

# **Forward Ashtabula County Strategic Action Plan 2015-2018**

**Growth Partnership for Ashtabula County**

*The Focal Point Leader for Economic and Community Development  
in Ashtabula County*



*Developing Businesses, Jobs and Prosperity  
In Ashtabula County Communities*



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# Dedication

The Growth Partnership's Forward Ashtabula County Action Plan is dedicated to the children, students, and young adults living and working in Ashtabula County. The future is theirs, and any plan for economic development in the county must be dedicated to creating opportunities for them as future workers, professionals, farmers, business owners, and entrepreneurs.



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# Introduction

## Purpose

The Forward Ashtabula County Action Plan is the result of Growth Partnership’s strategic planning efforts over the past six months. The action plan identifies the top economic and community development priorities the Growth Partnership will work on with its partners over the next three years and the strategies it will adopt and implement to address these priorities.

## Priorities

The action plan focuses on five strategic priorities:

1. Increasing existing business competitiveness and sparking new business growth.
2. Advancing workforce, talent and education to grow businesses, jobs, and prosperity.
3. Strengthening community vitality and quality of life.
4. Advocating and competing for required economic and community development resources.
5. Increasing the capacity of Growth Partnership and its partners for economic and community development.

As the first step in implementing Forward Ashtabula County, a detailed work plan has been developed which identifies how Growth Partnership will work with its local and external partners to get measurable results in the future.

## Strategic Planning and Action Timeframe



# Growth Partnership Executive Committee and Staff Team

## Executive Committee

Jack Nettis, President  
Manager, Village of Orwell

Scott Strayer, Immediate-Past President  
Site Director, Cristal USA

Andy Juhola, Vice President  
Vice President, Corporate Human Resources  
Molded Fiber Glass

Craig Parker, Treasurer  
Owner, Wenpro

Martin Kuula, Secretary  
Senior ED Executive, FirstEnergy

Scott Becker  
President and CEO, Chromaflo Technologies

Honorable Peggy Carlo  
Ashtabula County Commissioner

John Palo  
Board Member, Robert S. Morrison Foundation

Ken Johnson  
President and CEO, Great Wave Communications

Michael Habowski  
President and CEO, Ashtabula County Medical Center

James Mayer, Jr.  
Sr. VP & Branch Manager, Huffman Mayer Wealth Management Group

## Staff Team

Don Iannone  
CEO and Executive Director

Hattie Grubke-Barnard  
Project Manager

Cindy Rabe  
Office Manager

## Growth Partnership Trustees

<u>Representative</u>	<u>Affiliation</u>	<u>Representative</u>	<u>Affiliation</u>
Michelle McClure	KeyBank	Joe Misinec	Grand River Rubber and Plastics
Jack Nettis Jr.	Village of Orwell	Casey Kozlowski	Ashtabula County Commissioner
Daniel Brubaker	Worthington Cylinders	Steven Jones	UH Medical Centers in Ash Co
Peggy Carlo	Ashtabula County Commissioner	Tom Nelson	Nelson Sand & Gravel, Inc.
Brad Westfall	ASHTA Chemicals	City Manager	City of Conneaut
Dan Claypool	Ashtabula County Commissioner	Bob Wilhelm	Harpersfield-Geneva JEDD II
Rick Coblitz	A. Louis Supply Company	Craig Parker	Wenpro, Inc.
Steve Varckette	The Andover Bank	City Manager	City of Geneva
Tim Honkala	Praxair, Inc.	Eric Frantz	Geneva Lodge and Conf. Center
Stuart Cordell	Warren & Young Law Firm	John Palo	Robert S. Morrison Foundation
Jim Timonere	City of Ashtabula	Bill Romanko	Ashtabula County Builders Assoc.
Tony Mancari	Aqua Ohio	Rick Ryel	Delta Railroad Construction, Inc.
Andy Juhola	Molded Fiber Glass	Rhonda Rich	Huntington Bank
Joanette Romero	CenturyLink	Lewis Shiley	Infinity Resources, Inc.
William Douglass	Harpersfield-Geneva JEDD I	Jeff Staats	Saybrook Investment Corporation
Peter Huggins	Iten Industries, Inc.	Mike Habowski	Ashtabula County Medical Center
Jeff Jenks	Truckmen Corporation	Tina Stasiewski	Glenbeigh Hospital
Ken Johnson	Greatwave Communications	Dr. Susan Stocker	Kent State Univ. at Ashtabula
Wendy Zele	FirstEnergy Corporation	Scott Strayer	Cristal USA
J.T. Kanicki	Arthur Louis Steel Company	Julie Sundquist	Greater Ashtabula Chamber
Nancy Kister	O&P Oil & Gas, Inc.	Scott Becker	Chromaflo Technologies, Inc.
Ron Kister	Kister Construction, Inc.	Brandon Ward	K&H Trucking, Inc./Ward Distrib.
Martin Kuula	FirstEnergy Corporation	Ryan Cochran	Union Industrial Contractors
Robert Majikas	Dominion East Ohio	Shirley Lehmann	Northwest Savings Bank
Ron Marchewka	Northeast Box Company	Tony Giancola	GMR Technology, Inc.
James Mayer	Huffman Mayer Wealth Mgt.	David French Jr.	Frenchs' Concrete
Ken Lazo	The Composites Group	Jeffrey Orloff	SPIRE Institute
AnneMarie Mihoci	Mohawk Fine Papers Inc.	Dr. Jerome Brockway	Ashtabula Technical and Career
Drew Miller	Pinto Energy	Todd Bendis	Lake City Plating

# Our Primary Economic and Community Development Partners

## I. Ashtabula County Partners

### **A. Private Sector**

Robert S. Morrison Foundation  
Civic Development Corporation  
Business of Good Foundation  
NEO Fund  
FirstEnergy Corporation  
Dominion East Ohio  
KeyBank  
Huntington Bank  
FirstMerit Bank  
Andover Bank  
US Bank  
Northwest Savings Bank  
SPIRE Institute  
LEADERship Ashtabula County  
Greater Ashtabula Chamber of Commerce  
Ashtabula County Chambers of Commerce  
Geneva Chamber of Commerce  
Conneaut Chamber of Commerce  
Ashtabula Arts Center  
Orwell/Grand Valley Chamber of Commerce  
Jefferson Chamber of Commerce  
Andover Chamber of Commerce  
Geneva on the Lake Chamber of Commerce  
Rock Creek Chamber of Commerce  
Ashtabula County Builders Association  
GreatWave Communications  
CenturyLink  
Aqua Ohio  
Ohio Wine Producers Association  
Ashtabula Downtown Development Association  
Lift Bridge Community Association

### **B. Local Public Sector Partners**

Ashtabula County Commissioners  
Ashtabula County Port Authority  
Ashtabula County SBA 503 Corporation  
Ashtabula County Convention and Visitors Bureau  
Village of Orwell  
City of Ashtabula  
Harpersfield-Geneva JEDD I  
City of Conneaut  
Harpersfield-Geneva JEDD II  
City of Geneva  
Ashtabula County Job and Family Service  
Ashtabula County Airport Authority  
Village of North Kingsville  
Village of Jefferson  
Roaming Shore Village  
Rock Creek Village  
Ohio Cooperative Extension Service, Ashtabula County  
Ashtabula County Farm Bureau  
Ashtabula County Parks District  
City of Ashtabula Port Authority  
City of Conneaut Port Authority  
All Townships in Ashtabula County

### **C. Educational and Workforce Development Partners**

Kent State University, Ashtabula  
Ashtabula Technical and Career Campus  
Educational Service Center of Ashtabula County  
Public and Private K-12 Schools in Ashtabula County  
After School Discovery  
Ashtabula County One-Stop Center  
Ashtabula County Cont. Educ. Support Services ACCESS

## II. Regional, State of Ohio, and Federal Partners

### **A. Regional Partners**

Business Resource Network (Ashtabula-Geauga-Portage Counties)  
Team NEO/JobsOhio  
Greater Cleveland Partnership  
Workforce Investment Board 19  
Northeast Ohio Consortium Council of Governments  
Eastgate Regional Council of Governments  
Youngstown Area Chamber of Commerce  
Manufacturing Advocacy and Growth Network - MAGNET  
Jumpstart, Inc.

