

Wyandot County, Ohio

Comprehensive Economic Development Strategy



Visualizing, Planning, & Implementing the Road to Prosperity

Prepared By:
Ohio State University Extension
Wyandot County Office of Economic Development
June 2011
Last Revised - January 2013

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EXECUTIVE SUMMARY

In the fall of 2009, private and public sector leaders from throughout Wyandot County convened to begin discussions about creating the first Comprehensive Economic Development Strategy for the community. A complete list of participants can be found in Appendix C and D. The following document is the result of these discussions, and signifies a significant step forward for the community in aligning economic development efforts.



Northwest Ohio has traditionally had a large manufacturing economic base. As a result, the Region has experienced larger than national average unemployment rates during the largest economic downturns. The recent recession was no different. At

the start of 2011, the unemployment rate hovered just below 12%, 10 companies had closed in Wyandot County with over 2,400 employees losing their jobs since 2007. In addition, over 3,250 jobs were lost due to layoffs. Currently Wyandot County meets the Economic Development criteria to qualify as having "economic distress".

Furthermore, the very nature of industry is changing. Manufacturing production is evolving as companies are becoming more efficient through automation. As a result, manufactures need less general labor and the workforce is becoming more skilled. Wyandot County's local economy is at the crossroads of this transformation. It is essential that we evolve with the times to restructure and further diversify the economy of the area. This Comprehensive Economic Development Strategy is the foundation to align local economic development efforts. It is drafting the roadmap for the long-term economic viability of the community for our future. The plan has been developed and supported by elected public officials, private sector business and the local community. In addition, the Wyandot County Office of Economic Development Board of Directors has endorsed this Comprehensive Economic Development Strategy through resolution.

Target Industry Clusters

1. Agricultural Manufacturing
2. Distribution & Logistics
3. Whirlpool Suppliers
4. Customer Service Centers
5. Health Care
6. Food Processing & Ag-Tech
7. Advanced & Alternative Energy
8. Non Store Retail
9. Polymers & Advanced Materials Manufacturing
10. Construction Materials / Gypsum Product Manufacturing



Our Goals

To make this vision a reality, the community will pursue the following Goals:

1. Make the Wyandot County area attractive for economic development by maintaining and improving the quality of life.
2. Make the community attractive for economic development by diversifying the local economy.
3. Enhance economic development potential by strengthening and enhancing partnerships with local units of government and economic development-minded agencies throughout the community, region, and state.
4. Make the community attractive for economic development by enhancing and sustaining infrastructure and addressing regulatory roadblocks.
5. Make the downtown areas attractive for economic development by promoting existing commercial areas as economic centers for the community.
6. Make the community attractive for economic development by creating and fostering a skilled workforce.

Top Priorities

1. Electrical Substation Upgrade
Estimated Jobs Created or Retained: 720
Local Goals Addressed: 1, 4, 5
Parties Responsible: Village of Carey and Wyandot County Office of Economic Development
2. Flood Mitigation Project
Estimated Jobs Created or Retained: 150
Local Goals Addressed: 1, 2, 4, 5
Parties Responsible: Village of Carey and Wyandot County Office of Economic Development
3. Establish County-Wide RLF
Estimated Jobs Created and Retained: 250

Local Goals Addressed: 2, 3, 4, 5

Parties Responsible: Wyandot County Commissioners, All Villages, City of Upper Sandusky, and Wyandot County Office of Economic Development

PREPARING THE CEDS

WHAT IS A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)?

A comprehensive economic development strategy (CEDS) is designed to bring together the public and private sectors in the creation of an economic road map to diversify and strengthen regional economies. The CEDS should analyze the regional economy and serve as a guide for establishing county wide goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources. Integrated economic development planning provides the flexibility to adapt to global economic conditions and fully utilize the region's unique advantages to maximize economic opportunity for its residents by attracting the private investment that creates jobs for the region's residents. Finally, the U.S. Department of Commerce Economic Development Administration requires a CEDS plan be on file and approved in order to apply for investment assistance under EDA's Public Works or Economic Adjustment Assistance Programs.



OVERVIEW

In subscribing to the CEDS methodology, the strategy committee analyzed the regional economy as it currently exists to serve as a baseline for establishing goals, objectives, developing a community plan of action, and identifying investment priorities and funding sources. This CEDS capitalizes on the community's human and physical capital planning in the service of economic development.

A unified commitment to the development of this economic development plan provides the vision and flexibility necessary to adapt to ever changing global economic conditions. Furthermore, this process allows the community to fully utilize unique advantages to maximize economic opportunity for its residents by attracting private investment that creates jobs for the community residents.

While this is the first CEDS plan the Wyandot County community has submitted to EDA, it will be incorporated into a continuing economic development planning process evaluated on an annual basis by the Wyandot County Office of Economic Development, Inc. Through outreach and engagement fostering diverse public and private sector participation, this CEDS

plan sets forth the goals and objectives necessary to solve the economic development problems of the community and clearly define the metrics of success.

METHODOLOGY & DATA COLLECTION

The development of this Comprehensive Economic Development Strategy (CEDS) for Wyandot County reviewed and incorporated portions of five preexisting studies including: the 2006 Wyandot County OSU Business Retention and Expansion Report, 2006 Wyandot County Comprehensive Land Use Plan, Wyandot County Overall Economic Development Plan, 2009 Wyandot County Headwaters Economics Report, and finally, with a US 30 Corridor Study completed for the region in January, 2008. In addition to these reports, diverse community feedback and data was gathered through Face-to-Face meetings with CEDS Strategy Committee, community call for project meetings, the Wyandot County Economic Development Website, and Business Retention & Expansion online surveying software. A list of participants can be found in Appendix C and Appendix D. The preparation of this CEDS document compiles prior planning work into a document that prioritizes economic development projects for 2013-2015. These projects are intended to provide long-term economic planning, stabilization and growth, while meeting immediate needs that have arisen due to the recent economic recession.

