

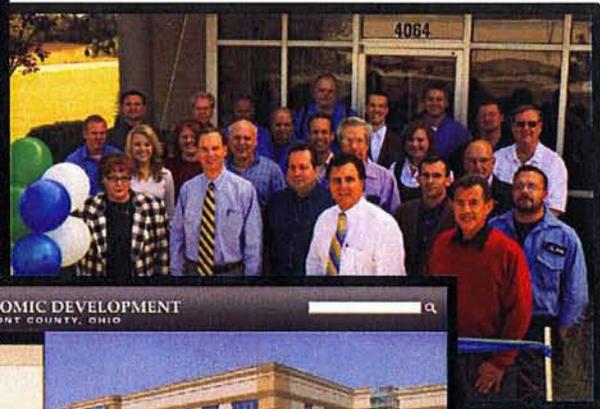
CLERMONT COUNTY ECONOMIC ACTION AGENDA

Economic Development Strategic Plan | 2010 - 2013

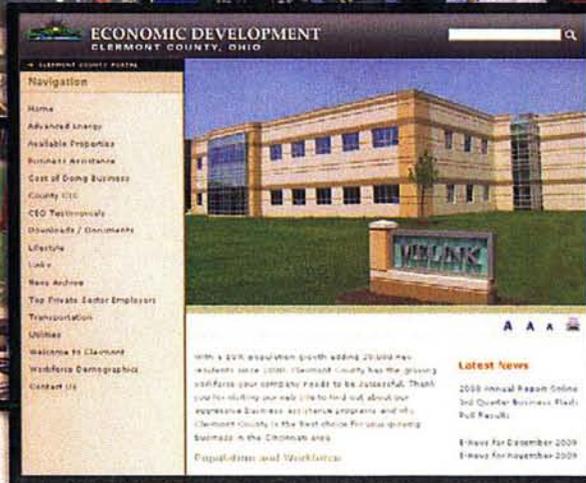
coordinated planning



business expansion



infrastructure



business attraction

Clermont County Board of Commissioners
June 2010

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Vision for Economic Development

The Clermont County economy will grow through targeted land development, coordinated planning, workforce development, transportation improvements, and marketing our assets to the world. The end result will be a future of sustainable growth, higher wage jobs for our residents, a workforce with skills matched to an evolving economy, an efficient transportation network that connects us to the region and a better quality of life for our residents.

The Board of Clermont County Commissioners understands that a vibrant business environment supplies the resources for government to provide services to residents, and gives residents opportunities for upward job mobility. Besides generating tax revenues, corporations and their employees contribute their time, money, and effort to our schools, charities, and communities. Creating jobs in a community brings new residents and makes the community more attractive for upscale retail development. *Job creation is the key factor to creating this positive cycle of increased prosperity and opportunity throughout the community.*

Over the past five years, the Board of County Commissioners has taken a lead role in economic development through the creation of an Office of Economic Development, the Clermont County Transportation Improvement District, and the Economic Development Corporation of Clermont County. We have a much better picture of our strengths, weaknesses, and areas where we can be most effective in improving the environment for business growth. As we emerge from the “Great Recession”, we must move forward with fewer resources to implement this plan. Achieving the goals of this plan will require a willingness for governments at all levels, private sector, educational institutions, and non-profit organizations to work together in areas of common interest and where everyone can contribute according to their strengths.

This plan is a start, and firmly plants the stake in the ground with respect to Clermont County government’s role and perspective on economic development. The plan will change as the local, national, and global economies change. The plan will change based on annual reviews of performance metrics, unanticipated opportunities to capture major new investment, and changes in available resources. The plan will change based on the resources and participation of our partners in the private sector, local government, non-profits, and educational institutions. What will not change is our commitment to create the environment for economic growth and prosperity.



L to R: Commissioners Bob Proud, Ed Humphrey, and Scott Croswell

In the plan that follows we have identified those public and private sector partners that we feel can add value to successful completion of strategic actions and key objectives. We invite all public and private sector partners to engage with us in any area of the plan you have a stake in, or could add value to, through the investment of your knowledge, efforts or financial resources.

FOUNDATION OF THE PLAN AND KEY OBJECTIVES

Definition of Economic Development

A wide variety of factors can influence the ability of a community to attract and grow jobs, ranging from basic issues as transportation infrastructure to less tangible factors such as arts and recreational opportunities. It is important to establish Clermont County's definition that addresses our unique challenges and opportunities, in recognition of the need to focus limited resources on the factors that we believe will have the greatest positive impact on economic growth.

From a public perspective, local economic development involves the allocation of resources in a way that creates a positive environment for business activity and encourages business to invest in capital assets and new employment. It is a deliberative intervention in the normal economic business environment through establishment of policies and programs that remove barriers to private sector growth and operations in our community. Typically these policies and programs focus on specific areas such as infrastructure, workforce availability, tax burden, and permitting/regulatory environment. A less traditional but more comprehensive set of policies and programs can also include targeted residential development, corridor-level integrated planning of land use and transportation, and coordination of educational goals with economic development goals with the local school district system. These less traditional policies and programs are also often included in the definition of community development.

Value of Economic Development

For Clermont County, economic and community development are closely linked and vital in creating the environment for long term sustainable growth. At its heart, economic development outcomes are about building healthy economies in order to have healthy communities. Such outcomes include:

- Increased Tax Base – revenue provided by economic development supports, maintains, and improves community infrastructure such as roads, schools, parks, libraries, and public safety services.
- Job Development – economic development provides better wages, benefits, and opportunities for career advancement.
- Business Retention and Expansion – businesses that see a favorable business environment and feel appreciated by the community are more likely to locate, stay, expand, and contribute to growing the economy.

- Self-sufficiency – a stronger economic base means public services are less dependent on funding from State and Federal sources, as well as revenues generated from taxes on the residential population.
- Productive Use of Property – property used for its “highest and best use” maximizes and stabilizes property values for the entire community.
- Quality of Life – the preceding objectives all support and improve the standard of living of the residents in the community.

Key Objectives

Having established a definition of economic development that we believe will achieve the vision for the community identified earlier in the plan, it is important to identify key objectives that we hope to achieve. Each strategic action in this plan is tied to a key objective(s).