### **B. State of Ohio Partners**

Ohio Representative John Patterson  
Ohio Senator Capri Carfaro  
JobsOhio  
Ohio Development Services Agency  
Ohio Department of Job and Family Services  
Ohio Department of Agriculture  
Ohio Department of Natural Resources  
Ohio Department of Transportation  
The Lodge at Geneva-on-the-Lake

### **C. Federal Partners**

U.S. Congressman Dave Joyce  
U.S. Senator Sherrod Brown  
U.S. Department of Commerce/Economic Development Administration  
U.S. Department of Agriculture  
U.S. Small Business Administration  
Appalachian Regional Commission

# Plan Rationale

A sound economic development plan is essential to the rebuilding and growth of Ashtabula County. Forward Ashtabula County is an action-oriented strategic plan aimed at building the foundation for a brighter future for all businesses, workers, residents, and communities in Ashtabula County.

Our county's economic base has been in transition for more than a quarter of a century. Its major industries and businesses have been subjected to the good, bad, and ugly of the global economy over this time. Many are still reeling from the effects of increased competition and game-changing technologies. These same challenges face all counties in Northeast Ohio.

This action plan will prepare Growth Partnership to step up to these huge challenges and provide focal point leadership to a collaborative, coordinated, and integrated countywide approach to economic and community development.

A good economic plan is rooted in knowledge and experience. Forward Ashtabula County has grown from these roots. The actions in this plan are implementable if all of us have the courage and will to put these ideas to work. And we must invest in these ideas. If we don't, this plan will fail. Truly economic development is everybody's job! This includes the citizens of the county, whose daily actions contribute to the health and well-being of our local economy.

A holistic and inclusive approach to economic development is needed to move Ashtabula County forward. That means manufacturing, tourism, healthcare, agriculture, finance and banking, technical businesses, real estate, the wineries, construction and building trades, media and communications, shipping and transportation, government and education, sports and recreation, natural resources, retail and wholesale trade, hospitality and food services, the arts and creative sector, and every other sector of the local economy must work together to create more jobs and better jobs in Ashtabula County in the future.

We must understand the size of the challenges and opportunities facing Ashtabula County. Please read the supporting analysis section of this plan document. It tells a sobering story of economic and social decline and restructuring. We must commit ourselves to breaking free of this cycle. The numbers also indicate that the county is still very much alive and that Ashtabula County has many strengths as a place to live, work, and play. The plan tells us we must simultaneously work on overcoming our threats and obstacles to growth while capitalizing on our strengths and opportunities. It is not a matter of doing one or the other. We must do both!

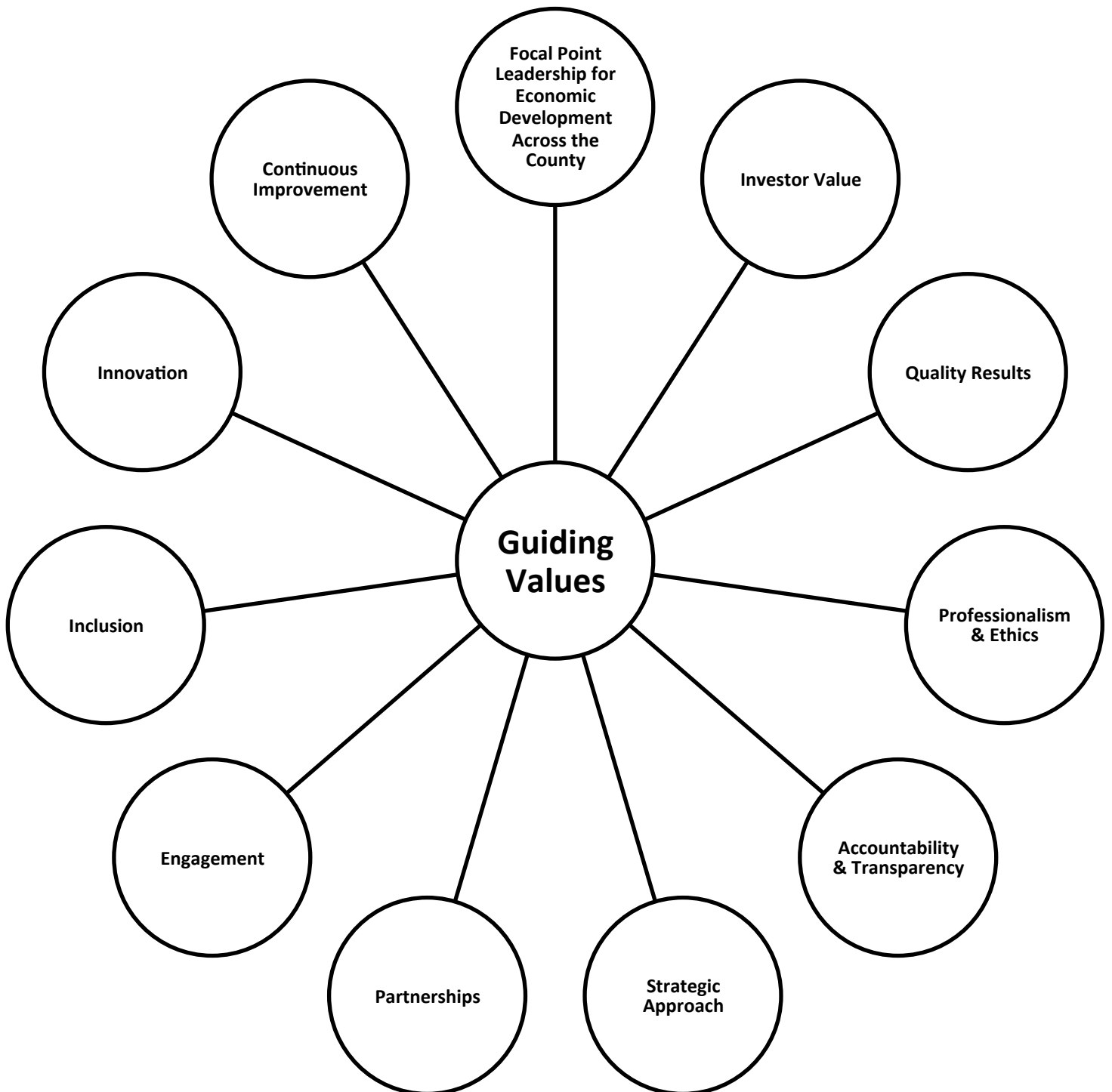
The Growth Partnership is eager for you read its new plan, and we want you on the team to set this plan in motion. This plan will succeed if all of us do our parts in the short and long terms.

Watch for plan updates on the Ashtabula County Development Forum, which you can find at this Web link: <https://growthpartnership.wordpress.com/>.



# Growth Partnership's Guiding Values

Growth Partnership will give focal point leadership to economic and community development across the county in line with its values in serving its business and community stakeholders. These values will give direction to the organization's work and serve as the yardsticks in assessing its performance.



# Growth Partnership’s Vision of Itself and Ashtabula County

Growth Partnership will give focal point leadership to economic and community development across Ashtabula County as an inclusive, engaged, collaborative, and performance-based strategic development organization in developing increased prosperity and economic vitality in the county. Growth Partnership will achieve this vision by working cooperatively and collaboratively with its local and external partners.

Strengthen existing businesses in manufacturing, agriculture, healthcare, and technical services and grow the businesses and industries of the future.

Expand skilled jobs and career opportunities for Ashtabula County residents, and create a workforce that is prepared to perform the jobs of the future.

Build quality communities as productive places to work, safe and rewarding places to live, and interesting and entertaining places to play.

# Top Development Strengths and Areas for Improvement

## Top 4 Strengths

Small Town Quality of Life and Living Affordability

Strategic Market Location: Cleveland-Buffalo-Pittsburgh

Natural Resources: Lake Erie, Land, Water, Outdoor Recreation, Agriculture

Transportation: Highway Access, Water Ports, and Rail

## Top 4 Areas for Improvement

Image and Brand (As seen both internally and externally)

Educated and Skilled Workforce

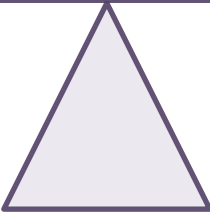
Quality and Readily Usable Business Sites and Buildings

Infrastructure and Utility Service



### Other Strengths:

- Public and Private Leadership
- Development Organizations & Foundations
- Route 534 and 11 Corridors
- KSU, Ashtabula
- K-12 Education
- Tourism Destinations
- Outdoors Recreation
- A-Tech
- SPIRE Institute
- Healthcare Services
- Arts and Culture
- Low Cost of Living



### Other Areas for Improvement:

- Insufficient Quality Job and Career Opportunities
- Hotels and motels
- Upscale & Executive Housing
- Development Funding
- Shopping Amenities
- Public Transportation

# Top Development Opportunities and Threats

## Top 4 Opportunities

Manufacturing (Plastics, Chemicals, Machinery)

Tourism (Wineries, New Restaurants, SPIRE, Outdoors Recreation, etc.)

