TOLEDO REGION
CEDS

2021 Comprehensive Economic Development Strategy

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ACKNOWLEDGMENTS

INTRODUCTION

THE TOLEDO REGION: PAST AND PRESENT

Throughout its history, the Toledo Region has demonstrated an ability to collaborate and innovate to improve the economic well-being of its people. From early settlers who saw opportunity in the region's abundant natural resources as part of the Great Black Swamp to the development of an early manufacturing cluster in the late 1800s, northwest Ohio's location at the western basin of Lake Erie and on major routes to larger urban centers such as Chicago, Detroit, Cleveland, and Pittsburgh and proximity to Canada have made it an attractive place to live, work, and play. The Toledo Region and its people have also shown their resiliency in the face of adversity. Following the economic downturn of the Great Depression, the region became an integral part of the nation's wartime effort during World War II and eventually the home of the Jeep, which was manufactured at the Willys-Overland plant. After the war, the region grew considerably as Toledo became a hub for the manufacturing of automobiles and automotive glass and parts. Because of the region's close ties to the automobile industry, the economic success of the Toledo Region has largely been driven by the demand and production of cars and trucks.

The region saw a significant decrease in manufacturing jobs throughout the late 1990s and early 2000s, culminating with loss of significant auto-related jobs and companies following the 2008 Great Recession. From Q1 of 2001 to Q2 2009, the region lost over 22,000 manufacturing jobs (43%) . However, since 2009, the region has added over 13,000 manufacturing jobs, demonstrating the resiliency of this critical sector in the region. At the same time, the region has taken advantage of its strategic location along several major interstates to become an emerging leader in the transportation and logistics industry and has built upon its historical roots as an automotive glass producer by becoming a hub for the production of solar panels.

Additionally, as the region with the highest concentration of industrial robots per worker in the United States, advanced manufacturing is an emerging industry cluster in the region including the production of robotics. Despite the region's economic resiliency and diversification, the population of the Toledo region has declined over the past decade and the economic impacts of the COVID-19 pandemic have once again tested the resolve of the region's people and businesses.

Photo courtesy of Lenny Kuhne on Unsplash

Today, the Toledo Region is again positioned to prove its resiliency and continue the positive momentum the region has experienced over the past few years. This Comprehensive Economic Development Strategy (CEDS) provides a collaborative, regionally-driven vision and roadmap to coordinate economic, workforce, and community development activities to ensure the continued strategic, sustainable, inclusive, and resilient growth of the Toledo Region. The Toledo Region CEDS outlines goals and strategies to expand access to economic opportunities, cultivate a well-trained and skilled workforce for today's in-demand jobs and the jobs of the future, improve the quality of life of all residents of the Toledo Region through investments in neighborhoods and the region's people, and to build a more resilient economy that is diversified and inclusive of all residents of the region.

OVERVIEW

WHAT IS A CEDS?

The Comprehensive Economic Development Strategy (CEDS) is a strategy-driven plan for regional economic development that is the result of a regionally-owned planning process. The CEDS is a cornerstone of programs administered by the Economic Development Administration (EDA), including the Public Works, Economic Adjustment Assistance, Local Technical Assistance Program, and the Short-Term Planning Program. To qualify for EDA investments through these programs, regions must develop and update their CEDS every five years. The last CEDS for the Toledo Region was completed in 2014 and included Fulton, Lucas, Ottawa, and Wood counties in Ohio and Monroe County in Michigan. In addition to serving as a regional economic development plan, the CEDS is also a prerequisite for the development of an Economic Development District (EDD), which is a multi-jurisdictional entity that leads locally-based, regionally-driven economic development planning processes and coordinates the implementation of EDA investments in a region. The Toledo Region is one of the few regions in the United States that does not have an EDD.

WHY SHOULD THE CEDS BE UPDATED?

According to the National Association of Development Officials (NADO) CEDS Central resource, there are several benefits to developing or updating a CEDS including:

- Build on strengths of region and identify gaps in resources, expertise, programs.
- Facilitate regional collaboration, expand supply chains, and grow and support new industry clusters.
- Regions with CEDS in place are more likely to attract federal funds and technical assistance by demonstrating resources are used efficiently and effectively.
- Increase resiliency and better position the region to plan for, respond to, and recover from natural disasters and economic shocks.
- CEDS can serve as a call to action and an engagement platform for regional economic development initiatives
  (Source: NADO CEDS Central).

THE STRATEGY COMMITTEE

THE STRATEGY COMMITTEE

DOUG BORN
REAL ESTATE DEVELOPMENT MANAGER, LUCAS CO.

CHAD OLSON
POLICY ANALYST, LUCAS CO. COMMISSIONERS

WADE GOTTSCHALK
EXEC. DIRECTOR, WOOD CO. ECONOMIC DEVELOPMENT CORP.

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BRIAN DICKEN
VP STRATEGIC INITIATIVES, TOLEDO REGIONAL CHAMBER OF COMMERCE

THE TOLEDO REGION UPDATE

The Toledo Region CEDS update was facilitated and managed by the Center for Regional Development (CRD) at Bowling Green State University (BGSU). CRD is a community asset with expertise in regional economic, workforce, and community development. CRD is a member of the EDA University Center program and serves as a capacity builder and trusted partner in the region by providing cutting-edge economic and demographic data analysis and visualization, economic and community development project and grant development, neutral facilitation of planning processes, social service and education program evaluation and applied research including original survey research.

COMPONENTS OF THE CEDS

01 REGIONAL ASSETS

The Toledo Region is home to an abundance of natural, physical, human, and informational assets that have shaped the history of the region and its people. This section highlights a sample of the Toledo Region's natural and physical assets that provide areas of comparative advantage for the region.

02 REGIONAL DATA

A key component of the Toledo Region CEDS process is to analyze and document the economic, demographic, and social state of the region. CRD developed a series of in-depth data products for the Strategy Committee to consider during the development of the SWOT analysis and the Action Plan.

03 STRENGTHS, WEAKNESSES, OPPORTUNITIES, & THREATS ANALYSIS

A SWOT analysis helps the region answer the question: "Where are we now?" by assessing the region's unique assets and areas of competitive advantage. The SWOT analysis also identifies the internal or external factors that can keep a region from realizing its potential.

04 ACTION PLAN

The action plan, comprised of a vision statement, goals, objectives, and strategies, is the "heart and soul of the CEDS" that flows from the SWOT analysis. The action plan answers the question, "Where do we want to go and how are we going to get there?"

05 EVALUATION FRAMEWORK

The evaluation framework contains a series of traditional (job creation and private investment) and non-traditional (GDP per capita, per capita income, household income, etc.) economic metrics. The evaluation framework answers the question, "How are we doing and what can we do better?" The measures selected should be based upon what is important to the region and what conditions need to be reserved or created.

06 ECONOMIC RESILIENCE

The CEDS contains strategies to enhance economic resilience and build capacity to recover quickly, withstand, or avoid economic or natural shocks. Economic resilience strategies should include steady-state initiatives. Measures selected are based upon what is important to the region and what conditions need to reverse or create and establish responsive and durable information networks to encourage communication and collaboration among regional stakeholders on existing and potential future challenges.

01 REGIONAL ASSETS

REGIONAL ASSET MAPS

INTERSTATES & U.S. HIGHWAYS
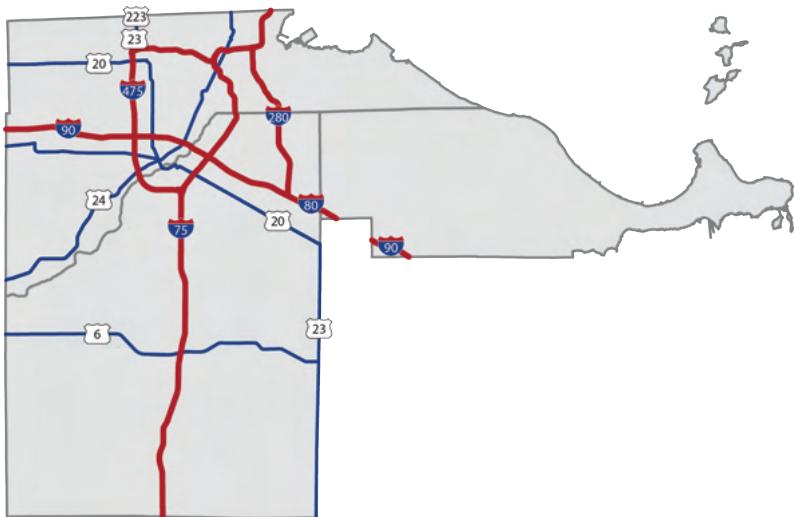
Located at the intersection of Interstates 75 and 80/90, the Toledo Region is strategically positioned on major highways connecting larger metro areas such as Detroit, Chicago, Pittsburgh, and New York. The region's location at the crossroads of these major interstates has led to the continued development of manufacturing and supply chain related businesses as well as the recent emergence of a transportation and logistics cluster in the region.

