development
Tim Cooper, Director	Ashland County Planning Commission
David Williamson, Director	Crawford County Economic Development Partnership
Michael McBeth, Director	Crawford County Regional Planning Commission
Alex Beres, Director	Huron County Development Council
Ellen Heinz, Director	Norwalk Economic Development Corporation
Janet Cok, Downtown Revitalization Manager and Economic Development Director	Willard Area Economic Development Corporation (WAEDC)
Ben Kenny, Program Development Coordinator	WSOS
Mike Greene, President	Richland Economic Development Corporation (REDeC)
Tim Bowersock, Economic Development Director	City of Mansfield Economic Development Department
Richard Adair, Executive Director	Richland County Regional Planning Commission
Herman Stine, Regional Economic Development Director	Ohio Department of Development –Region 6 Economic Development Office
Tom Prendergast, Director of Institutional Research and Grants	North Central State College (NCSC)
Robert Cohen, CEO & Director of Business Assistance	Braintree Business Development Center

Contact Information Concerning This Document:

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Ashland-Crawford-Huron-Richland County
Joint Comprehensive Economic Development Strategy
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BOARD OF COUNTY COMMISSIONERS
ASHLAND COUNTY, OHIO

October 15, 2009

IN THE MATTER OF ADDENDUM TO)
COMPREHENSIVE ECONOMIC)
DEVELOPMENT STRATEGY ((CEDS).)

The Ashland County Board of Commissioners met in regular session on the 15th day of October, 2009, at 110 Cottage Street, Ashland, Ohio with the following members present:

Mrs. Kim Edwards
Ms. Barb Queer
Mr. Michael E. Welch

Ms. Barb Queer moved the adoption of the following Resolution:

WHEREAS, economic development and planning professionals from Richland, Crawford, Huron, and Ashland counties have collaborated to create a Joint Comprehensive Economic Development Strategy in response to the recent downturn in our regional economy, and

WHEREAS, the recent closure of the General Motors facility in Ontario, Ohio has negatively impacted many citizens and businesses throughout these four counties, and

WHEREAS, this Board agrees that regional strategies, such as those outlined in the Joint Comprehensive Economic Development Strategy, are necessary to adequately respond to these current challenges and prepare our region for future economic success, therefore

BE IT RESOLVED, that this Board of Commissioners of Ashland County, Ohio recognizes the Joint Comprehensive Economic Development Strategy as an update and addendum to Ashland County's Comprehensive Economic Development Strategy (CEDS), and will record it accordingly.

Mr. Michael Welch seconded the motion and upon the roll being called, the vote resulted:

Ms. Queer, Yes – Mr. Welch, Yes – Mrs. Edwards, Yes

Motion Carried.

STATEMENT OF CLERK

I, Gail Crossen, Clerk of the Board of County Commissioners of Ashland County, Ohio, do hereby certify that the foregoing is a true and correct copy of the proceedings of the Board on the 15th day of October, 2009, as compared by me with the original on file in the records of my office.



Clerk

cc: Economic Development

**Ashland-Crawford-Huron-Richland County
Joint Comprehensive Economic Development Strategy
General Motors – Declining Automobile Industry Response Update – 2009**

COMMISSIONERS' OFFICE, CRAWFORD COUNTY, OHIO

OCTOBER 15, 2009

**In the matter of approving and accepting the Ashland-Crawford-Huron-Richland
County Joint Economic Development Strategy**

Douglas J. Weisenauer made the motion to adopt the following resolution

WHEREAS, economic development and planning professionals from Ashland, Crawford, Huron, and Richland counties have collaborated to create a Joint Comprehensive Economic Development Strategy in response to the recent downturn in our regional economy; and

WHEREAS, the recent downturn of the economy especially the automotive industry has negatively impacted many citizens and businesses throughout these four counties; and

WHEREAS, a Comprehensive Economic Development Strategy is a prerequisite to any future applications for assistance from the United States Department of Commerce, Economic Development Administration (EDA); and

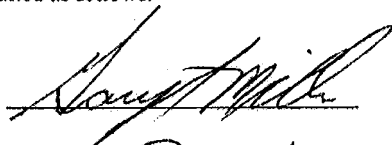
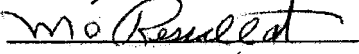

WHEREAS, this Board agrees that regional strategies, such as those outlined in the Joint Comprehensive Economic Development Strategy, are necessary to adequately respond to these current challenges and prepare our region for future economic success; and

WHEREAS, any official approval and acceptance of this document does not obligate Crawford County to financial participation in any future applications to the EDA; therefore be it

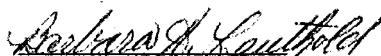
RESOLVED, that this Board approves and accepts the Ashland-Crawford-Huron-Richland County Joint Comprehensive Economic Development Strategy as an update and addendum to Crawford County's Comprehensive Economic Development Strategy (CEDS); and, be it further

RESOLVED, that this Board encourages the economic development and planning professionals to seek funding to implement the projects described in the Joint Comprehensive Economic Development Strategy.