Healthcare and Medical Tech Businesses

Stage 2 Companies (in manufacturing and other strategic industries)

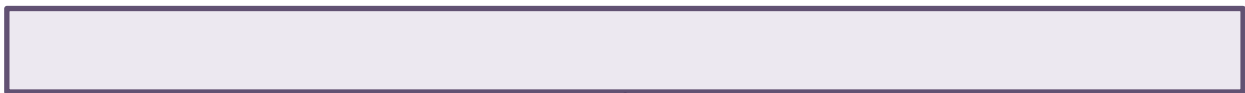
## Top 4 Threats

Loss of Young Professionals & Talent

Declining Economic and Population Bases

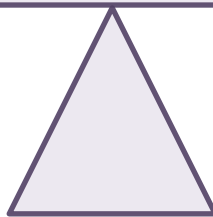
Aging Infrastructure & Abandoned Properties

Aging Skilled Workforce



### Other Opportunities:

- Agriculture & Agribusinesses
- SPIRE related development
- Information Tech & Service Businesses (including Big Data applied to existing industries)



### Other Threats:

- Insufficient Quality Job and Career Opportunities
- Hotels and Motels
- Upscale & Executive Housing
- Development Funding
- Shopping Amenities
- Public Transportation
- Business Ownership Turnover
- Sensitivity to Major Market Downturns (e.g. Automotive and Housing)
- K-12 Funding



# Action Plan Framework and Priorities

Growth Partnership will work with its local and external partners in each of these priority areas to get measurable results. The plan will create a true focal point for diversified economic development in Ashtabula County.



# Action Plan Goals

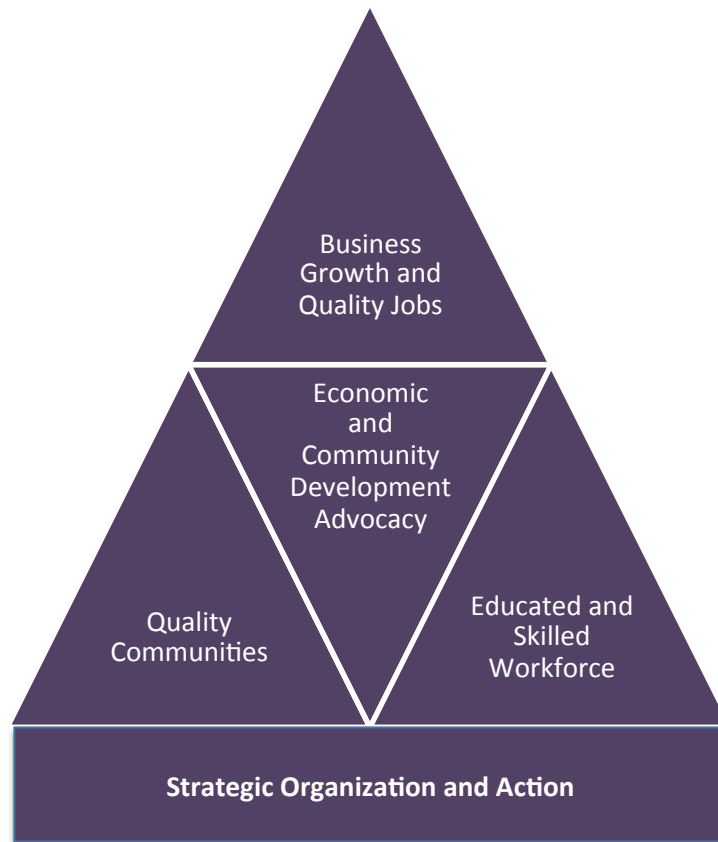
**Goal 1 (Strategic Organization and Action):** Help Growth Partnership and its economic and community development partners move to a more strategic approach to strengthening and diversifying the county’s economic base and local communities.

**Goal 2 (Business Competitiveness and Growth):** Assist existing businesses and new businesses making investments in the county to grow and expand, and as a result of these developments create quality jobs increasing wealth in the county.

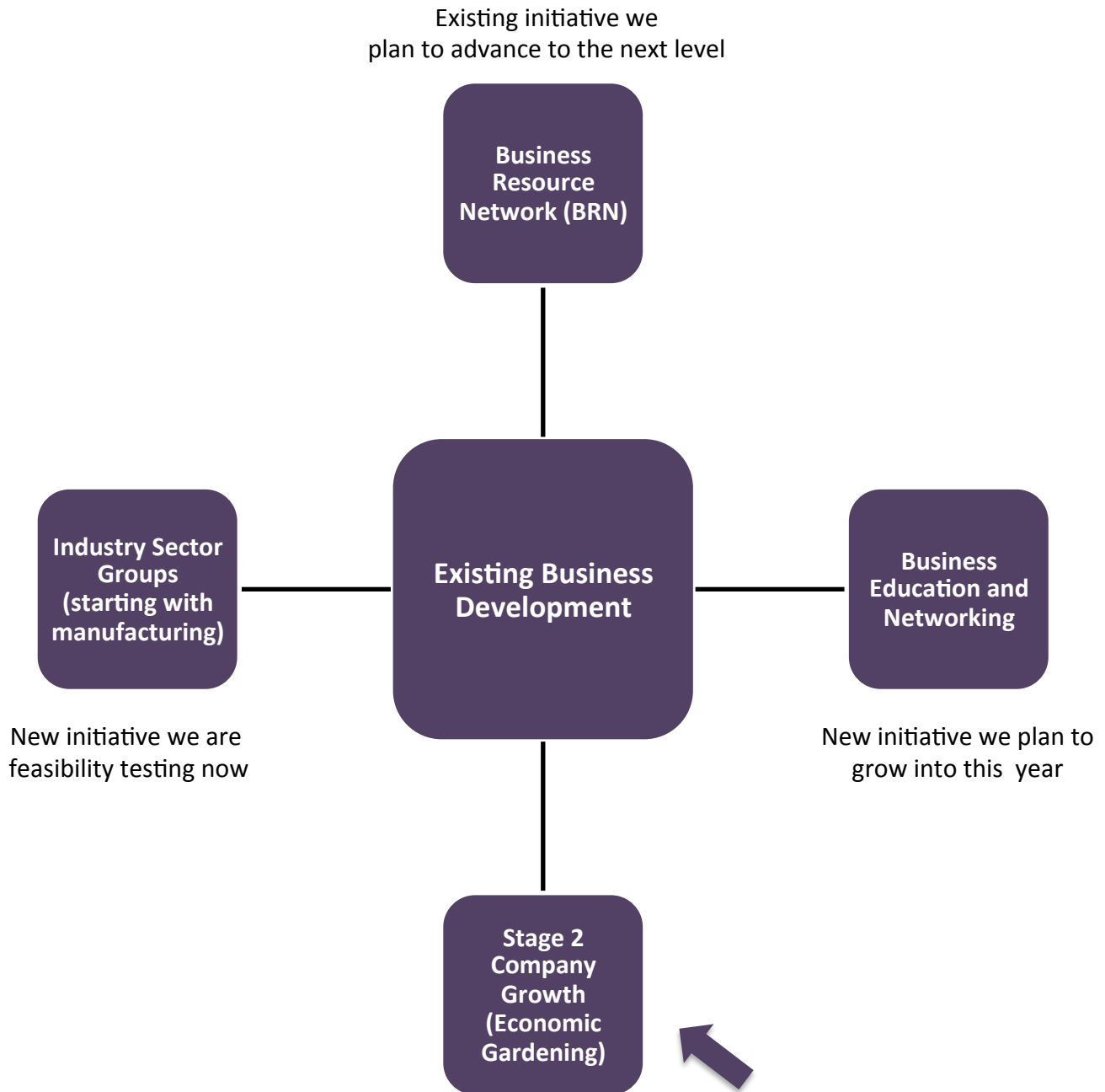
**Goal 3 (Workforce, Talent and Educational Advancement):** Strengthen human resource development across the county to increase competitiveness for business growth, quality job creation, and broad-based economic prosperity.