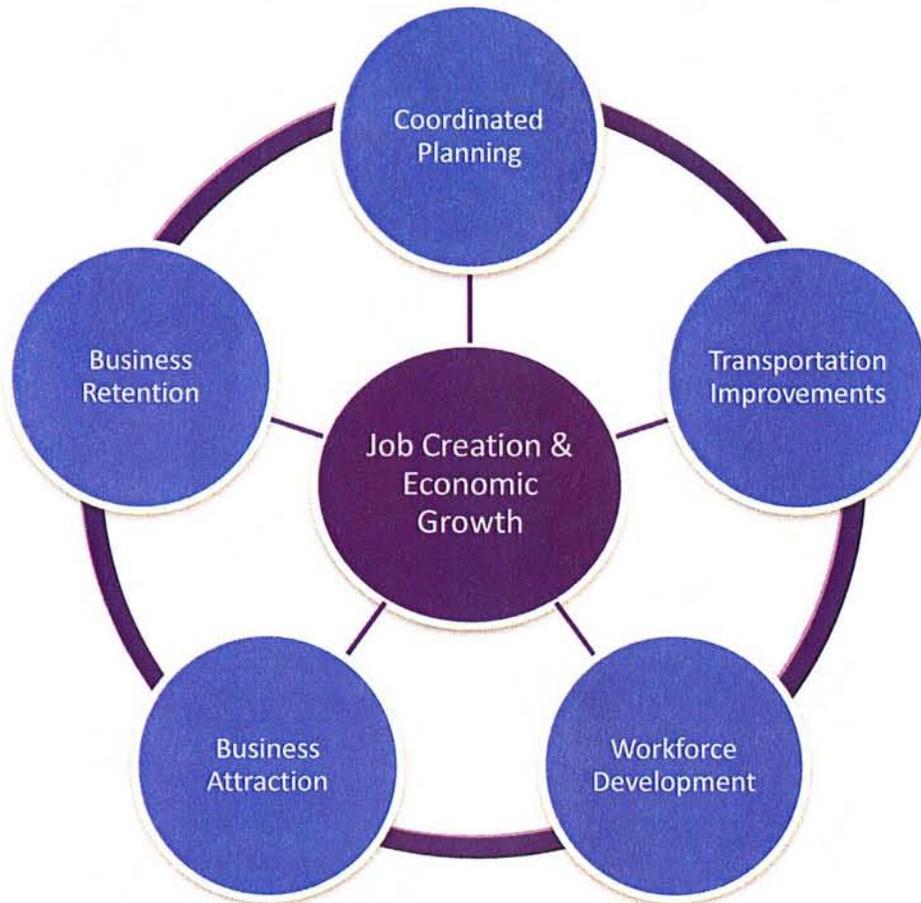
Key objectives of the County include:

1. Aggressively pursue new business investment by establishing a leading edge competitive and comprehensive countywide economic development program.
2. Develop an effective strategy to coordinate and seamlessly integrate economic development initiatives and activities with supporting community development resources.
3. Integrate involvement of the key partners and business community in the County’s economic development efforts.
4. Build a collaborative approach to creating a stronger business climate with the multiple public agencies and utilities that have a responsibility for the infrastructure in the community.
5. Increase alliance building and improved communication and coordination with business stakeholders and local, state, and federal agencies.

Strategic Focus Areas

The Board of Clermont County Commissioners has established a vision for the community, defined what economic development is within the context of that vision, and identified key objectives to be achieved to bring the vision to reality. The next step of identifying strategic focus areas allows us to group related activities that address one or more of the key objectives. The strategic focus areas rely heavily upon the past four years of research that has been conducted and upon practical experience in managing core economic development programs

to respond to opportunities and challenges that have faced this community. The graphic below illustrates the interconnected nature of the strategic focus areas, and how they all are connected to a central theme and outcome of job creation and economic growth.



Business Attraction & Retention – Creating an environment conducive to new investment and job creation, through expansion of existing businesses or attraction of new businesses, creates the tax base that supports the provision of public services at the local level. The communication of our successes, the proactive pursuit of new business investment, and the interaction with existing businesses tie together all of the other strategic themes. Meeting on a regular basis with existing businesses provides feedback and direction on our efforts in the areas of coordinated planning, transportation improvements and workforce development. Existing businesses can help identify potential new companies to recruit as well as serve a key role in the supply chain to make our area attractive to targeted industries. The development of “job ready” land ensures that both existing and new businesses have options available to accommodate growth. Communicating our own progress on this strategic plan, as well as the success stories of growing companies, helps build awareness of the strong support network for businesses to grow in Clermont County.

Land Development – A 2005 Property Advisors study examined the office and industrial market in Clermont County and found that, in comparison to other communities in the region, we have a smaller percentage of “job ready” sites than other Cincinnati area communities. The report identified specific site infrastructure improvements and/or acquisition to bring more office and industrial land to market. A 2006 Wadley Donovan report affirmed the need to bring more business parks to market, either through partnerships with developers or as a publicly-driven initiative using financing tools available exclusively to local government.

Transportation Improvements – A critical issue identified by every expert, every study, and every existing business survey is the need to improve our transportation network. The ability to move goods and people into and through our community is key to growing our economy and making Clermont County a more attractive place to work and live.



SR 32 Corridor Improvement Plan

Coordinated Planning – The need for additional upscale retail establishments was identified in 2007 by Property Advisors, which estimated that \$500 million in unmet demand is causing county residents to shop elsewhere.

The same report, however, indicated that an additional 15,000 residents are required within a 5-mile radius of Eastgate to attract upscale retailers. Furthermore, a lack of a diverse housing mix and traffic congestion is hampering the population growth necessary to hit the target. These complicated issues create significant implications for planning of land use, zoning, transportation, and utilities that must be addressed in a coordinated manner.

