



Lake Erie West Region Comprehensive Economic Development Strategy

2026-2030



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Introduction



Northwest Ohio has long been defined by its strategic location and a legacy of innovation, industry, and resilience. Located in the western basin of Lake Erie and near major urban centers such as Chicago, Detroit, Cleveland, and Columbus, this region has leveraged its natural resources, strong transportation infrastructure, and skilled workforce to drive economic growth and opportunity for generations. The five counties that make up the region include Lucas, Ottawa, Sandusky, Seneca, and Wood. With a combined population of 717,856, these counties are anchored by the cities of Toledo, Bowling Green, Port Clinton, Tiffin, and Fremont, and connected with a network of cities, villages, and townships.

The region’s economic foundation was historically built on manufacturing, an industry that continues to be a primary economic driver. From the development of early manufacturing clusters in the late 1800s, to supporting the nation’s defense during World War II and becoming a hub for automotive and glass production, the region has consistently adapted to changing economic conditions.

Additionally, the region has robust educational infrastructure, including higher education institutions such as Bowling Green State University, the University of Toledo, Owens Community College, Tiffin University, Heidelberg University, and Terra State Community College. While employing many people across the region, these institutions also equip residents and students with the skills needed to succeed in today’s workforce and adapt to the jobs of tomorrow.

The quality of life for residents and approximately 13.1 million annual visitors is further enhanced by cultural and recreational assets such as the Toledo Museum of Art, Toledo Zoo & Aquarium, Toledo Metroparks, Lake Erie Shores and Islands, Rutherford B. Hayes Presidential Library & Museums in Fremont, the award-winning Downtown Main Street in Tiffin, and proximity to destinations such as Cedar Point.

The region is poised to build on its legacy and embrace future opportunities through a coordinated and inclusive approach to economic development. The Lake Erie West Region Comprehensive Economic Development Strategy (CEDS) outlines a unified vision for the continued growth of the region. It focuses on expanding access to economic opportunities, cultivating a skilled workforce, investing in infrastructure and communities, and fostering a resilient, diversified economy that benefits residents across the region.



What is a CEDS?

The U.S. Economic Development Administration (EDA) defines a CEDS as “a strategy driven plan for regional economic development.” The CEDS must be updated every five years and include annual reports to be eligible for EDA funding programs, including the Public Works Program, Economic Adjustment Assistance Program, Local Technical Assistance Program (LTAP), and the Planning Program. Additionally, the CEDS is required for designation by the EDA as an Economic Development District (EDD).

Components of the CEDS must include:

Summary Background:

outlines the current economic conditions of the region

Strategic Direction/Action Plan:

builds upon findings from the SWOT to identify stakeholders responsible for implementation, timetables, and available funding resources

SWOT Analysis:

summarizes the region’s strengths, weaknesses, opportunities, and threats

Evaluation Framework:

describes the measures that will be used to evaluate the CEDS and its impact on the regional economy

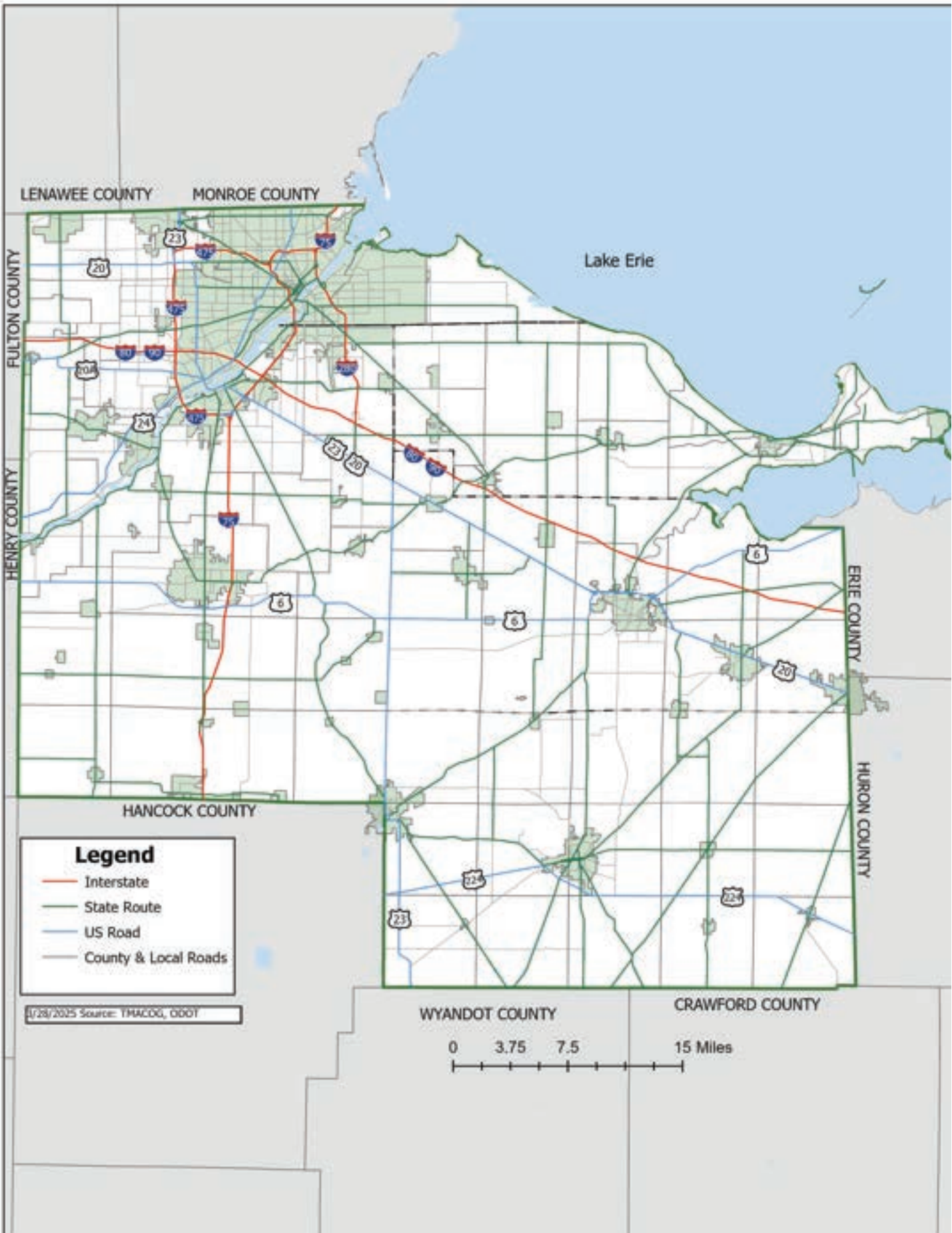


Summary Background

INFRASTRUCTURE

Roadways

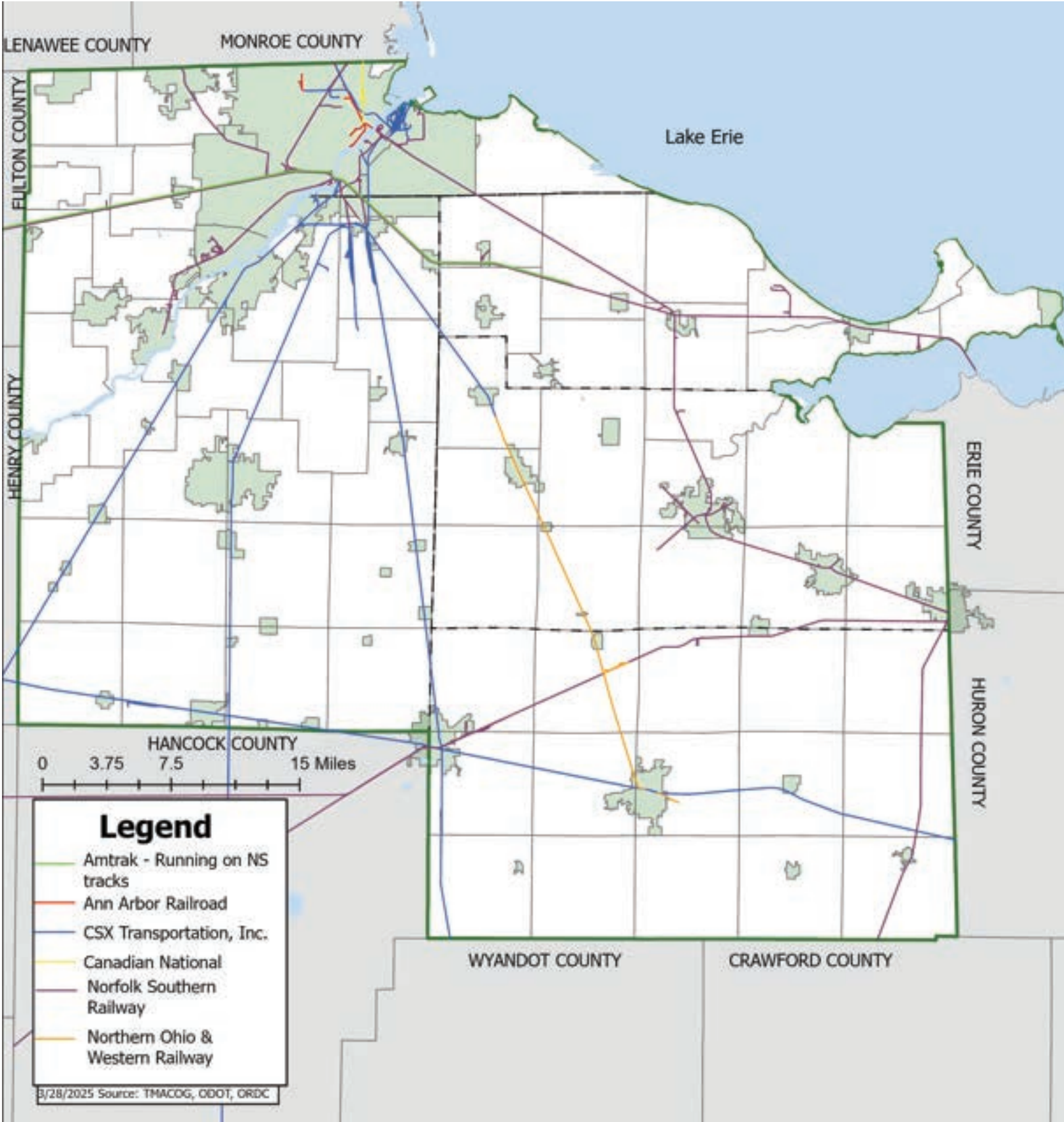
Strategically located at the crossroads of Interstates 75 and 80/90 (Ohio Turnpike), the region is well connected by major transportation routes and enjoys exceptional connectivity to major cities such as Detroit, Chicago, Pittsburgh, New York, and key areas in Canada. This advantageous position has spurred growth in manufacturing and supply chain industries while establishing the region as a strong transportation and logistics hub. The area is further supported by U.S. Routes 6, 20, 224, and 23 and benefits from enhanced freight movement and increased tourism.



INFRASTRUCTURE

Rail

The region is positioned along several rail lines including mainlines for CSX, Norfolk Southern, Canadian National Railway, Ann Arbor Railroad, and the Northern Ohio & Western Railroad. These rail lines support manufacturing businesses by facilitating the movement of cargo and goods in and out of the region. Wood County is home to a large CSX intermodal facility that supports the region’s warehousing, transportation, and logistics businesses. In addition to freight rail lines, the region is served by a passenger rail service through Amtrak, which has a stop in Toledo.



INFRASTRUCTURE

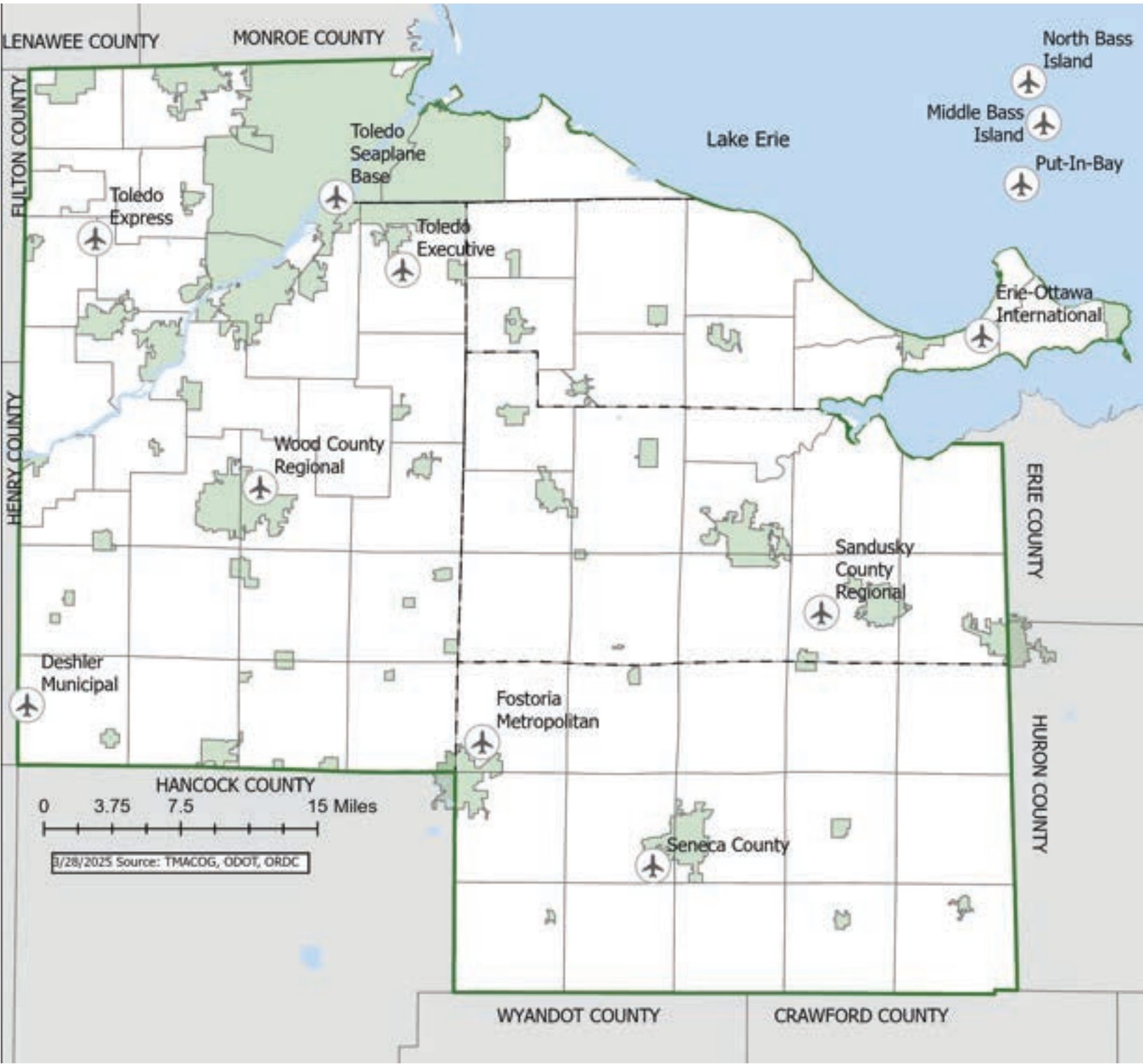
Air & Port

The region has a highly integrated transportation network, including marine, rail, and air cargo systems. Facilities along the Port of Toledo include grain and bulk cargo terminals (ADM, Andersons, and Ironville), petroleum products terminals (Seneca Petroleum, Buckeye Refinery), marine services and docks, warehousing and transportation, and industrial plants (Midwest Terminals, Cleveland Cliffs). The Port of Toledo is a large economic driver. In addition to the Toledo-Lucas County Port Authority, the Wood County Port Authority plays an important role in economic development in the region.

The Eugene F. Kranz Toledo Express Airport (TOL) offers commercial air service to northwest Ohio and serves as a growing hub for air cargo, transportation, and logistics. In addition to TOL, the region features several general aviation airports that play a crucial role in supporting



corporate travel, flight training, and tourism. General aviation airports include Toledo Executive Airport, Erie-Ottawa International Airport, Sandusky Regional Airport, Fremont Airport, Seneca County Airport, Fostoria Metropolitan Airport, Weicker Airport, and Bandit Field Airdrome. These airports provide essential connectivity and strengthen the region’s capacity for cargo handling and logistics support. The region is also home to the Ohio Air National Guard’s 180th Fighter Wing, which employs over 1,000 people and is another significant economic driver.



REGIONAL DEMOGRAPHICS

Population

The region has a population of more than 700,000 people, including 136,032 millennials who represent a key segment of the active workforce. Additionally, 224,333 individuals will be eligible to retire soon, highlighting the importance of workforce replacement, health care, and senior services. This breakdown underscores the need for balanced planning that supports both younger generations that are entering or active in the workforce and the additional resources needed for the aging population.