**Goal 4 (Community Vitality and Quality of Life):** Improve the quality of life, vitality, and prosperity of Ashtabula County communities.

**Goal 5 (Economic and Community Development Advocacy):** Secure the essential financial and other resources from local, regional, state, and federal sources to foster greater economic and community development in Ashtabula County.

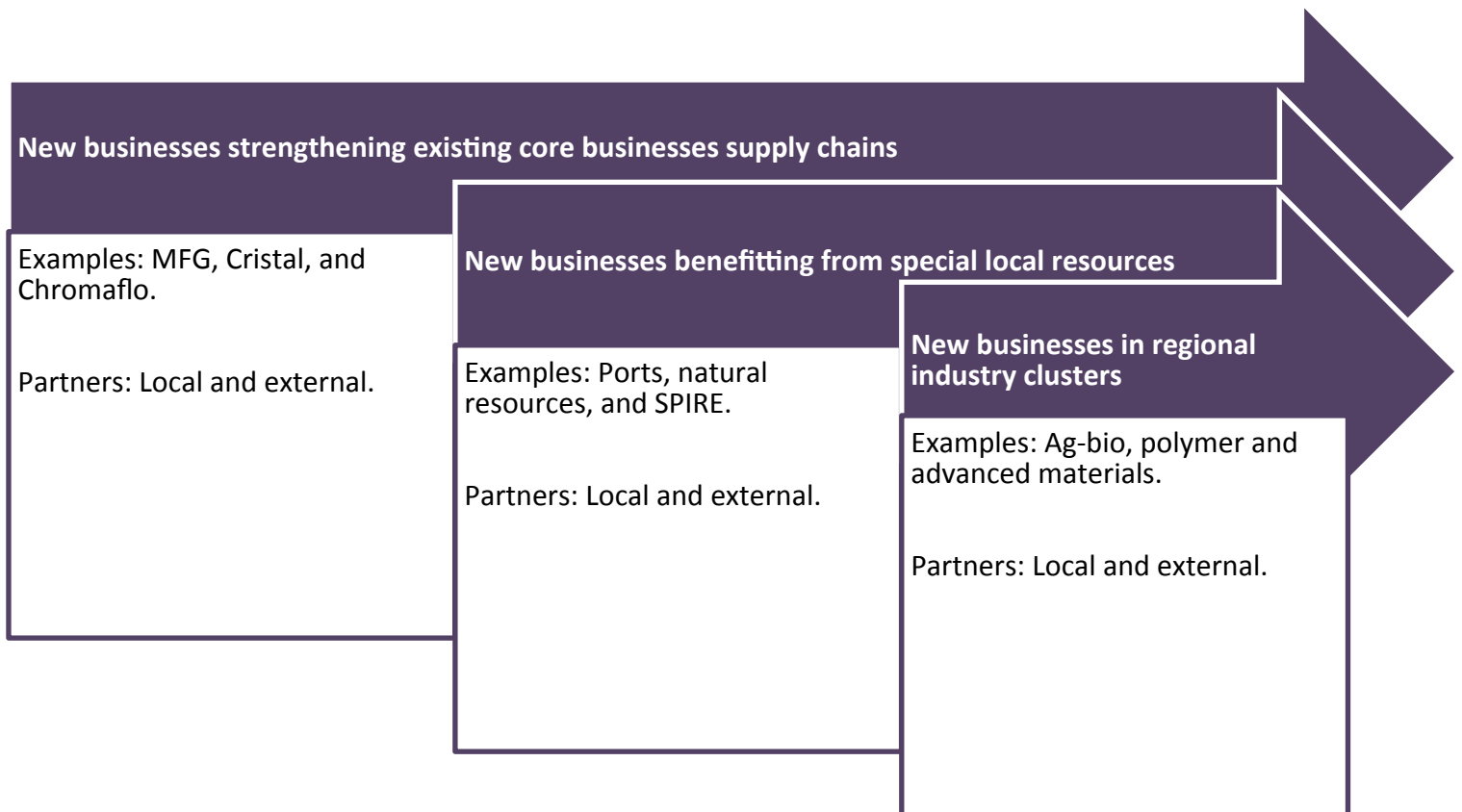


# Strategic Thrust 1: Increase Existing Business Competitiveness and Growth



Advance Stage 2 company growth in the future (50 employees, \$1-10 million sales, and in business at least 3 years). Research has consistently shown that 75-80% of total jobs created in communities come from existing companies. Moreover, Stage 2 companies nationally accounted for 10.7 million of the 18.3 million net new jobs created during the 2004-2013-period, which is 58.5% of this total. During the same time period, Ashtabula County lost 1,860 jobs on a total basis and yet Stage 2 companies in the county created 1,547 net new jobs!

# New Business Attraction Linked to Existing Business Competitiveness and Economic Diversification



Note: The county's best development opportunities relate to existing businesses and creating the next generation of growth companies in the county. New business attraction will be secondary to existing business development. Diversification of the county's economic base is also vitally important, especially in new technology industries, manufacturing, tourism and agriculture.



## Strategic Thrust 2: Strengthen Workforce, Talent, and Educational Advancement

Working with workforce development, young professional, leadership development, and educational partners, adopt and implement these five key strategies:

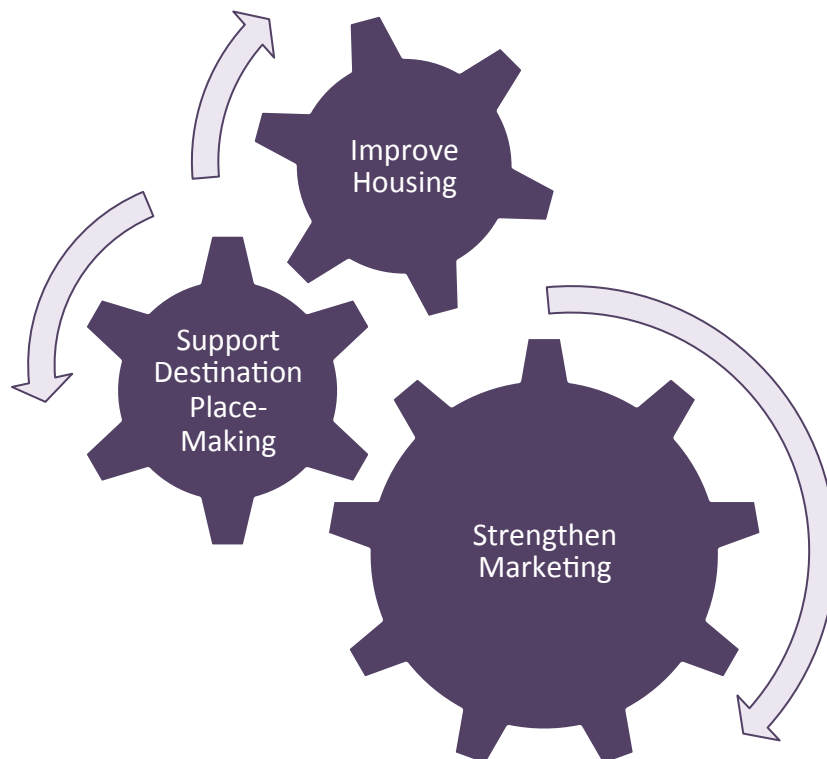
1. Assist existing employers to upgrade and expand their workforces in the short term on an individual and group basis (such as the Industrial Maintenance Pathway of Ashtabula County Training Program).
2. Assist existing employers to retain and attract the management, technical, and creative talent they need to grow and expand locally.
3. Assist local employers to develop the workforce and jobs of the future through labor market analysis, employment forecasting, and strategic investment.
4. Assist local public and private schools and Kent State University, Ashtabula to increase educational attainment in the county and retain this educated population in Ashtabula County.
5. Assist employees of local companies and residents to increase their ability to create personal wealth (through the Financial Fitness Program with Wells Fargo and possibly other initiatives.)