Workforce Development – With the closure of such large manufacturing firms as 3M, Mark Andy and the Ford Batavia Transmission facility, Clermont County residents are facing a new reality where their skills may not match the jobs that are available. A 2008 report by the University of Cincinnati Center for Economic Research also identified the best target industries for growth opportunities to be in computer programming, insurance, and scientific research and development. The dual issues of helping existing workers acquire new skill sets and providing the target industries with an adequate supply of new employees are significant and require a long-term focus.

EXECUTIVE SUMMARY

Vision

The Clermont County economy will grow through targeted land development, coordinated planning, workforce development, transportation improvements, and marketing our assets to the world. The end result will be a future of sustainable growth, higher wage jobs for our residents, a workforce with skills matched to an evolving economy, an efficient transportation network that connects us to the region and a better quality of life for our residents.

Strategic Actions

1. Business Attraction <ul style="list-style-type: none"> • Lead Generation • Branding Strategy • Job Ready Site Development • Regional Partnerships • Cutting Edge Tools and Technology • Retail Attraction & Revitalization 	<p>The goal of the Business Attraction program is to increase the number of high paying jobs within Clermont County. Success will be measured by an increase in the number of active prospects, or companies actively considering locating in Clermont County, as well as an increase in announced projects that result in job growth and new capital investment.</p>
2. Business Retention & Expansion <ul style="list-style-type: none"> • Business Survey & Visitation • Business Connections 	<p>The goals of the Business Retention and Expansion (R&E) program are to identify and solve location related problems for companies to improve Clermont County's business climate, and to connect local businesses to each other and local resources that will add value to a Clermont County location.</p>
3. Workforce Development <ul style="list-style-type: none"> • Creation of Comprehensive Workforce Development System 	<p>The goals of the Workforce Development program are to develop a shared framework of the occupations and skills needed for growing industries we wish to attract or grow, and to implement a coordinated effort to improve the match between the needs of targeted industries and skills being learned at all educational levels locally.</p>
4. Coordinated Planning <ul style="list-style-type: none"> • County Wide Comprehensive Plan • Coordinated Capital Improvement Planning 	<p>The goal of the Coordinated Planning program is to improve the coordination of various local government entities responsible for land use, zoning, transportation and utilities.</p>
5. Transportation Improvements <ul style="list-style-type: none"> • County Transportation Improvement District 	<p>The goals of investing in the transportation network are to improve the movement of goods and people into and through our community, increase connectivity to the Greater Cincinnati region, and provide linkages to alternative modes of transportation to residents and businesses.</p>

Success Indicators

The Strategic Action Agenda identifies high wage, high skill jobs as the cornerstone for creating a positive cycle of increased prosperity and opportunity throughout the community. Furthermore, with the assistance of expert analysis and forecasting from the Economics Center for Education & Research at the University of Cincinnati, specific industries are being targeted for attraction and growth within the County. The vision and goals of this strategic plan focus largely on human capital, and the results that come from investing in the greatest asset this county has – its people. The success indicators below reflect progress accordingly.

Success Indicator 1 – The percentage of Clermont County residents with Bachelor’s or Graduate Degrees will meet or exceed the average for the Cincinnati MSA by 2015. Using 2009 population estimates, this would require at least 3,400 more county residents to acquire a bachelor’s degree or higher.

Educational Attainment - Age 25+	Clermont County		Cincinnati MSA	
	2009 Population	% of Total	2009 Population	% of Total
Less Than 9th Grade	4,288	3.26%	63,177	3.40%
9th Grade to 12th Grade	14,780	11.25%	201,206	10.82%
High School Diploma	44,260	33.67%	576,657	31.00%
Some College	25,905	19.71%	379,538	20.40%
Associate's Degree	8,671	6.60%	116,808	6.28%
Bachelor's Degree	22,481	17.10%	338,178	18.18%
Graduate Degree and Higher	11,051	8.41%	184,776	9.93%
Total	131,436		1,860,340	

Success Indicator 2 – By 2015, the annual percentage increase in people employed in Clermont County will consistently exceed the average annual increase for 2002-2009 by 10%.

<u>Clermont County Jobs</u>		
Year	Jobs	% change
2009	83,329	-5.51%
2008	87,917	0.15%
2007	87,782	1.91%
2006	86,104	6.36%
2005	80,625	2.30%
2004	78,769	3.39%
2003	76,096	1.02%
2002	75,323	
AVERAGE	81,993	1.38%

Success Indicator 3 – The average Earnings Per Worker (EPW) of all Clermont County jobs will meet or exceed the median EPW of all Cincinnati MSA jobs. In 2009 the median EPW for Clermont County was \$37,971 and the median EPW for the Cincinnati MSA was \$47,852. Clermont County will be within 10% of achieving parity with the region by 2015.

Notes

Source: Economic Modeling Specialists Inc., Complete Employment - 4th Quarter 2009
Earnings Per Worker (EPW) is defined as hourly earnings, excluding benefits, of a worker in an occupation.

1

BUSINESS ATTRACTION

Summary

The goal of the Business Attraction program is to increase the number of high paying jobs within Clermont County. Success will be measured by an increase in average household wages over time and by growth in the net number of new jobs within the County.

A. Lead Generation in Targeted Industries

Prospective growing companies that may be interested in a Clermont County location will be uncovered through outsourced lead generation services. The consulting firm selected will be experienced in performing detailed research to produce the highest quality targeted data and will validate the findings through personal, executive-level telephone conversations. Approximately 700-800 companies will be contacted annually to identify growth opportunities in the following targeted industries, as identified in the October 2008 report by the Economics Center for Education and Research, University of Cincinnati.

- Insurance carriers (NAICS 5241)
- Custom computer programming services (NAICS 541511)
- Computer systems design services (NAICS 541512)
- Other computer related services (NAICS 541519)
- Scientific research and development services (NAICS 5417)

Lead Agency: Office of Economic Development.

Time Line: Ongoing.

Resources Required: Approximately \$20,000 annually, not including any required travel to meet with prospects.

Key Objectives: 1

B. Develop a Branding and Communication Strategy for Business Attraction and Tourism

The County will establish a new countywide brand and will work closely with the Convention & Visitors Bureau, the Clermont Chamber of Commerce, and local communities on their tourism, marketing, and communication strategies. Several key objectives are incorporated into the broader strategy:

- Strengthen the current external and internal image of the County by focusing on the diverse assets and on existing efforts to brand the County's distinct communities.