REGIONAL ASSET MAPS

RAIL LINES

⊢—⊣	Ann Arbor Railroad
⊢—⊣	Canadian National
⊢—⊣	CSX Transportation
⊢—⊣	Norfolk Southern
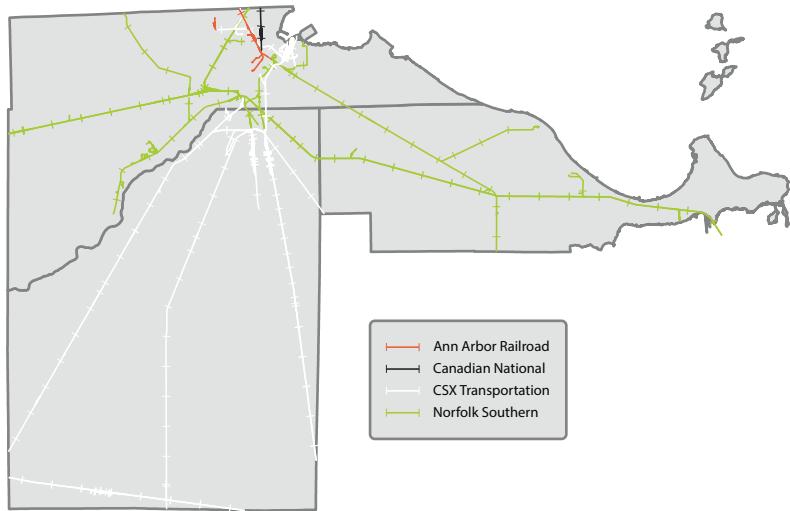
The Toledo Region is also strategically located along several important rail lines, including mainlines for CSX Transportation Inc., Norfolk Southern Corp. and Canadian National Railway to support the region's manufacturing businesses. In addition, Wood County is home to a large CSX Intermodal facility that has supported the continued growth of the regions warehousing, transportation, and logistics businesses. The region is home to multiple shortline railroads including Wheeling & Lake Erie and the Ann Arbor/Watco Railways. Finally, the Toledo Region is served by passenger rail service through Amtrak.
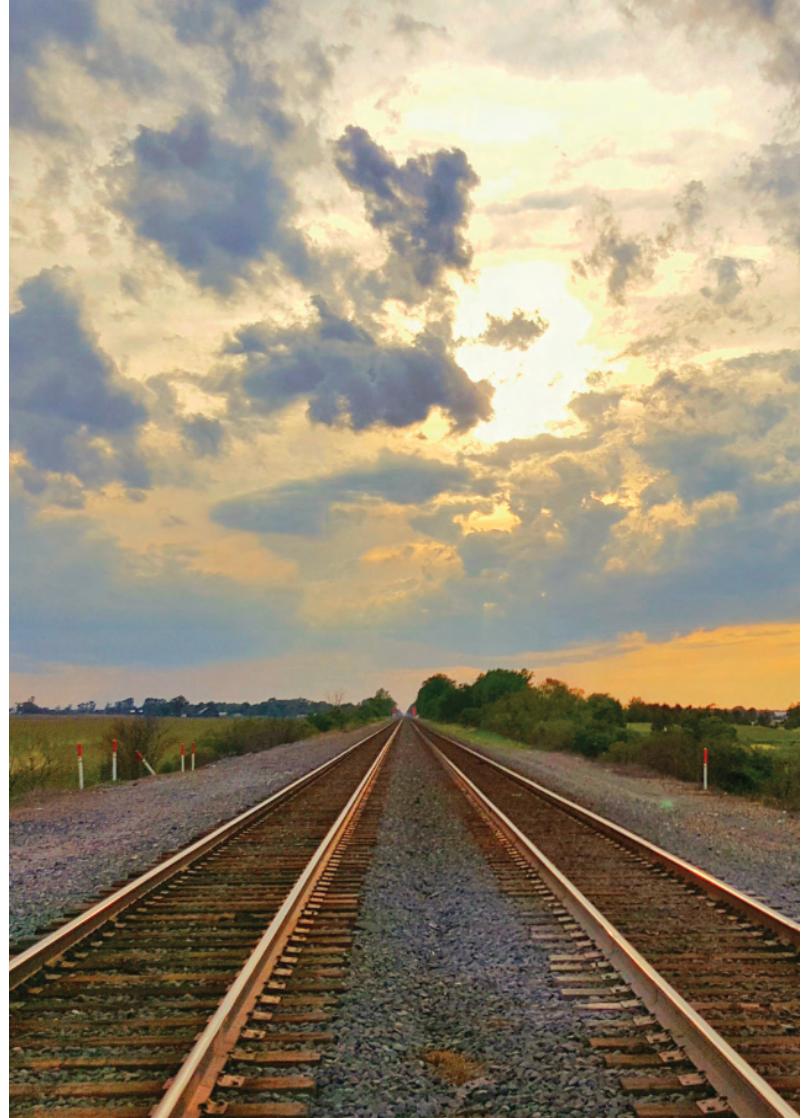
REGIONAL ASSET MAPS

PUBLIC USE AVIATION FACILITIES
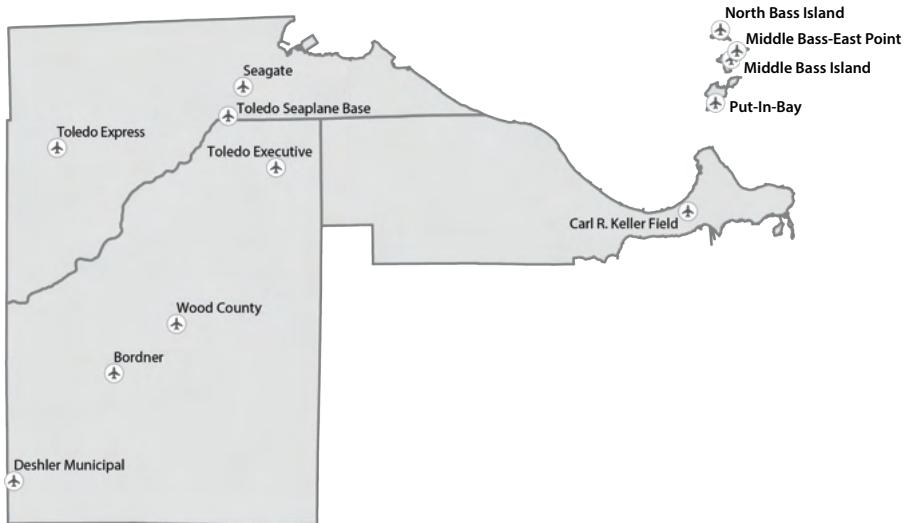
The Toledo Region is home to Eugene F. Kranz Toledo Express Airport (TOL), which provides commercial air service access to northwest Ohio. TOL is also a growing air cargo and transportation and logistics hub with recently announced cargo service by Prime Air to support Amazon's growing distribution presence in the region. The region is also home to several general aviation airports that support corporate operators, flight training, and tourism, including the Erie-Ottawa International Airport in Ottawa County.

REGIONAL ASSET MAPS

PARKS & NATURAL AREAS
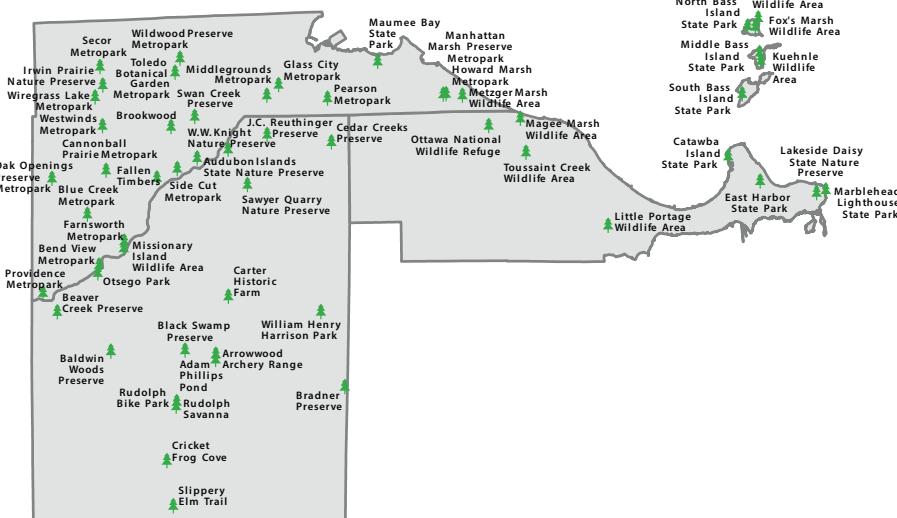
The Toledo Region is home to several world-class parks and natural areas including the Oak Openings Region, the Lake Erie shore and islands, and the Toledo Metroparks, recently voted the #1 park district in the United States.
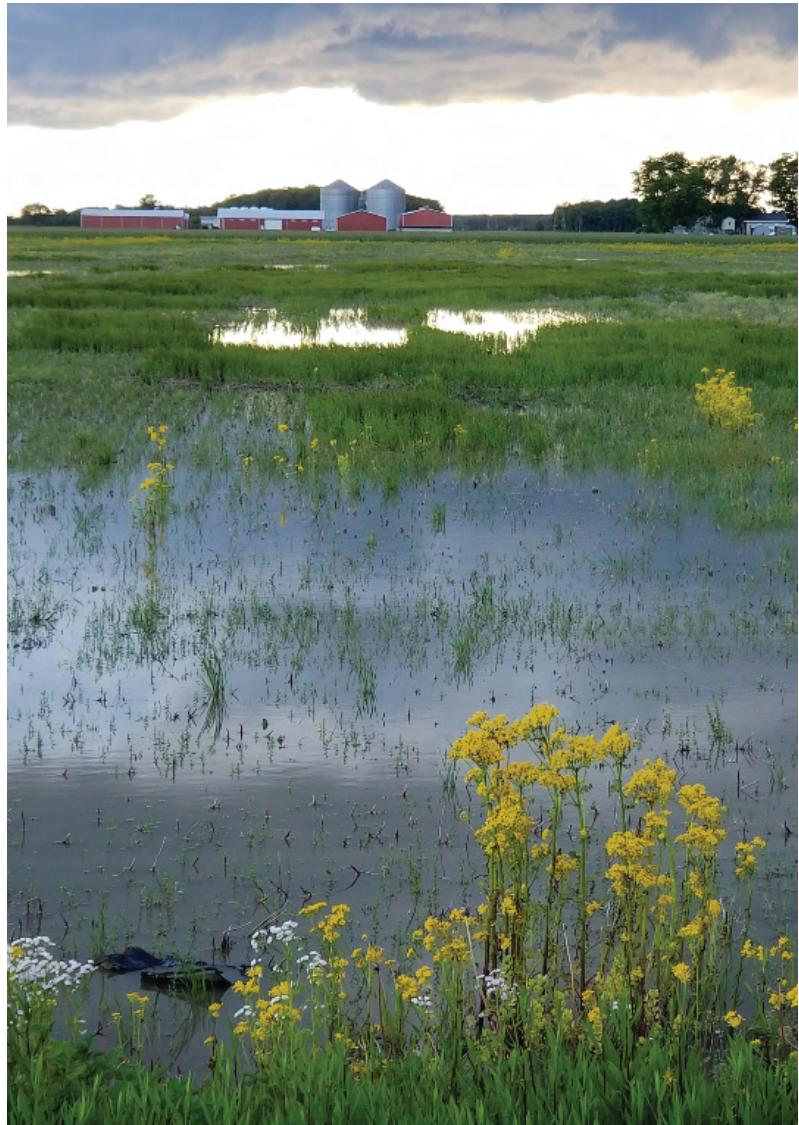
REGIONAL ASSET MAPS

OPPORTUNITY ZONES

Foreign-Trade Zone #8
Opportunity Zone
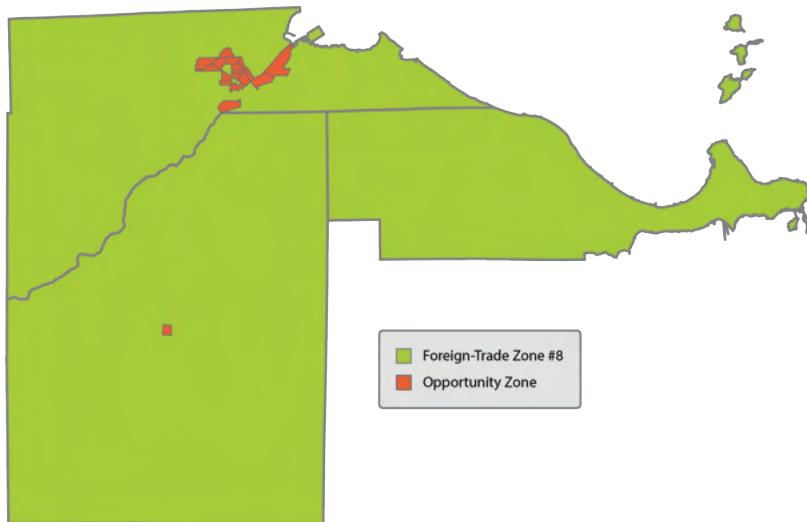
Opportunity Zones are economically-distressed communities where private investments, under certain conditions, may be eligible for capital gain tax incentives. Opportunity Zones were created under the 2017 Tax Cuts and Jobs Act, to stimulate economic development and job creation, by incentivizing long-term investments in low-income neighborhoods (EDA.gov).