## Strategic Thrust 3: Increase Community Vitality and Improve Local Quality of Life

Working with community, county, and other partners, implement these five strategies:

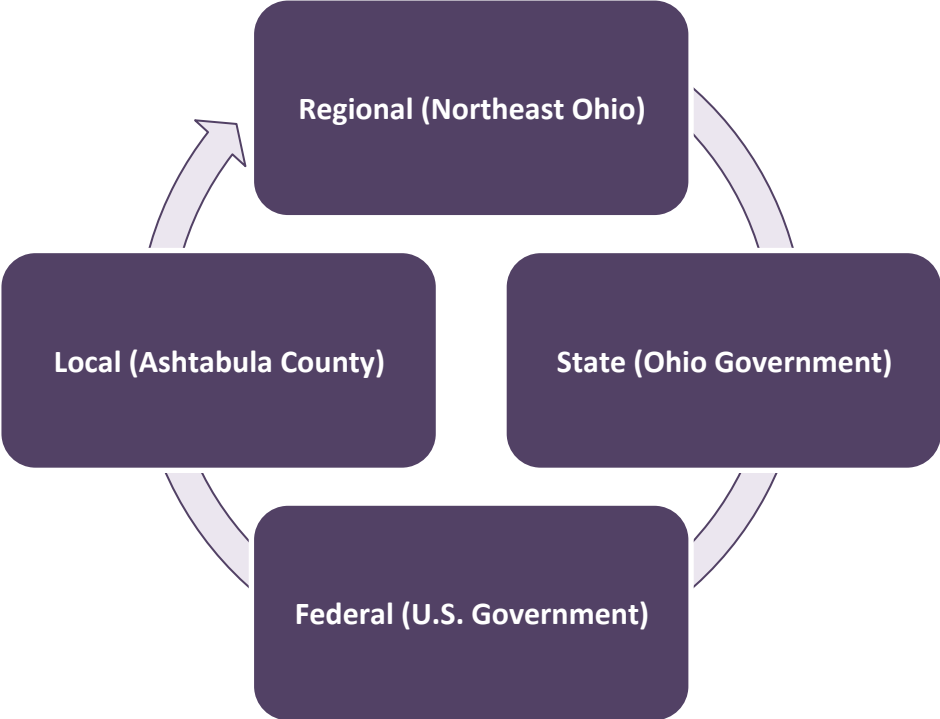
1. Support destination place-making efforts in local communities through assistance with planning, fundraising, technical assistance, and implementation of these efforts.
2. Help to ensure that local economic development and community development efforts are coordinated to increase their synergy and impact.
3. Help local communities improve existing housing and develop new residential housing to retain existing and attract new residents with an emphasis on young professional and executive housing.
4. Promote Ashtabula County as a quality place to live, work, and play.
5. Help give shape to new community investment strategies that coordinate the use of public sector money (e.g. Community Development Block Grants) and private sector money (e.g. Civic Development Corporation grants).



# Strategic Thrust 4: Strengthen Economic and Community Development Advocacy

Working with local and external partners, acquire new resources for:

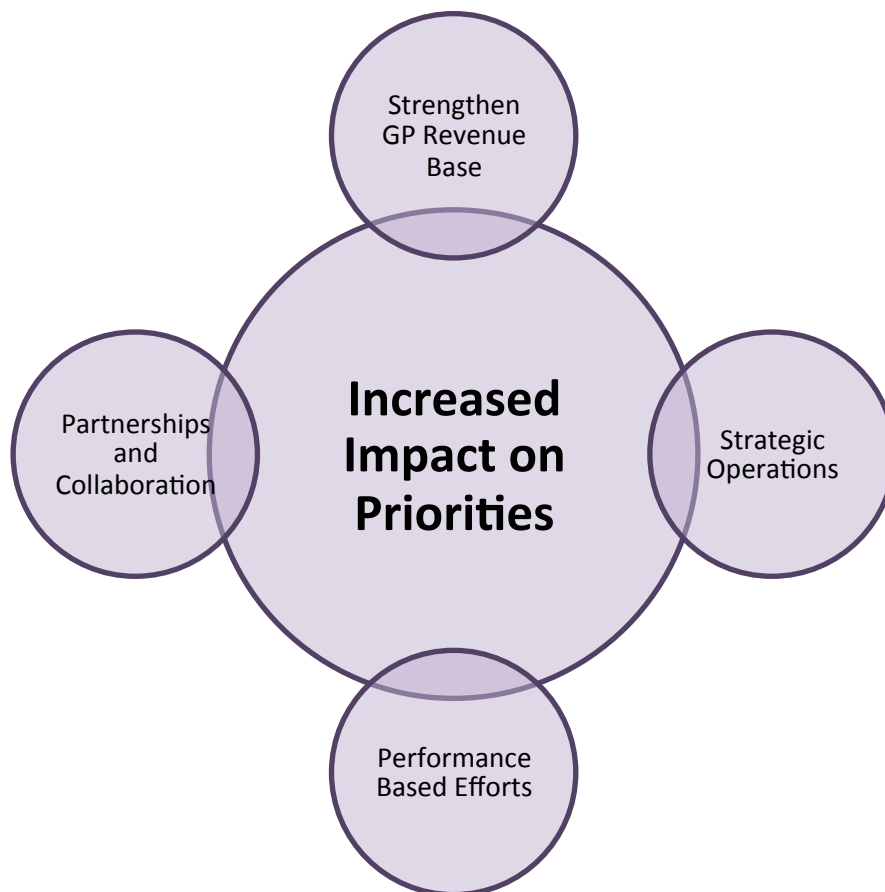
- 1. Marketing and promotion.
- 2. Existing business competitiveness.
- 3. Strategic industry sector development.
- 4. Human resource development.
- 5. Public infrastructure development.
- 6. Community quality of life advancement.
- 7. Poverty reduction in local communities.



## Strategic Thrust 5: Organize and Act Strategically

Growth Partnership will work on:

1. Providing focal point leadership to increase its impact on the county's top development priorities.
2. Growing the financial base of the organization to achieve Forward Ashtabula County's priorities.
3. Operating in an efficient, effective, adaptable, and accountable manner.
4. Collaborating and communicating with local and external partners to build shared priorities and agreed upon action that gets results.
5. Executing performance-based strategies and programs that have an impact in the short, intermediate, and longer terms.
6. Building Ashtabula County's capacity for development through strategic and coordinated public and private sector investment.





# 2015 Work Plan

## Strategic Thrust 1: Business Competitiveness and Growth

### A. Existing Business Competitiveness:

Working with its partners, the Growth Partnership will achieve these existing business competitiveness work objectives in 2015:

1. BRN: Complete Phase 1 of the Business Resource Network (BRN) and achieve the outreach and business assistance performance objectives set for the project.
2. BRN: Secure funding to continue the BRN Project and work with WIB 19 and other partners to move the project to the next level of effectiveness and impact by tying its outreach efforts more directly to advancing the county's strategic industries.
3. CAP: Identify ways to help strengthen the impact and value of the Community Advisory Panel.
4. Economic Gardening: Secure funding to test the feasibility of the Economic Gardening (EG) model in the county.
5. Economic Gardening: If feasible, raise additional funds to implement the EG model, that includes: a) completing the Team Leader and Specialist training for Economic Gardening through the Edward Lowe Foundation, b) train the local team working on economic gardening; and c) develop and implement a 3-year plan to launch economic gardening services to local Stage 2 companies.
6. Sites, Infrastructure, and Utility Service Competitiveness: Devise and execute a plan to increase the natural gas capacity within the county to meet the needs of existing and new companies.
7. Sites, Infrastructure, and Utility Service Competitiveness: Work with the Ashtabula County Port and other partners to devise and execute a plan to improve the competitiveness of existing business sites and identify a location of a future first-class business park.

### B. Selective New Business Recruitment:

Working with its partners, the Growth Partnership will achieve these new business recruitment work objectives in 2015:

1. Business Recruitment: Strengthen alignment with Team NEO and JobsOhio once the new Team NEO is created.
2. Synchronize regional and Ashtabula County recruitment priorities.
3. Increase the flow of prospect inquiries and leads from Team NEO and JobsOhio, and increase the number of prospects locating in Ashtabula County.