(Sources: 2023 5 year ACS data, Lightcast, BGSU Center for Regional Development)

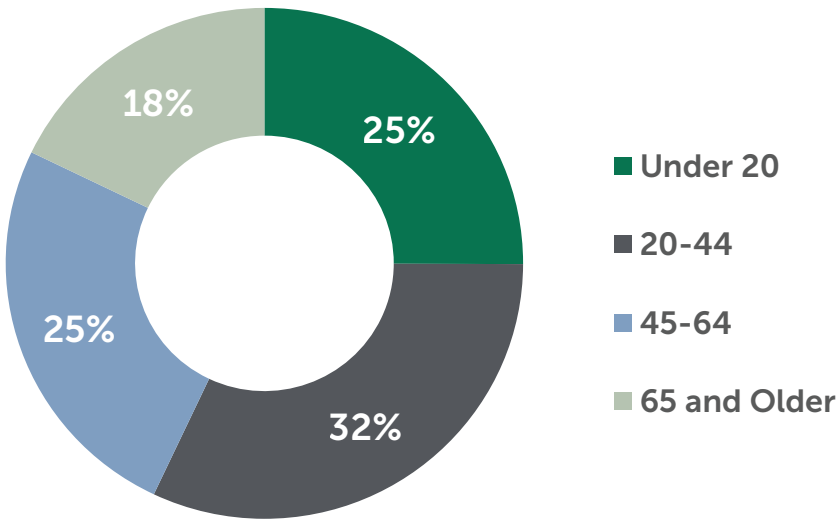


Figure 4 Regional Population by Age

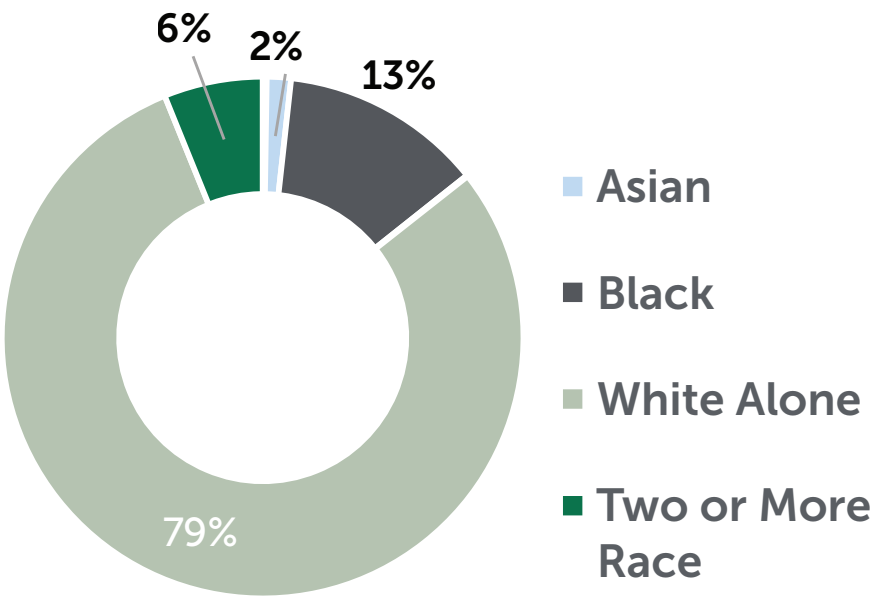


Figure 5 Regional Population by Race

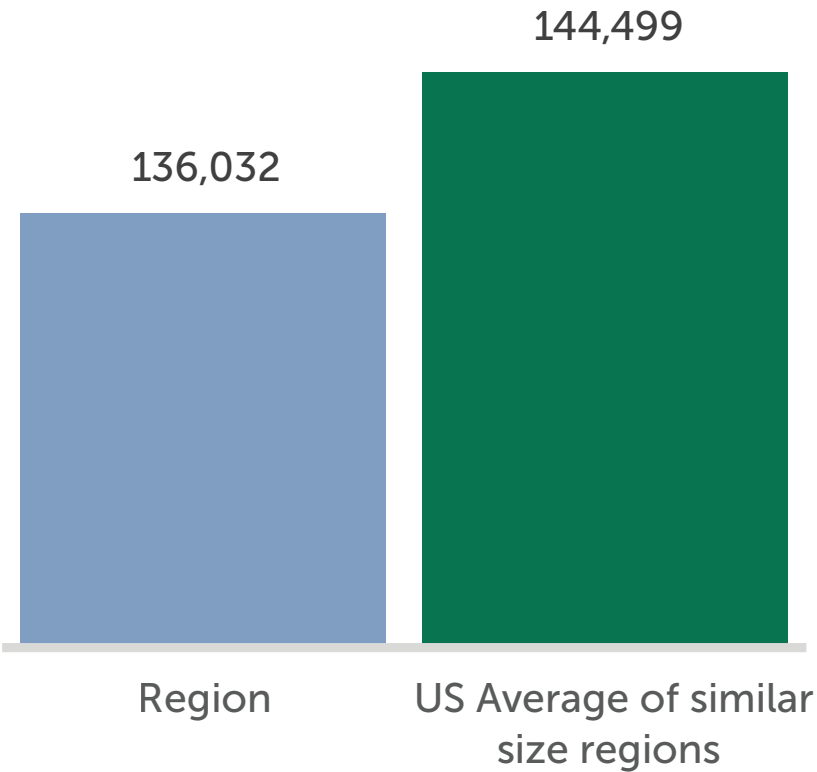


Figure 6 Regional Millennial Population (ages 29 to 44)

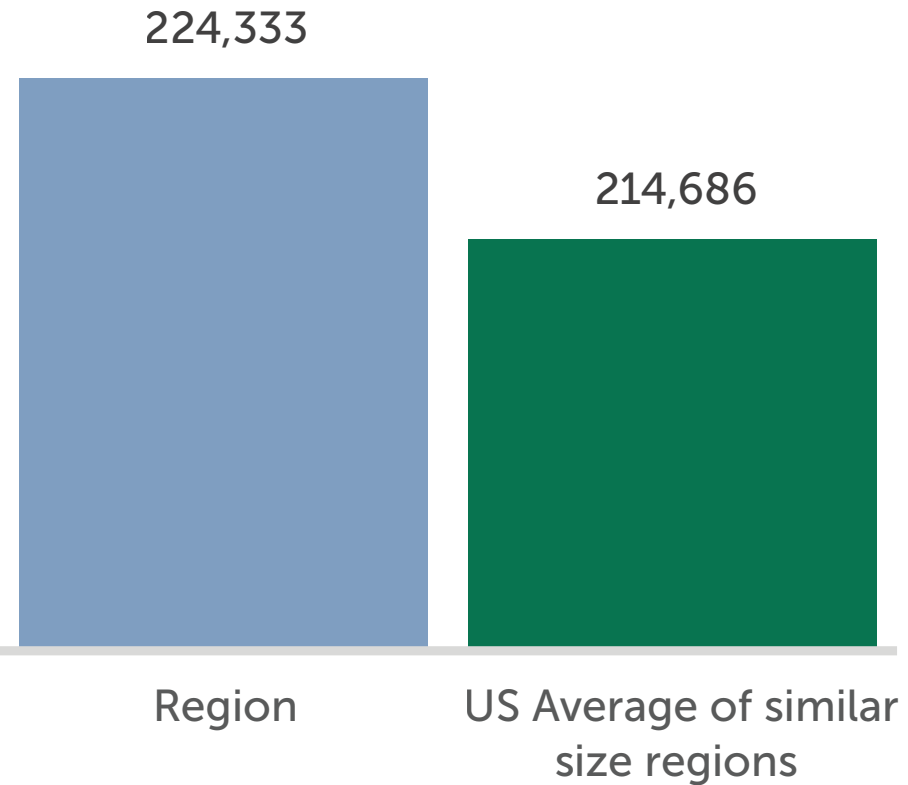


Figure 7 Regional Population Retiring Soon

REGIONAL DEMOGRAPHICS

Unemployment Rates & Household Income

Both regional unemployment rates and regional median household income are underperforming compared to state and national averages. Of the five counties in the region, Lucas and Ottawa counties have the highest unemployment rate of about 5 percent. Additionally, Lucas County has the lowest median household income at approximately \$57,000. The unemployment rate and median household income are important economic factors that provide a snapshot of the economic condition of the region. (Sources: STATS America, 2023 5 year ACS data)

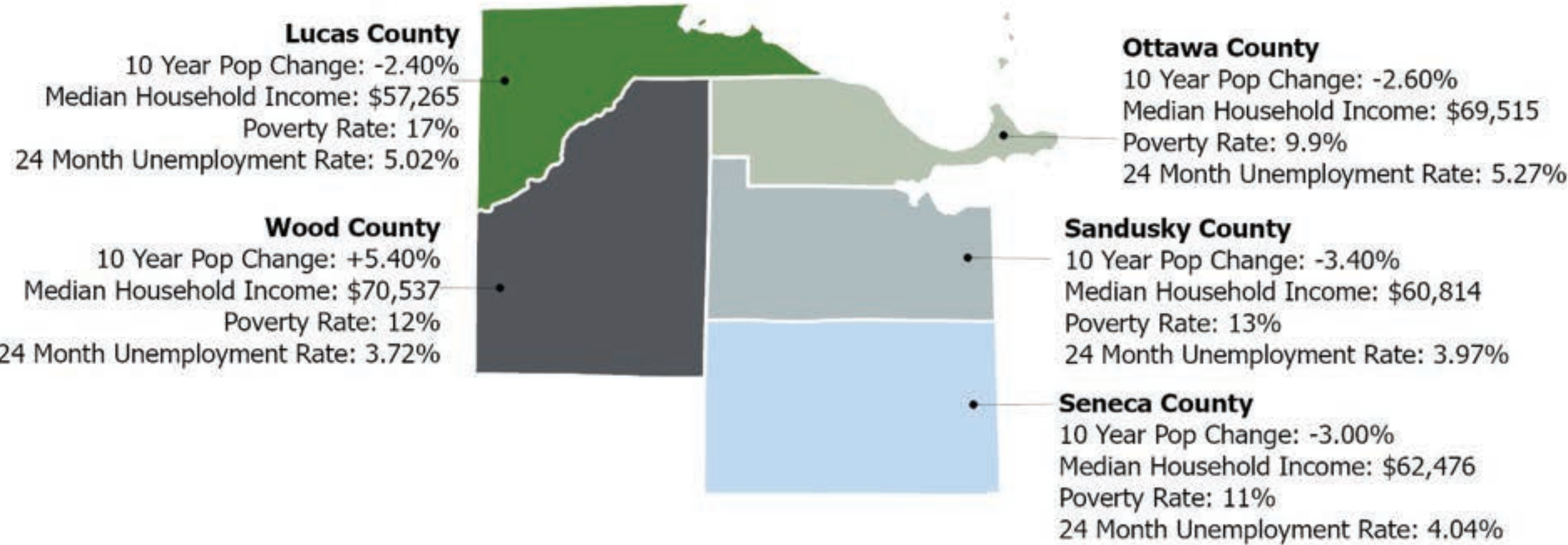


Figure 8 Regional Map with Economic Data

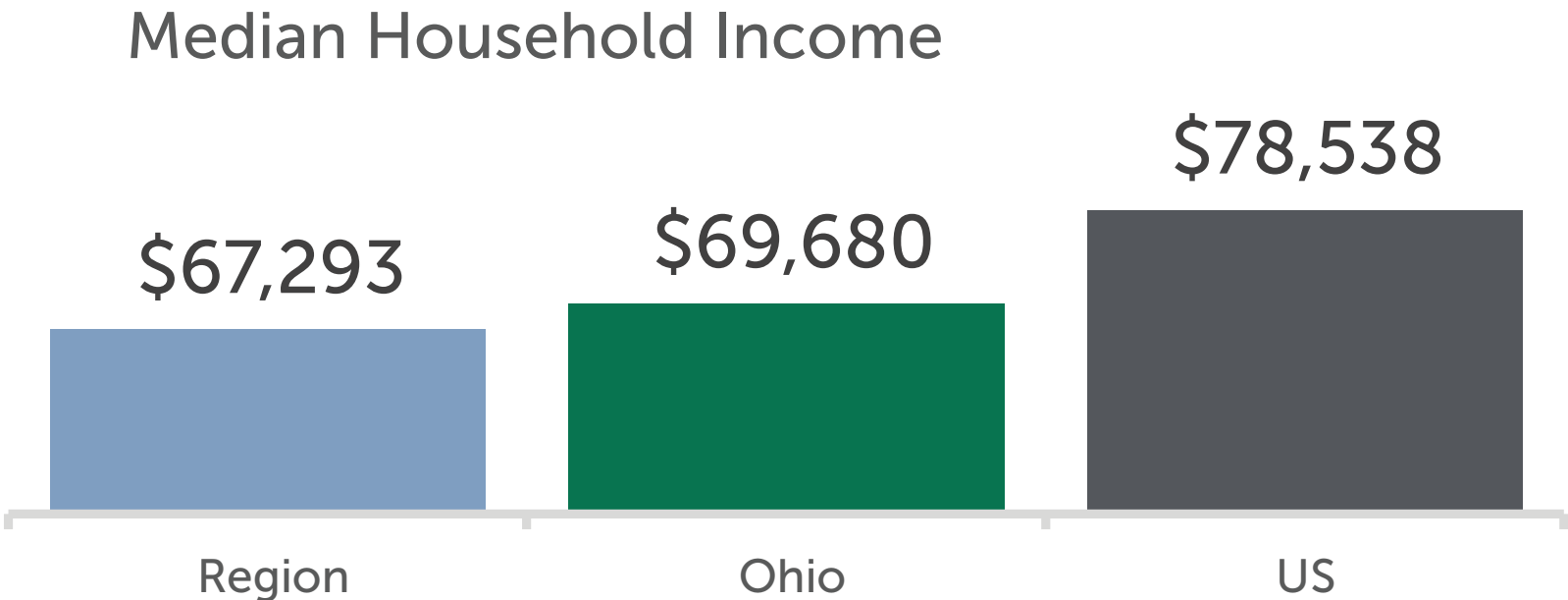


Figure 10 Regional Median Household Income

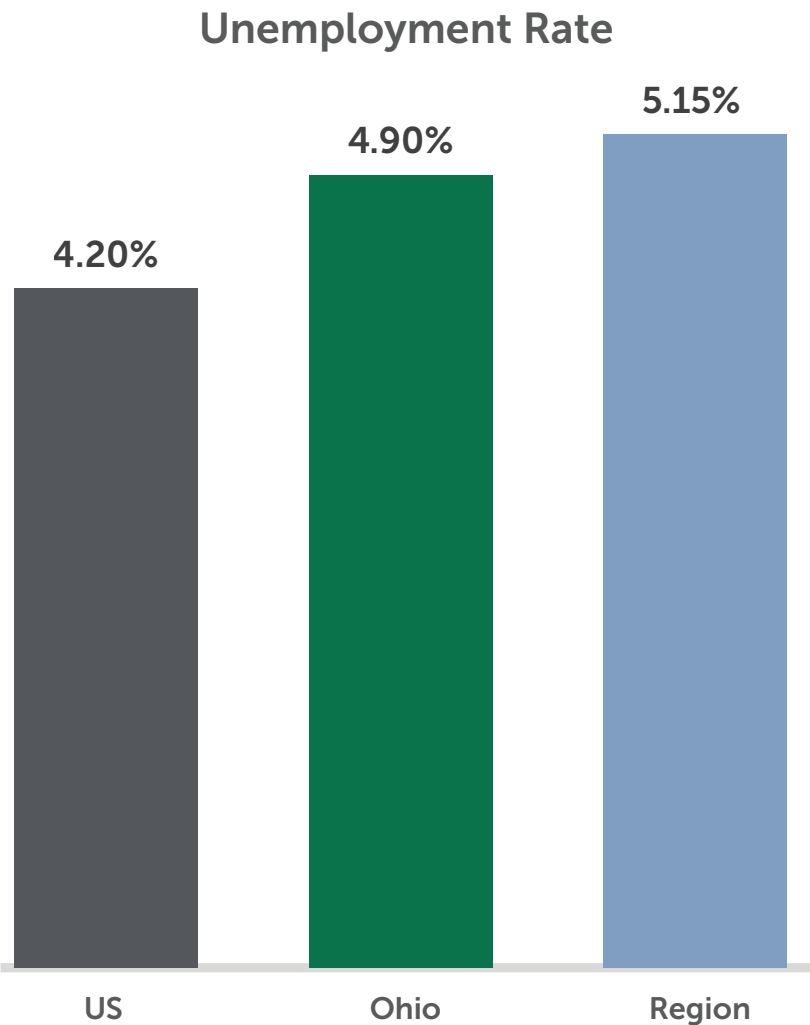


Figure 9 Regional Unemployment Rate

BUSINESS & INDUSTRY

Manufacturing stands out as the leading regional industry in terms of employment, providing 55,169 jobs with an average annual wage of \$70,671. Close behind is the health care and social services sector. Though they tend to offer lower wages, The Retail Trade Association and Accommodation and Food Services industries also play a significant role in job creation. At the top of the wage scale is Management of Companies and Enterprises, with an average salary of \$107,832. The fastest growing industry in the region is transportation and warehousing. (Sources: STATS America)

Industry	Total Number of Jobs	Annual Average Wage
Manufacturing	55,169	\$70,671
Health Care and Social Services	49,977	\$52,433
Retail Trade	33,720	\$34,228
Accommodation and Food Services	33,000	\$20,354
Educational Services	29,350	\$52,743
Transportation & Warehousing	20,400	\$53,896
Admin. & Support & Waste Mgt. & Rem. Services	16,235	\$41,710
Construction	15,688	\$72,003
Public Administration	11,026	\$59,770
Professional, Scientific, and Technical Services	10,817	\$62,199
Wholesale Trade	10,416	\$41,698
Other Services (Except Public Administration)	9,828	\$35,463
Finance and Insurance	6,957	\$72,324
Arts, Entertainment, and Recreation	5,917	\$25,161
Management of Companies and Enterprises	5,228	\$107,832
Information	3,777	\$50,266
Real Estate and Rental and Leasing	3,516	\$48,473
Utilities	1,383	\$84,860
Agriculture, Forestry, Fishing and Hunting	690	\$40,550
Mining	481	\$65,261
Unallocated	40	\$37,052

Table 1 Regional Major Industries Jobs & Wages
Source: ACS 2023 five-year estimates