CEDS GOVERNING BODY & STRATEGY COMMITTEE

In November of 2008, the Wyandot County Office of Economic Development (WCOED), Inc. was established as a 501(c)(6) non-profit organization. The organization is structured as a private / public partnership with support from local stakeholders including the Board of Wyandot County Commissioners, Village of Carey, Village of Sycamore, Wyandot Memorial Hospital, Private Sector Businesses, and Ohio State University Extension. The WCOED represents the main economic interests of the community as a whole and includes representatives from:

- Private sector representatives (defined in 13 C.F.R. § 300.3)
- Public officials
- Community leaders
- Representatives of workforce development boards
- Representatives of institutions of higher education
- Private individuals

The newly established Wyandot County Office of Economic Development (WCOED) has been created to support growth of existing local businesses, recruit new businesses in targeted industrial sectors, advance the community's economic competitiveness, and ultimately improve the overall quality of life in the Wyandot County Area.

The WCOED group meets regularly and among other functions, facilitates communications between county government, local government and the business community on economic

development issues and projects. In addition to the County's internal economic development activity, the group is active in the region and participates in collaborative economic development efforts throughout northwest Ohio.

The Board of Directors of the Wyandot County Office of Economic Development will serve as the CEDS Governing Body in this planning effort. The Board has selected a CEDS Strategy Committee to oversee the development and revising of this community CEDS plan. Additionally, the Strategy Committee will make a recommendation to the Wyandot County Office of Economic Development Board of Directors to accept this CEDS plan.

In subscribing to a continuous economic development effort, the Wyandot County Office of Economic Development will incorporate this CEDS plan into an evolving planning process that will be evaluated on an annual basis. A complete list of the CEDS Governing Body and Strategy Committee members can be found in Appendix A and Appendix B.

CEDS OUTCOMES

Expected outcomes of these CEDS objectives are job creation through growth of existing businesses (e.g., new markets, new products, partnerships, spin-offs, suppliers, etc.), the attraction of new business, and the diversification of the economy. In addition, this process will enhance the economic development organizational effectiveness through fostering partnerships, public/private ventures, and an enhanced outreach and engagement of local residents on economic development and community visioning. Ultimately, it is our intent to help improve the overall economic viability and quality of life in Wyandot County and the various municipalities located therein.

BACKGROUND & COMMUNITY PROFILE

Wyandot County is a unique area offering rural, small town living in a central location in Northwest Ohio, bisected by major highways that provide easy access to major commercial and industrial centers. The community has long been a local center for manufacturing, agri-business and farming. Wyandot County is composed of 13 townships, 1 city, and 7 incorporated villages. The county seat and largest community is Upper Sandusky, which is centrally located in the county. Other incorporated villages include Carey, Sycamore, Nevada, Harpster, Wharton, Kirby and Marseilles.

LOCAL ECONOMY

Wyandot County's economy has been a specialized economy, which generally fares very poorly during major economic downturns. The area economy has been generally lagging due to a heavy reliance in the automotive manufacturing industry. Although the economy picked up from 2002-2006 and jobs were regained during that period, an estimated 1,900 jobs have been lost to the current economic recession beginning in January 2007. This is just as

evident now as it was during the minor downturn in 2000. Per capita income, in constant dollars, shrunk continuously within the community for the past decade. Furthermore, less than 14% of the people in the community today are college graduates.

Since 2000, more than a third of earnings in Wyandot County came from the manufacturing sector. In 2009, Wyandot County posted a 13.9% unemployment rate that was the 13th highest out of 88 Ohio counties. This led to a concerted effort to diversify the local economy and to launch new cooperative economic development initiatives involving public/private partnerships. This included the establishment of the Wyandot County Office of Economic Development, or WCOED. The area has benefited from new economic development services and programs. However, all of these changes were insufficient to shield the community from sustaining major negative impacts of the recent economic downturn.

However, survey feedback from the 2011 Business Retention and Expansion program indicated that 64% of businesses surveyed indicated they had significant capital investments planned over the next 1-2 years and 82% of respondents indicated they expect their employment numbers to increase. Moving forward economic diversification is a key component of the local Economic Development Action Plan, and community leaders realize that this is a slow, but deliberate process. To stabilize our long-term economic viability, it is crucial that we take steps to minimize our dependency on one economic sector.



POPULATION

The population of Wyandot County has been fairly constant between 20,000 and 23,000 from 1900 until today where, according to recent census estimates (2010) it stands at 22,615. With a land area of 406 square miles, this translates to a population density of approximately 55 persons per square mile. The population is 97.6% white, with the remainder being African-American (0.1%), Asian (0.9%), and Hispanic or Latino (2.2%). According to the 2010 Census, 43.3% of the population claimed German ancestry, 11.8% American, 11.2% Irish, and 8.6% English. The median age of the population is 40.2 years. Demographic and statistical highlights include:

- Total estimated population in 2010 was 22,615 people, down from 22,908 in 2000.
- Good population base for a rural area, with significant population in the surrounding counties. Labor force within commutable distance (40 mile radius) is roughly 381,900.

- Older median age. The population has gotten older since 2000. The median age in 2010 was 40.2 years, compared to 38.8 years for the state and 37.2 for the nation.
- Relatively average household income versus state and nation. In 2010, the County median household income was \$47,683, while the state of Ohio was \$46,093 and the nation, \$49,445.
- Relatively low poverty rates. 2010 poverty numbers show an overall rate of 8.2% for the county and 14.2% across Ohio for all persons.