# 2015 Work Plan

## **Strategic Thrust 2: Workforce, Talent, and Educational Advancement:**

Working with its partners, the Growth Partnership will achieve these workforce, talent, and educational advancement objectives in 2015:

1. Replicate the Industrial Maintenance Pathway of Ashtabula County (IMPAC) Model in other skill areas to meet existing employer short-term training needs in groups.
2. Grow the Mentorship Program's impact in the county.
3. Launch an initiative that begins to systematically identify the longer-term future workforce of existing employers. Assess the role of a Workforce Development Accelerator to speed up the training and development of this future workforce.
4. Develop an informational piece on the educational strengths of schools in Ashtabula County.
5. Devise and implement a plan to support the talent retention and recruitment of Ashtabula County employers.

## **Strategic Thrust 3: Community Vitality and Quality of Life Improvement:**

Working with its partners, the Growth Partnership will achieve these community vitality and quality of life objectives in 2015:

1. Devise and implement a service plan to support local community improvement through technical assistance, training, best practices, and grant development.
2. Assist at least two local communities in a sustained way to strengthen destination place-making efforts. For example, support Ashtabula's Bridge Street revitalization efforts.

# 2015 Work Plan

## **Strategic Thrust 4: Economic and Community Development Advocacy:**

Working with its partners, the Growth Partnership will achieve these economic and community development advocacy work objectives in 2015:

1. Work with partners to develop an Ashtabula County Day in Columbus to strengthen working relationships with state government and increase state investment in economic and community development in the county.
2. Engage and increase access to regional business assistance resources (like Jumpstart and MAGNET) to prepare local companies to expand and grow.
3. Devise and implement a starting marketing and promotion strategy focused on business expansion and recruitment, talent development, and new resident recruitment.
4. Align Best of the County with the Forward Ashtabula County priorities.
5. Work in collaboration with the Ashtabula Arts Center to host an “Ashtabula County at Work” photography exhibit in June 2015.

## **Strategic Thrust 5: Strategic Organization and Action:**

Working with its partners, the Growth Partnership will achieve these strategic organization and action work objectives in 2015:

1. Funding: Grow the financial base of Growth Partnership to achieve Forward Ashtabula County’s priorities.
2. Communications: Implement a strategic communications plan for Growth Partnership that supports its efforts at building confidence in and commitment to the organization, fundraising, and growing existing and new programs.
3. Dashboard: Fund, develop, and implement an Economic and Community Dashboard with partners.
4. Development Information Center: Create the information center to provide the critical information needed for business expansion, attraction, and economic gardening. Explore options for a geographic information system (GIS) application to support these activities.
5. Ashtabula County Development Forum (ACDF): Strengthen the new ACDF as a strategic communication tool and expand its use across the county and beyond.
6. Growth Partnership Website: Align the website to reflect the organization’s new direction. Use the website to better serve trustees, members, businesses, and partners.

# Measuring Success

Forward Ashtabula County's success will be measured in three ways, which coincide with the work effort associated with the plan:

## **I. Tools, Partnerships, and Resources:**

1. Growing Growth Partnership's annual budget to at least \$500,000 per year with a 3-year funding commitment.
2. Ensuring the organization is adequately staffed to meet the challenge.
3. Ensuring the organization is adequately governed to meet the challenge.
4. Ensuring the organization has the necessary management, information, and communication tools to put the plan fully to work.
5. Ensuring we have the right working partnerships to make the plan work.

## **II. Programmatic Capacity:**

1. Rebuilding Growth Partnership's existing programs and creating new programs to achieve the plan goals.
2. Communicating about our progress and success on an ongoing basis with leadership, businesses, communities, partners, and citizens.
3. Building the image and reputation of Growth Partnership as an engaging, collaborative, and catalytic development organization that gets things done.

## **III. Getting Short and Longer Term Results:**

1. Delivering valued and high quality services to existing businesses.
2. Delivering valued and high quality services to local communities.
3. Increasing the number and quality of jobs in the county.
4. Increasing the number and quality of skilled and educated workers in the county.
5. Increasing capital investment by existing and new businesses in the county.
6. Strengthening the competitiveness of business sites, buildings and supporting infrastructure.
7. Creating a nurturing environment for entrepreneurial business growth.
8. Increasing innovation by existing companies.
9. Improving the image and brand of Ashtabula County for economic and community development.
10. Engaging our investors (trustees and others) in making Forward Ashtabula County a success and gaining and maintaining their confidence and commitment.

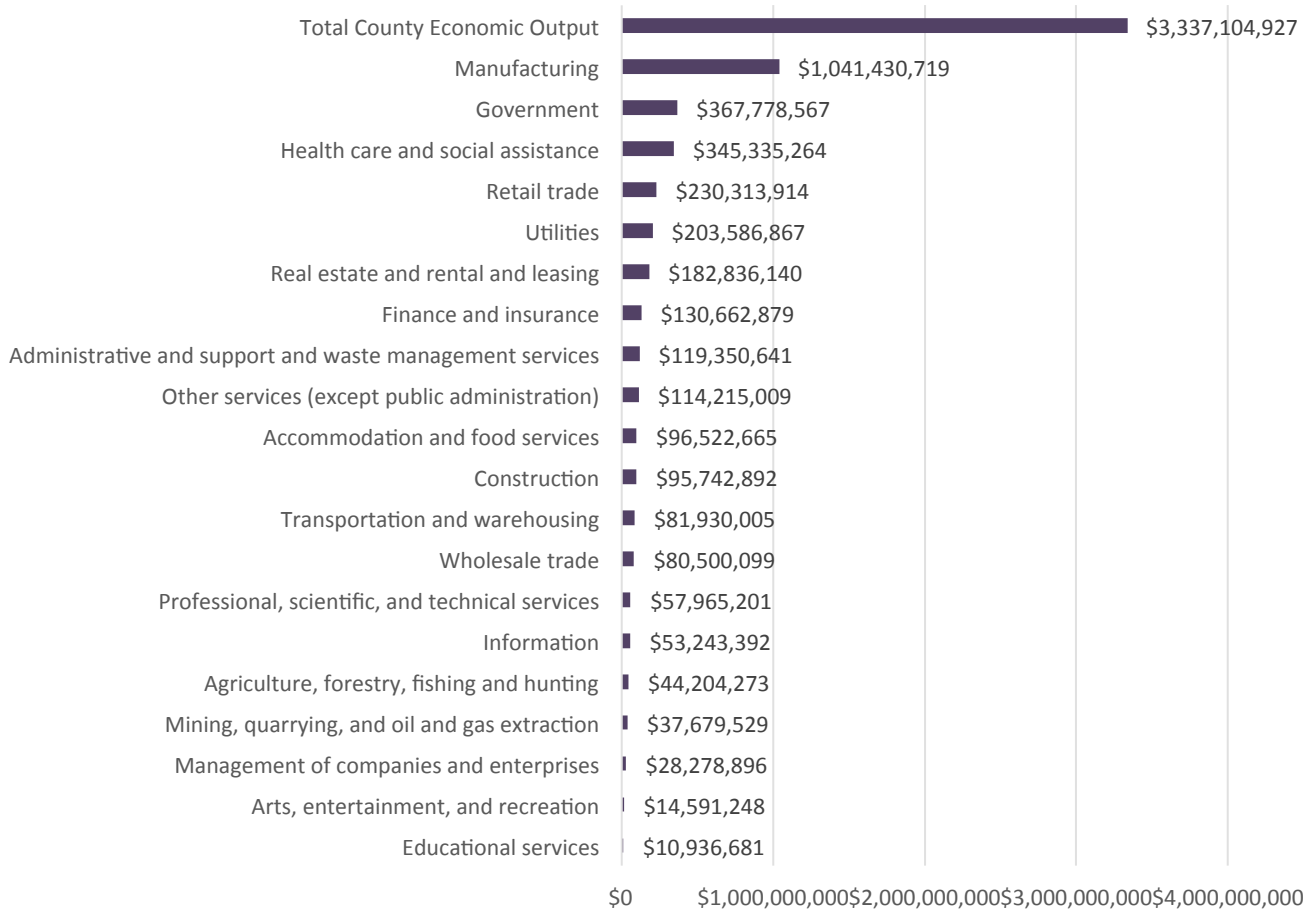
## Supporting Analysis

1. Major industry trends
2. Population trends
3. Workforce trends
4. Jobs, businesses and wage trends
5. Income and poverty trends
6. Business growth by stage of business

# Ashtabula County Economic Output by Major Industry

## 2014 Economic Output Ashtabula County

2014 Dollars



Manufacturing output represents 31.2% of the county's total economic output. Government (11%) and healthcare services (10.3%) are the next largest contributors to the county's economic output. Tourism, which is comprised of accommodations and food services, arts, entertainment and recreation and a portion of retail trade, is the fourth largest, representing a little over 6% of county economic output. Note: Economic output = gross economic product, which is the value of total goods and services produced in the county.