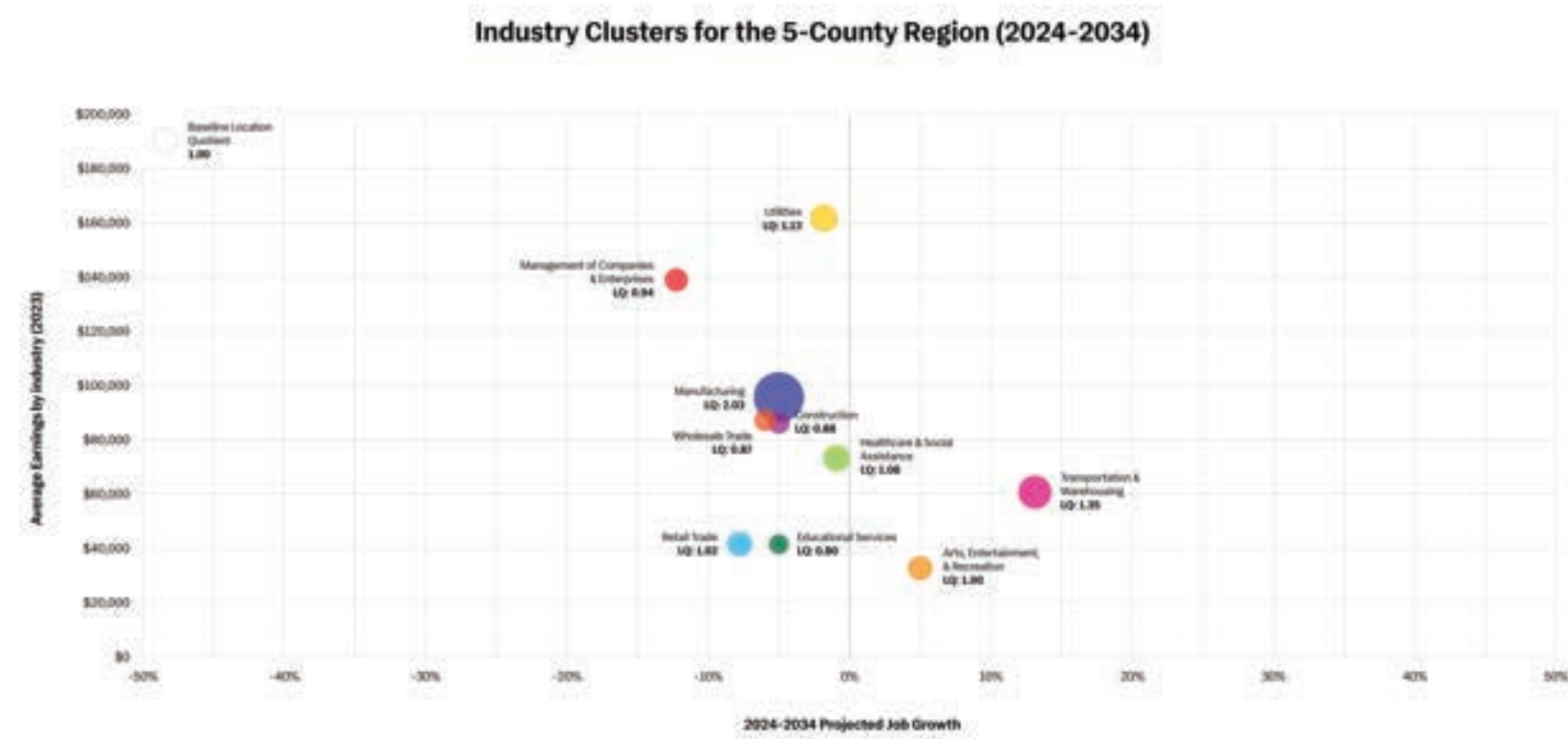


Figure 11 Regional Industry Clusters

The horizontal axis represents forecasted average annual employment for each industry sector over the next ten years. The vertical axis represents the average wages for each industry sector. The size of the industry bubble represents the location quotient (LQ) which measures the comparative advantages the region has in an industry in terms of employment. A LQ of 1.0 means the concentration of jobs is the same as the

national average. A LQ higher than 1.0 means there is a higher concentration of employment compared to the national average and a LQ lower than 1.0 means there is a lower concentration of employment compared to the national average. Data for the industry cluster chart was provided by BGSU Center for Regional Development and Lightcast.

HOUSING

Home ownership rates in the region are slightly lower than the state average and the same as the national average. The data for median rent and median home value confirm feedback from stakeholders who view low cost of living as a strength of the region. Lower rent and median home values can attract workforce to the region; however, this can also indicate aging housing stock, a lack of inventory, high vacancy rates, or lower income levels. (Sources: 2023 ACS Data)

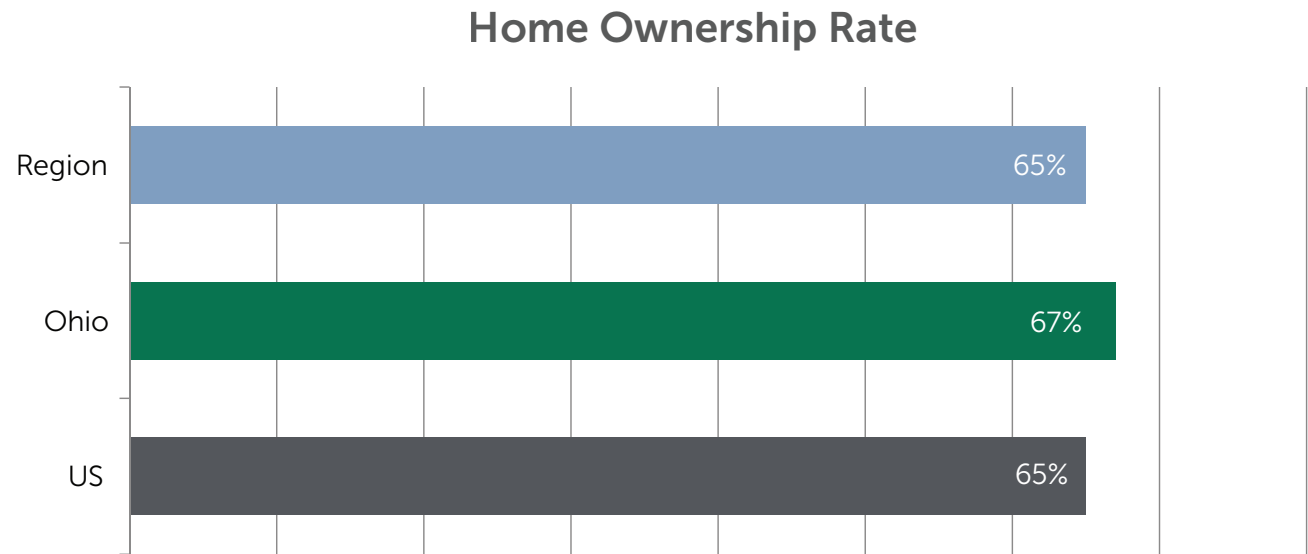


Figure 12 Regional Homeownership Rate

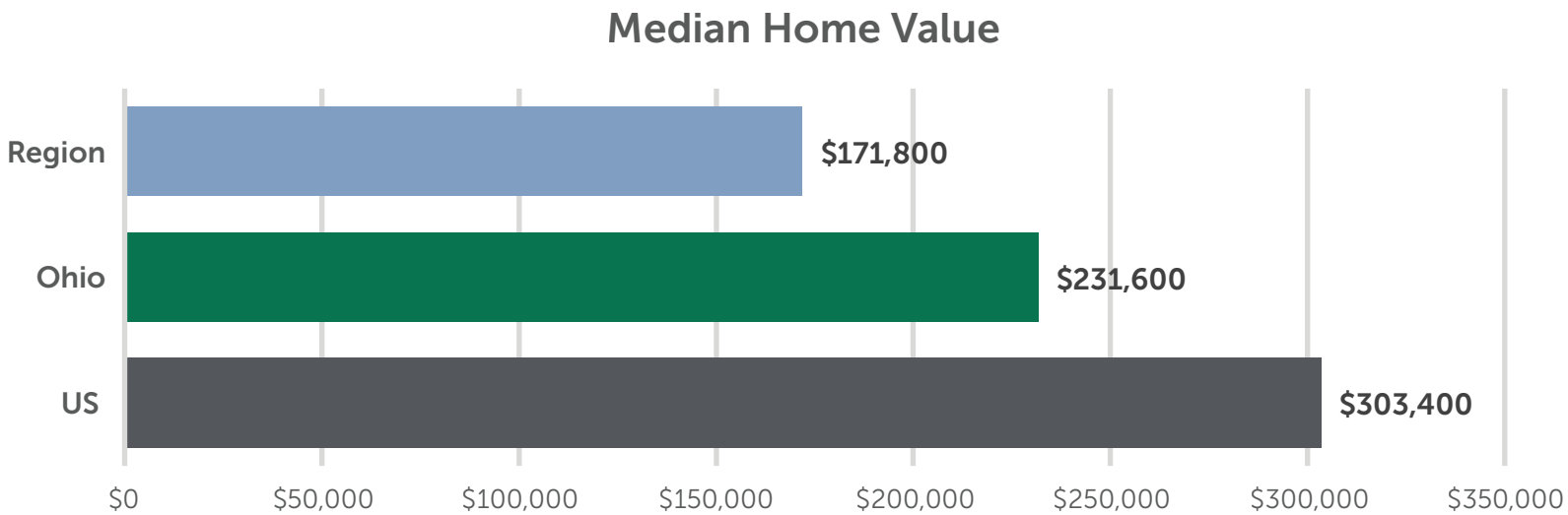


Figure 13 Regional Median Home Value

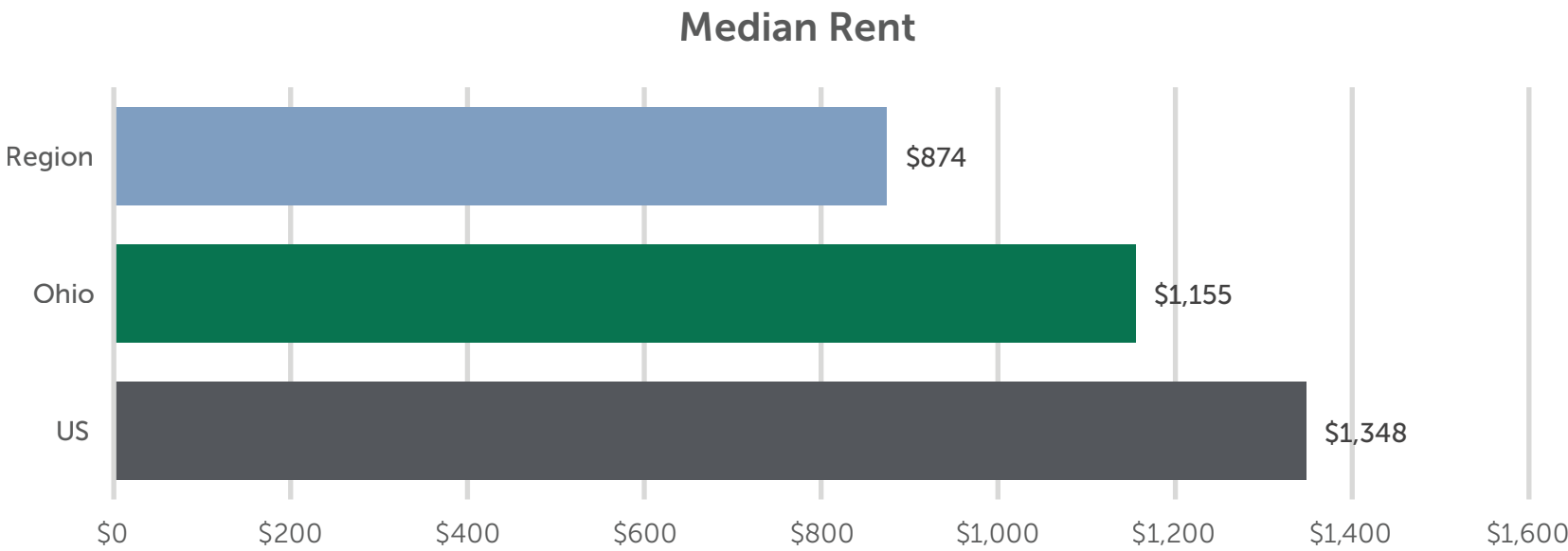


Figure 14 Regional Median Rent

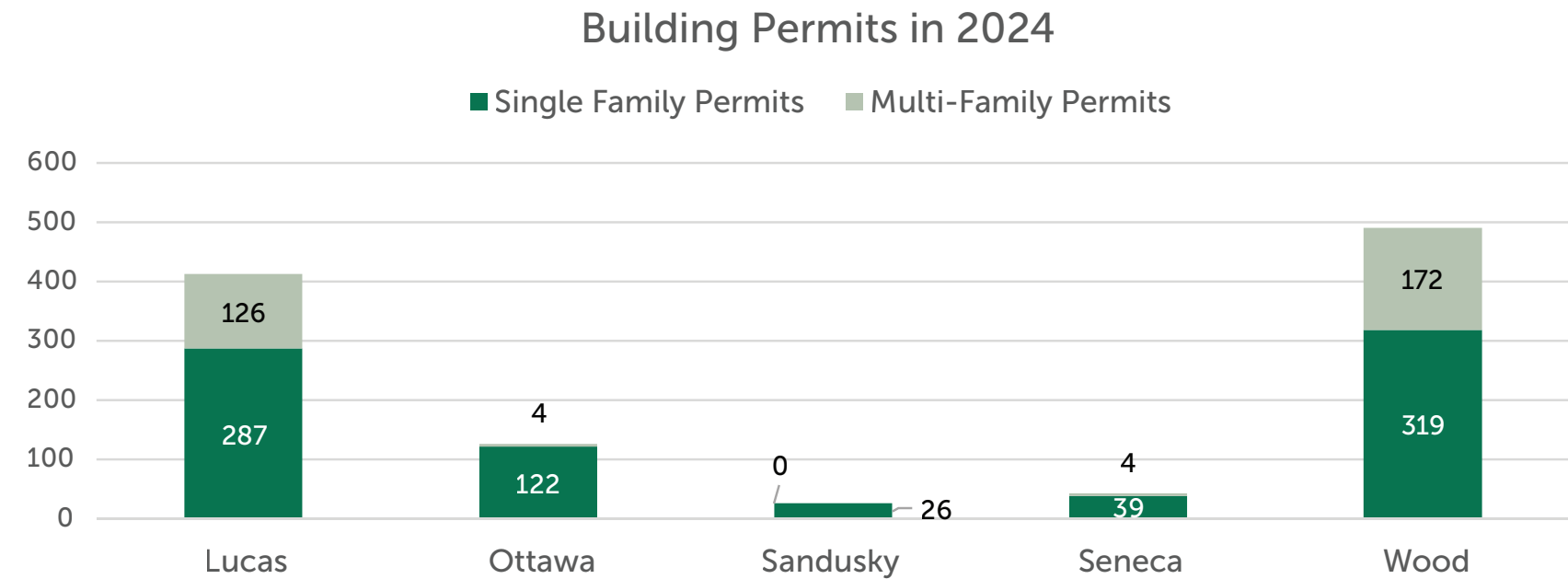


Figure 15 Number of Building Permits in 2024 by County
Source: State of the Cities (HUD)

More than 1,100 building permits were issued in the region in 2024. Lucas and Wood counties had the highest share of permits with a mix of single and multifamily permits. Ottawa, Sandusky, and Seneca counties experienced limited multi-family development. Expanding housing choices across the region is critical to attract professional talent and new residents.

ECONOMIC RESILIENCE

The EDA defines economic resilience as “the ability of regions to anticipate, withstand, and bounce back from any type of shock, disruption, or stress that it may experience.” These disruptions can include downturns in the economy, downturns in a specific industry, or natural disasters.



All five counties in the region have adopted hazard mitigation plans that outline ways to reduce risk and future losses due to natural or man-made disasters.

The Lake Erie West Region CEDS identified many goals that will strengthen the region’s resilience to potential disruptions, including diversifying the economy by targeting emerging industries, upskilling and reskilling the workforce, and improving and modernizing infrastructure. The region has created a risk-based vulnerability assessment model that incorporates flooding, wind, hail, and heat as the main exposures and considers impacts to roads, transit, airports, maritime facilities, stormwater, water and wastewater treatment plants, and agriculture. Future versions of the model will also consider the impact of freeze/thaw cycles on infrastructure.

COMMUTING

Average Commuting Time to Work (minutes)
Region – 21.2
Ohio – 23.6
US - 26.6

Table 2 Regional Average Commute Times

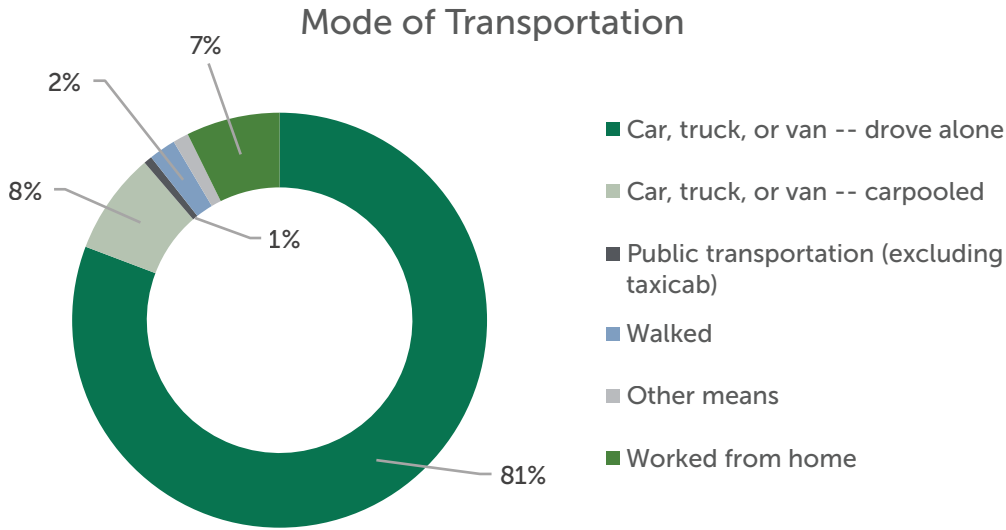


Figure 16 Regional Mode of Transportation

The region has a shorter average commute time when compared to state and national averages, which can mean a higher quality of life for residents and a better work-life balance. Most of the workforce living and working within the five-county region suggests a strong labor market and strong job retention. The prevalence of individual commuters highlights the need to expand public transportation and improve multimodal access to reliable and efficient alternatives. (Sources: 2023 5 year ACS Data)

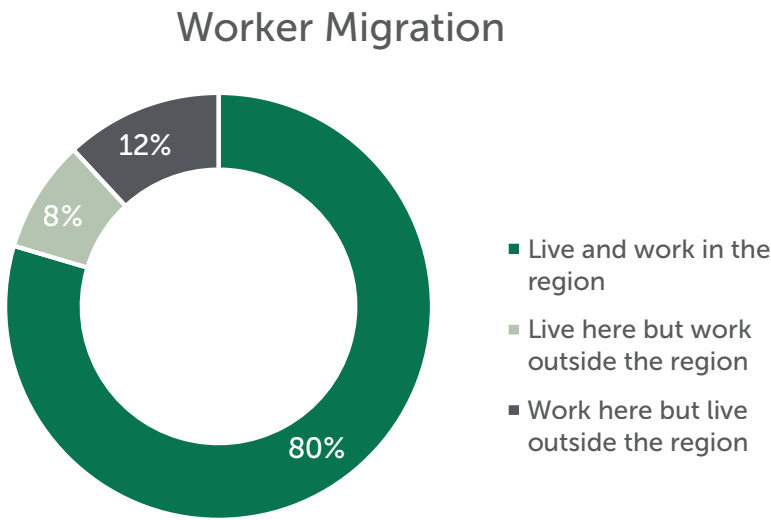


Figure 17 Regional Worker Migration



EDUCATION

The Lake Erie West Region is home to an abundance of educational institutions. The region has a higher high school graduation rate when compared to the national average. Additionally, more people receive associate degrees compared to both the state and national averages, while fewer people in the region receive bachelor’s degrees compared to the state and national rates. Top skills needed in the region include nursing, retail, and auditing. (Sources: 2023 5 year ACS Data)

Technical Career Schools

- Toledo Public Schools Career Technology
- Ottawa County Workforce Hub
- Penta Career Center
- Vanguard-Sentinel Career & Technology Centers
- Tiffin Academy of Hair Design
- Sylvania Schools Career Technical Education Programs
- Whitmer Career and Technology Centers

Higher Education

- University of Toledo
- Bowling Green State University
- Tiffin University
- Owens Community College
- Terra State Community College
- Heidelberg University
- Lourdes University
- Mercy College of Ohio
- Davis College

BROADBAND

Lack of access to reliable and affordable broadband internet was identified as a major challenge and a weakness for economic development and quality of life. Most rural areas in the region have the lowest access to high-speed internet.