All three counties in the Toledo Region are part of Foreign-Trade Zone 8, which offers businesses the ability to defer, reduce, or even eliminate U.S. Customs duties on products admitted to the zone.
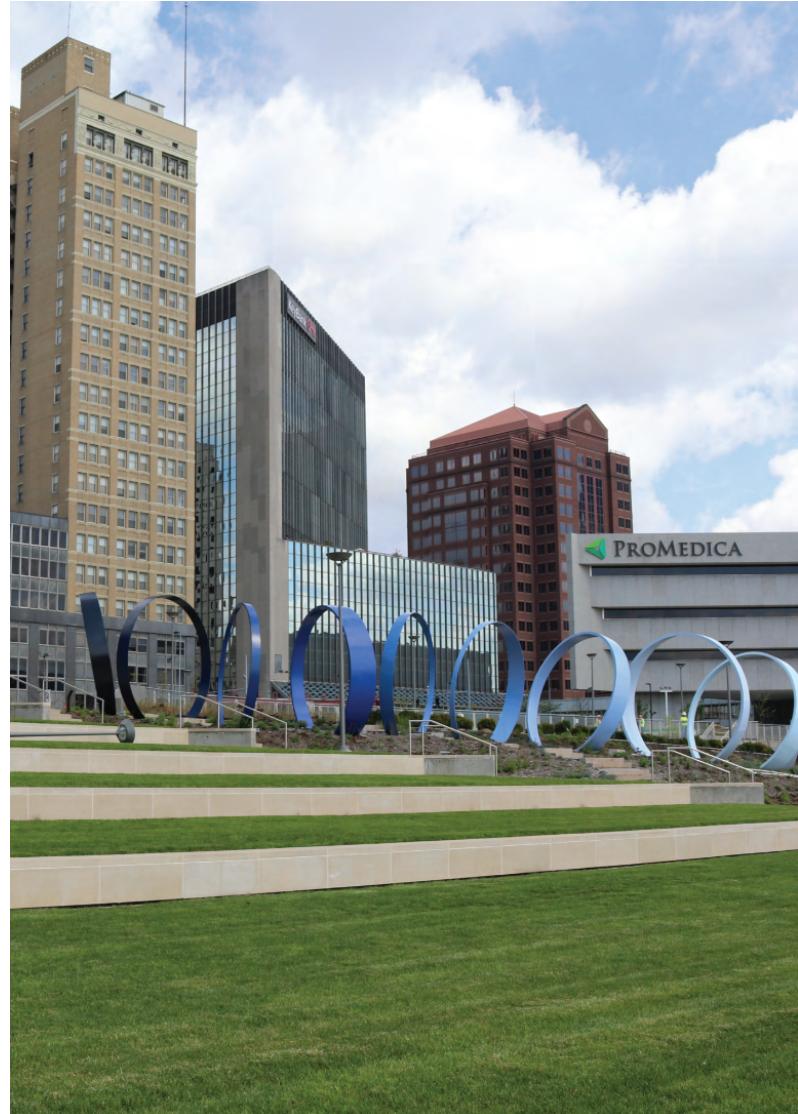
02 REGIONAL DATA

DEFINING THE REGIONAL DATA

A key component of the Toledo Region CEDS process is to analyze and document the economic, demographic, and social state of the region. CRD developed a series of in-depth data products for the Strategy Committee to consider during the development of the SWOT analysis and the Action Plan. Below is a sample of the data provided by CRD to the Strategy Committee.

BENCHMARK REGIONS POPULATION CHANGE
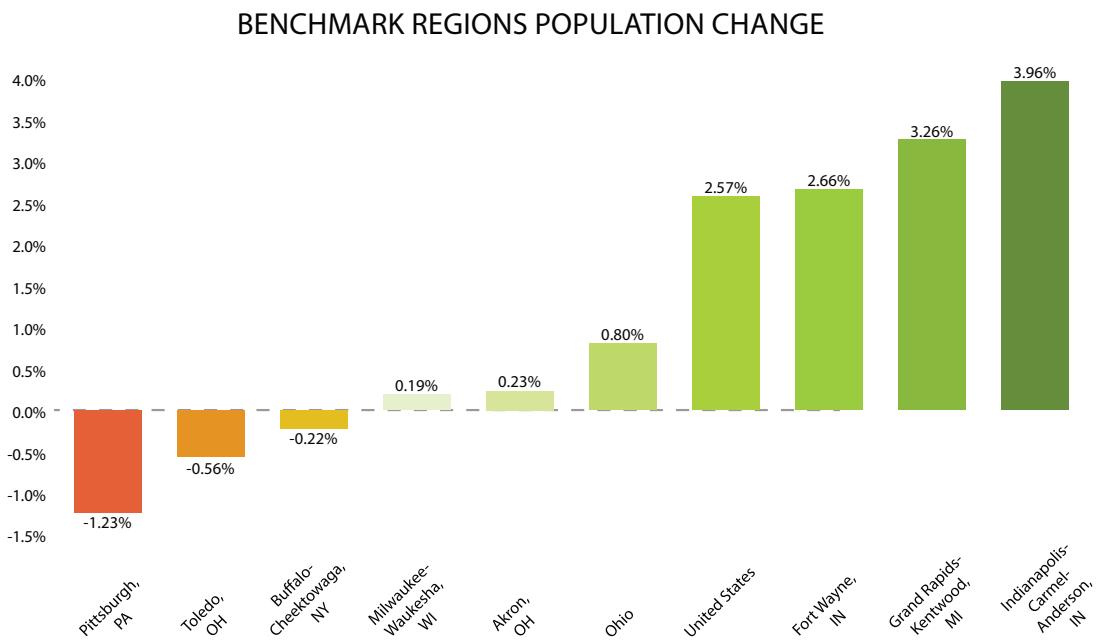
TOLEDO REGION 2021 POPULATION AND % CHANGE FROM 2011-2021

Lucas County
439,359
(-2.83%)

Ottawa County
41,320
(-1.17%)

Wood County
127,124
(3.53%)

Source: EMSI Labor Analytics (2021)
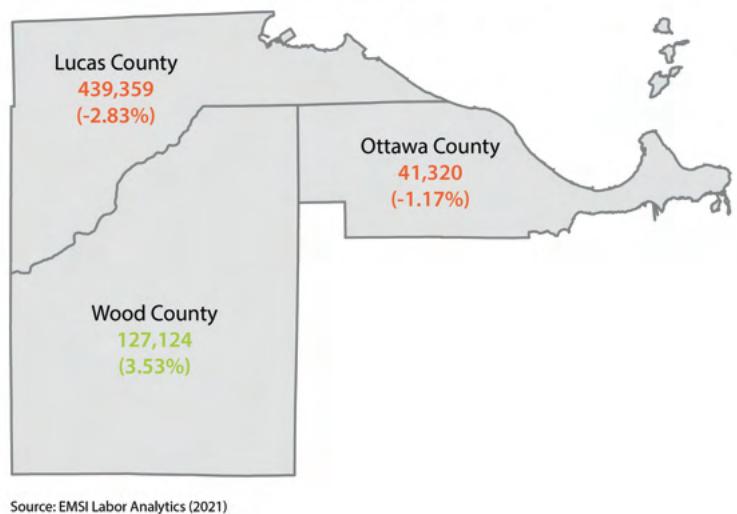
INDUSTRY CLUSTER CHARTS

THE TOLEDO REGION

Industry Clusters for Toledo Region as of 2020Q4

The cluster chart above comes from Chmura JobsEQ (2020Q4). The horizontal axis represents the average annual employment forecasted growth rate for each industry supersector over the next ten years while the vertical axis represents the average wages for each industry supersector. The size of the industry supersector bubble represents the location quotient, which

measures the comparative advantage the region has in an industry in terms of employment with a value of 1.0 meaning a concentration of jobs at the national average and a value of above or below 1.0 meaning a relatively high or low concentration of employment in a particular industry supersector.

INDUSTRY CLUSTER CHARTS

THE CITY OF TOLEDO

Industry Clusters for City of Toledo, OH as of 2020Q4

Source: JobsEQ®,Data as of 2020Q4

The cluster chart above comes from Chmura JobsEQ (2020Q4). The horizontal axis represents the average annual employment forecasted growth rate for each industry supersector over the next ten years while the vertical axis represents the average wages for each industry supersector. The size of the industry supersector bubble represents the location quotient, which measures the comparative advantage the region has in an industry in terms of employment with a value of 1.0 meaning a concentration of jobs at the national average and a value of above or below 1.0 meaning a relatively high or low concentration of employment in a particular industry supersector.

INDUSTRY CLUSTER CHARTS

LUCAS COUNTY

Industry Clusters for Lucas County, Ohio as of 2020Q4

Source: JobsEQ®,Data as of 2020Q4

The cluster chart above comes from Chmura JobsEQ (2020Q4). The horizontal axis represents the average annual employment forecasted growth rate for each industry supersector over the next ten years while the vertical axis represents the average wages for each industry supersector. The size of the industry supersector bubble represents the location quotient, which measures the comparative advantage the region has in an industry in terms of employment with a value of 1.0 meaning a concentration of jobs at the national average and a value of above or below 1.0 meaning a relatively high or low concentration of employment in a particular industry supersector.

INDUSTRY CLUSTER CHARTS

OTTAWA COUNTY

Industry Clusters for Ottawa County, Ohio as of 2020Q4

Source: JobsEQ®,Data as of 2020Q4

The cluster chart above comes from Chmura JobsEQ (2020Q4). The horizontal axis represents the average annual employment forecasted growth rate for each industry supersector over the next ten years while the vertical axis represents the average wages for each industry supersector. The size of the industry supersector bubble represents the location quotient, which measures the comparative advantage the region has in an industry in terms of employment with a value of 1.0 meaning a concentration of jobs at the national average and a value of above or below 1.0 meaning a relatively high or low concentration of employment in a particular industry supersector.