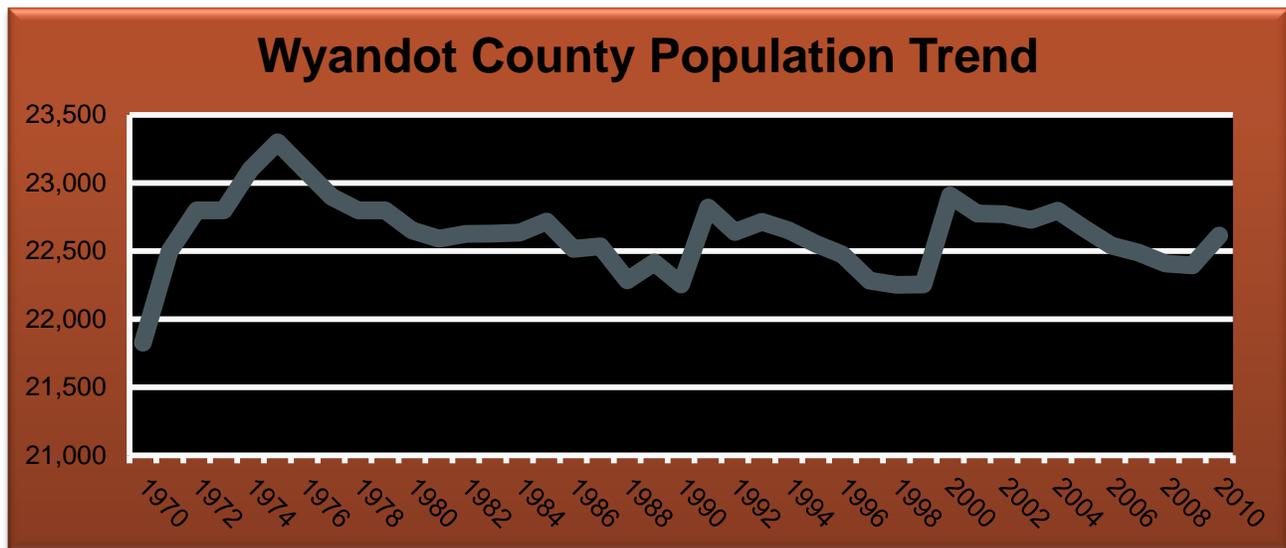


Figure 1: Wyandot County Population Trends

PER CAPITA INCOME & POVERTY

Wyandot County is a rural county interspersed with small communities that range in size from 110 to 6500 residents. The excellent highway system that serves the county allows its residents to live in the quiet, stress-free environment of a small town but still have easy access to the amenities of major metropolitan centers that are within 60 miles. Of the 22,615 residents in Wyandot County, 44% live in a city or town and 56% live in a rural setting. The overall population density is 55 residents per square mile.



The per capita income of a region provides a good barometer of its economic health. Over the last decade, per capita income growth in Ohio has been highly correlated with employment growth. The per capita income in

Wyandot County was \$31,390 in 2010. This is considerably lower than Ohio (\$36,162) and the U.S. (\$39,937) during the same time period. Furthermore, over the last 36 years income growth in Wyandot County, Ohio has been slower than Ohio and slower than the nation.

On a U.S. scale of 100, Wyandot County had a 2008 cost of living index of 76.7 compared with an average cost of living index for all primary Ohio cities of 95.4. In comparison, Ohio's cost of living index rating ranked 19th among the 50 states.

Although the average per capita income is less in Wyandot County than in Ohio in general, the percentage of county residents below the poverty line is typically half that of the state (in 2010, 8.2 vs. 14.2%). This is possible because of the low cost of living in the county. Wyandot County's low cost of living means the median household income of \$47,683 simply goes further within Wyandot County than most of the rest of Ohio and the U.S.

EDUCATION

While most communities talk about the quality of their preparatory public school education programs, Wyandot County schools combine each year to ready students for college or trade schools by attaining a category that ranks with the most successful in Ohio. Three public school systems are located in Wyandot County: Upper Sandusky Exempted Village Schools, Carey Exempted Village Schools, and Mohawk Local Schools (Sycamore) while parts of other districts (Riverdale, Wynford, and Ridgedale) fall within Wyandot County as well. In addition, two parochial schools, St. Peter's (Upper Sandusky) and Our Lady of Consolation (Carey) serve elementary students.

Many Wyandot County Schools regularly receive an "effective" rating from the Ohio Department of Education for proficiency testing of its students, placing all Wyandot County schools in the "quality education" category. The high school graduation rate (2010) was 92.7%.

The level of educational attainment in an area reveals a great deal about the economic status of an area. While Wyandot County has a high rate of high school graduation, relatively few residents hold a bachelor's degree or higher. The number of residents holding a bachelor's degree or higher is a barometer of the economic opportunities for the educated portion of an area.

While historically it has been possible to earn a middle class income without a college degree, it is generally recognized that in order to establish a middle class standard of living, workers need some sort of specialized education or skilled training.

As a consequence, the deficiency of a college educated population can point to a lack of employment

Educational Attainment		
	Number	Percent
Persons 25 years and over	15,334	100%
No high school diploma	2,105	13.70%
High school graduate	7,330	47.80%
Some college, no degree	2,650	17.30%
Associate degree	1,201	7.80%
Bachelor's degree	1,215	7.90%
Master's degree	833	5.40%

Figure 2: Educational Attainment



opportunities for that segment of the population. In an economy that increasingly demands workers who have received advanced education or training, it is a common economic development strategy to focus on both knowledge economy industries and the workers with knowledge economy training/education. Areas experiencing economic growth have successfully implemented this strategy and as a result, have a population with a relatively high level of educated/trained workers.

Although there are no institutions of higher learning within Wyandot County, there are 9 universities, colleges, and technical schools within easy commuting distance of Wyandot County. These include The Ohio State University (Marion Branch), 20 miles away; Ohio Northern University (Ada), 32 miles away; Findlay University (Findlay), 26 miles away; Heidelberg University (Tiffin), 22 Miles away; Tiffin University (Tiffin), 22 miles away; Bluffton University (Bluffton), 32 miles away; Marion Technical College (Marion), 20 miles away; Owens Community College (Findlay), 26 miles away; and Brown Mackie College (Findlay), 27 miles away. These schools provide a variety of live-at-home higher educational choices for Wyandot County residents.

Wyandot County also lacks the presence of an adult career center, but 2 are located within a short drive outside the county. Those in the area include Tri-Rivers Career Center (Marion), 20 miles away; and Vanguard-Sentinel Career and Technology Center (Tiffin), 22 miles away.