- Align the various tourism marketing efforts throughout the County and channel these activities into a countywide initiative, resulting in consistent themes and messages being highlighted by organizations and communities.
- Develop tailored marketing messages for the targeted industries.
- The resulting new brand strategy for the community will include brand positioning, brand statements, naming, tagline development, brand identity design and system development, online branding, and collateral redesign.
- Incorporate the existing electronic and print communication activities (annual reports, business investment guide, monthly e-news, etc.) into the branding strategy, and add new social media components.

Lead Agency: Office of Economic Development.

Supporting Agencies: Clermont Convention & Visitors Bureau, Clermont Chamber of Commerce, Townships, and Villages.

Time Line: Commencing in 2012, 12-24 months for development, and ongoing for replacement of collateral materials.

Resources Required: Up to \$50,000, with cost share to be determined by participating groups.

Key Objectives: 2, 3, 4

C. Development of Job Ready Sites

Clermont County will ensure an available supply of competitive “Job Ready” sites for office and industrial development from multiple developers. Businesses making decisions to relocate or establish new facilities work on time frames that are more compressed than ever before, often with a 12-18 month deadline to have a new facility functioning. In this respect, Clermont County is competing with neighboring communities to attract new business investment by ensuring that there are suitable choices available for different types of investment. These “Job Ready Sites” are defined as land that is zoned for business, has all utilities on site or less than 500 feet from the property line, and is actively being marketed for development as a business park.



Ivy Pointe Commerce Park

Butler County currently has over 3,000 acres of Job Ready Sites and Warren County has almost 5,000 acres, most of which are controlled by developers and located within 5 miles of a highway interchange. Clermont County currently has approximately 276 acres of Job Ready Sites within 5 miles or less of an I-275 interchange:

- Ivy Pointe – 69 acres remaining for Class A office (sewer capacity is limited)
- Clough Pointe – 79 acres available for office or light industrial (sewer capacity is limited)
- Miami Commons – 42 acres available for office or light industrial (all utilities)
- Airport Industrial Land – 52 acres for industrial (max. contiguous is 33 acres)
- Roberts Construction Land at Airport – 24 acres for industrial
- Avenue Fabricating Land at Airport – 10 acres for industrial

The 2005 Property Advisors report identified specific site infrastructure improvements and/or acquisition to bring more office and industrial land to market. Since that time, some of the top identified sites have been acquired, developed, or had infrastructure improvements planned or put into place that have changed their status. A specific plan will be developed to determine optimal size, number, and location of Job Ready Sites that should exist to meet current and projected market demands, including funding sources and extent of potential involvement by the public sector.

Lead Agency: Office of Economic Development.

Supporting Agencies: Townships with an interest in partnering with the County on development of Job Ready Sites.

Time Line: Plan adopted by third quarter 2011.

Resources Required: To be determined.

Key Objectives: 1, 4, 5

D. Regional Business Attraction Partnerships

Clermont County will engage with regional business attraction efforts to leverage our investment in the Cincinnati USA Partnership, participating in business attraction activities that focus on our targeted industries. The Cincinnati USA Partnership is the regional economic development initiative directed by the Cincinnati USA Regional Chamber. The Partnership is responsible for attracting new business, jobs and investment to the 3-state, 15-county region at the intersection of Ohio, Kentucky and Indiana.

Clermont County will increase participation in activities that sell the region, which is a vital component of selling the County. The highest-value opportunities for engagement will be determined annually and will be based upon the annual adopted work plan of the Partnership.

Lead Agency: Office of Economic Development.

Supporting Agencies: Clermont Chamber of Commerce.

Time Line: Ongoing.

Resources Required: \$10,000 annually for investment as Team 100 member. Costs for specific events or activities will be determined annually.

Key Objectives: 1, 3, 5

E. Maintain the Best Tools in the Region for Business Attraction

Clermont County will continue to be the regional leader in providing assistance to businesses through cutting edge technology. The first interaction a potential business may have with our community will be through our web site and the tools used to help that business identify available sites or business assistance programs. Providing a first-class suite of tools will demonstrate the sophistication and capabilities of Clermont County government, and will add significant value to the business community in accessing services to assist with growth.

The Office of Economic Development has built a track record over the past five years of being a regional leader in delivery of information through innovative methods. OED's efforts were recognized with an award in 2007 from the International Economic Development Council for *General Purpose Web Site*, by organizations serving areas with populations between 50,000 and 200,000. Clermont County was also the first economic development agency in the Cincinnati region to use sophisticated land and building database tools and interactive electronic newsletters.



Site Selection Tools

Clermont County will maintain its leading edge in delivering business assistance services through cutting edge technology in the following areas:

- First in class web site development.
- Land and building database integrated not only with the County's geographic information systems but also the State of Ohio site database tools.
- Develop electronic tools to allow local businesses to find local suppliers for products and services, saving costs for companies and increasing money spent within the County.
- Maintain what is considered the best regional news delivery method, and improve it through targeted use of social media.

Lead Agency: Office of Economic Development.

Time Line: Ongoing.

Resources Required: Various, depending on specific tools to be used.

Key Objectives: 1, 2, 3, 5

F. Targeted Retail Attraction

Clermont County will proactively recruit new retail investment based on quantitative data and in partnership with major existing retail property owners. Retail is a crucial business sector for many reasons including sales tax generation, stability and appreciation of property values, and as a quality of life amenity. A 2007 analyses by Property Advisors estimated that \$500 million in unmet demand is causing county residents to shop elsewhere. The same year, the Buxton Company, a nationally recognized leader in community retail attraction services, created a retail analyses for anticipated redevelopment of the Business 28 corridor in Miami Township. A variety of issues delayed commencement of the Business 28 project, so the Buxton data was not utilized to its full extent.