INDUSTRY CLUSTER CHARTS

WOOD COUNTY
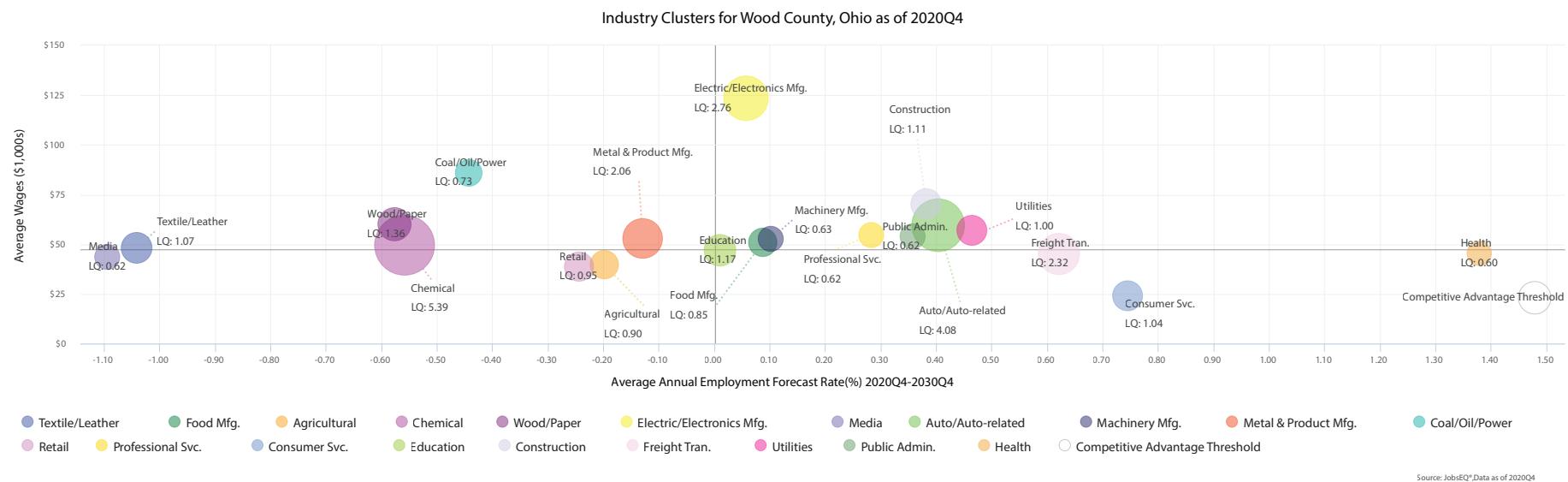
Industry Clusters for Wood County, Ohio as of 2020Q4

The cluster chart above comes from Chmura JobsEQ (2020Q4). The horizontal axis represents the average annual employment forecasted growth rate for each industry supersector over the next ten years while the vertical axis represents the average wages for each industry supersector. The size of the industry supersector bubble represents the location quotient, which measures the comparative advantage the region has in an industry in terms of employment with a value of 1.0 meaning a concentration of jobs at the national average and a value of above or below 1.0 meaning a relatively high or low concentration of employment in a particular industry supersector.

TOLEDO REGION COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY SUMMARY BACKGROUND

TOLEDO REGION
Includes Lucas, Ottawa, and Wood Counties

FORTUNE 500 COMPANY HQs
Owens Corning
Andersons
O-I Glass
Dana
Welltower

HIGHER EDUCATION
Bowling Green State University
University of Toledo
Davis College
Ross College
Lourdes University
Owens Community College
Mercy College of Ohio
Stautzenberger College

POPULATION [1]

2021 Estimate
598,854

2018 Net Migration [2]
-772

2031 Projection
594,460

Foreign Born [3]
3.4%

2021-2031 Change
-0.73%

Median Age [4]
38

Total Population %

Race [3]
- White — 74.7%
- Black or African American — 14%
- Hispanic or Latino — 6.53%
- Other — 4.77%

- < 20 — 25.07%
- 20 - 39 — 26.84%
- 40 - 64 — 30.95%
- 65 + — 17.14%

Population Growth (Past 5 Years)
- White, Non-Hispanic — -2.03%
- All Others — 3.79%
- Total — -0.56%
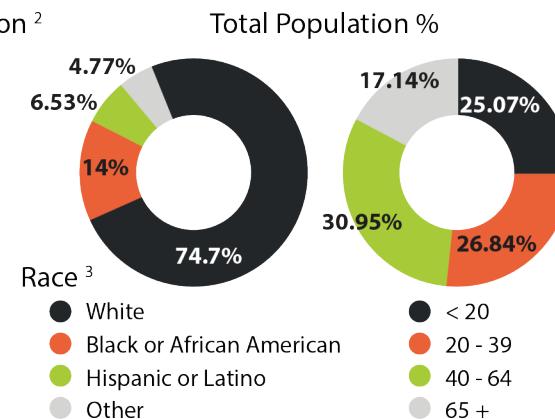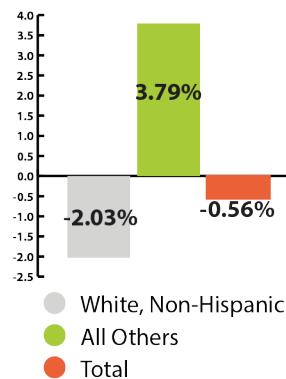
ECONOMIC [3]

Median Household Income	$52,267
Per Capita Income	$30,279
Labor Force Participation	63.9%
Poverty Level	16.9%
Food Insecurity Rate [5]	13.3%
Households Receiving Food Stamps	15.4%

Sources:
1. EMSI
2. EMSI and IRS
3. ACS
4. JobsEQ
5. Feeding America

HOUSING [3]

Median House Value	$129,885
Total Housing Units	285,771
Homeowner Vacancy Rate	1.5%
Rental Vacancy Rate	5.4%
% Units with No Vehicle Available	8.7%

LARGEST INDUSTRIES [4]

Job Comparison	2016	2020	Change in Jobs	2020 Average Annual Wages	2020 GRP [1] (In Millions)
Health Care and Social Assistance	51,124	50,728	-1%	$54K	$3,845
Manufacturing	39,441	39,770	1%	$71K	$11,820
Retail Trade	33,090	29,646	-10%	$30K	$1,928
Accommodation and Food Services	28,369	25,839	-9%	$17K	$865
Education Services	24,058	23,172	-4%	$50K	$249
Administrative and Support	19,185	16,644	-13%	$31K	$929
Construction	14,308	15,509	8%	$66K	$1,759
Transportation and Warehousing	14,733	15,068	2%	$49K	$1,099
Other Services	13,754	12,436	-10%	$29K	$619
Professional, Scientific, & Technical Services	12,892	10,966	-15%	$66K	$1,416

TOLEDO, OH
County: Lucas

HIGHER EDUCATION

University of Toledo Davis College
Mercy College of Ohio

FORTUNE 500 COMPANY HQs

Owens Corning
Welltower

POPULATION [1]

2010 Population [2]
287,208

Foreign Born [3]
3.7%

2018 Population
276,614

Median Age [4]
35

2010-2018 Change
-3.69%

Total Population %

1.6%
8.6%
27%
62.8%

13.9% | 23.5%
36.2% | 26.4%

Race
- ⬤ White
- ⬤ Black or African American
- ⬤ Hispanic or Latino
- ⬤ Other

- ⬤ < 18
- ⬤ 18 - 34
- ⬤ 35 - 64
- ⬤ 65 +
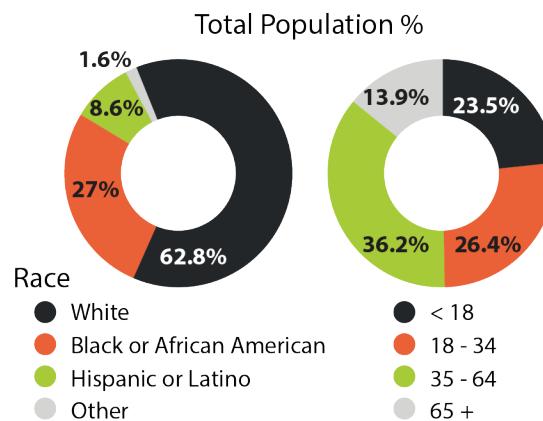
ATTRACTIONS & PARKS

Toledo Zoo

Toledo Museum of Art

Imagination Station

Toledo Botanical Garden

National Museum of
the Great Lakes

HOUSING [1]

Median House Value
$80,800

Total Housing Units
138,100

Homeowner Vacancy Rate
1.8%

Rental Vacancy Rate
6.1%

% Units with No Vehicle Available
13.7%

ECONOMIC [1]

Median Household Income
$37,752

Per Capita Income
$22,438

Labor Force Participation
61.7%

Poverty Level
25.5%

Households Receiving Food Stamps
24.4%

Sources:
1. ACS
2. Census
3. New America
4. JobsEQ

LARGEST INDUSTRIES [4]

Job Comparison	2016 / 2020		Change in Jobs		2020 Average Annual Wages
Health Care and Social Assistance	26,005	25,580	-2%		$57K
Manufacturing	16,350	16,427		0%	$77K
Retail Trade	13,440	11,476	-15%		$31K
Accommodation and Food Services	11,314	10,408	-8%		$17K
Education Services	10,273	9,826	-4%		$51K
Administrative and Support	8,297	6,250	-25%		$31K
Public Administration	5,292	5,373		2%	$64K
Construction	5,306	5,333		1%	$66K
Other Services	5,981	5,212	-13%		$29K
Transportation and Warehousing	5,513	4,340	-21%		$53K

TOLEDO REGION COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY SUMMARY BACKGROUND

LUCAS COUNTY, OH
County Seat: Toledo

HIGHER EDUCATION

University of Toledo
Lourdes University
Mercy College of Ohio
Stautzenberger College
Ross College
Davis College

MAJOR EMPLOYERS [6]

ProMedica
University of Toledo
GM Powertrain
Dana Inc.
Mercy Health
FCA US
Owens Corning
Libbey Inc.
Toledo Molding & Die
The Anderson's Inc.