Do not have access to minimum 25/3 Mbps		
County	% of Populated Area	% of Households
Lucas	42%	21%
Ottawa	66%	25%
Sandusky	76%	27%
Seneca	83%	34%
Wood	78%	23%

Table 3 Broadband Access by County
Source: Broadband Ohio

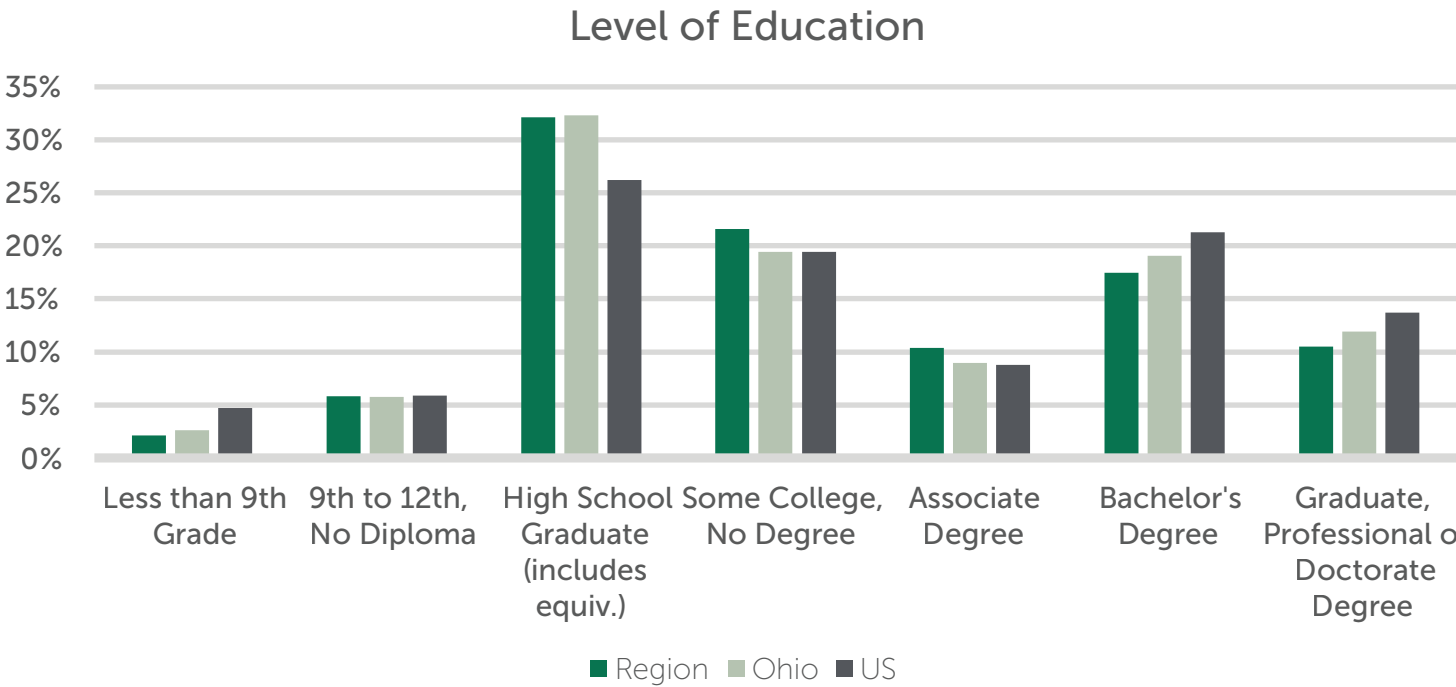


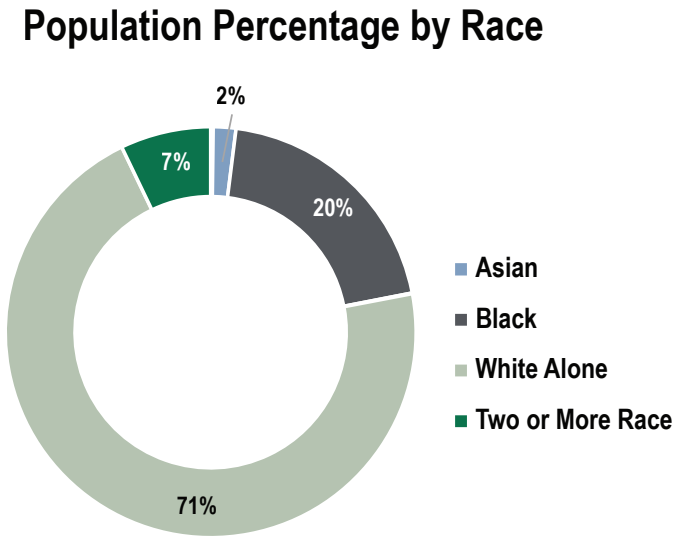
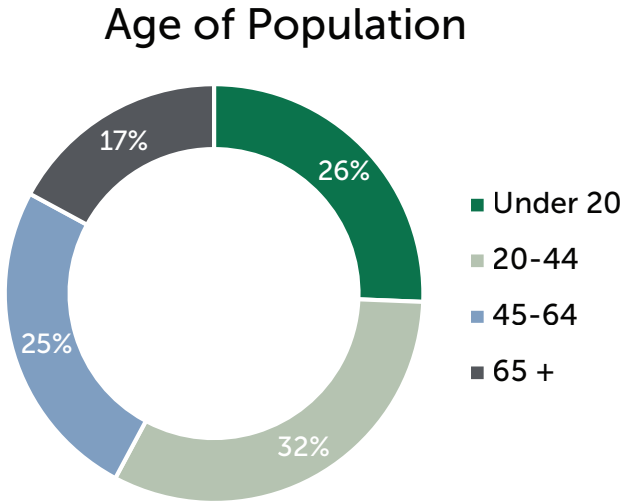
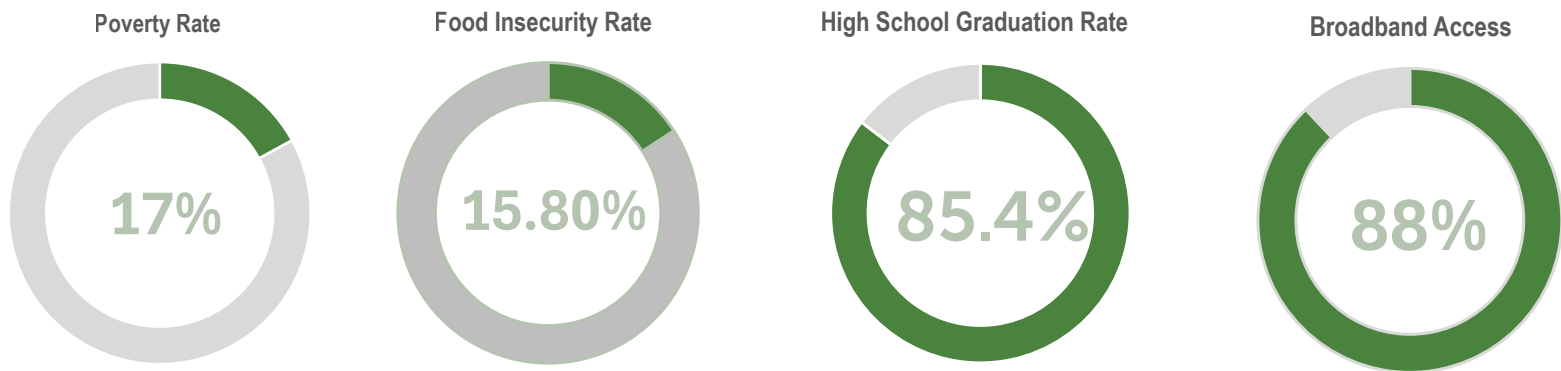
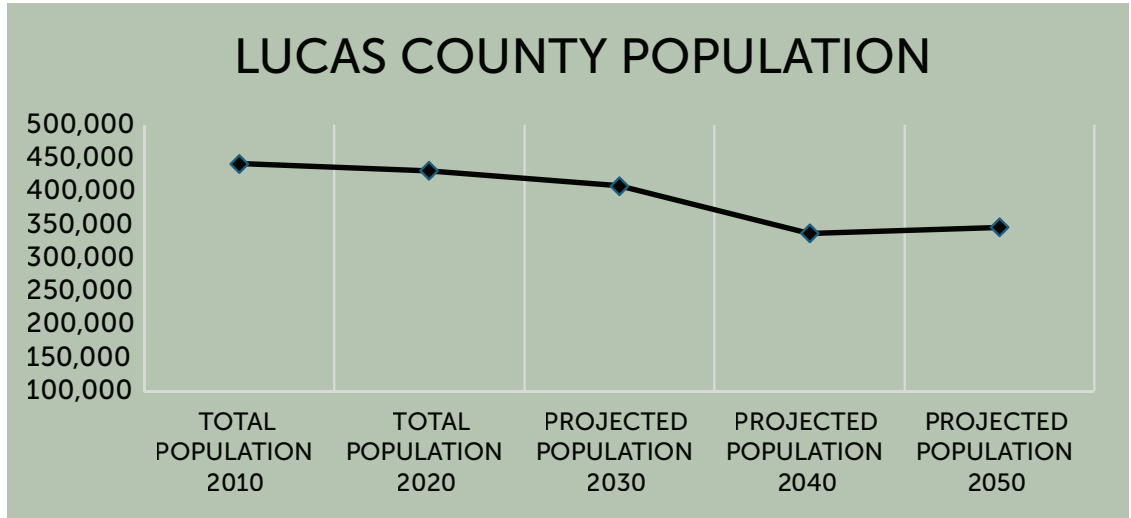
Figure 18 Regional Level of Education



LUCAS COUNTY

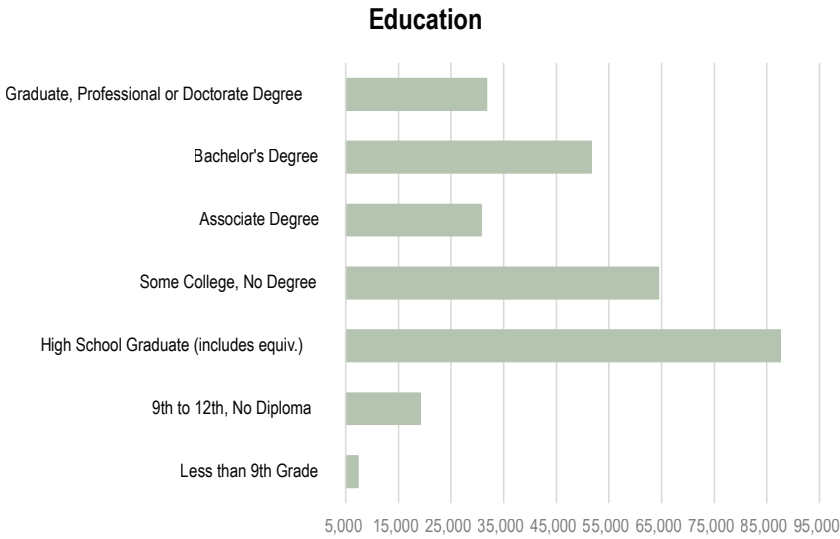
Located along the western edge of Lake Erie, Lucas County is a vibrant, urban-centered county anchored by the City of Toledo. Residents enjoy access to a mix of urban, suburban, and natural amenities. Attractions like the Toledo Museum of Art, Toledo Zoo, and Metroparks Toledo offer nationally recognized experiences. The county’s close proximity to the Maumee River and the western Lake Erie coastline, along with the county’s expansive park system, make outdoor recreation easily accessible to all residents.

Like many industrial communities, Lucas County has faced challenges such as population decline, poverty in some urban neighborhoods, and aging infrastructure. Community revitalization efforts are underway, with investments in downtown Toledo, affordable housing, transportation, and green infrastructure. Public-private partnerships and nonprofit leadership play key roles in shaping a resilient future.



Population Characteristics

2010-2020 Population Change: **-2.40%**
Median Age: **38.1**
Life Expectancy: **73.8 years**
Foreign Born: **3.7%**



Outbound Employment Migration	Number of Trips
Wood County, OH	21,760
Monroe County, MI	4,031
Wayne County, MI	1,852
Fulton County, OH	1,577
Washtenaw County, MI	1,388
Ottawa County, OH	1,068
Hancock County, OH	816
Sandusky County, OH	391
Lenawee County, MI	379
Williams County, OH	378
Total Daily Commutes	33,640

Inbound Employment Migration	Number of Trips
Wood County, OH	19,588
Monroe County, MI	13,618
Fulton County, OH	4,806
Ottawa County, OH	2,911
Lenawee County, MI	2,283
Sandusky County, OH	1,496
Henry County, OH	1,417
Wayne County, MI	1,349
Hancock County, OH	608
Washtenaw County, MI	605
Total Daily Commutes	48,681

LUCAS COUNTY



Economic Characteristics

Per Capita Income: **\$53,428**
Median Household Income: **\$57,265**
Labor Force Participation: **63%**
24 month Unemployment Rate: **5.02%**
Per Capita Living Wage: **\$18.4**
Prime Age Employment Rate: **78%**



Economic Development Capacity Index

Human Capital: **Moderate**
Financial: **Limited**
Industry: **High**
Infrastructure: **Moderate**
Institutions & Partnerships: **Moderate**



Housing Characteristics

Median Household Value: **\$144,200**
Total Housing Units: **200,495**
Homeowner Vacancy Rate: **1.2%**
Rental Vacancy Rate: **4.8%**
% of Units with No Cars: **8.6%**
Mean Travel Time to Work: **20.6 mins**



Main Attractions & Parks

Toledo Zoo
Toledo Museum of Art
Imagination Station
Toledo Mudhens
Toledo Walleye
Toledo Botanical Garden
National Museum of the Great Lakes
Metroparks Toledo



Risk & Resilience

National Risk Index: Relatively Moderate

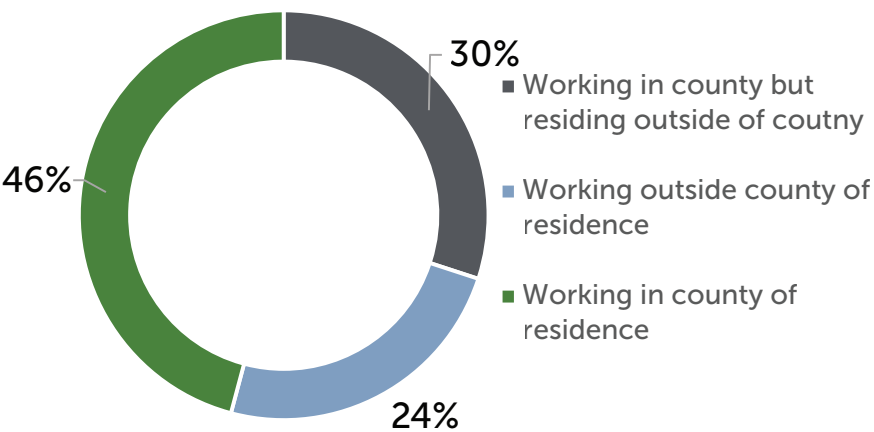
Tornado: Relatively High, Expected Annual Loss \$15M
Strong Wind: Relatively High, Expected Annual Loss \$2.04M
Winter Weather: Relatively High, Expected Annual Loss \$ 372K
Riverine Flooding: Relatively Moderate: Expected Annual Loss \$ 4M



Major Employers

General Motors Powertrain
The Andersons Inc.
Clarios LLC
Dana Corporation
Stellantis
Promedica
Mercy Health
Owens Corning
Libbey Inc.