The special educational needs for local disabled residents are met by Angeline School and Industries, which enrolls students ages 6-21 in a multi-classroom facility just north of Upper Sandusky. Angeline also offers full-day preschool, an early intervention program for children from birth to age 2, a vocational skills program for 14 and older, and an adult activities center for seniors.

AMENITIES, RECREATION, & ENTERTAINMENT

The Wyandot County area offers an abundance of outdoor recreational opportunities such as swimming, jogging, cycling, golf, disc golf, tennis, youth sports, and more. The county is home to ten beautiful parks that present various activities for every season of the year. A complete list of parks and recreational offerings by community is available in Appendix D.



The Wyandot County Library System has three buildings located in Upper Sandusky, Carey, and Sycamore.

The Wyandot County Fairground is located on the north side of Upper Sandusky on SR 53. It is a 54-acre complex, which includes a community events center, racetrack, and

many exhibit halls. Not only is it the home of the annual Wyandot County Fair, but many other events, such as meetings, weddings, charity events, and concerts are held at this location.

Being a rural area, the local retail centers are a mix of local, family-owned businesses and retail chains. The small family-owned stores, many of which have been in operation for 2 – 3 generations, provide a unique shopping experience. The downtown shopping districts of Upper Sandusky and Carey have many buildings that date from the mid-19th century with their original facades and tin ceilings. More recently, Upper Sandusky has completed and Carey has in progress downtown streetscape projects that include installment of underground utility lines and the modernization of the sidewalks and streetlights.

The Star Theater in Upper Sandusky provides a variety of plays and musicals every year made up of local casts. The theater shows new movies throughout the year as well.

HEALTH CARE

Located in Upper Sandusky, Wyandot Memorial Hospital (WMH) is proud of its local ownership and leadership, which is unlike many of the large, company/system-owned organizations of today. Since 1950 WMH has served area residents and visitors. Today it is a very active, acute care hospital, fully certified and licensed, with a range of specialties, and a full complement of physicians on staff. Ever growing, an addition was recently completed in early 2012.

The friendly, attentive staff prides itself in having the latest medical technology available for patients staying in the hospital and for outpatients undergoing testing, surgery or disease treatment. Much of the equipment is the same – or newer – than that found in metropolitan hospitals. Skilled physicians, certified in Advanced Cardiac and Advanced Trauma Life Support, staff the emergency department around the clock, and there is an FAA-registered heliport for emergency transfers.

The emergency, medical/surgical, intensive/coronary care and maternity departments all benefit from the facility's on-site laboratory, pharmacy, respiratory therapy, radiology, cardiology and physical therapy departments. In addition to general x-rays, radiology offers ultrasound, mammography, CT, DEXA, MRI, PET and nuclear medicine in its imaging area, while other departments feature EEG, sleep studies, anodyne therapy and JobCare occupational health. Disease prevention is the focus of programs and screenings available at the hospital's Wellness Center.

More than 30 specialists from Columbus, Findlay, Marion and Toledo conduct office hours at the Specialty Healthcare Center in the hospital's Medical Office Building.



Other key health care providers in the community include:

- Wyandot County Home Health Agency for ill residents confined to home. The agency supplies health care professionals who, under a physician's guidance, provide part-time or intermittent care. The staff includes registered nurses, home health aides, physical, speech or occupational therapists.
- Hospice of Wyandot County is a special program that enables terminally ill residents to remain at home, with the focus being patient and family care. A team of nurses, physicians, social workers, clergy and other volunteers help patients with limited life expectancy maintain their independence and dignity. Local fundraising events, memorials and personal donations support the organization.

Rehabilitative and long-term care is provided for county residents by Fairhaven Community and Wyandot County Skilled Nursing and Rehabilitative, which combined offer 248 beds.

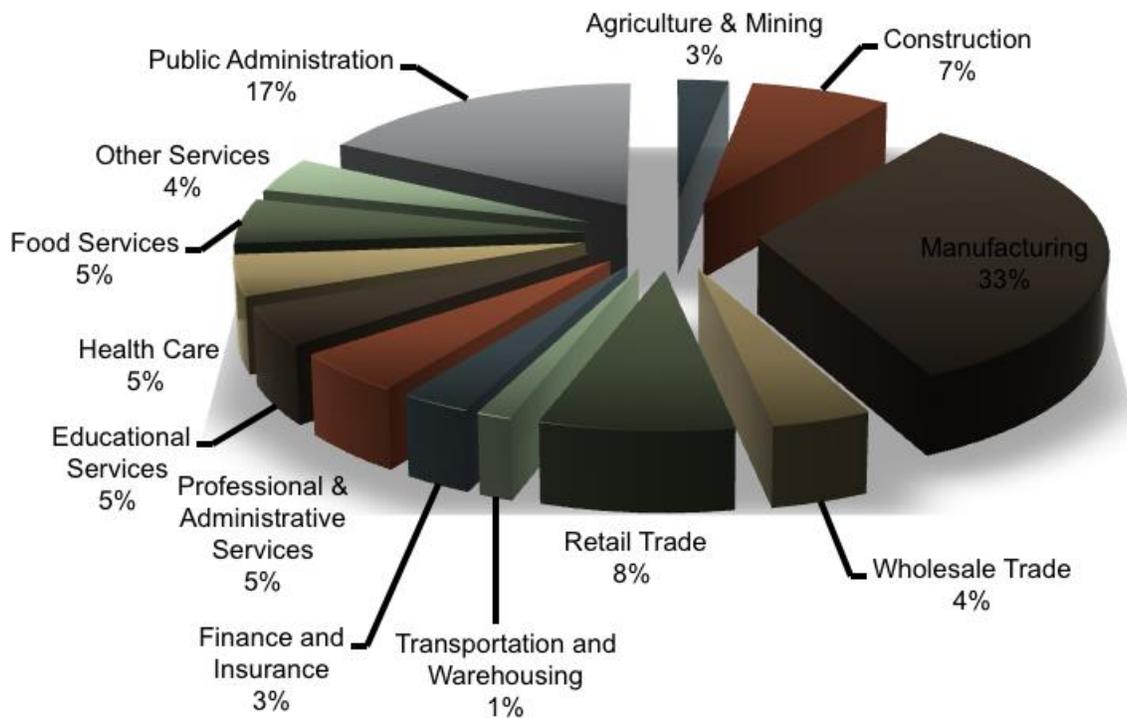
WORKFORCE DEVELOPMENT

Wyandot County has a number of valuable assets for business development and expansion including centralized location, seamless transportation infrastructure, utility services, and affordable real estate. However, many would argue one of our greatest assets is our workforce, or human capital.