With a number of significant vacancies occurring in the Eastgate retail corridor over the past several years, it is imperative to make every effort to stabilize the business base by attracting new tenants. The County will work with Eastgate Mall, and property owners with the largest holdings in the Eastgate corridor, to partner in an updated Buxton analytic report which will identify specific retail users that can be attracted to the area. We will also take the next step in contacting the top targeted retail opportunities in person at retail trade shows or in targeted trips to meet with corporate site selection decision makers. It is anticipated that major retail property owners will partner with the County not only in updating the study, but as part of the sales team meeting with retail prospects.

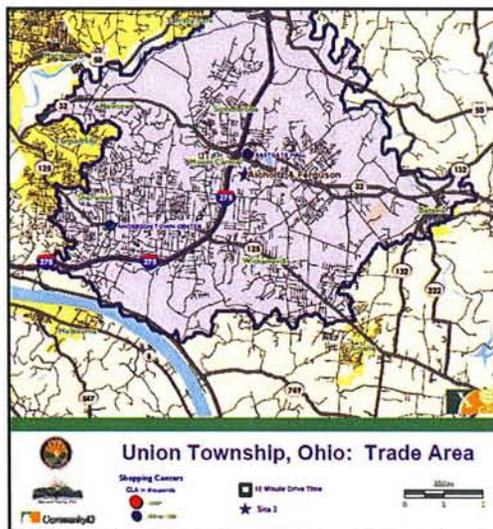
Lead Agency: Office of Economic Development.

Supporting Agencies: Retail Property Owners, Townships.

Time Line: Study update completed by second quarter 2011.

Resources Required: \$30,000 - \$80,000

Key Objectives: 1, 3



G. Eastgate Revitalization Plan

The public and private sector will partner to create a comprehensive revitalization plan for the Eastgate corridor. Recognizing the critical importance of a vibrant and successful Eastgate corridor to the well being of the entire community, we understand that filling retail vacancies as identified in Strategic Action Step F above is only a short-term solution. The demographics in Clermont County and the entire region have changed dramatically over the past decade and significant new retail capacity and categories have entered into the market. The need to reposition the vast amount of retail real estate in the Eastgate area is critical to ensure that it is able to meet the needs of our residents today, and also act as a magnet to keep drawing new retail tenants well into the future. Similarly, the opportunity for targeted conversion of existing underutilized retail space into other uses has never been greater than it is today, with significant vacancies and depressed property valuations.

The plan will be modeled closely on the Tri-County Plan for Revitalization completed in October 2008. The revitalization plan will be truly comprehensive in that it will include all of the following elements:

- Demographic and psychographic analysis of consumers in the Eastgate trade area.
- Analysis of Eastgate retail mix and lifestyle appeal in comparison to competing retail centers in the Eastgate trade area.
- Communicate with retailers and major tenants through local real estate representatives and joint marketing.
- Identification of optimal tenant mix for retail attraction, infill development options, as well as recommendations for adaptive reuse down to the parcel level.
- Streetscape recommendations with concept designs and renderings.
- Creating a sense of place through branding and wayfinding systems, with complete logo design and sample applications.
- Complete master plan and land use plan for the entire study area.
- Transit concepts, including mass transit and people-moving systems.
- Cost/benefit analysis of redevelopment, including projected costs of construction, projected valuation of new development, and projected revenues from increased tax generation.

Lead Agency: Office of Economic Development.

Supporting Agencies: Retail Property Owners, Townships.

Time Line: Study completed by fourth quarter 2011.

Resources Required: \$75,000 - \$175,000, depending on partner support.

Key Objectives: 2, 3, 4, 5

2

BUSINESS RETENTION AND EXPANSION

Summary

The goals of the Business Retention and Expansion (R&E) program are to identify and solve location related problems for companies to improve Clermont County's business climate, to identify companies that will need expanded facilities and assist them with the search for appropriate space. Success will be measured by an increasing rate of connections established between local businesses and resources that will add value to a Clermont County location.

A. Business Visitation and Survey Program

The County will maintain contact with key employers throughout the year via a structured visitation and survey program. Being tasked with providing recommendations to incorporate an existing R&E program into a targeted industry development program has resulted in a critical examination of how the program has been conducted in the past, how other communities or organizations are implementing similar programs, and how to extract the best practices from different models and blend them into what works best for Clermont County. The recommendations below are being made with some key underlying principles.

Key Principles and Expected Outcomes:

- The R&E program is a vital method for the Board of County Commissioners, through the Office of Economic Development, to establish relationships with local businesses, to learn about issues impacting local businesses, and to provide a point of contact that businesses can reach at any time.
- Rather than having a volume-based goal of meeting with as many companies as possible, the selection of companies to contact for R&E engagement should be done strategically, to maximize the time and resources of those participating in the process.
- The County is targeting specific industries for growth. The R&E format will be used as an initial contact with existing county companies in those industries, to obtain a deeper understanding of factors we can influence to make our community more attractive for additional investment by similar companies, and possibly as a lead generation vehicle.

The selection of companies should be based on three main criteria:

- Existing companies within the targeted industries identified in the University of Cincinnati October 2008 report.
- The top 25 largest private sector employers in the county.

- Due to the number of people employed, high valuations of real property, and amount of money spent locally on goods and services, these companies should be visited annually.
- Manufacturing companies that express an interest in expanding existing product lines into advanced energy sectors.
 - Significant state and federal resources are being expended to promote the domestic expansion of advanced energy component production. Power generated by wind, solar, biomass, nuclear, and clean coal are all expected to be multi-billion dollar growth markets over the next several decades. Expansion into advanced energy supply chain production is a public policy initiative that is seen as driving one of the few potential growth areas for domestic manufacturing.
- Another method that can be employed to touch a broader base of businesses is e-mail flash polling. Several online services exist that allow us to send short surveys to obtain information on the current local business climate and to reach out to more businesses. Follow-up meetings can occur if requested by a business completing the poll.

Lead Agency: Office of Economic Development.

Time Line: Ongoing.

Resources Required: Staff salaries for time spent meeting with companies; \$150 for electronic survey subscription.

Key Objectives: 1, 3

B. Business Connections Program

Clermont County will provide added value to the business community by providing information on topical issues directly from service providers, as well as encouraging the use of local businesses for goods and services. Experience has shown that businesses expect more than basic services when moving to a community. Even mid-sized businesses can have difficulty navigating the complicated patchwork of local, state, and federal programs that impact daily operations or long-term growth planning. These businesses increasingly call local government with assistance on finding employees, finding local suppliers for key components, obtaining information on changes to tax code or workers' compensation, and more.