Employment Migration



Industry

Total Number of Jobs Annual Average Wage

Health Care and Social Services	40,628	\$62,447
Manufacturing	24,670	\$92,025
Retail Trade	21,279	\$36,366
Accommodation and Food Services	19,606	\$21,760
Educational Services	17,340	\$60,501
Admin. & Support & Waste Mgt. & Rem. Services	11,811	\$37,031
Construction	8,400	\$78,723
Professional, Scientific, and Technical Services	7,619	\$80,991
Transportation & Warehousing	7,322	\$60,649
Public Administration	6,806	\$72,881
Wholesale Trade	6,341	\$75,966
Other Services (Except Public Administration)	5,852	\$39,211
Finance and Insurance	4,597	\$88,587
Arts, Entertainment, and Recreation	4,150	\$27,865
Management of Companies and Enterprises	4,086	\$110,801
Real Estate and Rental and Leasing	2,375	\$60,463
Information	2,241	\$61,101
Utilities	786	\$85,160
Agriculture, Forestry, Fishing and Hunting	217	\$50,336
Mining	146	\$103,094

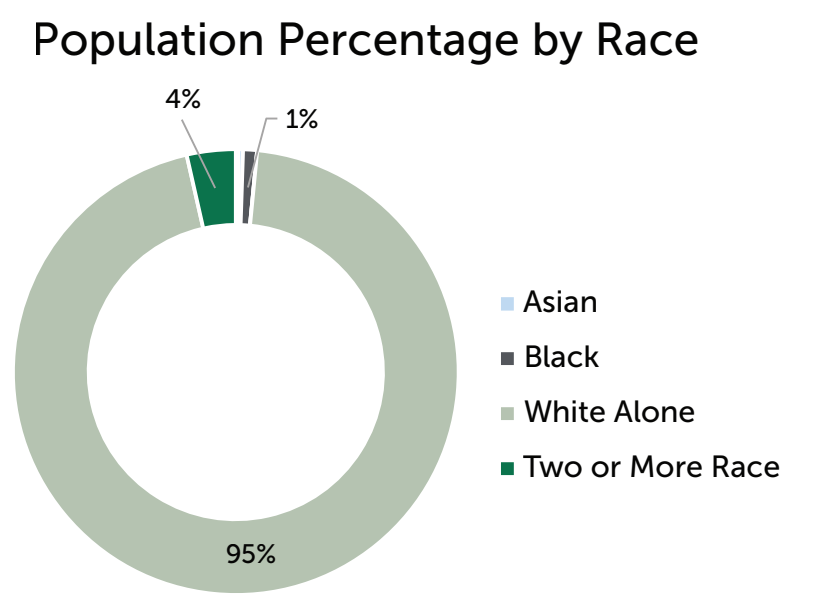
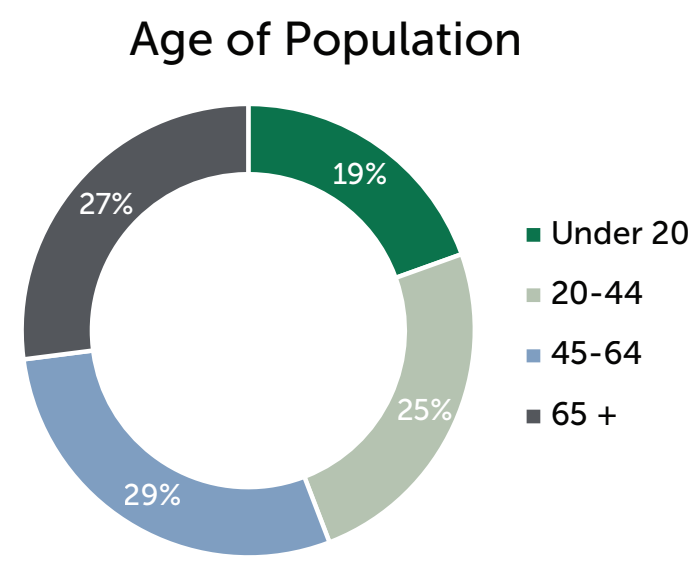
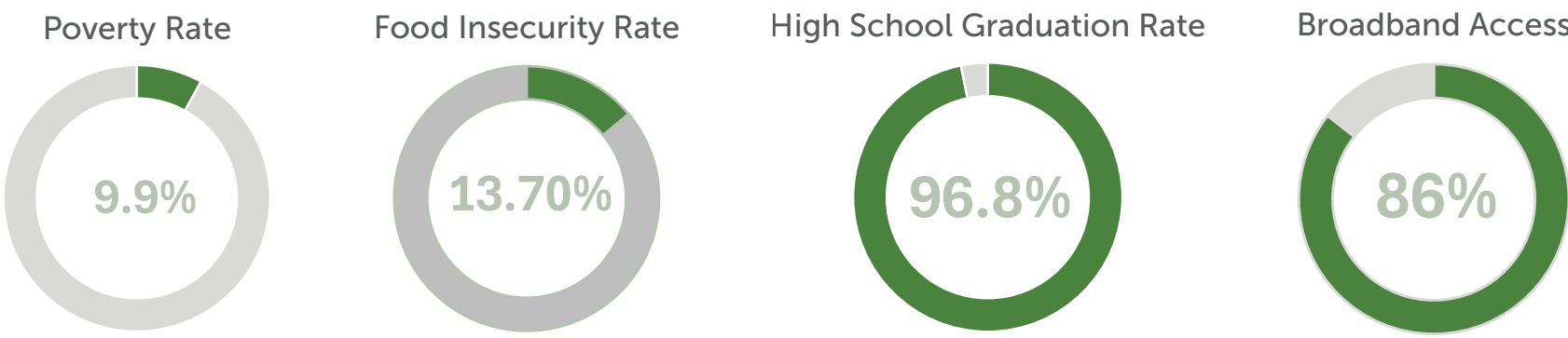
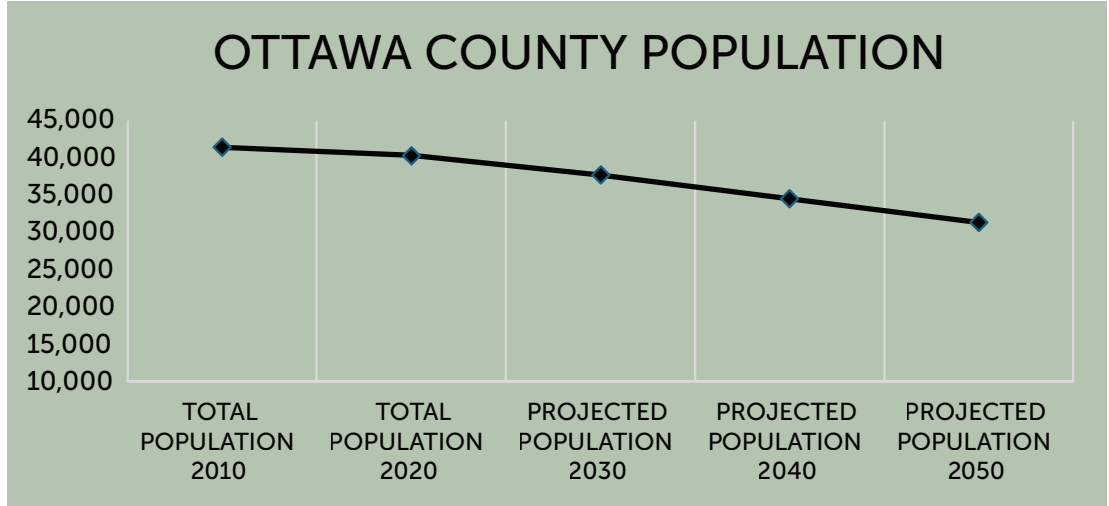
Sources: 2020 Census, ACS 2023 , Stats America, Feeding America, Ohio Department of Development, Argonne National Laboratory




OTTAWA COUNTY

Located along the scenic Lake Erie shoreline, Ottawa County blends natural attractions, economic resilience, and a steady, mature community. Iconic destinations like the Marblehead Lighthouse, Put-in-Bay, the Ottawa National Wildlife Refuge, and East Harbor State Park attract visitors year-round, showcasing the county's natural beauty and tourism assets. Ottawa County welcomes over 11 million visitors each year who influence the county's identity and contribute significantly to its economic vitality. In addition to tourism, Ottawa County experiences a fluid population due to seasonal residents, presenting unique opportunities and challenges.

In addition to its recreation and natural assets, Ottawa County has a robust economy in sectors such as manufacturing, logistics, health care, warehousing, retail, and agriculture. Additionally, Ottawa County has been investing in workforce development. The new Ottawa County Workforce Hub has programs focused on skilled trades, health care, hospitality, and tourism. The workforce hub will help the county attract more employers and retain residents.



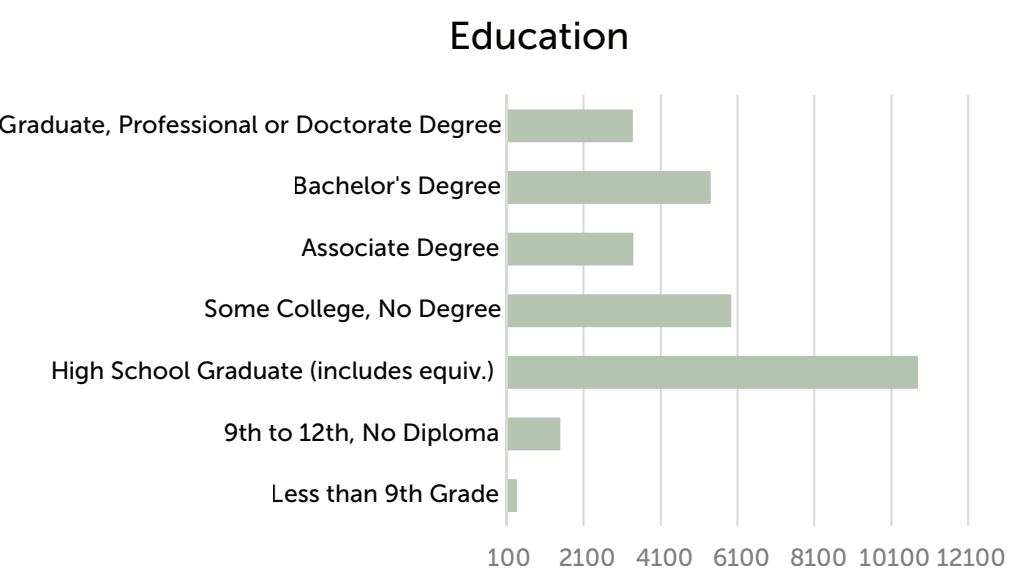
**Population Characteristics**

2010-2020 Population Change: -2.60%

Median Age: 49.8


Life Expectancy: 77.3 years

Foreign Born: 1.2%



Outbound Employment Migration	Number of Trips
Lucas County, OH	2,911
Sandusky County OH	2,016
Wood County, OH	1,883
Erie County, OH	799
Cuyahoga County, OH	374
Seneca County, OH	171
Lorain County, OH	135
Huron County, OH	91
Franklin County, OH	69
Marion County, IN	68
Total Daily Commutes	8,517

Inbound Employment Migration	Number of Trips
Sandusky County, OH	1,457
Lucas County, OH	1,068
Erie County, OH	892
Wood County, OH	560
Seneca County, OH	171
Huron County, OH	159
Lorain County, OH	122
Cuyahoga County, OH	122
Monroe County, MI	57
Fulton County, OH	47
Total Daily Commutes	4,655




Economic Characteristics

Per Capita Income: \$62,480
Median Household Income: \$69,515
Labor Force Participation: 57.5%
24 Month Unemployment Rate: 5.27%
Per Capita Living Wage: \$19.03
Prime Age Employment Rate: 84%



Economic Development Capacity Index

Human Capital: High
Financial: Moderate
Industry: High
Infrastructure: High
Institutions & Partnerships: Elevated




Housing Characteristics

Median Household Value: \$179,100
Total Housing Units: 28,626
Homeowner Vacancy Rate: 1.0%
Rental Vacancy Rate: 3.8%
% of Units with No Cars: 3.90%
Mean Travel Time to Work: 24.5 mins



Main Attractions & Parks

Ottawa National Wildlife Refuge
Magee Marsh
East Harbor State Park
Catawba Island State Park
Marblehead Lighthouse
Put-in-Bay
African Safari Wildlife Park
Perry Victory & International Peace Memorial



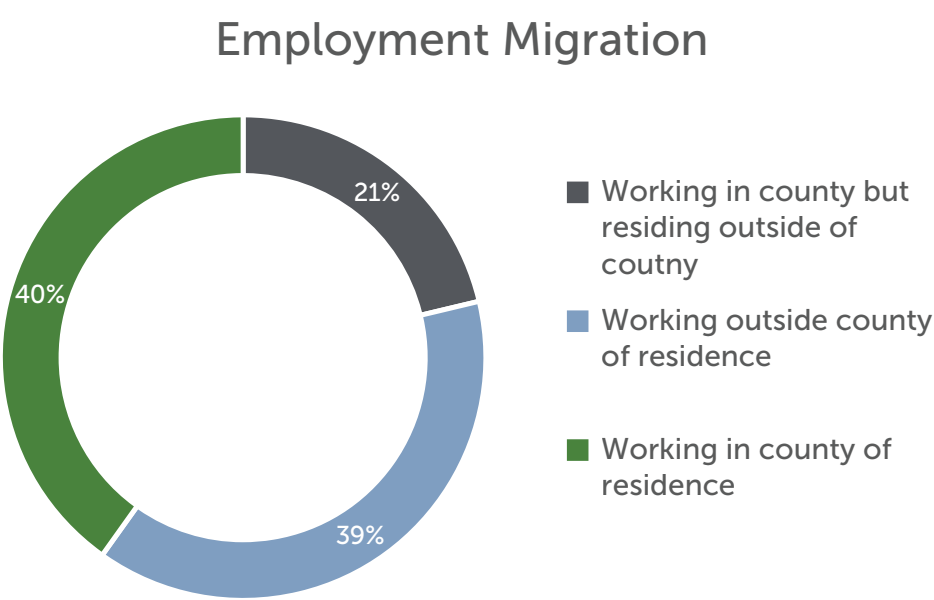
Risk & Resilience

National Risk Index: Very Low
Winter Weather: Relatively High, Expected Annual Loss \$425K
Strong Wind: Relatively High, Expected Annual Loss \$800K
Tornado: Relatively High, Expected Annual Loss \$2.58M
Ice Storm: Relatively Moderate: Expected Annual Loss \$93K



Major Employers

Vistra Corp/Davis Besse
Materion Corporation
LogistiQ
Northern Manufacturing
Luther Home of Mercy
US Gypsum Co.
Avery Dennison
Fenner Dunlop



Industry	Total Number of Jobs	Annual Average Wage
Accommodation and Food Services	2,315	\$25,325
Manufacturing	2,088	\$69,771
Retail Trade	1,562	\$35,772
Educational Services	927	\$55,863
Public Administration	907	\$57,744
Construction	783	\$63,571
Arts, Entertainment, and Recreation	712	\$34,393
Transportation & Warehousing	480	\$51,390
Other Services (Except Public Administration)	432	\$34,633
Admin. & Support & Waste Mgt. & Rem. Services	311	\$45,274
Finance and Insurance	302	\$68,193
Professional, Scientific, and Technical Services	215	\$54,888
Health Care and Social Services	210	\$42,866
Real Estate and Rental and Leasing	144	\$42,803
Mining	101	\$79,269
Agriculture, Forestry, Fishing and Hunting	87	\$36,414
Information	62	\$54,210
Management of Companies and Enterprises	19	\$89,632
Utilities	14	\$81,560

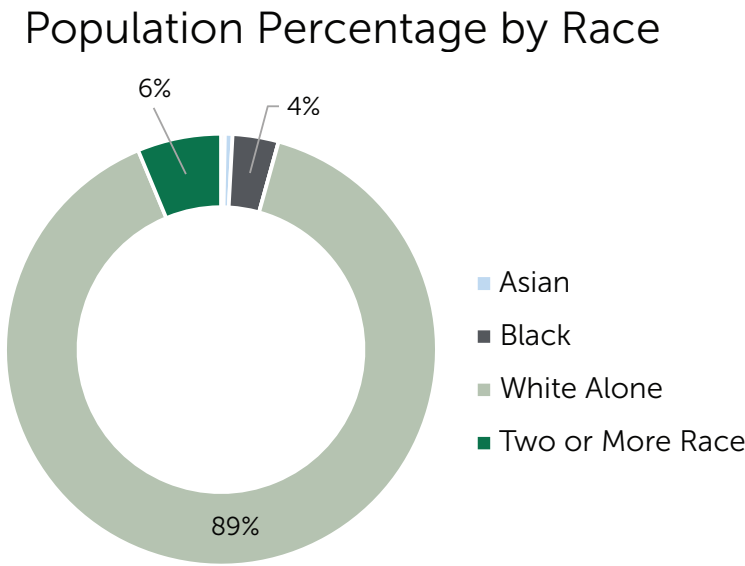
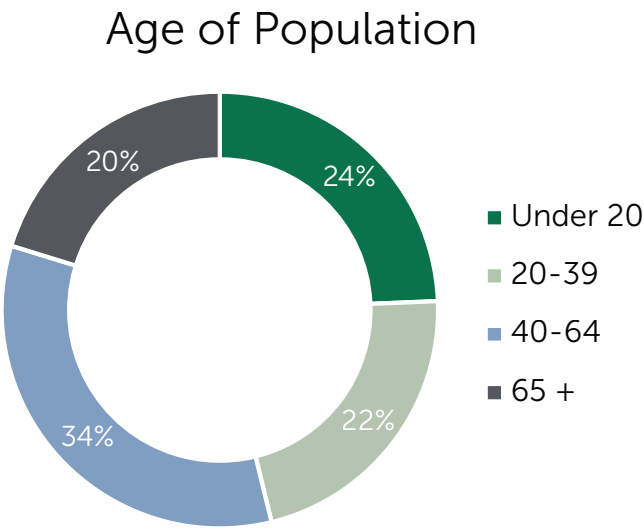
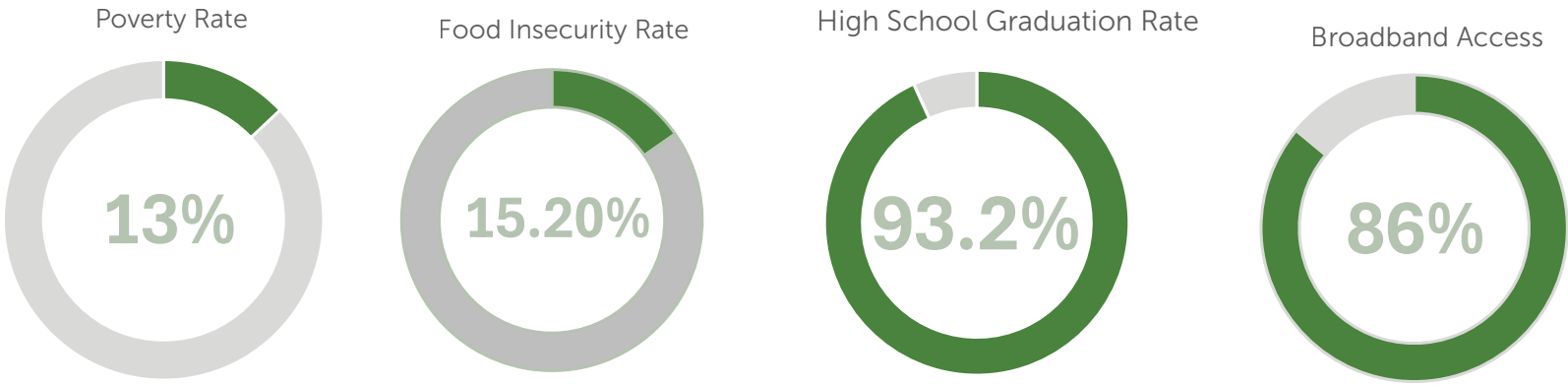
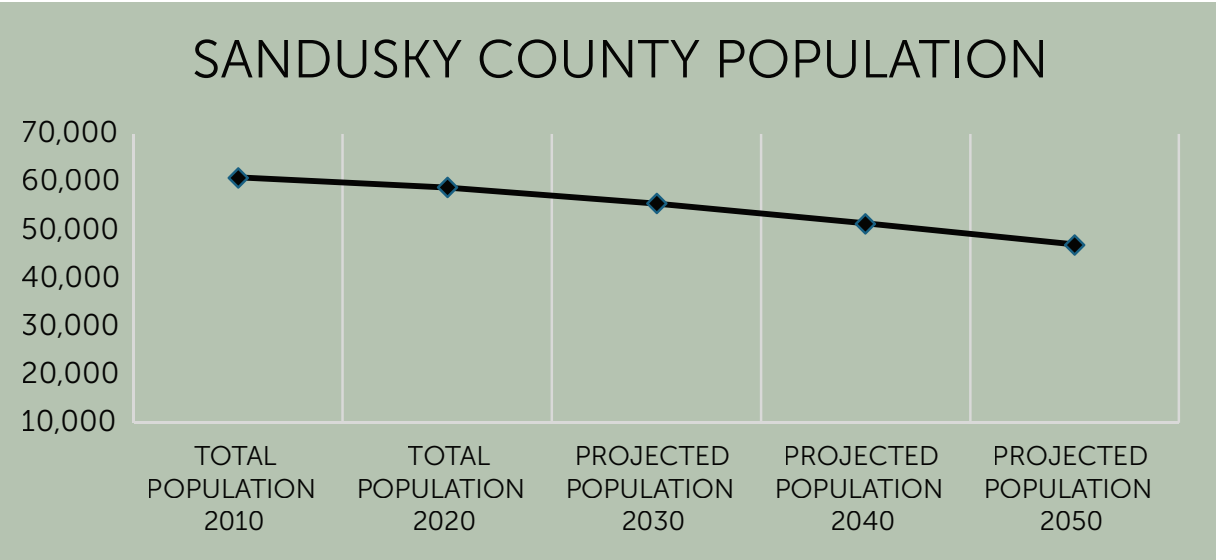
Sources: 2020 Census, ACS 2023, U.S. EDA, Ohio Department of Development, StatsAmerica, Feeding America, Argonne National Laboratory