# Major Industry Trends

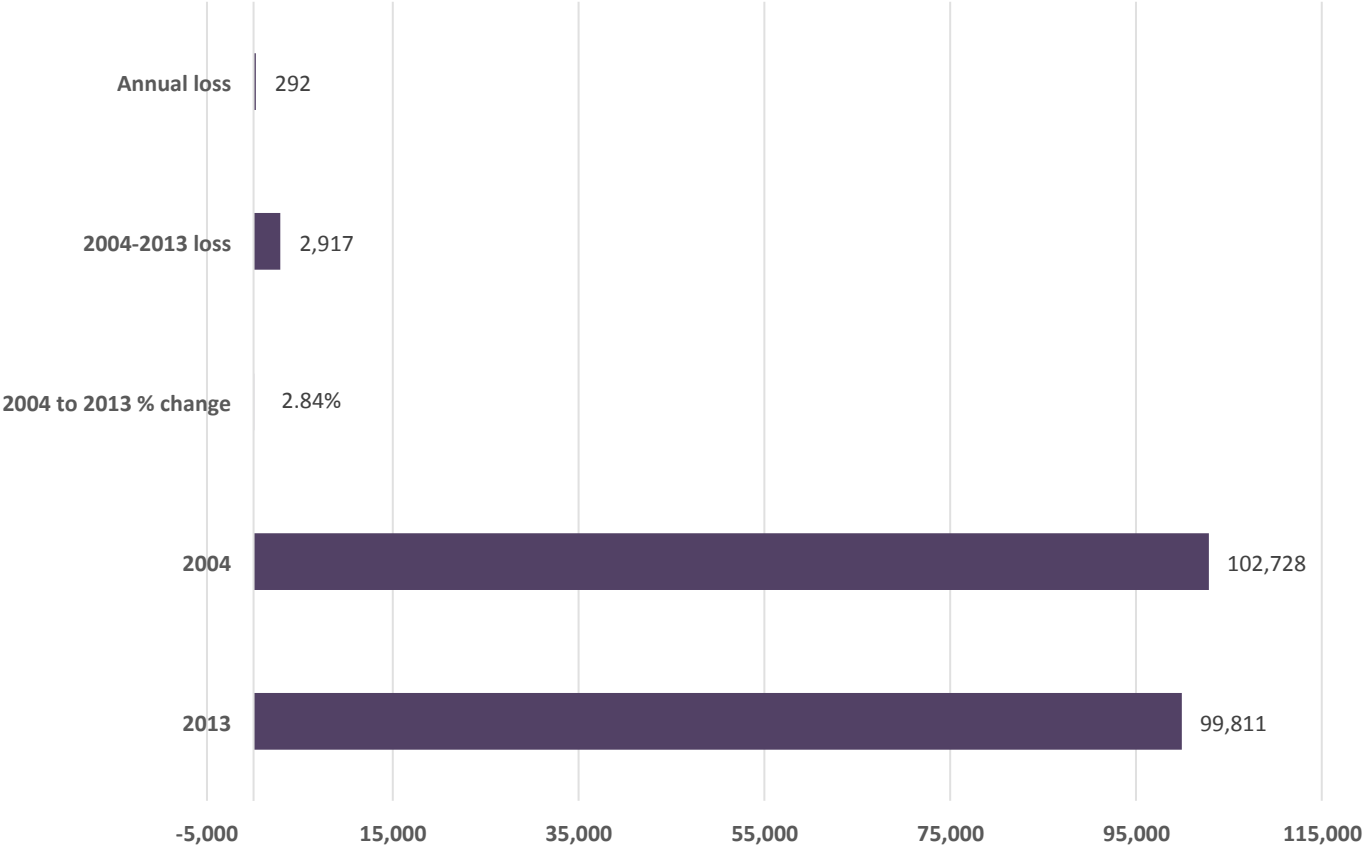
## Ashtabula County, 2004-2013

Industry	2013 Location Quotient	2004 Location Quotient	2013 Employment	2004 Employment	2004-13 LQ Change	2004-2013 Employ Chg	Driver Industry?	Strategic Industries within the Larger Sector
NAICS 31-33 Manufacturing	2.39	2.33	6,545	8,650	0.06	-2,105	Major	Plastics, inorganic chemicals, metalworking & machinery, wineries (beverage manufacturing), wood products
NAICS 22 Utilities	1.94	1.79	243	264	0.15	-21	Yes	
NAICS 62 Health care and social assistance	1.32	1.32	5,276	4,804	0	472	Yes	Healthcare services
NAICS 81 Other services, except public administration	1.07	0.82	1,013	920	0.25	93	Yes	
NAICS 21 Mining, quarrying, and oil and gas extraction	1.05	0.49	195	66	0.56	129	No	Natural gas drilling
NAICS 44-45 Retail trade	1.05	1.09	3,616	4,287	-0.04	-671	No	
NAICS 72 Accommodation and food services	1.04	1.1	2,889	3,046	-0.06	-157	Yes	Tourism
Base Industry: Total, all industries	1	1	25,764	28,295	0	-2,531		
NAICS 56 Administrative services	0.96	0.61	1,816	1,243	0.35	573	No	
NAICS 23 Construction	0.67	0.62	891	1,120	0.05	-229	No	
NAICS 48-49 Transportation and warehousing	0.58	0.41	564	432	0.17	132	No	
NAICS 71 Arts, entertainment, and recreation	0.53	0.51	244	247	0.02	-3	No	
NAICS 51 Information	0.46	0.62	281	500	-0.16	-219	No	
NAICS 52 Finance and insurance	0.43	0.5	554	757	-0.07	-203	No	
NAICS 53 Real estate and rental and leasing	0.43	0.46	195	247	-0.03	-52	No	
NAICS 42 Wholesale trade	0.4	0.53	522	779	-0.13	-257	No	
NAICS 61 Educational services	0.39	0.55	233	298	-0.16	-65	No	
NAICS 55 Management of companies and enterprises	0.36	ND	172	ND	ND	ND	No	
NAICS 11 Agriculture, natural resources, forestry, fishing and hunting	0.32	0.21	87	62	0.11	25	No	Dairy cattle, grapes
NAICS 54 Professional and technical services	0.23	ND	424	ND	ND	ND	No	
NAICS 99 Unclassified	0.13	0.02	5	1	0.11	4	No	

Location Quotient: It is a measure of an industry's concentration in a local economy compared to its concentration in the national economy. Concentration is one well accepted measure for identifying whether an industry "drives" growth in the local economy, and therefore whether it is a strategic industry. A LQ value above 1.00 indicates that the industry is more concentrated locally than nationally.