- **Supply Chain Finder** – This tool will be incorporated into the new land and building database service, and will be deeply embedded into several areas of the web site. The supply chain finder will use commercially purchased

databases of all Clermont County companies, and it will allow companies to search for potential suppliers (or customers) by NAICS code, company name, or key word. Additionally, OED will be able to modify the database to add missing companies or new companies not yet registered with Dunn & Bradstreet. The tool will provide search results in a map format and will produce lists exportable to multiple computer file formats.

- **Business Resources Series** – Over the past several years, OED has hosted or promoted events in the following areas:
 - Transitioning Into Advanced Energy Supply Chain Production
 - Workers' Comp Reform and Impacts to Rating and Rates
 - Exporting to Other Countries
 - Transitioning into Medical Device Manufacturing

The County has received extremely positive feedback from local companies attending these events, which have also provided opportunities for companies to meet potential local suppliers or customers. Continuing to provide these informational resources to companies adds value to a Clermont County location.



Advanced Energy Seminar

- **Business Recognition Program** – We will continue to nominate County companies for regional business awards, such as the Manny Awards, SBA National Small Business Week, Workforce One Investing in People, etc. The receipt of these awards has garnered local media recognition for some companies, as well as providing opportunities to be contacted by potential local suppliers or customers.

Lead Agency: Office of Economic Development.

Supporting Agencies: Clermont Chamber of Commerce, U.S. Commercial Service, EMTEC, and Workforce One of Clermont County.

Time Line: Ongoing.

Resources Required: Various depending on event, but typically \$100 - \$200 for refreshments.

Key Objectives: 1, 3, 5

3

WORKFORCE DEVELOPMENT

Summary

The goals of the Workforce Development program are to develop a shared framework of the occupations and skills needed for growing industries we wish to attract or grow, and to implement a coordinated effort to improve the match between the needs of targeted industries and skills being learned at all educational levels locally. Success will be measured by growth in targeted industries, a measurable increase in passage of school funding ballot initiatives, and an increase in county residents becoming employed in targeted industries.

A. Creation of a Comprehensive Workforce Development System

A Workforce Development System will be created and implemented, resulting in a unified effort and focus on developing 21st century skills. The Economics Center for Education & Research at the University of Cincinnati has been a close collaborator of the Economic Development Corporation of Clermont County's (ED3C) economic development efforts for the last three years. Within this joint effort, the Economics Center has finalized three studies that focused on and contributed towards building a unified economic development strategy between business attraction /retention and the county's workforce needs.



University of Cincinnati Clermont College Campus

The Economics Center will prepare a final study to identify current workforce needs of businesses, determine the County's stage in building a partnership, and suggest and assist ED3C in taking action steps towards building additional partnerships. Through the course of this project, the Economics Center will accomplish the following five tasks:

- Synthesize the findings from previous studies and clarify how they help build the foundation for Clermont County's Workforce Strategies.

This introductory task will unify the findings of previous studies and spell out how they prepare the basis for building Clermont County's Workforce Strategies. Deliverable for this phase will be a workforce development strategy framework for targeted industry clusters.

- Overview existing regional workforce and K-12 institutions and assess their current initiatives as it relates to the development of 21st century skills.

An overview of existing institutions (e.g. WIB, OJFS, Great Oaks, US Grant Vocational, UC/Clermont College and participating K-12 schools districts) and their current initiatives is valuable in defining the status quo of the County's workforce development efforts. This will enable ED3C in recognizing its workforce partners' roles along with their preparedness in addressing 21st century skills and allow ED3C to complement current efforts.

- Identify gaps in the County's workforce development efforts as they relate to business needs and 21st century skills.

Within this task, findings from existing national and regional employer surveys, the 2009 Clermont Area Education Survey, the overview of existing regional workforce and K-12 institutions conducted in Task 2 above, and current literature on necessary skills will be synthesized. Critique of how or whether these needs are addressed through current local initiatives will be discussed.

- Conduct an employer survey with business leaders to reveal current workforce issues and to initiate their role in the partnership.

Employer involvement is critical for developing successful workforce strategies. Focus will be given to businesses in target industry clusters. This survey will explore key workforce issues of our region, evaluation of previously identified gaps, and specific company needs.

- Help to align institutions' and stakeholders' roles under a unified workforce development agenda.

The Economics Center will help to align each stakeholder's role under a single workforce development agenda. To achieve this, businesses and county leaders will need to support and collaborate with school districts in an effort to strengthen their curricula around the development of 21st century skills.

Lead Agency: Economic Development Corporation of Clermont County.

Supporting Agencies: Workforce One of Clermont County, Clermont Chamber of Commerce, Great Oaks Institute of Technology and Career Development, Grant Career Center, University of Cincinnati Clermont College, Office of Economic Development, and participating local school districts.

Time Line: Completion of Workforce Development Strategy by fourth quarter 2010.

Resources Required: \$45,000.

Key Objectives: 2, 5

4

COORDINATED PLANNING

Summary

The goal of the Coordinated Planning program is to improve the coordination of various local government entities responsible for land use, zoning, transportation and utilities. A framework has been developed over the past few years establishing the foundation for a new market-based approach to planning. This approach integrates future projected trends in retail and commercial development, new types of residential development based on changing demographics, focusing on prime development and redevelopment opportunities, and closer integration of planning with transportation planning. Success will be measured by a planning process that utilizes the new data-driven approaches recently developed, includes a common planning language that is adopted by communities and agencies, and is implemented through corridor strategies that connect communities in a logical and consistent manner.