SANDUSKY COUNTY

Sandusky County presents a blend of historical charm, natural beauty, and industrial strength. Anchored by attractions such as the Rutherford B. Hayes Presidential Library, Fremont Speedway, and the North Coast Inland Bike Trail, the county offers cultural richness and recreational opportunities. Its parks and waterways support fishing, canoeing, and kayaking, contributing to a high quality of life for residents and visitors.

Economically, Sandusky County stands out for its robust manufacturing sector, with durable goods generating over \$1.2 billion in GDP and employing over 9,200 residents. Other key industries include nondurable goods manufacturing, utilities, and government services. Additionally, the county scores especially high in human capital and industry strength, which highlights a skilled workforce and a solid industrial base. Limited financial resources and institutional partnerships suggest room for improvement in economic diversification and collaborative development.



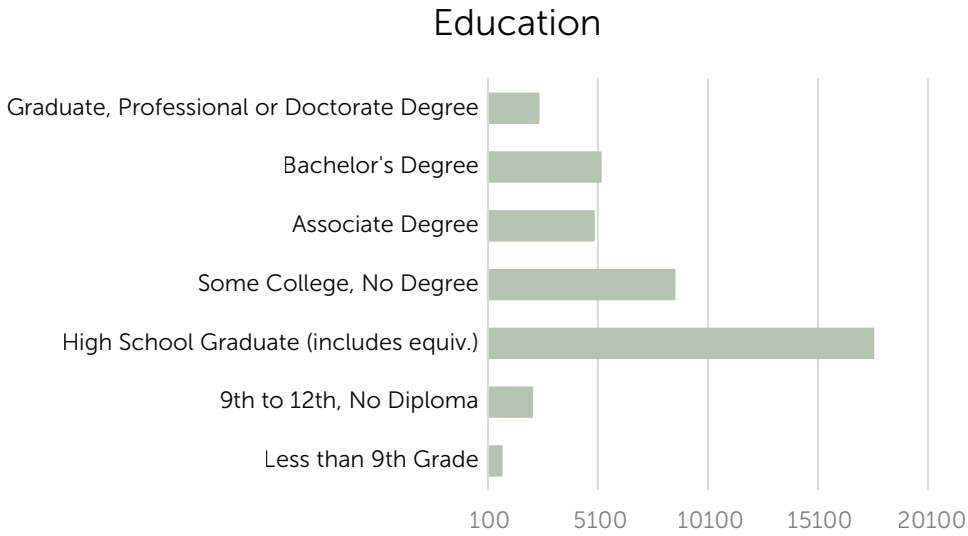
Population Characteristics

2010-2020 Population Change: -3.40%

Median Age: 42.3

Life Expectancy: 75.2 years

Foreign Born: 1.8%



Outbound Employment Migration	Number of Trips
Wood County, OH	1,838
Erie County OH	1,645
Lucas County, OH	1,496
Ottawa County, OH	1,457
Seneca County, OH	1,159
Huron County, OH	961
Hancock County, OH	219
Cuyahoga County, OH	122
Crawford County, OH	88
Lorain County, OH	77
Total Daily Commutes	9,062

Inbound Employment Migration	Number of Trips
Seneca County, OH	2,182
Ottawa County OH	2,016
Huron County, OH	1,557
Erie County, OH	1,324
Wood County, OH	809
Lucas County, OH	391
Lorain County, OH	178
Hancock County, OH	172
Cuyahoga County, OH	114
Monroe County, MI	77
Total Daily Commutes	8,820

SANDUSKY COUNTY



Economic Characteristics

Per Capita Income: \$48,557
Median Household Income: \$60,814
Labor Force Participation: 60.8%
24 Month Unemployment Rate: 3.97%
Per Capita Living Wage: \$18.52
Prime Age Employment Rate: 79%



Economic Development Capacity Index

Human Capital: Elevated
Financial: Limited
Industry: High
Infrastructure: Moderate
Institutions & Partnerships: Limited



Housing Characteristics

Median Household Value: \$142,300
Total Housing Units: 26,500
Homeowner Vacancy Rate: 1.5%
Rental Vacancy Rate: 5.1%
% of Units with No Cars: 4.60%
Mean Travel Time to Work: 19.6 mins



Main Attractions & Parks

Rutherford B. Hayes Presidential Library
Downtown Fremont Amphitheater
Mad River & NKP Railroad Museum
Fremont Speedway
Sandusky County Parks (fishing, canoeing & kayaking)
Copper Whale & Winery
Chateau Winery and Vineyard
North Coast Inland Bike Trail



Risk & Resilience

National Risk Index: Relatively Low

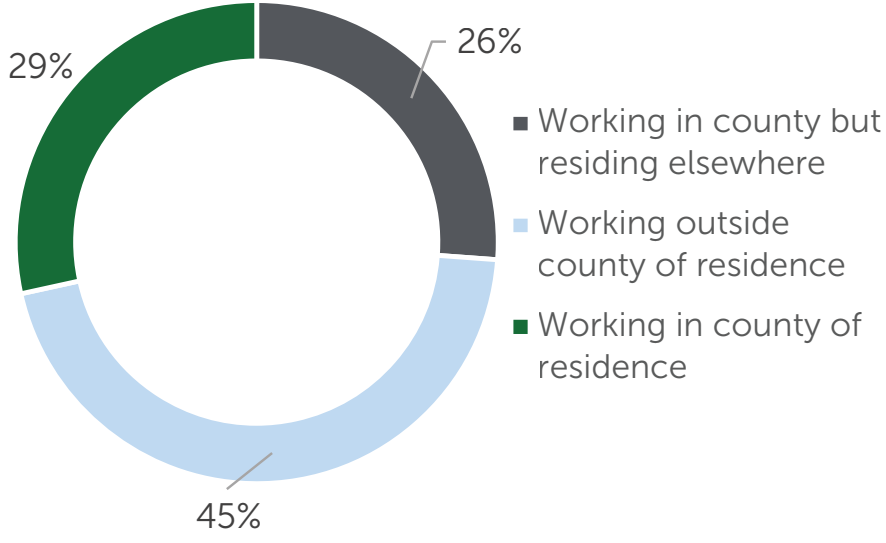
Winter Weather: Relatively High, Expected Annual Loss \$442K
Strong Wind: Relatively High, Expected Annual Loss \$832K
Tornado: Relatively High, Expected Annual Loss \$2.43M
Ice Storm: Relatively Moderate: Expected Annual Loss \$144K



Major Employers

Autokiniton
Crown Battery
Amcor
Kraft Heinz
Whirlpool Corp.
Revere Plastics, Inc.
Style Crest
Auria Solutions

Sandusky County Employee Migration



Industry

Total Number of Jobs Annual Average Wage

Manufacturing	9,090	\$62,325
Retail Trade	2,444	\$34,720
Accommodation and Food Services	2,014	\$18,311
Educational Services	1,658	\$47,772
Admin. & Support & Waste Mgt. & Rem. Services	993	\$36,490
Construction	981	\$68,031
Transportation & Warehousing	863	\$59,188
Other Services (Except Public Administration)	682	\$33,505
Public Administration	631	\$55,831
Professional, Scientific, and Technical Services	510	\$48,927
Finance and Insurance	482	\$61,861
Arts, Entertainment, and Recreation	326	\$21,236
Real Estate and Rental and Leasing	279	\$51,746
Management of Companies and Enterprises	253	\$115,953
Health Care and Social Services	203	\$56,370
Information	188	\$47,025
Utilities	72	\$67,454
Unallocated	2	\$19,452

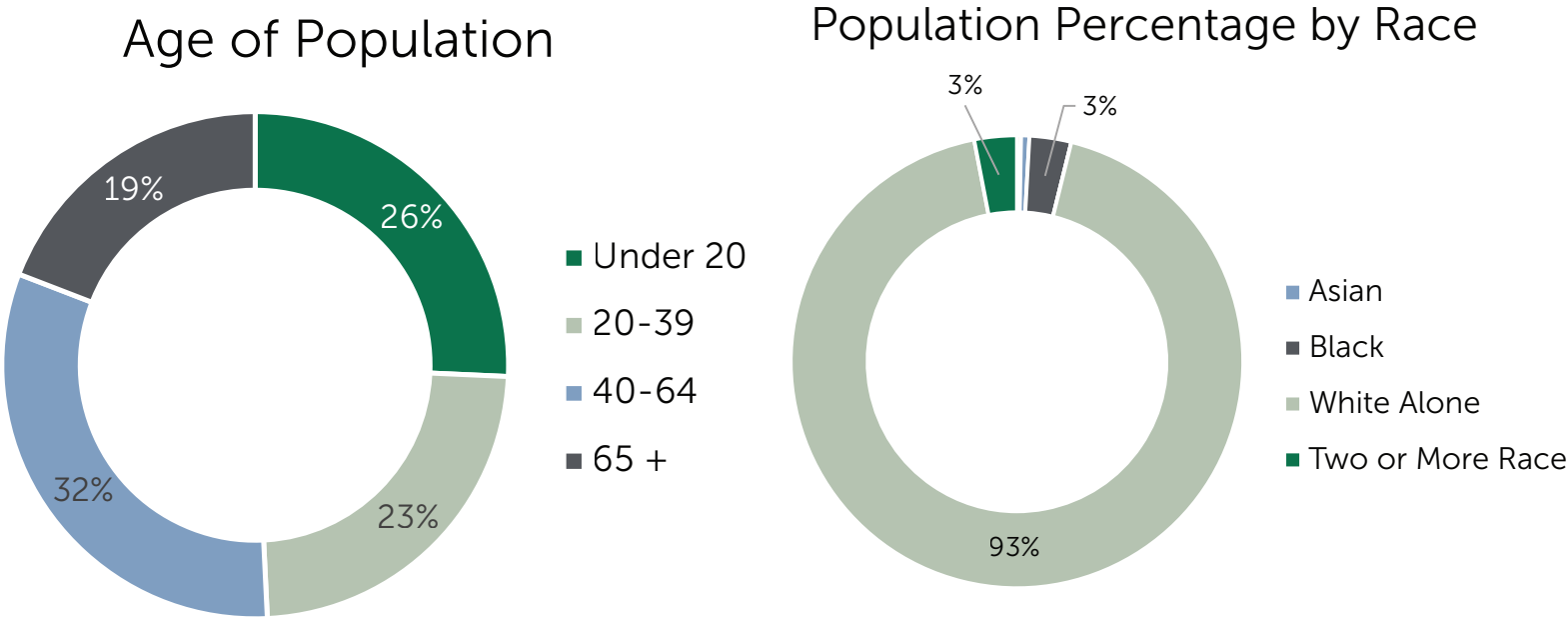
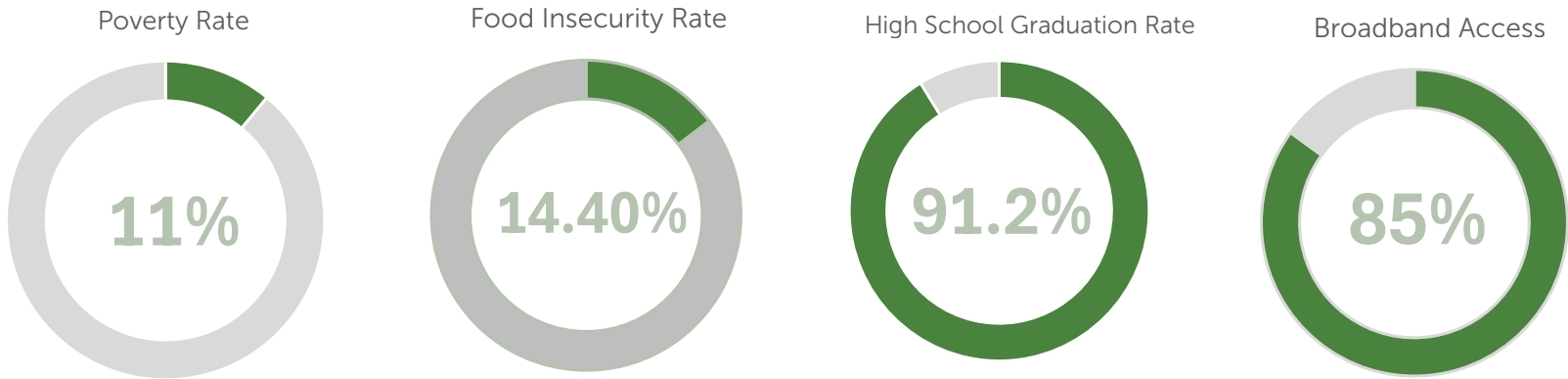
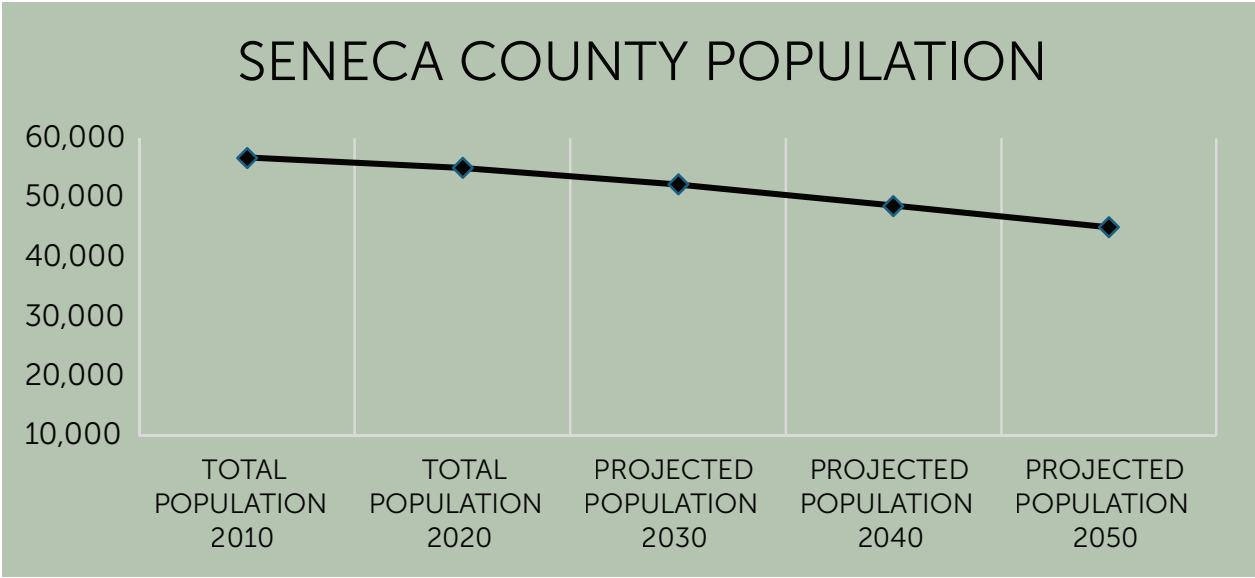
Sources: 2020 Census, ACS 2023, U.S. EDA, Ohio Department of Development, StatsAmerica, Feeding America, Argonne National Laboratory



SENECA COUNTY

Seneca County blends agriculture production with a resilient industrial base. The county is home to attractions such as Seneca Caverns, the American Civil War Museum of Ohio, and the Iron Triangle Rail Park, offering educational and recreational experiences for residents and visitors that further enrich community life. The county has a plethora of local parks and venues, including the Frost-Kalnow Amphitheatre, Tiffin Drive-In Theatre, and the Tiffin University Nature Preserve.