POPULATION [1]

2021 Estimate 426,644	**2018 Net Migration** [2] -730
2031 Projection 421,260	**Foreign Born** [3] 3.7%
2021-2031 Change -1.26%	**Median Age** [4] 38

ECONOMIC [3]

Median Household Income
$48,736

Per Capita Income
$29,226

Labor Force Participation
63.0%

Poverty Level
18.7%

Food Insecurity Rate [5]
15.9%

Households Receiving Food Stamps
18.3%

Net Commuters (2018)
12,439

Sources:
1. EMSI
2. EMSI and IRS
3. ACS
4. JobsEQ
5. Feeding America
6. RGP and D&B Hoovers

Total Population %

Race [3]
- White 72.1%
- Black or African American 19%
- Hispanic or Latino 7.1%
- Other 1.8%

- < 20 25.47%
- 20 - 39 26.52%
- 40 - 64 31.28%
- 65 + 16.74%

Population Growth (Past 5 Years)

- White, Non-Hispanic -3.18%
- All Others 3.20%
- Total -1.21%
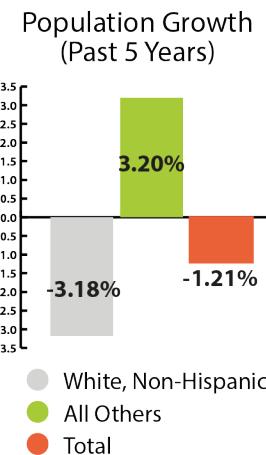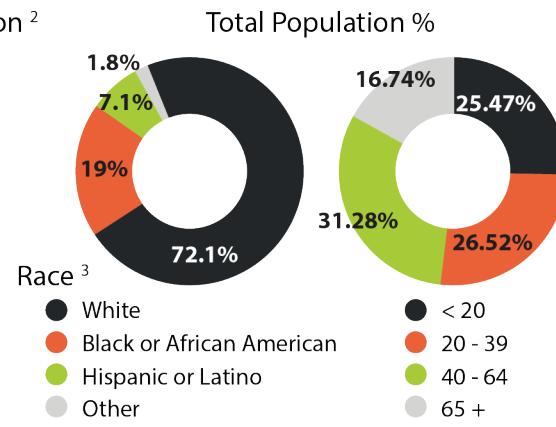
HOUSING [3]

Median House Value $116,600
Total Housing Units 203,330
Homeowner Vacancy Rate 1.5%
Rental Vacancy Rate 5.8%
% Units with No Vehicle Available 10.2%

LARGEST INDUSTRIES [4]

Job Comparison	2016	2020	Change in Jobs	2020 Average Annual Wages	2020 GRP [1] (In Millions)
Health Care and Social Assistance	43,451	42,451	-2%	$56K	$3,010
Manufacturing	23,694	24,629	4%	$77K	$9,554
Retail Trade	24,916	22,151	-11%	$31K	$1,461
Accommodation and Food Services	19,346	17,989	-7%	$17K	$596
Education Services	15,802	15,452	-2%	$50K	$221
Administrative and Support	15,684	13,471	-14%	$31K	$736
Construction	10,132	10,079	-1%	$66K	$1,150
Professional, Scientific, & Technical Services	10,358	8,742	-16%	$68K	$1,162
Transportation and Warehousing	9,039	7,797	-14%	$53K	$611
Public Administration	6,822	6,794	0%	$64K	$2,503

OTTAWA COUNTY, OH
County Seat: Port Clinton

ATTRACTIONS & PARKS

Ottawa National Wildlife Refuge
Marblehead Lighthouse
African Safari Wildlife Park
East Harbor State Park

MAJOR EMPLOYERS [6]

Davis-Besse Nuclear Power Station	Otterbein
Riverside Machine & Automation	Bassett's Market
United States Gypsum Company	Fenner Dunlop
Northern Manufacturing	ACPO, Ltd.
Magruder Hospital	Materion Brush, Inc.

POPULATION [1]

2021 Estimate **40,555**	**2018 Net Migration** [2] **-42**
2031 Projection **40,306**	**Foreign Born** [3] **1.2%**
2021-2031 Change **-0.61%**	**Median Age** [4] **49**

Total Population %

1.5%
1.2%
5%
92.3%

Race [3]
- White
- Black or African American
- Hispanic or Latino
- Other

25.69%
20.32%
19.49%
34.5%

- < 20
- 20 - 39
- 40 - 64
- 65 +

Population Growth (Past 5 Years)

7.96%
0.44%
-0.14%

- White, Non-Hispanic
- All Others
- Total
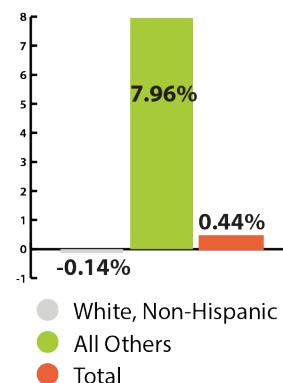
HOUSING [3]

Median House Value $152,000
Total Housing Units 28,479
Homeowner Vacancy Rate 1.9%
Rental Vacancy Rate 6.3%
% Units with No Vehicle Available 4.3%

ECONOMIC [3]

Median Household Income $59,099
Per Capita Income $34,560
Labor Force Participation 59.1%
Poverty Level 10.1%
Food Insecurity Rate [5] 12.8%
Households Receiving Food Stamps 9.3%
Net Commuters (2018) -5,506

Sources:
1. EMSI
2. EMSI and IRS
3. ACS
4. JobsEQ
5. Feeding America
6. OCIC

LARGEST INDUSTRIES [4]

Job Comparison	2016	2020	Change in Jobs	2020 Average Annual Wages	2020 GRP [1] (In Millions)
Health Care and Social Assistance	1,950	2,018	3%	$35K	$90
Manufacturing	2,259	1,950	-14%	$61K	$424
Accommodation and Food Services	2,117	1,924	-9%	$21K	$86
Retail Trade	1,587	1,477	-7%	$29K	$99
Education Services	968	909	-6%	$47K	$4
Construction	732	878	20%	$49K	$74
Public Administration	789	869	10%	$51K	$186
Arts, Entertainment, and Recreation	669	702	5%	$32K	$39
Utilities	719	697	-3%	$107K	$540
Other Services	755	670	-11%	$27K	$37

TOLEDO REGION COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY SUMMARY BACKGROUND

WOOD COUNTY, OH
County Seat: Bowling Green

HIGHER EDUCATION

Bowling Green State University
Owens Community College

MAJOR EMPLOYERS [6]

Bowling Green State University
Owens Community College
Magna Exteriors of America
Chrysler Group LLC
First Solar Inc.

Wood County Hosptial
Great Lakes Window Inc.
Vehtek Systems Inc.
FedEx Ground
O-I Glass

POPULATION [1]

2021 Estimate **131,654**	2018 Net Migration [2] **55**
2031 Projection **132,894**	Foreign Born [3] **3.2%**
2021-2031 Change **0.94%**	Median Age [4] **35**

ECONOMIC [3]

Median Household Income
$62,390

Per Capita Income
$32,431

Labor Force Participation
68.5%

Poverty Level
12.9%

Food Insecurity Rate [5]
11.2%

Households Receiving Food Stamps
7.3%

Net Commuters (2018)
5,573

Sources:
1. EMSI
2. EMSI and IRS
3. ACS
4. JobsEQ
5. Feeding America
6. RGP and D&B Hoovers

Total Population %

Race [3]
- White — 88.3%
- Black or African American — 2.6%
- Hispanic or Latino — 5.6%
- Other — 3.5%

- < 20 — 25.22%
- 20 - 39 — 30.02%
- 40 - 64 — 28.5%
- 65 + — 16.26%

Population Growth (Past 5 Years)

- White, Non-Hispanic — 0.36%
- All Others — 8.28%
- Total — 1.27%
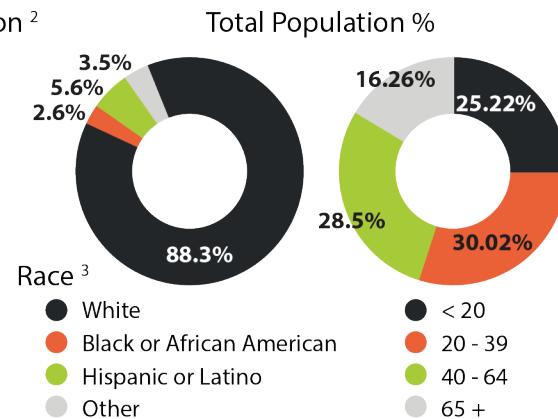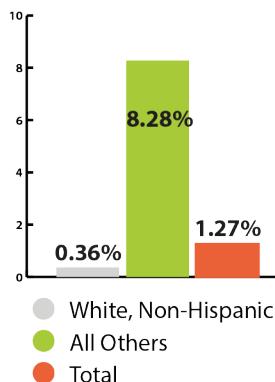
HOUSING [3]

Median House Value
$163,600

Total Housing Units
53,962

Homeowner Vacancy Rate
1.3%

Rental Vacancy Rate
3.6%

% Units with No Vehicle Available
4.6%

LARGEST INDUSTRIES [4]

Job Comparison	2016 / 2020		Change in Jobs	2020 Average Annual Wages	2020 GRP [1] (In Millions)
Manufacturing	13,488	13,192	-2%	$59K	$1,841
Education Services	7,287	6,810	-7%	$52K	$23
Transportation and Warehousing	4,994	6,676	34%	$43K	$428
Health Care and Social Assistance	5,724	6,259	9%	$44K	$384
Retail Trade	6,587	6,018	-9%	$27K	$367
Accommodation and Food Services	6,905	5,925	-14%	$15K	$182
Construction	3,445	4,553	32%	$70K	$535
Wholesale Trade	2,872	3,125	9%	$59K	$611
Other Services	3,106	3,017	-3%	$31K	$158
Administrative and Support Services	3,166	2,809	-11%	$33K	$172

PUBLIC ENGAGEMENT

THE PROCESS

While the EDA does not outline a process for public engagement, it notes the CEDS should be "developed with broad based and diverse stakeholder participation that addresses the economic problems and potential of a region". Broad public engagement not only facilitates the development of a representative plan for the region, but it also illustrates how interconnected regional organizations and economies are and can lead to future collaboration and coordination for economic, workforce, and community development initiatives.

Photo courtesy of NeONBRAND on Unsplash

POPULATION VS. SURVEY RESPONDENTS AS PERCENTAGE OF REGION

	Lucas	Wood	Ottawa
Population	71.24%	21.98%	6.77%
Survey Respondents	67.23%	20.87%	11.89%

■ Population ■ Survey Respondents
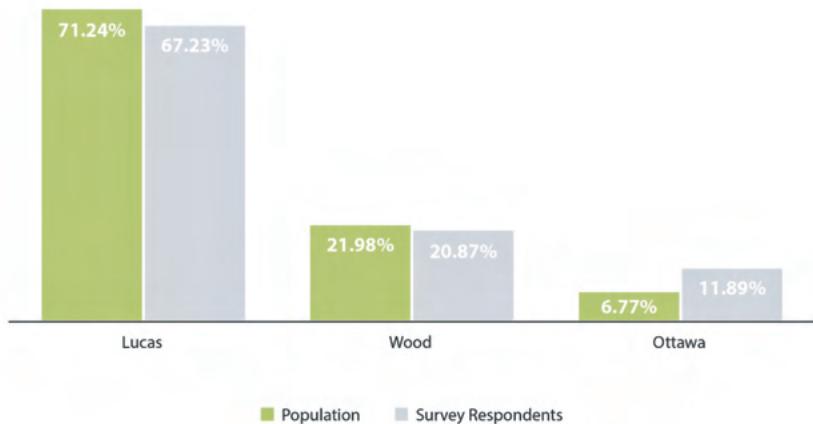
Using input from the public, the Strategy Committee developed a strengths, weaknesses, opportunities, and threats (SWOT) analysis, vision statement, goals, objectives, and strategies as part of the Toledo CEDS Action Plan. Once this draft was complete, CRD distributed an electronic public survey via social media, email, and local media outlets to secure input and feedback on the draft Toledo CEDS Action Plan. 232 respondents answered at least one question of the survey. Per EDA regulations, the draft Toledo Region CEDS will be circulated for 30 days for public comment.