Mo Ressalat seconded the above motion and the roll being called upon its adoption, the vote resulted as follows:

	AYE	NAY
	✓	—
	✓	—
	✓	—

BOARD OF COMMISSIONERS
CRAWFORD COUNTY, OHIO


Barbara A. Leuthold, Clerk

**Ashland-Crawford-Huron-Richland County
Joint Comprehensive Economic Development Strategy
General Motors – Declining Automobile Industry Response Update – 2009**

J
HCDC
file

October 6, 2009

09-347

RESOLUTION

**IN THE MATTER OF CREATING A JOINT COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY IN RESPONSE TO THE RECENT DOWNTURN IN THE
REGIONAL ECONOMY**

Larry J. Silcox moved the adoption of the following resolution:

WHEREAS, economic development and planning professionals from Richland, Crawford, Huron, and Ashland counties have collaborated to create a Joint Comprehensive Economic Development Strategy in response to the recent downturn in our regional economy; and

WHEREAS, the recent closure of the General Motors Ontario, Ohio facility has negatively impacted many citizens and businesses throughout these four counties; and

WHEREAS, this Board agrees that regional strategies, such as those outlined in the Joint Comprehensive Economic Development Strategy, are necessary to adequately respond to these current challenges and prepare our region for future economic success; now therefore

BE IT RESOLVED, that:

Section 1. That this Board recognizes the Joint Comprehensive Economic Development Strategy as an update and addendum to Huron County's Comprehensive Economic Development Strategy (CEDS), and will record it accordingly.

Section 2. That this Board encourages the economic development and planning professionals to seek funding to implement the projects described in the Joint Comprehensive Economic Development Strategy; and further

BE IT RESOLVED, that the foregoing resolution was adopted and all actions and deliberations of the Board of Commissioners of the County of Huron, Ohio, relating thereto were conducted in meetings open to the public, in compliance with all applicable legal requirements, including Section 121.22 of the Ohio Revised Code.

Mike Adelman seconded the motion. The roll being called upon its adoption, the vote resulted as follows:

Yes Mike Adelman
Mike Adelman

Yes Gary W. Bauer
Gary W. Bauer

YES Larry J. Silcox
Larry J. Silcox

CERTIFICATION
I, Clerk to the Board of Huron County Commissioners do hereby certify that the above is a true and correct copy of the resolution passed on 10/8/09 and is recorded in the Commissioners Journal Volume 2 page 1
[Signature]
CLERK

**Ashland-Crawford-Huron-Richland County
Joint Comprehensive Economic Development Strategy
General Motors – Declining Automobile Industry Response Update – 2009**

October 8, 2009

IN THE MATTER OF)
ECONOMIC)
DEVELOPMENT)

**Approving and Accepting the Ashland-
Crawford-Huron-Richland County
Joint Comprehensive Economic
Development Strategy**

WHEREAS, economic development and planning professionals from, Ashland, Crawford, Huron, and Richland counties have collaborated to create a Joint Comprehensive Economic Development Strategy in response to the recent downturn in our regional economy; and

WHEREAS, the recent closure of the General Motors Ontario, Ohio facility has negatively impacted many citizens and businesses throughout these four counties; and

WHEREAS, a Comprehensive Economic Development Strategy is a prerequisite to any future applications for assistance from the United States Department of Commerce, Economic Development Administration (EDA); and

WHEREAS, this Board agrees that regional strategies, such as those outlined in the Joint Comprehensive Economic Development Strategy, are necessary to adequately respond to these current challenges and prepare our region for future economic success; and

WHEREAS, any official approval and acceptance of this document does not obligate Richland County to financial participation in any future applications to the EDA; so

NOW THEREFORE BE IT RESOLVED

Section 1. That this Board approves and accepts the Ashland-Crawford-Huron-Richland County Joint Comprehensive Economic Development Strategy as an update and addendum to Richland County's Comprehensive Economic Development Strategy (CEDS); and

Section 2. That this Board encourages the economic development and planning professionals to seek funding to implement the projects described in the Joint Comprehensive Economic Development Strategy.

Mr. Wert moved the adoption of the foregoing resolution, seconded by Mr. Utt. The roll being called upon adoption, the vote resulted as follows Mr. Olson, yes; Mr. Wert, yes Mr. Utt: yes.

Attest: Karen L. Hall
Clerk

RICHLAND COUNTY COMMISSIONERS

Edward W. Olson
Lindsay A. Wert
Geary Utt

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