Seneca County is experiencing a period of robust economic growth and development, driven by a strong manufacturing base. Top industries in the county beyond manufacturing include health care and retail trade. Economic indicators suggest a well-prepared workforce and strong industrial presence, with room for growth in institutional collaboration.



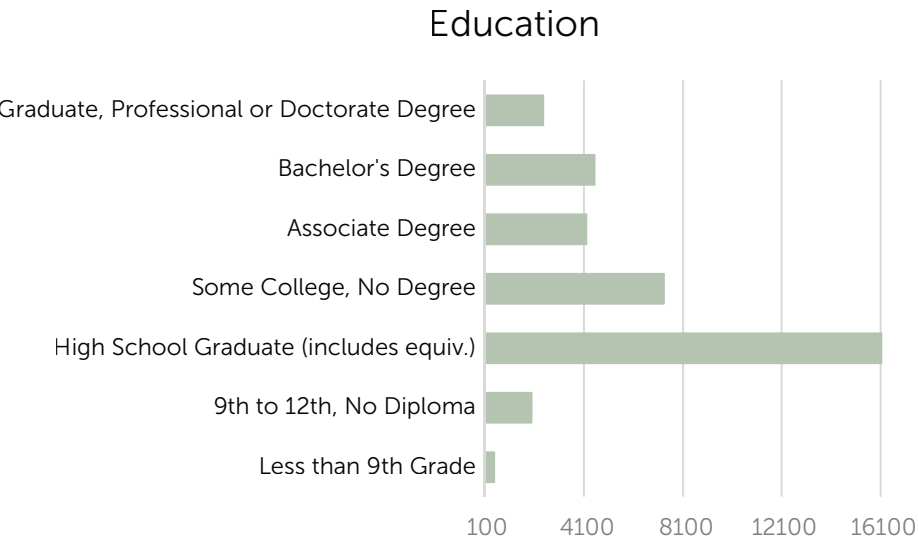
Population Characteristics

2010-2020 Population Change: -3.00%

Median Age: 40.6

Life Expectancy: 75.7 years

Foreign Born: 1.5%



Outbound Employment Migration	Number of Trips	Inbound Employment Migration	Number of Trips
Hancock County, OH	3,370	Hancock County, OH	1,421
Sandusky County, OH	2,182	Sandusky County, OH	1,159
Huron County, OH	1,194	Wyandot County, OH	846
Wood County, OH	1,124	Wood County, OH	631
Wyandot County, OH	1,036	Crawford County, OH	293
Lucas County, OH	435	Erie County, OH	189
Erie County, OH	305	Ottawa County, OH	171
Ottawa County, OH	171	Huron County, OH	150
Crawford County, OH	144	Lucas County, OH	63
Franklin County, OH	65	Lorain County, OH	48
Total Daily Commutes	10,026	Total Daily Commutes	4,971

SENECA COUNTY



Economic Characteristics

Per Capita Income: \$47,563
 Median Household Income: \$62,476
 Labor Force Participation: 62.6%
 24 Month Unemployment Rate: 4.04%
 Per Capita Living Wage: \$18.87
 Prime Age Employment Rate: 81%



Economic Development Capacity Index

Human Capital: Elevated
 Financial: Moderate
 Industry: Elevated
 Infrastructure: Moderate
 Institutions & Partnerships: Limited



Housing Characteristics

Median Household Value: \$128,100
 Total Housing Units: 23,960
 Homeowner Vacancy Rate: 1.1%
 Rental Vacancy Rate: 8.0%
 % of Units with No Cars: 5.70%
 Mean Travel Time to Work: 21.2 mins



Main Attractions & Parks

Seneca Caverns
 Iron Triangle Rail Park
 Frost-Kalnow Amphitheatre
 American Civil War Museum of Ohio
 Tiffin Drive in Theatre
 Seneca Parks



Risk & Resilience

National Risk Index: Very Low

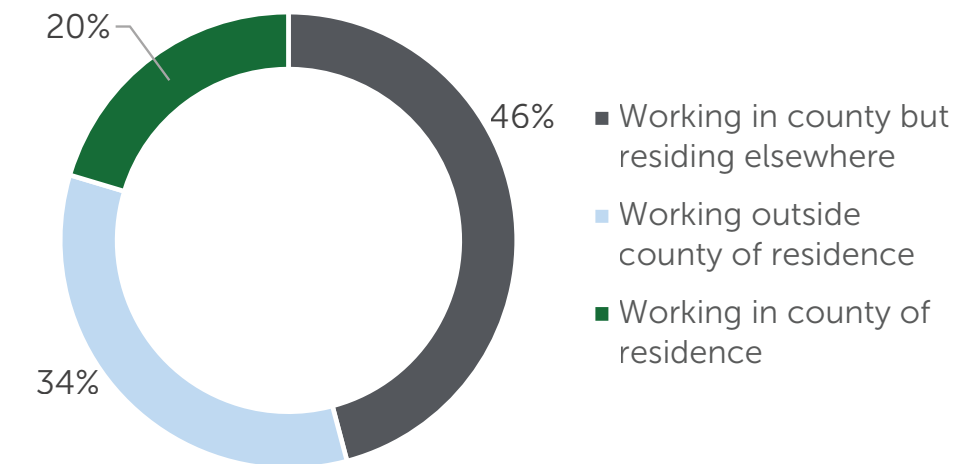
Winter Weather: Relatively High, Expected Annual Loss \$460K
 Ice Storm: Relatively High, Expected Annual Loss \$539K
 Strong Wind: Relatively Moderate, Expected Annual Loss \$499K
 Tornado: Relatively low: Expected Annual Loss \$1.56M



Major Employers

Mercy Health
 Church & Dwight Co.
 American Fine Sinter
 National Machinery LLC
 Roppe Corp.
 Webster Industries Inc.
 Toledo Molding & Die Inc.

Seneca County Employment Migration



Industry

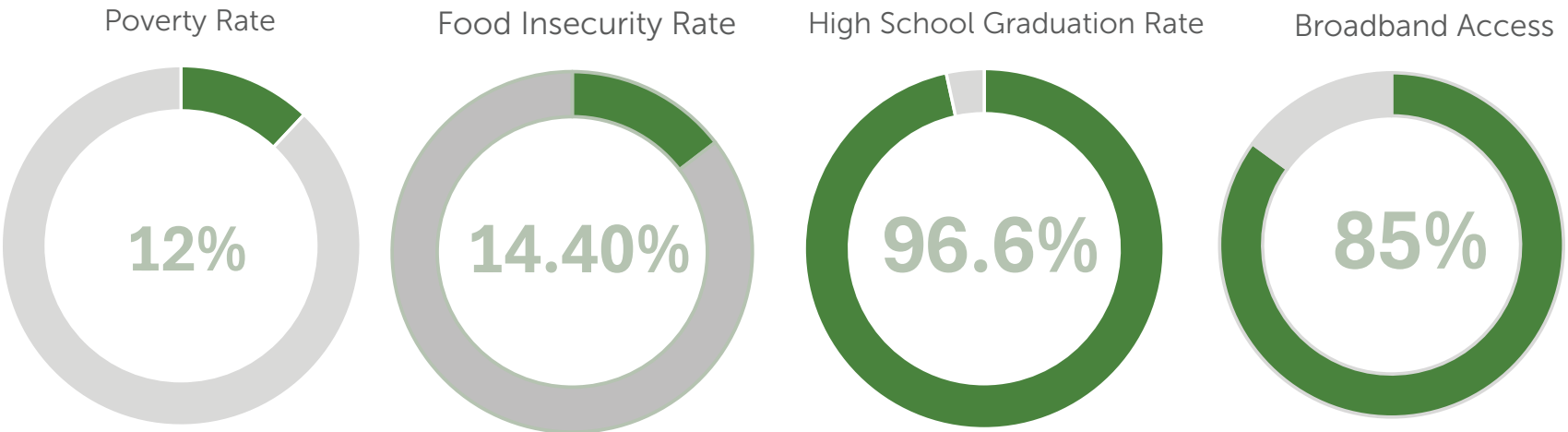
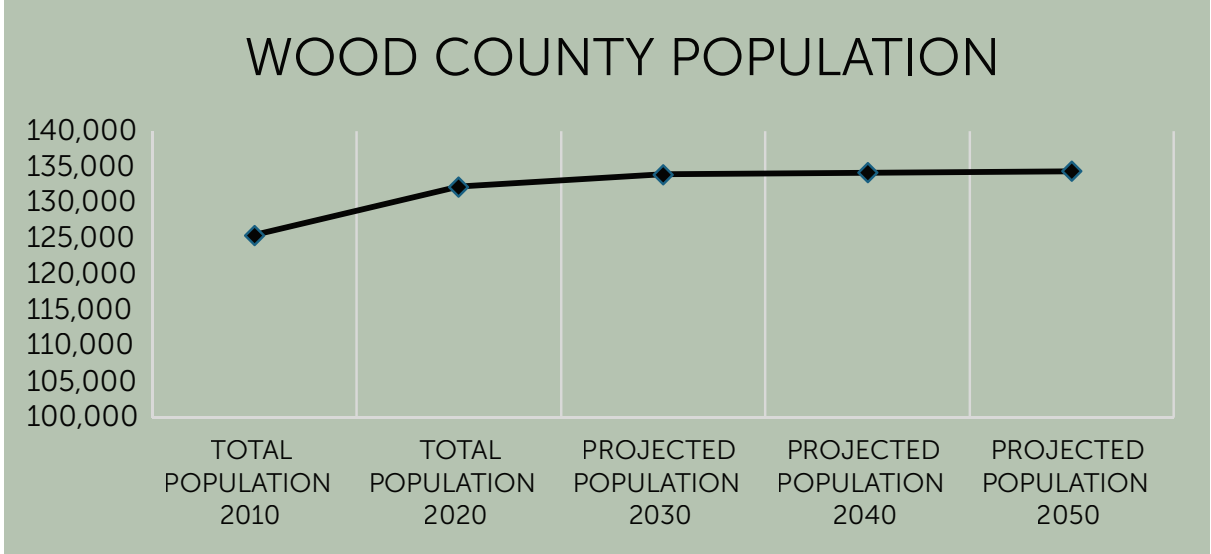
Total Number of Jobs Annual Average Wage

Manufacturing	4,495	\$60,897
Health Care and Social Services	2,720	\$46,360
Retail Trade	2,188	\$32,243
Educational Services	2,094	\$45,040
Accommodation and Food Services	2,063	\$16,915
Construction	872	\$64,919
Wholesale Trade	767	\$61,740
Transportation & Warehousing	599	\$55,916
Other Services (Except Public Administration)	594	\$27,133
Public Administration	569	\$51,272
Admin. & Support & Waste Mgt. & Rem. Services	537	\$43,109
Finance and Insurance	413	\$67,011
Professional, Scientific, and Technical Services	347	\$55,133
Information	208	\$27,181
Utilities	163	\$92,565
Mining	152	\$70,035
Arts, Entertainment, and Recreation	114	\$19,132
Management of Companies and Enterprises	103	\$56,246
Agriculture, Forestry, Fishing and Hunting	61	\$55,226
Real Estate and Rental and Leasing	55	\$36,885
Unallocated	10	\$28,547

Sources: 2020 Census, ACS 2023, U.S. EDA, Ohio Department of Development, StatsAmerica, Feeding America, Argonne National Laboratory



Wood County is a growing and economically vibrant county in northwestern Ohio. With a population increase of 5.4 percent from 2010 to 2020, the county reflects a youthful and dynamic demographic. Wood County is home to many attractions and recreational opportunities, including Fort Meigs, Mary Jane Thurston State Park, Wood County Historical Museum, Black Swamp Arts Festival, and the Wood County Park District system. The local economy is supported by a diverse mix of major employers across the logistics, manufacturing, and technology sectors. Wood County also scores well across most categories in the Economic Development Capacity Index, positioning the county for continued growth and long-term resilience.



Population Characteristics

2010-2020 Population Change: 5.40%

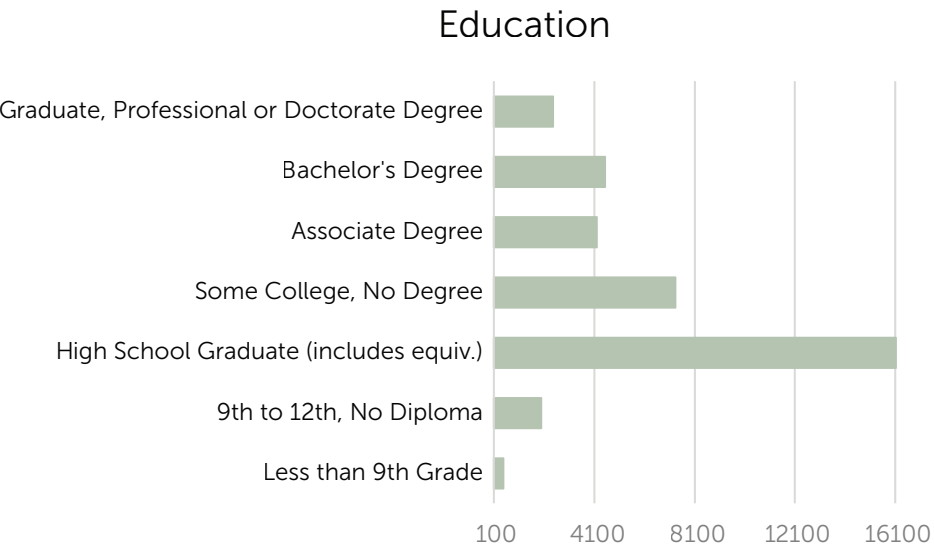
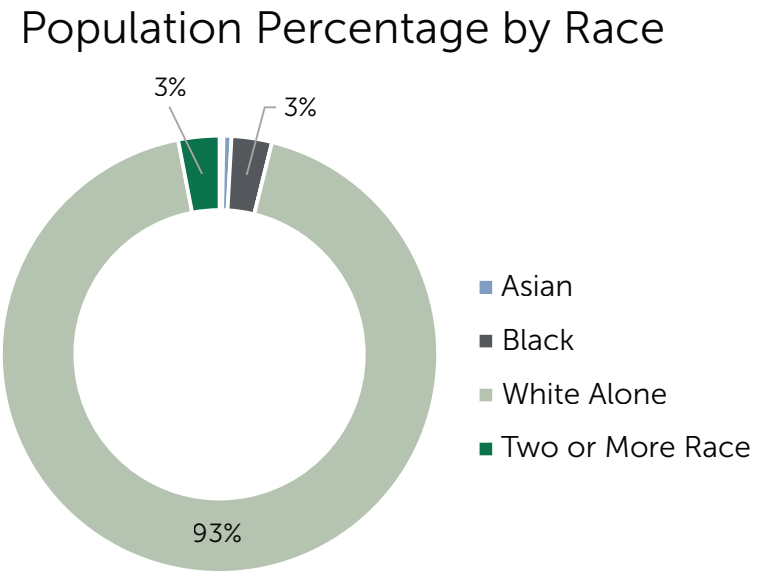
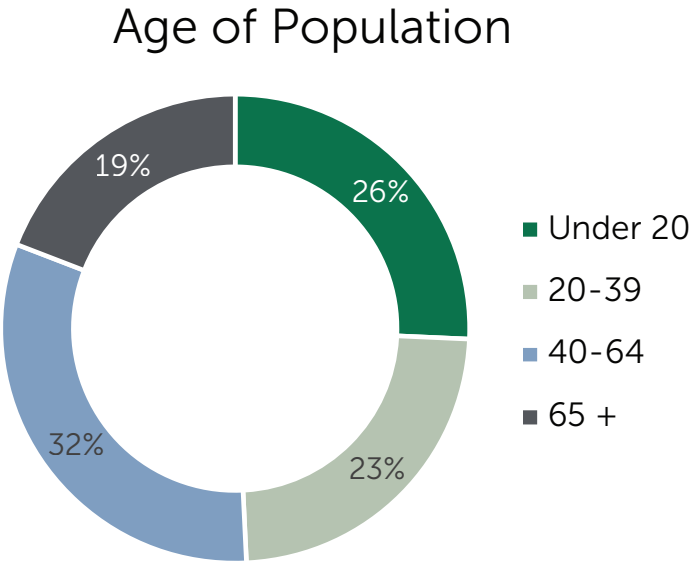
Median Age: 35.4

Life Expectancy: 77.7 years

Foreign Born: 3.4%

Outbound Employment Migration	Number of Trips
Lucas County, OH	19,588
Hancock County, OH	3,237
Sandusky County, OH	809
Seneca County, OH	631
Ottawa County, OH	560
Monroe County, MI	438
Henry County, OH	435
Wayne County, MI	268
Fulton County, OH	244
Erie County, OH	134
Total Daily Commutes	26,344

Inbound Employment Migration	Number of Trips
Lucas County, OH	21,760
Ottawa County, OH	1,883
Sandusky County, OH	1,838
Hancock County, OH	1,406
Monroe County, MI	1,394
Seneca County, OH	1,124
Fulton County, OH	121
Henry County, OH	939
Defiance County, OH	239
Wayne County, MI	197
Total Daily Commutes	30,901



WOOD COUNTY



Economic Characteristics

Per Capita Income: \$56,011
 Median Household Income: \$70,537
 Labor Force Participation: 67.2%
 24 Month Unemployment Rate: 3.72%
 Per Capita Living Wage: \$19.15
 Prime Age Employment Rate: 85%



Economic Development Capacity Index

Human Capital: Elevated
 Financial: Moderate
 Industry: High
 Infrastructure: Elevated
 Institutions & Partnerships: Moderate



Housing Characteristics

Median Household Value: \$203,300
 Total Housing Units: 56,919
 Homeowner Vacancy Rate: 1.0%
 Rental Vacancy Rate: 2.3%
 % of Units with No Cars: 4.30%
 Mean Travel Time to Work: 20.8 mins



Main Attractions & Parks

Wood County Park District locations
 Fort Meigs
 BGSU Planetarium
 Mary Jane Thurstin St. Park
 Black Swamp Arts Festival
 Slippery Elm Trail
 Wood County Historical Museum