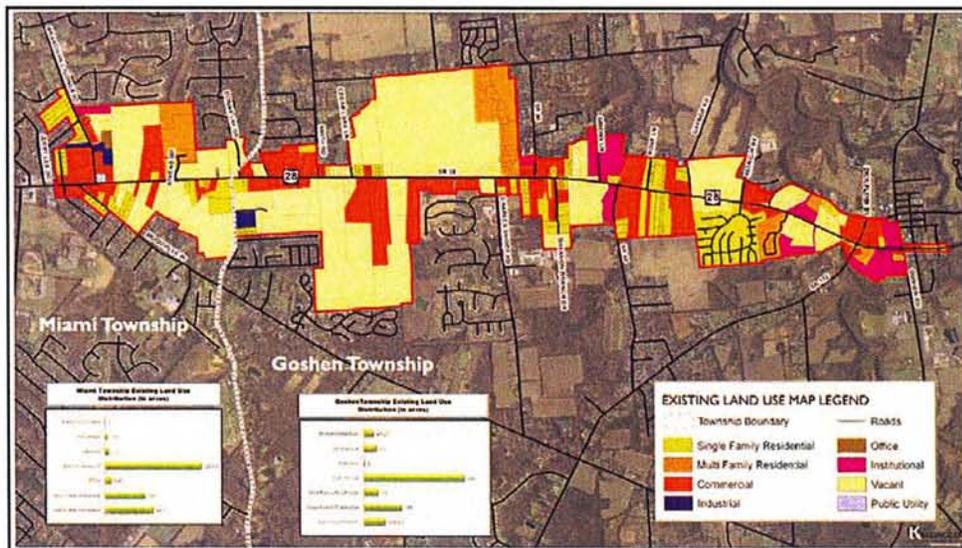
A. Development of a County Comprehensive Plan

A Comprehensive Plan for Clermont County will be developed, incorporating existing land use or growth management plans from local communities as well as market based strategies to make better decisions about allocation of public resources for infrastructure development. The County will prepare a Master Plan of Development (or Comprehensive Plan) that includes a land use element providing for balancing resource conservation with residential and business development. While such a County plan will, in part, only be advisory in nature, it will serve as a framework for joint planning, and will provide useful guidance for the townships, cities, and villages in the county as they move forward with their local planning and development strategies.

The Comprehensive Plan will be developed around several key concepts that have been formulated over the past several years:

- Comprehensive Residential Market Study (completed December 2007).
 - Identify and measure changing household profiles and consumer buying power.
 - Demographic and psychographic lifestyle segmentation.
 - Analyze market depth and identify housing product gaps.
- Independent and Objective Commercial Market Assessment of the County, Corridors and Nodes (e.g. SR 28 Corridor Improvements, February 2009).
 - Feasibility of each commercial type incorporating impact of additional residential development.
 - Identification and prioritization of new development opportunities.

- Identification and prioritization of redevelopment opportunities.
- Comprehensive Land Use Planning Aligned with the Market and Transportation Network.
 - Urban design and redevelopment, neighborhood and main street planning, growth corridor strategy.
 - Development and design characteristics for each land use category.
 - Land use planning and community master plan development.
- Implications of Plan Policy Choices on Future Land Use, Transportation and Economic Base.
 - Economic analysis of various land use types.
 - Cost/Benefit & Valuation/Productivity analysis.
 - Integration of physical analysis, environmental requirements and utility needs.



SR 28 Corridor Improvement Technical Studies Report, February 2009

A critical element of the development and ongoing implementation of a successful Comprehensive Plan is contained within the final bullet point above. The creation of a replicable, data-driven analytical "playbook" is crucial to secure true buy-in from the public sectors partners. This data-driven analysis is partially exhibited in *SR 28 Corridor Improvements Technical Studies Report*, completed February 2009. In addition to analysis of potential revenue derived from different development scenarios for a land use type, corridor, or node, an analysis of cost of services should also be done. The cost of services analysis may need to be developed with the assistance of an outside consultant, but the tool that is developed will be able to be used by planning staff at the County or local government level. Cost of services

should include projected impact to County government (water, sewer, county roads), local governments (local roads, fire/EMS, police), school districts, etc.

Lead Agency: Department of Community Planning & Development.

Supporting Agencies: Clermont County Transportation Improvement District, Townships, Villages, Cities, County Water Resources Department, County Engineer, Clermont County Transportation Connection, Duke Energy, Cincinnati Bell.

Time Line: Completion of project scope by fourth quarter 2010.

Resources Required: To be determined.

Key Objectives: 2, 3, 4, 5

B. Coordinated Capital Improvement Planning

Water, sewer, and road Capital Improvement Planning will be validated annually against the County Comprehensive Plan and will include input from local public sector partners, private sector utility partners and other relevant County departments. With over \$30 million budgeted in 2010 alone for water, sewer, and road construction projects, capital improvements are a significant portion of the County's annual expenditures. More importantly, these capital improvements to a large extent determine the location and type of development or redevelopment that will occur throughout the County. It is critical to ensure that capital improvement projects are coordinated to achieve the following benefits:



Wards Corner Regional Wastewater Treatment Plant Construction

- Timing the local public sector funding identified for infrastructure projects, to leverage the most state and federal funding opportunities possible. For example, moving up the construction schedule for a road widening by several years to match the timing of a sewer main replacement could increase the public participation in the project, make the project eligible for additional state/federal match funding, and eliminate the possibility of the sewer main replacement requiring sections of the new road to be excavated and replaced.
- Ensuring the planned capital improvements match, to the extent possible, with the priorities of local communities. With market-based planning comes the requirement to be flexible in responding to changing market trends and opportunities. For example, after having obtained approval for interchange

modifications and a new access point to SR 450, Union Township has recently expressed a strong interest in developing a high-density commercial development in the vicinity of SR 450 and I-275. Such a project would require a coordinated effort to determine if it is feasible to adjust some of Union Township's capital improvement priorities for water, sewer, and road infrastructure.

- Engaging various public sector partners with planning for advanced environmental mitigation, green space corridor preservation, public transportation routing, and even park system development. Public infrastructure improvements often include the requirement for acquisition of real estate for expanded road capacity, new sewer/water infrastructure, easements, or right-of-way. Major infrastructure developments also occasionally provide opportunities for significant investment in new public amenities only made feasible because of the core infrastructure improvement, such as the public park and walking path system being developed by Union Township within Ivy Pointe Commerce Park.

Lead Agencies: County Water Resources Department and County Engineer.