REVIEW OF & COORDINATION WITH EXISTING PLANS

As part of the development of the SWOT and Action Plan, CRD conducted a review of existing regional and local plans to ensure consistency with ongoing regional efforts. The Strategy Committee and CRD consulted with the following plans (not inclusive, but rather a sample):

REGIONAL & LOCAL PLANS

NW OHIO & SE MICHIGAN CEDS
2014

DOWNTOWN TOLEDO MASTER PLAN
2017

LUCAS CO. WORKFORCE DEVELOPMENT BOARD STRATEGIC PLAN
2017

WOOD CO. FUTURE LAND USE PLAN
2017

OTTAWA CO. STRATEGIC PLAN
2018-2020

OTTAWA CO. COORDINATED PUBLIC & HUMAN SERVICES TRANSPORTATION PLAN
2018-2022

TOLEDO REGIONAL CHAMBER OF COMMERCE TALENT ALIGNMENT STRATEGY

TMACOG TRANSPORTATION IMPROVEMENT PROGRAM
2021-2024

TMACOG TRANSPORTATION LEGISLATIVE AGENDA
2021-2022

TARTA STRATEGIC PLAN
2021

LUCAS CO. LAND BANK STRATEGIC PLAN
2021
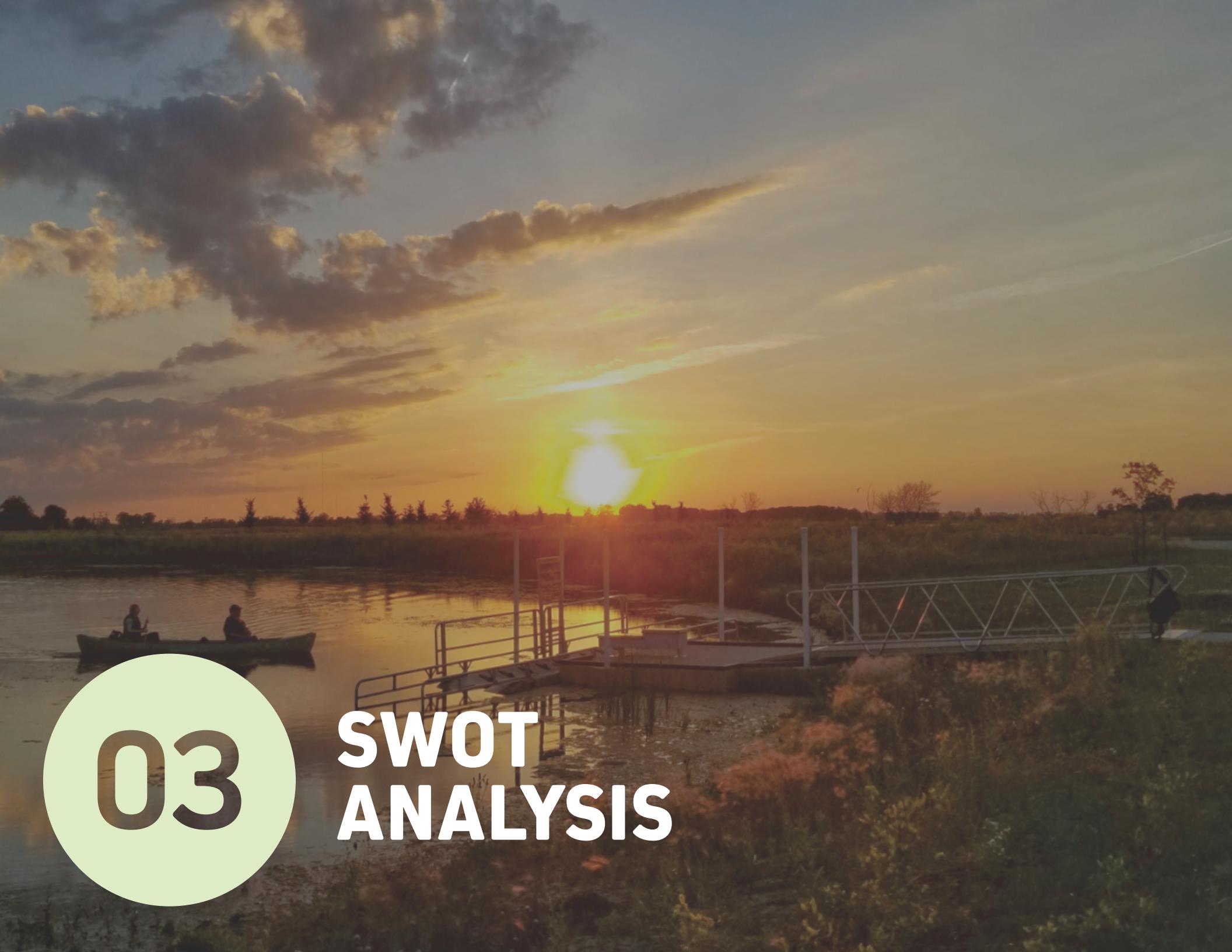
03 SWOT ANALYSIS

SWOT ANALYSIS

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis helps the region answer the question: "Where are we now?" by assessing the region's unique assets and areas of competitive advantage. The SWOT analysis also identifies the internal or external factors that can keep a region from realizing its potential.

To develop the SWOT analysis, the Strategy Committee identified 94 potential stakeholders for interviews. Due to COVID-19 protocols and restrictions, these interviews were conducted virtually and in a one-on-one format. CRD conducted over 30 interviews of approximately 45 minutes with a group of diverse stakeholders. The notes from the interviews were then analyzed with an iterative coding framework and the qualitative software tool NVivo, which identifies themes and word frequencies. The interview data was used to develop a draft set of strengths, weaknesses, opportunities, and threats.

"Why have you and/or your company decided to stay in the region or what brought you to live and work in the area?"

Based on direction from the Strategy Committee, CRD developed an electronic public survey to ask respondents to rank potential strengths, weaknesses, opportunities, and threats and provide additional comments. 238 respondents opened the survey, 223 completed at least one question of the survey, and 178 completed the entire survey. Results were representative of the population percentage of Lucas, Wood, and Ottawa Counties.

S W O T

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
• Highway and Rail Transportation Access and Infrastructure	• Population Loss and Outward Migration	• Further Develop Riverfront/Lakefront for Job Creation and Tourism	• COVID-19 Impacts
• Proximity to Markets and Large Midwest Cities	• Low Entry-Level Wages In Many Industries	• Retain Greater Percentage of Graduates from Area Universities and Colleges	• Potential for Job Displacement Due to Automation
• Strong Manufacturing Base	• Lack of White-Collar Job Opportunities for College Grads	• Develop an Effective Internal and External Marketing Strategy for Upcoming International Events	• Lack of Investment in Neighborhoods
• Water Access for Industry, Shipping, and Recreation	• Inequitable Access to Affordable Housing, Public Transportation, Childcare, Broadband and Healthcare	• Invest in Entrepreneurial Ecosystem to Diversify Economic Base	• Self-Defeatism and Attitude of Citizens
• Downtown Toledo Development and Entertainment District	• Inequity of Public Education System	• Use Region's Automation Concentration to Attract High-Tech Jobs and Companies	• Lack of Collaboration in Pursuing Funding from Washington and Columbus
• Low Cost of Living/Affordable Housing Market	• Mismatch of Educational System and Skills for Jobs	• Invest in the Region's People to Ensure Inclusive Access to Growth	• Educational Attainment
• Recreation and Cultural Amenities, Including Metroparks	• Risk-Adverse/Reactive Economic Development Strategies	• Invest in Infrastructure to Position the Toledo Region as a Hub for Remote Workers	• Workforce Gap Between Skills and Employer Needs (Lack of High-Skilled Jobs for Graduates)
• "Big Small Town" and Ability to Affect Change	• Lack of Investment in Entrepreneurial Ecosystem	• Explore Collaborative, Proactive Site and Project Development	• Inequitable Access to Affordable Housing, Public Transportation, Childcare, Broadband and Healthcare
• Corporate Headquarters of Several Fortune 500 Companies	• Lack of Access to Capital (Banks, Foundations, etc.)	• Develop Collaborative Proposals for Future Federal Investment in Northwest Ohio	• Lack of Trust in Local Government Organizations
• Several Anchor Institutions, Including Hospitals and Universities	• Difficult to Justify Construction Projects Due to Smaller, Cheaper Market for Real Estate	• Take Fuller Advantage of Region's Transportation and Logistics Assets	• Lack of Regional Coordination in Streamlining and Standardizing Regulatory Processes
		• Better Utilize the Research and Expertise of the Region's Universities	

04 ACTION PLAN

ACTION PLAN

VISION

ASPIRATIONAL STATEMENT OF THE REGION'S FUTURE

GOALS

HIGH-LEVEL TARGETS THAT MUST BE ACHIEVED TO REACH THE VISION

OBJECTIVES

MORE DETAILED MILESTONES REQUIRED TO REACH THE GOAL

STRATEGIES

SPECIFIC TASKS THE REGION CAN IMPLEMENT TO REACH THE OBJECTIVE

HOW IT WORKS

The action plan, comprised of a vision statement, goals, objectives, and strategies, is the "heart and soul of the CEDS" that flows from the SWOT analysis. The action plan answers the question, "Where do we want to go and how are we going to get there?"

The vision statement outlines an aspirational statement of where the region would like to be in the next five years. Goals are high-level targets and initiatives that must be achieved in order to reach the vision. Under each goal are a series of objectives that, if completed, would enable the achievement of the goal. Finally, each objective has a series of strategies or specific tasks the region can implement to reach the objective.