Risk & Resilience

National Risk Index: Relatively Low

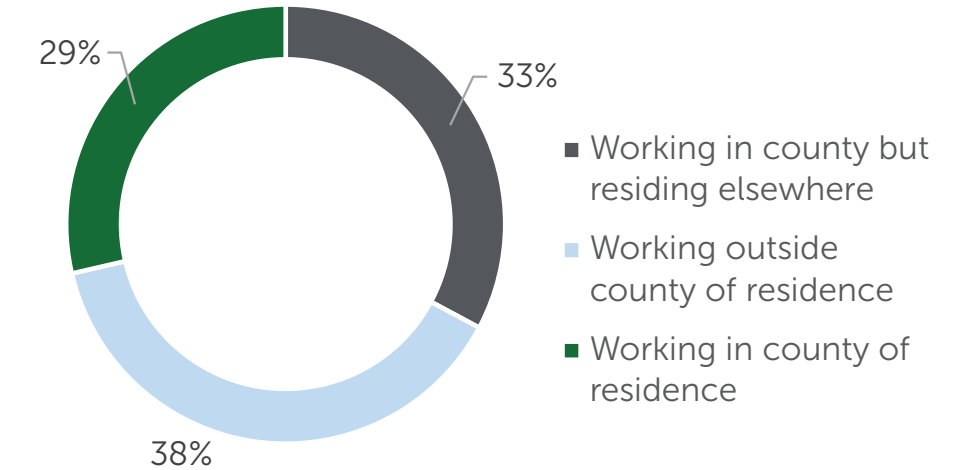
Strong Wind: Relatively High, Expected Annual Loss \$1.5M
 Hail Relatively Moderate, Expected Annual Loss \$521K
 Winter Weather: Relatively Moderate, Expected Annual Loss \$144K
 Tornado: Relatively Moderate: Expected Annual Loss \$6.17M
 Ice Storm: Relatively Moderate: Expected Annual Loss \$235K



Major Employers

Amazon
 First Solar
 FedEx Ground
 Walgreens
 Owens Illinois, Inc.
 Great Lakes Window Inc.
 Norplas Industries
 Stellantis

Wood County Employment Migration



Industry

Total Number of Jobs

Annual Average Wage

Manufacturing	14,826	\$68,339
Transportation & Warehousing	11,136	\$42,339
Educational Services	7,331	\$54,537
Accommodation and Food Services	7,002	\$19,459
Retail Trade	6,247	\$32,038
Health Care and Social Services	6,216	\$54,121
Construction	4,652	\$84,771
Wholesale Trade	3,308	\$70,784
Admin. & Support & Waste Mgt. & Rem. Services	2,583	\$46,644
Other Services (Except Public Administration)	2,268	\$42,834
Professional, Scientific, and Technical Services	2,126	\$71,058
Public Administration	2,113	\$61,122
Finance and Insurance	1,163	\$75,969
Information	1,078	\$61,812
Management of Companies and Enterprises	767	\$166,530
Real Estate and Rental and Leasing	663	\$50,466
Arts, Entertainment, and Recreation	615	\$23,177
Utilities	348	\$97,559
Agriculture, Forestry, Fishing and Hunting	325	\$60,775
Mining	82	\$73,907
Unallocated	5	\$35,684

Sources: 2020 Census, ACS 2023, U.S. EDA, Ohio Department of Development, StatsAmerica, Feeding America, Argonne National Laboratory

Regional Analysis



COMMUNITY & STAKEHOLDER PARTICIPATION

This analysis was developed through a multi-step, collaborative process, beginning with an in-person workshop involving members of the CEDS Strategy Committee. Following the workshop, stakeholders from both the public and private sector were invited to participate in interviews conducted by TMACOG staff, resulting in a total of 29 interviews completed. Additionally, community meetings were held in each of the five counties, with attendance ranging from 2-20 participants per meeting. A community survey gathered 60 additional responses.

Results from the workshop, interviews, community meetings, and public surveys were used to create the SWOT analysis, which served as a foundation for developing the goals, objectives, and strategies of the CEDS. Once the goals and objectives were finalized, additional focus groups developed specific strategies and measurable targets for each objective.



- Higher education collaboration matching industry/workforce needs and education
- Use of responsive and nimble education/training providers
- Willingness of companies to provide training
- Business advisory councils
- Dual credit, dual enrollment programs, internships, registered apprenticeships, and customized training programs
- Flexible programs that accommodate industry needs and changes
- Programs supporting both entry-level and career advancement
- Diversity/diverse environment
- Education is a top priority
- Willingness to collaborate across counties
- Strong regional organizations and partnerships
- Access to airports
- Site availability
- Access to Lake Erie
- Strong infrastructure: roads, rail, utilities, ports, airports, natural gas
- Available brownfield and greenfield space (low cost)
- Manufacturing strength (auto, glass, etc.)
- Public safety
- Business-friendly climate (low taxes, incentives)
- Stable environment
- Cost of living advantage
- Family friendly communities
- Culture and arts
- Strategic location (I-75/I-80/90)
- Library system
- Parks and recreation



- Future workforce pipeline not guaranteed
- Lack of population density in rural areas is perceived as a lack of workforce
- Training providers may lack broad knowledge of workforce needs
- Limited or unstable funding for programs
- Rural programs/pathways may not be sustainable
- Lack of soft skills training
- Language barriers in workforce development
- Lack of public transit and overall transit inconvenience
- Insufficient broadband access and high cost
- 8 miles of 4-lane roads into Ottawa County (logistical challenges)
- Congestion during tourist seasons
- Housing affordability
- Public safety staffing issues
- Aging and declining population
- Workforce constraints (limited pool, low unemployment)
- Cold winters (gray, seasonal depression)
- Siloed workforce agencies
- Regulation perceived slow
- Community perception of limited opportunities
- Entrepreneurship/startup access to capital
- Fractured regional branding and messaging
- Resistance to change



- Broader education/industry partnerships
- Apprenticeship opportunities expanding across industries
- Flexible, sustainable funding pathways
- Technology to broaden training access
- Expansion of culturally and linguistically appropriate training
- Co-location of new industries
- County workforce retention strategies
- Attraction of residents who left the area
- Building regional collaboration and competitiveness
- Growth in incentives usage
- Leverage strategic location (proximity to highways, rail, and lakes) and low cost of living to attract business and talent
- Expand domestic manufacturing
- Build out supply chain/corporate networks to diversify manufacturing
- Increasing downtown housing inventory
- Expanding re-skilling, training, and automation/robotics programs
- Building alternative energy portfolio
- Access to Canada
- Significant state investment in economic development
- Brownfield remediation
- Building strong advocacy voice with the state
- Development in urban core
- Building/connecting regional leadership
- Innovations in manufacturing (technology and AI)
- Tourism and hospitality
- Strengthen business advisory councils



- Need for improved alignment between education and businesses
- Difficulty adapting to economic changes
- Potential reduction in business investment during downturns
- Funding uncertainty (state/federal)
- Political uncertainty
- Rural depopulation and its workforce impacts
- Access to financing
- High cost of construction renovation vs. market rent rates
- Lack of infrastructure and workforce housing
- Aging and declining population
- Global trade uncertainty (especially with Canada and international markets)
- Funding challenges for school systems
- Lack of corporate headquarters and associated high-paying jobs
- Lake Erie harmful algal blooms
- Poverty rates
- EMS and fire services availability
- Safety concerns (urban area)
- Electric grid capacity



A resilient and innovative region
that drives economic growth,
empowers people, and enhances
quality of life through strategic
investment and partnership.

– Lake Erie West
Regional Vision

**Action
Plan**

Goal 1:

Expand and Diversify the Regional Economy

Objective 1.1: Attract and retain high-paying jobs in key sectors
Strategies:
Work with local communities and economic development entities to develop a targeted industry recruitment strategy focused on technology and aerospace.
Continue investment in key industries including energy, food processing, automotive, advanced manufacturing, and logistics.
Work with local communities and economic development entities to recruit company headquarters and finance and accounting jobs.
Support communities with strategic planning to market regional assets.
Utilize business retention and expansion plans to determine the needs of employers.
Enhance and maintain existing inventory of current and potential sites available for development (i.e. vacant land, vacant or underutilized modern warehouse space).
Maintain inventory of existing office space in the region.

Objective 1.2: Promote entrepreneurship and innovation
Strategies:
Pursue funding to enhance or expand existing incubator space.
Partner with local colleges to run startup pitch competitions.
Continue to pursue additional capital for small businesses and entrepreneurship, including federal, state, or private capitalization of revolving loan funds (RLFs).
Enhance the region’s entrepreneurial ecosystem through increased capacity for technical assistance, programming, and collaborative spaces, forums, and events for entrepreneurs at various stages of the innovative life cycle.
Complete a technology industry study to determine which businesses are adopting new technologies into everyday processes.

Goal 1:

Expand and Diversify the Regional Economy

Objective 1.3: Encourage reuse of brownfields and vacant properties for commercial and industrial development
Strategies:
Conduct a regional brownfield inventory to identify sites for assessments.
Pursue grants or tax abatements for redevelopment of vacant properties.
Secure funding to complete assessments and redevelopment plans for brownfield sites.
Develop educational material on Brownfields to share with local communities.



Objective 1.4: Strengthen the agriculture and food sectors
Strategies:
Pursue federal funding opportunities to plan and develop the region’s food system to promote local food production, processing, distribution, and consumption.
Enhance the region’s support network for small farming and food production businesses through increased investment in technical assistance, programming, and networking spaces, forums, and events.
Research specialization in sustainable agriculture and water quality to sustain the region’s agriculture sector, develop new technologies in agriculture and environmental science, and protect the health of the Lake Erie Watershed.
Expand collaboration with Ohio Agriculture and Research Development Center.
Support the development and expansion of a regional food council.
Conduct focus groups with the agricultural community to discuss farmland protection and succession planning.
Encourage farmer-to-farmer training and mentorship opportunities.
Support workforce development in food production, processing, and distribution sectors.

Goal 2:

Enhance Workforce Development & Retention

Objective 2.1: Align workforce training with industry needs
Strategies:
Audit and align current educational and training programs in the region to identify gaps and opportunities for program development.
Partner with employers and educational institutions to develop sector-specific training focusing on emerging technological industries and needed skills.
Support expansion of registered apprenticeships in manufacturing, health, and construction.
Educate employers on resources available to upskill and train workers.
Encourage business advisory councils to utilize YouScience.
Increase business advisory council participation.

Objective 2.2: Improve professional skills and digital literacy
Strategies:
Incorporate professional skills and digital tools into high school and adult ed curricula.
Launch and/or expand community digital literacy classes in libraries and rec centers.
Encourage schools to use WorkKeys tests and educate employers on the test.



Goal 2:

Enhance Workforce Development & Retention

Objective 2.3: Increase access to childcare to support labor force participation
Strategies:
Identify incentives for new or expanded childcare centers.
Support flexible childcare solutions (e.g., nontraditional hours, remote work, employer-sponsored, care).
Enhance programs that provide tutoring support, before and after school care, and transportation to children in the region to increase educational achievement and allow parents to enter the labor force.

Objective 2.4: Retain and attract young professionals and recent graduates
Strategies:
Develop a public awareness campaign that highlights the facts about income, unemployment, quality of life, etc. of those with 2 & 4-year degrees.
Encourage students to study local, focus on the transition from community colleges into universities and assist students with some college credit to complete their degree.
Develop a regional media campaign to promote career opportunities to build awareness.
Promote “Summer in the City” Program.
Create an inventory of programs at universities that require an internship to graduate.



Goal 3:

Address Housing Affordability & Access

Objective 3.1: Expand the availability of affordable and workforce housing

Strategies:

Develop a regional housing strategy (MPO/RTPO).

Apply for state/federal housing tax credits and grants.

Explore more cost-effective construction techniques and identify gap funding to ensure financial feasibility.

Leverage public-private partnerships to maximize funding and implementation.

Educate communities on Community Reinvestment Areas (CRA), neighborhood Tax Increment Financing (TIF) zones, and other similar tools.

Develop and utilize incentives for developers.

Inventory existing senior housing availability and identify what gaps in housing there are and available funding and incentives.

Objective 3.2: Streamline development and support infrastructure to reduce construction costs and barriers

Strategies:

Simplify zoning and streamline permitting processes for housing developments.

Update local codes to support higher-density or mixed-use development.

Objective 3.3: Promote infill housing and mixed-use development

Strategies:

Address vacant spaces as opportunities for housing or commercial development.

Develop a program to provide training and access to capital for smaller, local developers to build housing stock, especially in historically disadvantaged communities.

Attract new regional developers and build home-grown developer capacity by being a profitable place to develop.

Offer templates for infill designs that meet existing codes.

Goal 4:

Improve and Modernize Infrastructure & Regional Connectivity

Objective 4.1: Expand and improve multi-modal transportation options

Strategies:

- Expand transit coverage and frequency, especially in rural areas.
- Build bike lanes, sidewalks, and trail connections.
- Enhance region’s rail infrastructure to facilitate the movement of commerce and additional job-creation activities.
- Continue to develop the Port of Toledo for commercial opportunities.
- Develop pad ready sites at Eugene F. Kranz Toledo Express Airport to support the growing aviation logistics and distribution industries.
- Encourage communities to invest in planning (transit, active transportation, freight, land use, etc.).
- Develop Seaport Master Plan for the Port of Toledo.
- Complete infrastructure projects that will promote economic development (i.e. new Ohio Turnpike exit new City of Clyde, improve Route 53 from Ottawa Co. to Wyandot Co., construct a new truck route through Fostoria connecting to I-75 in Wood Co., complete major regional trails such as the North Coast Inland trail and Chessie Circle Trail.).
- Complete the Cedar Island Expansion.



Goal 4:

Improve and Modernize Infrastructure & Regional Connectivity

Objective 4.2: Upgrade and maintain utilities
Strategies:
Provide utility mapping assistance to communities.
Leverage the region’s access to freshwater by pursuing additional investments in sewer, waterline, and treatment facilities. (i.e. extension of sewer lines from City of Clyde to the airport).
Improve collaboration between providers for electricity, generation, distribution, and government to support the increased need of energy to support new developments such as data centers.
Upgrade water/wastewater facilities.
Information sharing on positive and negatives on implementing regional water.
Continue to develop, capitalize, and diversify the region’s energy resources including natural gas, nuclear power plants, oil refineries, and solar.
Provide service to unserved areas.
Conduct an analysis on drinking water.

Objective 4.3 Eliminate barriers and improve availability of broadband and high-speed internet
Strategies:
Apply for broadband expansion grants to cover underserved areas or complete gaps in middle mile and last mile locations.
Pursue public-private partnerships to attract resources and investment in broadband capacity and speed expansion in the region’s rural communities.
Support building out broadband infrastructure to more residents.
Review broadband maps to ensure accuracy.



Goal 5:

Strengthen Regional Identity, Quality of Life & Community Resilience

Objective 5.1: Promote regional image and community assets

Strategies:

- Engage in local placemaking planning and implementation processes to identify, improve, and promote unique community assets and opportunities to enhance quality of life of all residents.
- Strengthen regional coordination among cities, counties, and development entities.
- Establish advisory groups with broad representations to increase community buy in for redevelopment projects.
- Use the TMACOG rebrand and establishment of an Economic Development District to promote regional assets.

Objective 5.2: Revitalize downtowns with arts, entertainment, and cultural venues

Strategies:

- Invest in arts, lighting, streetscaping, and facade improvements.
- Promote regional pop-up shops, festivals, and community events.
- Provide resources for improving and sustaining historic properties.



Goal 5:

Strengthen Regional Identity, Quality of Life & Community Resilience

Objective 5.3: Leverage environmental assets like parks, waterfronts, and natural areas for tourism and recreation

Strategies:

Enhance the promotion and marketing of the region’s natural assets and tourism destinations.

Continue to develop experiential, natural tourism experiences to leverage the region’s natural assets including the riverfront, lakeshore, and globally rare ecosystems and events.

Objective 5.4: Expand access to health care and support services

Strategies:

Continue to develop a network of services and facilities for senior citizens, people with disabilities, and veterans.

Support providing additional funding resources for social service organizations for training and programs to foster better coordination of existing resources and identification of best practices.

Work with EMS providers to reduce delays and improve response times by identifying and addressing root causes and issues.

Objective 5.5: Improve access to healthy food options

Strategies:

Partner with local governments, community organizations, and health departments to identify food deserts and develop strategies for improved access.

Encourage a review of zoning and land use policies to encourage healthy food retail in residential and mixed-use areas.

Promote institutional procurement of locally sourced foods (schools, hospitals, universities).

Improve mobility connections to grocery stores, farmers markets, and food pantries.



Evaluation Framework



The Lake Erie West Region CEDS will implement and evaluate the CEDs in two ways, with both high-level performance metrics and specific performance metrics. The high-level performance metrics will be analyzed and reported annually to provide an illustration of the region’s performance by looking at key indicators. High-level performance indicators are shown below.

High-Level Performance Indicators

Labor force participation rate

Population

Poverty rate

Per capita income

Unemployment rate

GDP per capita

Median home value

Homeownership rate

Median rent

Workforce migration

College graduation rate

Commercial/industrial vacancy rate

Industry cluster analysis

Federal and state investments in infrastructure projects

Number of new businesses

Number of business expansions

Strategies identified by stakeholders will be tracked individually and updated as progress changes. The Economic Development Policy Board will meet quarterly to discuss progress on strategies and changes to any key indicators. The CEDS is a living document and will be updated to reflect changing conditions and emerging opportunities. Progress on strategies will be available to review via an online dashboard that will be regularly updated.



Goal	Metrics to be considered*
Goal 1: Economic Expansion	Employment, new/retained companies, new or expanded incubator space,number of dollars for local RLFs, participation in small business programs, brownfield inventory, amount of funding received
Goal 2: Workforce Development	New training programs,number of students using YouScience and WorkKey, number of childcare licenses, regional marketing campaign, number of internship positions
Goal 3: Housing Access	Completion of regional housing study, amount of dollars secured for housing, number of new or updated zoning codes, number of vacant spaces, number of new developers
Goal 4: Infrastructure & Connectivity	Expanded transit, number of new trails, bike lanes, or sidewalks, formation of RTPO, amount of dollars for water/wastewater facilities, amount of funding for broadband
Goal 5: Community Resilience	Number of placemaking events, new brand, amount of funding for downtown improvements, increase in tourism, new tourism experiences

**Lists show examples of how progress will be measured but are not exhaustive.*



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CEDS Strategy Committee

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