# Ashtabula County Population Change, 2004-2013

Ashtabula County Population, 2004-2013

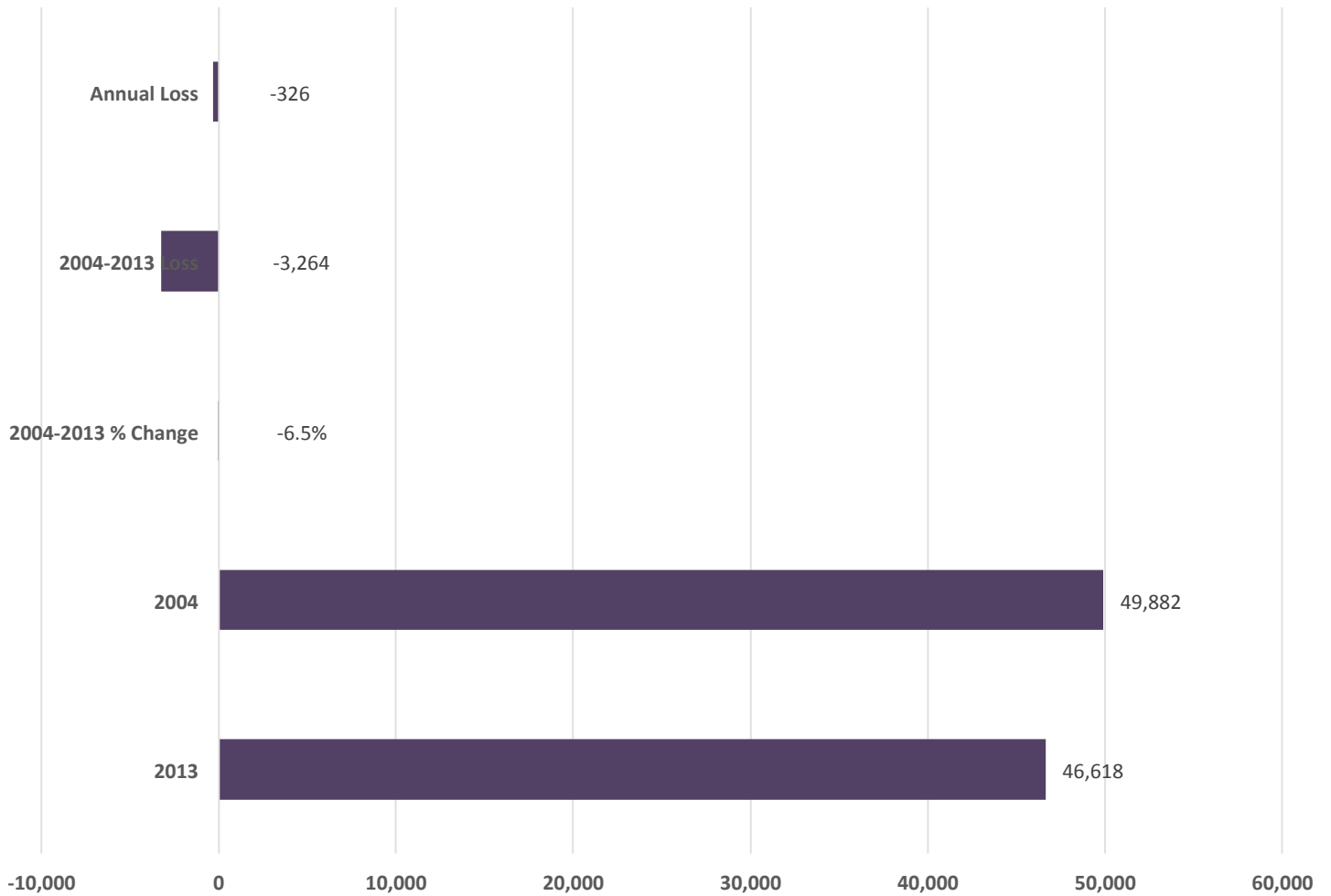


Ashtabula County’s population declined by 2.8% during 2004-2013. This represents a loss of 2,917 people over the 10 years or 292 people per year. Key drivers for population loss are reduced economic opportunity, the aging of the population base, and limited housing options and quality of life amenities.



# Ashtabula County Workforce Size Change, 2004-2013

Ashtabula County Workforce Size, 2004-2013



Ashtabula County's workforce is shrinking as a result of population loss over time and an insufficient number of good jobs and career opportunities in the county.

## Ashtabula County Jobs, Businesses, and Wages

<b>Jobs, Businesses and Wages</b>	<b>Establishments</b>	<b>Jobs</b>	<b>Average Wage</b>
<b>2013</b>	<b>2,086</b>	<b>30,175</b>	<b>\$33,395</b>
<b>2004</b>	<b>2,334</b>	<b>33,703</b>	<b>\$34,451</b>
<b>2004-2013 % Change</b>	<b>11%</b>	<b>-10%</b>	<b>-3%</b>
<b>2004-2013 Loss</b>	<b>248</b>	<b>-3,528</b>	<b>-\$1,056</b>
<b>Annual Loss</b>	<b>-25</b>	<b>-353</b>	<b>-\$106</b>

Businesses, jobs, and wages have been on the decline in the county for at least the past two decades. Using Forward Ashtabula County as a guide, Growth Partnership and its partners must work aggressively to build the county's competitive advantages for business, job and payroll growth.

## Median Household Income

Median Income	Number
Median household income in 2012	\$37,811
Median household income in 2000 (adj. for inflation)	\$47,876
2000-2012 % Change	-21.02%
2000-2012 Change	-\$10,065
Annual Decline	-\$838.75

Median income has declined in the county since 2000. To offset this trend in the future, higher skilled and higher paying jobs must grow in the county in the future.

## Poverty Trends

Poverty Estimates	Number
Total Poverty rate in 2012 %	20.3
In 2000 %	11.9
Poverty rate for children under 18 in 2012 %	30.2
In 2000	18.3
Total Poverty Change 2000-2012 %	8.4
Under 18 Poverty Change %	12

Poverty rates have increased in the county over the past two decades or more. To offset this trend in the future, workers must become better skilled and educated and higher skilled and higher paying jobs must grow in the county in the future. Poverty is rooted in many social factors. In the long term, education has the greatest impact in reducing poverty.

## Job Growth/Decline by Business Stage

Business Stage	2004 Jobs	2013 Jobs	PERIOD AVG	% TOTAL	GAIN	% TOTAL	LOSS	% TOTAL	CHG
Total	47,270	45,410	46,340	100	22,893	100	24,976	100	-1,860
Self employed (1)	1,741	1,819	1,780	3.8	4,177	18.2	2,352	9.4	78
Stage 1 (2-9)	10,406	10,952	10,679	23	8,999	39.3	7,962	31.9	546
Stage 2 (10-99)	17,776	19,323	18,550	40	7,181	31.4	7,075	28.3	1,547
Stage 3 (100-499)	14,631	10,606	12,618	27.2	2,286	10	5,528	22.1	-4,025
Stage 4 (500+)	2,716	2,710	2,713	5.9	150	0.7	1,441	5.8	-6

Stage 2 businesses account for the lion's share of job growth in Ashtabula County. Growth Partnership must give greater attention to these businesses in the future.

## Business Establishment Trends by Business Stage

Business Stage	2004 Businesses	2013 Businesses	PERIOD AVG	% TOTAL	GAIN	% TOTAL	LOSS	% TOTAL	CHG
Total	5,492	6,034	5,763	100	5,552	100	5,036	100	542
Self employed (1)	1,741	1,819	1,780	30.9	2,839	51.1	2,352	46.7	78
Stage 1 (2-9)	2,992	3,416	3,204	55.6	2,478	44.6	2,440	48.5	424
<b>Stage 2 (10-99)</b>	<b>679</b>	<b>732</b>	<b>706</b>	<b>12.2</b>	<b>228</b>	<b>4.1</b>	<b>225</b>	<b>4.5</b>	<b>53</b>
Stage 3 (100-499)	77	63	70	1.2	6	0.1	16	0.3	-14
Stage 4 (500+)	3	4	4	0.1	0	0	0	0	1

Stage 2 businesses account for the lion's share of business growth in Ashtabula County. Growth Partnership must give greater attention to these businesses in the future.

## Contact

Don Iannone  
CEO and Executive Director  
Growth Partnership for Ashtabula County  
17 North Market Street  
Jefferson, Ohio 44047  
Cell: 440.668.1686  
Email: [don@ashtabulagrowth.com](mailto:don@ashtabulagrowth.com)  
Web: [www.ashtabulagrowth.com](http://www.ashtabulagrowth.com)  
Blog: <http://growthpartnership.wordpress.com>





## OUR VISION AND COMMITMENT

The Growth Partnership for Ashtabula County will give focal point leadership to economic and community development in Ashtabula County. The organization will work as an inclusive, engaged, collaborative, and performance-based strategic development organization in developing increased prosperity and economic vitality across the county. Growth Partnership will achieve this vision by working cooperatively and collaboratively with its local and external partners.

**Growth  
Partnership**  
for Ashtabula County

17 North Market Street  
Jefferson, Ohio 44047  
Phone: 440.576.9126

Web: [www.ashtabulagrowth.com](http://www.ashtabulagrowth.com)

Blog: [growthpartnership.wordpress.com](http://growthpartnership.wordpress.com)