The total labor force (2009) was 11,240 with 9,683 employed and 1557 unemployed (13.9%). While historically the unemployment rate has been between 6 – 7%, during the recent economic downturn, it spiked to over 14% (Feb 2010). However, the May 2012 unemployment data indicates a countywide unemployment of 7.0%. Wyandot County's dominant employment sector is in manufacturing and state/local government sectors, accounting for over 50% of the total workforce. In 49.4% of these cases, both husband and wife work.

The availability of a reliable, skilled workforce is one of the most vital aspects for businesses planning to expand or relocate. As many businesses succeed or fail on the work ethic and talent of their workforce, Wyandot County has developed a reputation of offering an available, reliable, workforce with the work ethic and knowledge to produce results.

In fact the 2006 Wyandot County Business Retention & Expansion Final Report indicated more than 80% of the respondents rated the hourly workforce at average or above rating. While the salaried workforce scored similarly with 94%.

Figure 3: Wyandot County Employment by Sector

NATURAL SYSTEMS & RESOURCES

Wyandot County is blessed with an abundance of natural resources. Natural resources for purposes of this plan refers to the ground water, forests, natural wildlife and plant habitat, stream corridors, surface water systems, productive soils, wetlands, metallic and non-metallic mineral resources, parks and open recreation spaces in the community. These components of community quality of life must be considered in planning land use in both the incorporated and the unincorporated areas of Wyandot County. These resources provide significant and valued contributions to the quality of life in Wyandot County. Some of these benefits include:



- An abundant and safe source of water for drinking.
- Mineral extraction that balances the economic contribution of this industry with the goal of sustainable and compatible land uses.
- A diverse population of wildlife that provides the rewards of both hunting and observing wildlife in their natural habitat.
- Scenic waterways that provide a wide variety of recreational opportunities.
- Soil types that provide for productive agricultural uses.
- Diverse plant life and forested areas that both buffer residential, agricultural and wildlife areas in addition to providing open spaces.

GEOGRAPHY

Wyandot County, Ohio is located in the northwest central part of Ohio. It was established on February 3, 1845 from lands previously occupied by the Wyandot Indian tribe and derives its name there from. It occupies approximately 406 square miles of gently rolling farmland.

WATERWAYS

The community rivers, streams, and creeks consist of Baughman Run, Poverty Run, Indian Run, Tymochtee Creek, Browns Run, Broken Sword Creek, Little Sandusky River, Greasy Run, Gray Eye Run, and Sandusky River. In addition there is a multitude of Lakes and Reservoirs including Roger's Lake, Bud Lake, Machrikabe Lake, Killdeer Wildlife Pond Number Two, Killdeer Wildlife Pond Number Three, Upper Sandusky Reservoir, Ellis Lake, and Edwin Naus Lake.

Urban (Residential/Commercial/Industrial/ Transportation and Urban Grasses)	3.03%
Cropland	79.71
Pasture	3.77
Forest	8.96
Open water	1.16
Wetlands (Wooded/Herbaceous)	2.98
Bare/Mines	0.39

SOILS TYPES

Wyandot soils are primarily composed of Blount-Pewamo-Glynwood with small areas of Hoytville-Nappanee-Paulding-Toledo and Bennington-Cardington-Centerburg.

QUARRIES

Non-fuel mineral production in Ohio is a significant economic force; in 2000, Ohio ranked 14th in the Nation in total non-fuel mineral production value. Ohio ranked 4th in crushed stone and construction sand and gravel in 2000. There are three limestone quarries in operation in Wyandot County; the largest is National Lime and Stone that occupies 1,000 acres in the North

West portion of the County, adjacent to Carey. This quarry has an expected 150-year life expectancy.

According to the US Census Bureau 2003 update, the six quarries in Wyandot employed approximately 200 with wages totaling \$7,498,000. Mining operations in the County employ 3% of the population with the average annual salary in 2004 of \$39,000.

A significant portion of the various rock extracted from County quarries is exported out of the County; much of it is shipped to the Akron area. This type of economic activity represents the creation of wealth for the County since the sale of this product results in 'new' money coming into the County.



Like landfills, quarry location is driven by geography; each site must be located where the soil, water and rock formations suit the intended function. Since there are numerous areas in the County that would be suitable for quarry development, there is also the potential for conflicting land uses. The location of future quarries is essentially a zoning issue and governed by Ohio Revised Code (Wyandot County Land Use Plan 2006).

ENVIRONMENT

The sanitary landfill, located on County Road 4, just south of Carey is comprised of 500 acres. The permitted land comprises 188 acres with the remainder needed for setbacks. Assuming usage remains at current rate, it has an expected lifespan of 42 years. It is owned and operated by Allied Waste Management. Allied, the second largest waste handling company in the nation purchased the Wyandot facility in 1999.

The Wyandot facility has been the site of the County waste disposal since 1968 thus it pre-dates EPA regulations. The site currently meets or exceeds EPA regulations including the moving of waste deposited in one section of the landfill that had the potential of contaminating ground water.

Since this land use has the potential to degrade the environment, Allied must document compliance with a multitude of regulations. To ensure compliance with all environmental and public health laws, the landfill must monitor ground water, air and methane gas production. These environmental regulations also limit the number of locations where a landfill can be sited. Geology, ground water, soil types and proximity of residential development all play a factor in location decisions.