TOLEDO REGION VISION BY 2025

THE TOLEDO REGION WILL BE SHAPED BY ITS PEOPLE MAKING AN IMPACT IN THEIR COMMUNITIES AND WILL BE HOME TO A RESILIENT, INNOVATIVE ECONOMY THAT ATTRACTS AND VALUES DIVERSE IDEAS, TALENT, LIFESTYLES, AND CAREERS BY UTILIZING OUR NATURAL, CULTURAL, HUMAN, AND INFRASTRUCTURE STRENGTHS.
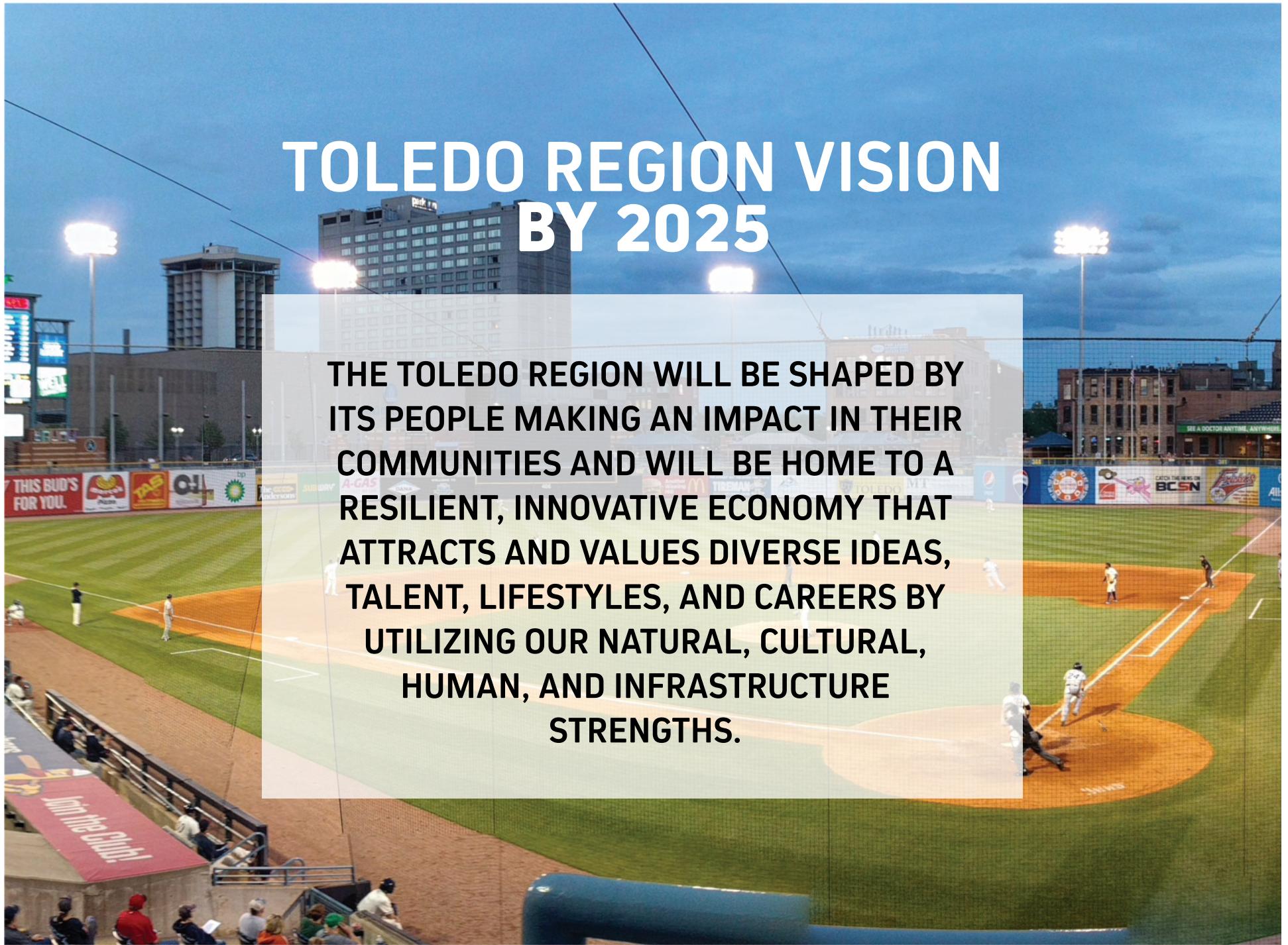
GOAL ONE

INCREASE THE RESILIENCY OF THE TOLEDO REGION BY BUILDING A DIVERSIFIED ECONOMY AND CULTIVATING ADDITIONAL EMPLOYMENT OPPORTUNITIES.

Continue to pursue additional research and development grants and partnerships in advanced manufacturing, robotics, and automation through the region's universities.

Pursue research and development opportunities in autonomous vehicles and autonomous technologies in warehousing/distribution, e-commerce fulfillment, and trucking applications.

OBJECTIVE ONE:
DIVERSIFY THE REGION'S ECONOMIC BASE BY GROWING & ATTRACTING JOBS IN HIGH-TECH SECTORS SUCH AS INFORMATION TECH, SCIENTIFIC & TECHNICAL SERVICES, & HEALTH CARE.

Develop sector partnerships and university research connections to pursue federal and state funding to develop an innovation district to catalyze high-tech job creation activities.

Create an Emerging Technology and Market Liaison position within the region to proactively engage local businesses to identify new technologies, processes, products, and markets for commercialization.

OBJECTIVE TWO:
TAKE ADVANTAGE OF THE TOLEDO REGION'S ADVANCED MANUFACTURING, TRANSPORTATION, & LOGISTICS CLUSTERS BY ATTRACTING INVESTMENT IN AUTOMATION & ROBOTICS RESEARCH & DEVELOPMENT.

Pursue federal, state, or private funding to develop a strategy and/or regional initiative to better connect and catalyze robotics developers and users, universities, federal research agencies, and investors for research and development opportunities in advanced manufacturing and transportation and logistics.

Coordinate and integrate the identification of corporate plans for automation, robotics deployment, and research and development into business retention and expansion (BRE) visits.

OBJECTIVE THREE:
CONTINUE TO MAKE THE REGION ATTRACTIVE FOR CORPORATE HEADQUARTERS & PROFESSIONAL SERVICE FIRMS INCLUDING ENGINEERING, LEGAL, FINANCIAL, & HUMAN RESOURCE COMPANIES.

Identify and reconnect with companies with historical roots to reintroduce them to the region and engage in a conversation about reinvesting in the Toledo region by becoming a Boomerang company.

Coordinate and integrate the identification of plans for expansion or other opportunities into business retention and expansion (BRE) visits.

Develop a centralized set of resources targeted towards companies seeking to relocate headquarters including an inventory of vacant office space in the region and graduates from colleges and universities in professional fields.

OBJECTIVE FOUR:
INCREASE LOCAL JOB CREATION BY COORDINATING & INVESTING IN AN ENHANCED ENTREPRENEURIAL ECOSYSTEM, INCLUDING ACCESS TO CAPITAL THAT BETTER SUPPORTS & CATALYZES SMALL BUSINESS DEVELOPMENT & ENTREPRENEURIAL ENTERPRISES.

Continue to pursue additional capital for small businesses and entrepreneurs, including federal, state, or private capitalization of revolving loan funds (RLF).

Conduct an incubator feasibility study for the region to determine needs, business models, and strategies for developing incubator and accelerator space.

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 innovation life cycle.

Collaboratively pursue a regional innovation ecosystem planning and development process to better connect the region's entrepreneurial assets.

OBJECTIVE FIVE:

INCREASE THE ENVIRONMENTAL SUSTAINABILITY & FOOD SECURITY BY GROWING & ATTRACTING EMPLOYMENT & RESEARCH & DEVELOPMENT INVESTMENT IN THE REGION'S AGRICULTURE, FOOD MANUFACTURING, PROCESSING, DISTRIBUTION, & FOOD TECH CLUSTER.

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.

Continue to develop a research and development 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.

OBJECTIVE SIX:

GROW SUSTAINABLE TOURISM BY TAKING ADVANTAGE OF THE REGION'S NATURAL ASSETS, STRETEGIC LOCATION, & RECENT HIGH-PROFILE EVENTS.

Fully implement the proposed development of the Glass City Convention and Event Center and associated hotel and entertainment district in Downtown Toledo.

Enhance the promotion and marketing of the region's natural assets and tourism destinations through a cooperative, national marketing campaign.

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

GOAL TWO

CONTINUE TO BUILD THE PHYSICAL, FINANCIAL, & REGULATORY INFRASTRUCTURE TO CONNECT THE REGION TO THE WORLD.

OBJECTIVE ONE:
EXPAND & MAINTAIN THE PHYSICAL INFRASTRUCTURE TO TAKE ADVANTAGE OF THE REGION'S STRATEGIC LOCATION FOR MANUFACTURING, DISTRIBUTION, LOGISTICS, & TRANSPORTATION.

Pursue federal and state funding to maintain and improve the region's road, highway, and bridge network to facilitate the movement of commerce and additional job-creation activities.

Enhance the region's rail infrastructure to facilitate the movement of commerce and additional job-creation activities.

Leverage the region's access to freshwater by pursuing additional investments in sewer, waterline, and treatment infrastructure.

OBJECTIVE TWO:
CONTINUE TO DEVELOP THE PORT OF TOLEDO FOR COMMERCIAL OPPORTUNITIES TO TAKE ADVANTAGE OF THE STRATEGIC LOCATION ON LAKE ERIE.

Update and modernize facilities, equipment, and materials handling infrastructure at the Port of Toledo to improve the competitiveness of the facility and to build on the region's agricultural, industrial, and logistics and transportation strengths.

OBJECTIVE THREE:
INVEST IN HIGH-SPEED, AFFORDABLE, & RELIABLE BROADBAND ACROSS THE ENTIRE REGION TO FACILITATE JOB CREATION, RESEARCH & DEVELOPMENT IN HIGH-TECH SECTORS, REMOTE WORKER RELOCATION, & NEW TALENT ATTRACTION.

Pursue public-private partnerships to develop applications for federal, state, and private funding to improve the region's broadband infrastructure in the urban core to attract high-tech companies, provide capacity for remote working and learning, and attract new talent to the region.

Cultivate partnerships with the private and public sectors to attract funding and investment in broadband capacity and speed expansion in the region's rural communities to expand and diversify local economies through high-tech worker and job attraction, remote working and learning, and business expansion in areas such as Industry 4.0.

OBJECTIVE FOUR:
PROACTIVELY & COLLABORATIVELY POSITION THE REGION FOR INVESTMENT BY LOCAL, NATIONAL, & INTERNATIONAL PARTNERS IN GREENFIELD SITE DEVELOPMENT, BUILDING REHAB, & THE REDEVELOPMENT OF INDUSTRIAL & COMMERCIAL SITES.

Identify and collaborate with local, national, and international developers to redevelop older industrial and commercial sites, historical buildings in the urban core, and develop new greenfield site opportunities.

Collaborate as a region to identify sites and opportunities to compete for Ohio Site Inventory Program grants and loans to support speculative site and building development projects.

OBJECTIVE FIVE:
CONTINUE TO POSITION EUGENE F. KRANZ TOLEDO EXPRESS AIRPORT AS AN ECONOMIC ENGINE FOR THE REGION THROUGH ADDITIONAL AIR SERVICE, ECONOMIC, & WORKFORCE DEVELOPMENT EFFORTS.

Work with federal, local, state, and private-sector partners to retain existing air service and pursue additional air service opportunities at Eugene F. Kranz Toledo Express Airport.

Create pad-ready development sites to support the growing aviation logistics distribution industries at TOL.

Identify opportunities to expand and grow aviation workforce development and training facilities at TOL.

Retain and support future development of the Ohio Air National Guard Base and the 180th Fighter Wing.