Supporting Agencies: Clermont County Transportation Improvement District, Townships, Villages, Cities, Clermont County Transportation Connection, County Health District, County Office of Environmental Quality, County Storm Water Management Office, County Park District, Office of Economic Development, Duke Energy, Cincinnati Bell.

Time Line: Completion of Coordinated Capital Planning Improvement Framework by fourth quarter 2010.

Resources Required: To be determined.

Key Objectives: 4

5

TRANSPORTATION IMPROVEMENTS

Summary

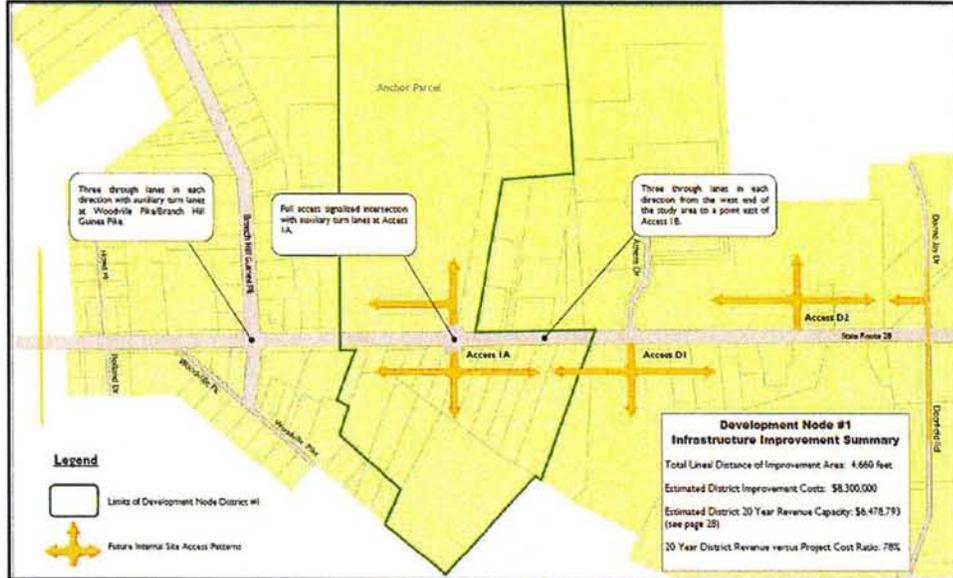
The goals of investing in the transportation network are to improve the movement of goods and people into and through our community, increase connectivity to the Greater Cincinnati region, and provide linkages to alternative modes of transportation to residents and businesses. The Clermont County Transportation Improvement District (CCTID) was created on June 21, 2006 to work to foster increased collaboration with local partner jurisdictions and other county, regional, and state agencies to advance the work on the Eastern Corridor Multi-Modal Transportation Projects and County commitments to ODOT and TRAC regarding improvements to the SR28 and SR32 corridors. Success will be measured by progress in achieving the goals of the CCTID Regional Transportation Improvement Program:

- Better meet travel demand.
- Provide more efficient travel patterns and destination linkages.
- Augment capacity and provide congestion relief.
- Reduce travel time and delays.
- Improve motorist safety.
- Improve movement of freight, goods and services.
- Improve regional connectivity.
- Configure and link land use plans and support economic development.
- Support and facilitate bus, rail and TSM investments.
- Implement state and regional long range plans.

A. Clermont County Transportation Improvement District

The Clermont County Transportation Improvement District will provide combined technical, legal and financial capability to link transportation improvements and foster economic development in Clermont County. The CCTID will perform a strategic capital investment and management function and serve as “bank” for pooled revenues and joint funding to manage the cash flow needs for the development of the County’s corridor improvement strategy.

A key element of the CCTID regional transportation improvement program is to pool funds and resources available to the County and local jurisdictions to leverage available nonfederal (local) match for federal funding purposes. This approach will allow local funding jurisdictions to contribute to a pooled local match based on the timing and availability of their local funds and resources. The range of sources of funds include: motor vehicle and gasoline tax revenues, general tax revenues, permissive license plate taxes, local government pledges, tax increment financing (TIF/RID), assessments, grants, loans and other revenues as may be available to and as may be pledged by CCTID partners.



SR 28 Corridor Improvement Technical Studies Report, February 2009

CCTID intends to implement a Regional Transportation Improvement program consisting of corridor-level projects and supporting program-level implementation strategies and activities that will be developed as components of a local match credit program strategy for federal funding of construction of the CCTID Regional Transportation Improvement Program.

To date over \$60,000,000 in non-federal funding has been committed and pledged to the CCTID local match credit program from CCTID partners to advance, with federal funding support, the CCTID Regional Transportation Improvement Program comprising the following projects. The CCTID has programmed more than \$600 million in capacity and efficiency investments over 20 years, including 149 projects of various scales.

Lead Agency: Clermont County Transportation Improvement District.

Supporting Agencies: Clermont County Engineer, Ohio-Kentucky-Indiana Regional Council of Governments, Ohio Department of Transportation, County Water Resources Department, Townships, Villages, Cities, Clermont County Transportation Connection, County Office of Environmental Quality, County Storm Water Management Office, County Park District, Duke Energy, Cincinnati Bell, Office of Economic Development.

Time Line: See EXHIBIT A: *Clermont County TID Regional Transportation Improvement Program - January 2010*

Resources Required: See EXHIBIT A: *Clermont County TID Regional Transportation Improvement Program - January 2010*

Key Objectives: 2, 3, 4, 5

APPENDIX

Attachment 1: Clermont County Office & Industrial Development Market Study
Property Advisors, 2005

Attachment 2: Economic Development Assessment of Clermont County
Wadley Donovan, 2006

Attachment 3: Early Initiatives Strategy
Economic Development Corporation of Clermont County, 2006

Attachment 4: Marketplace Housing & Commercial Assessment
Property Advisors, 2007

Attachment 5: Target Industry Analysis, Toward a Unified Development Strategy
UC Economics Center for Education & Research, 2008

Attachment 6: Framing Clermont County Workforce Development Strategies
UC Economics Center for Education & Research, 2009