Since the landfill has changed the elevation of the land on which it is located, the impact of potential erosion and run-off must also be considered. As cells of the landfill are closed, they

are topped with soil and hydro-seeded. In the process of topping the closed areas, the man-made hill is terraced in an effort to reduce erosion.

Currently, the landfill employs 38; additionally there are seasonal and as-needed employees.

TRANSPORTATION & UTILITY SYSTEMS

A number of significant utility and public infrastructure projects have recently been completed including the PSEG Wyandot Solar Project, Upper Sandusky Water Treatment Facility, Village of Carey Streetscape Project, Sycamore Fiber Project, and St. Rt. 199 pavement project.



TRANSPORTATION ACCESS

Wyandot County, Ohio is an excellent location ideal for all types of manufacturing, commercial, and distribution operations. Wyandot County is centrally located within 500 miles of nearly 60% of the nation's buying power and 50% of its population.

The county's extensive transportation infrastructure dates back to 1913 when the Lincoln Highway was built. The Lincoln Highway, U.S. Route 30, was the first road across America, reaching coast-to-coast from Atlantic City New Jersey to Astoria, Oregon. Today, Wyandot

County is at the intersection of U.S. Route 30 and U.S. Route 23, two four-lane, divided freeways built to standards similar to those of interstate highways. In addition, we are home to nine State Routes (53, 67, 199, 37, 231, 568, 103, 182, and 294). This combination of state and federal highways facilitates the seamless movement of people and products throughout the region.



Furthermore, Wyandot County offers favorable rail, airport, and water port options. The county is serviced by three different railway companies, CXS Transportation, Wheeling & Lake Railway, and Rail America Lines. In total, there are five airports in the region including Wyandot County's local airport, Findlay

Airport (22 miles), Mansfield-Lahm Airport (40 miles), Toledo Express Airport (60 miles), and Columbus International Airport (70 miles).

Wyandot County is 60 miles from one of the busiest water port transportation centers on the Great Lakes. The Port of Toledo, located at the union of the Maumee River and the western basin of Lake Erie allows business professionals to expand and accelerate their supply chain.

Adequate access to the Port of Toledo links Wyandot County to a multitude of domestic and international markets via the marine transportation system.



COMMUTING

Large surrounding metropolitan areas tend to draw the commuters from their own and neighboring counties. The net commuter flow is the difference between the number of people commuting into a county for work and the number commuting out of the county. For Wyandot County, this number is -14.8 per 100 commuters; i.e., a net outflow. The mean travel time to work is 20 minutes.

ELECTRICITY

Most of Wyandot County is serviced with electricity from AEP Ohio or North Central Electric Cooperative. However, the Village of Carey, Village of Sycamore, and the Village of Wharton all operate a municipal power system. AEP Ohio is part of the American Electric Power system, one of the largest electric utilities in the United States, delivering electricity to more than 920 communities located in 61 of Ohio's 88 counties. North Central Electric Cooperative, Inc. is a member-owned, member-controlled nonprofit electric distribution utility located in Attica, Ohio. North Central Electric is one of 24 electric cooperatives in Ohio.

In June of 2010 PSEG Solar Source completed construction of the PSEG Wyandot Solar Project, an 85 acre 12 mega-watt solar generation facility located in Wyandot County. This project currently represents the largest solar field in the Midwest and one of the largest East of the Mississippi River.



NATURAL GAS

Arlington Natural Gas, Sheldon Gas, and Columbia Gas provide natural gas service to a large portion of Wyandot County. Columbia Transmission is the supplier for the County. Columbia Gas Transmission Company has a secondary 8" transmission line entering Upper Sandusky from the north along SR 67 with a meter station on North Sandusky Ave. at Village View Acers. They also have a 4" line from Upper Sandusky out past Guardian on SR 67.

WATER

Wyandot County is blessed with an abundance of water from both surface and ground water sources. Most of Wyandot County is located in the Sandusky River Watershed. However, nearly 70% of the County relies on ground water sources for their primary water supply. The incorporated areas of the County draw water from a combination of reservoir supplied water and public ground water systems. The City of Upper Sandusky has an ISO rating of Class 5.

TELECOMMUNICATIONS

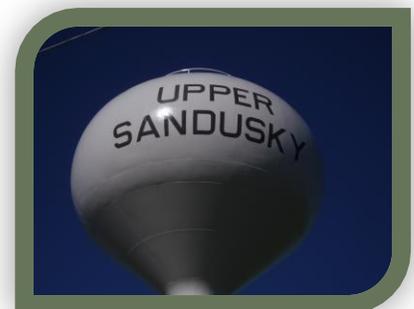
With the fiber optic connectivity in Wyandot County, area businesses can leverage high-speed connections to the Internet, other business locations, and the world. This connectivity can help make a business more efficient by providing the large data "pipes" required to compete in today's global economy.

WYANDOT COUNTY AREA COMMUNITIES

CITY OF UPPER SANDUSKY

The City of Upper Sandusky has recently completed a number of infrastructure improvements including the construction of a new water treatment facility, water tower, and reservoir. American Electric Power provides electric to the community while Columbia Gas provides natural gas. The community relies on SBC Ohio, Time Warner and Udata for their telephone and Internet services. The Upper Sandusky Community Library is located in the downtown area.

Also located in Upper Sandusky is Wyandot Memorial Hospital. The hospital recently added a new building addition and plans to renovate existing space to better accommodate patients' needs for convenient access and privacy. The 30,000 square foot building addition is adjacent to the previous Medical Office Building on its eastern side. The building now houses physician offices on its main floor; oncology, pharmacy, sleep testing and



respiratory care services on the second floor; and cardiology, nuclear medicine, physical and occupational therapy and the Wellness Center on the walk-out lower level. The existing Medical Office Building connected to the hospital was renovated, and its main floor is now home to a new main entrance, patient registration, lab blood draw station, JobCare occupational health and emergency department.