OBJECTIVE SIX:
FURTHER DEVELOP & CAPITALIZE ON THE TOLEDO REGION'S ENERGY RESOURCES, INCLUDING NATURAL GAS, NUCLEAR POWER PLANTS, OIL REFINERIES, WIND, & SOLAR.

Continue to develop the region's renewable energy infrastructure, including in solar and wind power generation.

Invest in maintaining, expanding, and connecting the region's pipelines to surrounding energy infrastructure assets.

OBJECTIVE SEVEN:
POSITION THE REGION TO TAKE ADVANTAGE OF NEW ADVANCES IN TRANSPORTATION TECHNOLOGY, SUCH AS HIGH-SPEED RAIL, AUTONOMOUS VEHICLES, & HYPERLOOP.

Collaborate as a region to advocate for a stop in the Toledo region for the Hyperloop transportation system and develop additional infrastructure to ensure connectivity to the entire region.

Pursue funding to establish a network of electric vehicle charging stations to promote the continued use and development of new automobile technologies.

Advocate for and position the region to receive federal, state, and private funding that supports the development of local autonomous and/or connected vehicle projects, particularly in the area of trucking, to take advantage of the region's strength in transportation and logistics.

Explore the potential for development of an unmanned aerial systems (UAS) delivery research facility in the region to take advantage of the region's strength in transportation and logistics.

GOAL THREE

CULTIVATE, ATTRACT, RETAIN, & TRAIN A
DIVERSE WORKFORCE FOR THE IMMEDIATE,
FUTURE, & EVOLVING NEEDS OF EMPLOYERS.

OBJECTIVE ONE:
ALIGN & OPTIMIZE EXISTING WORKFORCE DEVELOPMENT
PROGRAMS WITHIN & ACROSS THE REGION.

Continue efforts to bring business, economic development,
government, and not-for-profit workforce programs together to
collaborate on regional initiatives.

Utilize best practices and most effective programs of recently
completed regional workforce related studies and strategies.

Map the region's workforce ecosystem to identify roles, resources, best
practices, efficiencies, and collaboration opportunities.

OBJECTIVE TWO:
ALIGN THE REGION'S EDUCATION & TRAINING
INFRASTRUCTURE WITH THE CURRENT NEEDS OF OUR
BUSINESSES AS WELL AS THOSE OF THE FUTURE
ECONOMY.

Fully implement the talent alignment strategy by identifying current
and future occupational supply and demand.

Audit and align current educational and training programs in the region
to identify gaps and opportunities for program development in the
region's training infrastructure.

Work through the region's sector partnership programs to identify
specialized training needs in targeted industries.

Ensure individuals receive support and opportunities to maximize
employment success.

OBJECTIVE THREE:
DEVELOP A COORDINATED STRATEGY TO ATTRACT AND
RETAIN TALENT IN THE TOLEDO REGION.

Develop a national marketing campaign for the Toledo region
highlighting its low cost of living and high quality of life.

Develop a strategy with local colleges and universities to retain
graduating students in the region.

Begin work on a civic-pride campaign designed to highlight the region's
successes and promising future.

Work with employers, local governments, and community groups to
develop, promote, and implement efforts designed to welcome, attract,
and retain talent from diverse populations.

OBJECTIVE FOUR:
INTEGRATE PUBLIC TRANSPORTATION INTO THE REGION'S
WORKFORCE DEVELOPMENT STRATEGY.

Collaborate with public and private sector transportation companies to
meet the needs of our businesses and workers.

Work to establish an accessible mobility system for our region to
connect citizens to employment opportunities, services, and the
region's world-class amenities.

OBJECTIVE FIVE:
INCREASE THE REGION'S RESILIENCY BY DEVELOPING A
WORKFORCE ECOSYSTEM THAT IS DIVERSE & ADAPTABLE.

Develop a quick response workforce plan to identify the risk of
large-scale sector changes in the region and strategies to mitigate the
impact of these disruptions.

Explore potential retraining and recovery strategies for the potential
closure of the Davis-Besse Nuclear Power Plant.

GOAL FOUR

PROMOTE AND CONTINUE TO ENHANCE THE REGION'S HIGH QUALITY OF LIFE AND PLACE.

OBJECTIVE ONE:
REINVEST IN THE REGION'S NEIGHBORHOODS & COMMUNITIES THROUGH PROJECTS THAT ADDRESS LEGACY ENVIRONMENTAL ISSUES, ENHANCE THE QUALITY OF LIFE OF ALL RESIDENTS, & FOSTER A UNIQUE SENSE OF PLACE.

Identify and assist local, socially motivated investors raise capital to invest in neighborhood (re)development opportunities, particularly in opportunity zones.

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.

Provide multiple forums and avenues for public engagement, input, and collaboration as well as opportunities for local collaborative fundraising opportunities to increase community buy-in for redevelopment projects.

OBJECTIVE TWO:
DEVELOP A CONTINUUM OF SAFE, AFFORDABLE HOUSING OPTIONS IN COMMUNITIES & PROMOTE HOMEOWNERSHIP ACROSS NORTHWEST OHIO.

Develop a program to provide access to capital for smaller, local developers to build housing stock in historically disadvantaged communities, particularly in opportunity zones.

Provide access to education, incentives, training, bonding, and insurance programs to residents, local contractors and nonprofit organizations to build capacity for local renovation, new housing construction, and redevelopment projects.

Develop and promote programs to highlight the link between homeownership, wealth creation, and community development.

OBJECTIVE THREE:
INCREASE INVESTMENT & ACCESS TO SUPPORT SERVICES FOR THOSE WHOSE EARNINGS OR WORK ARRANGEMENTS CANNOT SUSTAIN A HIGH QUALITY OF LIFE.

Ensure access and funding for a robust social safety net of supports and services including childcare, healthcare, food, transportation, insurance, and banking services to enable residents to take advantage of employment opportunities.

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.

Continue to develop a network of services and facilities for senior citizens, people with disabilities, Veterans, non-English speakers, and returning citizens to ensure a sense of belonging and community.

Provide additional capacity to social service organizations for trainings and programs to foster better coordination of existing resources and identification of best practices.

OBJECTIVE FOUR:
IMPROVE THE MOBILITY SYSTEM TO ENHANCE ACCESS BY ALL RESIDENTS TO HOUSING, SERVICES, & EMPLOYMENT OPPORTUNITIES.

Redesign the region's mobility system by using multi-modal opportunities (automobiles, rail, buses, boating, and active transportation) to connect residents to housing, services, and employment opportunities.

Promote the continued development of active transportation (pedestrian, bike, etc.) networks and infrastructure to enhance the quality of life of residents.

Explore opportunities for transit-oriented development in the region's high frequency corridors.

Maintain and enhance paratransit services to ensure seniors and people with disabilities can access services, amenities, employment opportunities, and healthcare services.

05 EVALUATION FRAMEWORK

EVALUATION PLAN & PERFORMANCE METRICS

The Strategy Committee selected a range of high-level performance metrics to determine the success of the region in achieving the goals outlined in the CEDS. The performance metrics selected by the Strategy Committee are largely outcome-based and were selected to assess the region's performance in improving key indicators of economic, community, and workforce development as a result of the implementation of the CEDS.

The Strategy Committee committed to continue meeting quarterly to discuss progress made on implementing the strategies outlined in the CEDS. CRD committed to convening these meetings and developing a Toledo Region CEDS dashboard or scorecard to track progress. The forthcoming Toledo Region CEDS dashboard will contain benchmarks, historical trends, and the latest available information for each metric.

PERFORMANCE METRIC	UPDATE FREQUENCY
LABOR FORCE PARTICIPATION RATE	MONTHLY
CHANGE IN LOCATION QUOTIENTS FOR TARGETED INDUSTRIES	QUARTERLY
JOB CREATION IN TARGETED INDUSTRIES	QUARTERLY
PER CAPITA INCOME	QUARTERLY
EARNINGS PER JOB	QUARTERLY
PERCENT OF STUDENTS FROM 3 CO. AREA	SEMESTERLY
CHANGE IN FUNDS/PROGRAMS FOR ENTREPRENEURS & SMALL BUSINESS OWNERS	ANNUAL
FEDERAL & STATE INVESTMENT IN ROAD, RAIL, & WATER PROJECTS	ANNUAL
PORT OF TOLEDO ACTIVITY & INVESTMENT	ANNUAL
PRIVATE INVESTMENT IN GREENFIELD & REDEVELOPMENT PROJECTS	ANNUAL
ENPLANEMENTS & CARGO ACTIVITY AT REGIONAL AIRPORTS	ANNUAL
INCREASE IN NET MIGRATION TO TOLEDO REGION	ANNUAL
INCREASED EDUCATIONAL ATTAINMENT & SKILL DEVELOPMENT	ANNUAL
NUMBER & PERCENT OF LOCAL STUDENTS WHO REMAIN FOLLOWING GRADUATION FROM HIGHER ED	ANNUAL
COLLEGE GRADUATION GROWTH PER CAPITA (1, 5, 10 YEARS)	ANNUAL
CERTIFICATE ATTAINMENT	ANNUAL
NUMBER & PERCENT OF MINORITY EMPLOYEES	ANNUAL
NUMBER OF FOREIGN-BORN RESIDENTS & EMPLOYEES	ANNUAL
GDP PER CAPITA	ANNUAL
HOMEOWNERSHIP RATE	ANNUAL
POVERTY RATE	ANNUAL
NUMBER & AMOUNT OF OPPORTUNITY ZONE PROJECTS	ANNUAL
NET BUSINESS STARTS & EXPANSIONS BY EXISTING BUSINESSES	TO BE DETERMINED

06 ECONOMIC RESILIENCE

ECONOMIC RESILIENCE

The CEDS Strategy Committee integrated several initiatives to increase steady-state and responsive resiliency in the region. According to the EDA, "steady-state initiatives tend to be long-term efforts that seek to bolster the community or region's ability to withstand or avoid a shock. Responsive initiatives can include establishing capabilities for the economic development organization to be responsive to the region's recovery needs following an incident".

The Toledo Region CEDS includes several steady-state goals and objectives in the Action Plan to increase the resiliency of the region through diversification of the regional economy (Goal #1: Increase the Resiliency of the Region by Building a Diversified Economy and Cultivating Additional Employment Opportunities) and to build a resilient workforce development ecosystem that can adapt to the evolving and diverse needs of employers (Goal #3: Cultivate, Attract, Retain, and Train a Diverse Workforce for the Immediate and Evolving Needs of Employers).

The Toledo Region CEDS Strategy Committee has also included several responsive resiliency initiatives to further establish information networks in the region. For example, the Toledo Region CEDS Strategy Committee has committed to continue meeting on a quarterly basis to review the latest economic

trends and performance on the metrics outlined in the evaluation framework to assess and, if necessary, pivot aspects of the CEDS. Additionally, the Center for Regional Development at BGSU has committed to developing a dashboard and scorecard using the metrics established in the CEDS to provide real-time information on the performance of the region in achieving the goals outlined in the CEDS.