VILLAGE OF CAREY

The Village of Carey completed Phase One of a downtown Streetscape project, with Phase Two moving forward to complete the \$5 million dollar improvement project. This project included placing much of the downtown area's overhead utilities underground, replacement of 100 year old water lines, widening sidewalks & creating a safe destination for pedestrians, as



well as enhancing the small town atmosphere for the motoring public. The Village of Carey has owned and operated its own electric utility since 1909. Initially generating electricity, and now purchasing energy wholesale to meet the needs of residential, business and industrial customers. Carey Village also provides water, sewer, storm sewer and curbside-sort recycling services for its residents. Columbia Gas is the natural gas provider for the community. Frontier (formerly

Verizon), provides telephone service, while Time Warner Cable, Frontier and a local Wyandot County firm, Udata, provide medium & high-speed wireless Internet services to residents and businesses. The Dorcas-Carey Public Library is a 1906 Andrew Carnegie grant funded library, located in downtown Carey, and remains a valuable resource and asset to the community today. Carey supports a diverse industrial base including products for construction, automotive glass, fiberglass body parts, roll up truck doors, rotary molded plastic products, aviation fuel equipment and multiple small support businesses.

VILLAGE OF SYCAMORE

The Sycamore Village relies on the municipality for their electric, water and sewer needs. Columbia Gas provides the natural gas service and Sycamore Telephone Company provides telephone and Internet service for the community. In 2010, Sycamore Telephone Company received a federal Rural Utilities Services Broadband Initiatives Program grant totaling \$4,149,155.00 for a Fiber-to-the-Home (FTTH) project in the Sycamore area. In addition to burying Fiber within the Village, STC will also bury Fiber to 7 remote terminals located throughout the service area. The Mohawk Community Library is also located in Sycamore.

VILLAGE OF NEVADA

The Village of Nevada has American Electric Power for the electric service. For natural gas they rely on Columbia Gas and Frontier provides telephone and Internet services. The municipality provides water and sewer services for the community.



VILLAGE OF HARPSTER

The Village of Harpster receives its electric service from American Electric Power. Natural gas is provided through Columbia Gas. Telephone and Internet service is provided through Frontier. Harpster residents receive their drinking water from wells located on their properties along with their septic systems.

VILLAGE OF WHARTON

Wharton Village Municipal provides electric service for their residents. The Village of Wharton also provides water and sewer services with a newly completed sewer system. This project will be followed by resurfacing of the village streets. Natural gas providers are Sheldon Gas or Columbia Gas companies. Telephone and Internet service is provided through Frontier.

VILLAGE OF KIRBY

Kirby Village residents have American Electric Power service and Arlington Natural Gas. Frontier provides telephone and Internet services. They have privately owned wells and septic systems for their water and sewage needs.

VILLAGE OF MARSEILLES

The Village of Marseilles is powered by American Electric power. Frontier provides telephone and internet services to the area. Residents of Marseilles have private wells and septic systems on their properties.

ANALYSIS OF ECONOMIC DEVELOPMENT PROBLEMS & OPPORTUNITIES

This analysis of strengths, weaknesses, opportunities and threats associated with the economic development environment in Wyandot County is based on demographic and economic data on the county and the region, interviews with community leaders and a survey of the business community. The elements of the SWOT are interrelated. For example, some elements when

viewed from multiple perspectives can be classified as both strengths and weaknesses. The workforce is one of those elements. Figure 5 summarizes these categories.

Figure 5: SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Workforce • Utility Infrastructure • Leadership & Government • Economic Development Programs • School Systems • Quality of Life • Established 4 lane Transportation Network 	<ul style="list-style-type: none"> • Available Buildings & Industrial Sites • Lack of Infrastructure at Key Locations • Specialized Local Economy • Educational Attainment • Demographic Changes • Limited Cultural Attractions • No County Wide RLF 	<ul style="list-style-type: none"> • Available Land • Corridor Development (US Route 30) • Rail Accessible Site • Solar Industry • Communications / Fiber Infrastructure • Major Employers • Marketing Efforts • Economic Diversification 	<ul style="list-style-type: none"> • Globalization • Decline of Manufacturing • Competitive Environment • Exodus of Local Talent • Cost of Extension for Utilities

STRENGTHS

WORKFORCE

According to the results of the 2006 Wyandot County Business Retention & Expansion Final Report, 61.4% of the 107 businesses surveyed reported they had no difficulty recruiting skilled employees. Furthermore, the survey examined the quality and quantity of the workforce. More than 80% of the respondents rated the hourly workforce at average or above rating. While the salaried workforce scored similarly with 94% of respondents reporting a score of average or above and 25.3% received an excellent rating.



UTILITY NETWORK AND CAPACITY

Wyandot County has a network of utility services and systems in place. Upper Sandusky has an excess water supply of 2 million gallons per day available for industrial use provided from the 125-acre addition to the Upper Sandusky Reservoir, two elevated water storage tanks, and a 3 MGD water treatment plant. In addition the city offers sewer excess capacity of one million gallons per day and is in the planning stages of developing a new wastewater treatment facility.

The Village of Carey offers a public water supply providing nearly 550,000 gallons per day of safe, clean drinking water for residential and industrial utility customers. The wastewater treatment plant produces a discharge of approximately 550,000 gallons per day that is released to waters of the state.

Wyandot County is also home to newly developed PSEG Wyandot Solar Farm, which is an 85 acre 12 mega-watt solar generation facility. The project, which is estimated at \$40 million dollars, is the largest solar generation facility in the Midwest and one of the largest in the country. The project, which is owned by PSEG Solar Source, consists of 159,200 photovoltaic solar panels that will feed roughly 12 mega-watts of power onto the AEP Ohio local distribution power grid. This project triggered a significant investment into the Upper Sandusky North substation. Other electrical providers in Wyandot County include AEP Ohio, North-Central Electric Coop, Hancock – Wood REA, Marion REA, United REA, Carey Muni, Sycamore Muni, and Wharton Muni.

LEADERSHIP AND GOVERNMENT

A good reference point for determining the impact of local government on the economic development process is the overall feedback obtained from the existing businesses. Local business leaders give high marks to government services provided by Wyandot County as well as Upper Sandusky and Carey. Business Retention & Expansion survey data indicates a significant number of respondents ranked local government as one of the top positive factors associated with doing business in the county. Moreover, Wyandot County and the Village of Carey have partnered with private sector local businesses and OSU Extension to provide funding to foster the establishment of the Wyandot County Office of Economic Development. This marks the first organized collaborative efforts for countywide community economic development.

ECONOMIC DEVELOPMENT PROGRAMS

Wyandot County has in place a strong support system to direct the economic development process. In 2006, the OSU extension office conducted a Business Retention & Expansion survey which identified the need for a strengthened presence in Wyandot County to do economic development work. To accomplish this goal, a group of local business people began meeting

on a regular basis to discuss the framework and feasible long-term goals for the county. The group sought to engage both public and private support because of a belief that this was the best “model” for economic development.

As a result, this study served as the groundwork for the collaborative creation of the Wyandot County Office of Economic Development, Inc (WCOED) a public/private non-profit corporation and the hiring of director, Eric Romich, in October 2008. The WCOED is a 501-c(6) nonprofit with funding support from Wyandot County Commissioners, Village of Carey, OSU

Extension, and 29 private sector members and business leaders. The collaboration of the public and private sectors resulted in the investment of over \$60,000 in 2009.

The newly established Wyandot County Office of Economic Development (WCOED) has been created to support growth of existing local businesses,

recruit new businesses in targeted industrial sectors, advance the community's economic competitiveness, and ultimately improve the overall quality of life in the Wyandot County Area.

The WCOED group meets regularly and among other functions, facilitates communications between county government, local government and the business community on economic development issues and projects. In addition to the County's internal economic development activity, the group is active in the region and participates in the North Central Ohio Regional Development Alliance (NCORDA) on regional development initiatives.

SCHOOL SYSTEMS

According to the Business Retention & Expansion survey, the business community gives high marks to the public school system, rating it significantly better than school systems in comparable places. Many Wyandot County schools regularly receive an “effective” rating from the Ohio Department of Education for proficiency testing of its students, placing all Wyandot County schools in the “quality education” category. The high school graduation rate (2010) was 92.7%.

AVAILABLE BUILDINGS

There are significant industrial buildings vacant and available for tenants, both large and small. Some are relatively modern industrial structures, like the Toledo Mold & Die Building in



Sycamore and the buildings on Commerce Way in Upper Sandusky. Most buildings, however, are older structures designed for industry processes that have already left the U.S. for offshore manufacturing. Regardless, the available buildings represent marketable opportunities for the right tenant and opportunity.

QUALITY OF LIFE

The enhanced quality of life is one of the community's greatest assets. Many express the view that Wyandot County exceeds comparable locations in this feature. During the Wyandot County BR&E 2006 survey, business and community leaders were asked to identify the most important community characteristics associated with why their businesses are located in Wyandot County. The top reason was that their business was a family business that started and remains in the county. The next four reasons given were quality of life, overall cost of doing business, business environment, and a safe environment.

ESTABLISHED ROAD INFRASTRUCTURE

The county's extensive transportation infrastructure dates back to 1913 when the Lincoln Highway was built. The Lincoln Highway, also known as U.S. Route 30, was the first road across America, reaching coast-to-coast from Times Square in New York City to Lincoln Park in San Francisco. Today, Wyandot County is at the intersection of U.S. Route 30 and U.S. Route 23, two four-lane, divided freeways built to standards similar to those of interstate highways. In addition, the county is home to nine State Routes (53, 67, 199, 37, 231, 568, 103, 182, and 294). This combination of state and federal highways facilitates the seamless movement of people and products throughout the region.

WEAKNESSES

LACK OF INFRASTRUCTURE AT KEY LOCATIONS

While Wyandot County has excellent road infrastructure, additional utility infrastructure is needed in order to capitalize on development opportunities within the county. There is no electric, gas, fiber, sewer, or water infrastructure onsite at a number of the major corridors positioned for future development. Some priority areas to consider could include:

- Carey – west side of US 15 & SR 103 intersection
- Upper Sandusky – north side of US 23 & SR 53 intersection
- Nevada – US 30 & SR 231 intersection

INDUSTRIAL SITES

While there are industrial properties and buildings in the county, as noted above, commercial brokers maintain that there are few competitive properties and buildings that companies seeking sites in the region find of interest. Many of the buildings that are available have low ceilings, limited docking, no cranes, and obsolete layouts. As a result, the inventory of available properties does not offer attractive sites relative to the current market needs. It will be a challenge to find new uses for these properties. Furthermore, it is vital to explore opportunities to establish development sites that meet the current market needs such as highway access, rail service, fiber, 30' ceilings, and energy efficiency options.



WORKFORCE

While many businesses rate the workforce highly and see its strengths, there is some uncertainty on this subject. While there is a pool of available workers, there is a lack of highly skilled workers (outside the field of automotive machining and injection molding) throughout the county. Some employers indicated they have trouble finding qualified employees with more advanced technical needs, skilled labor positions, and professional and management positions.

EDUCATIONAL ATTAINMENT

The low percentage of the local workforce with a Bachelor's Degree or higher presents another area of weakness in the Wyandot County economy. The figure is a large deterrent to many types of businesses that require an educated workforce.

SPECIALIZED LOCAL ECONOMY

As identified earlier, more than a third (38.4%) of all the jobs in the county are in the manufacturing sector. Over the past twenty years manufacturing sectors in the U.S. have declined as companies are seeking increased automation and cost effective labor force from offshore locations. Many economists expect that this trend will continue, most rapidly in industries that have been important in Wyandot County, notably automotive parts. While most of the damage has already been done, there are a few companies remaining in sectors that seem vulnerable to continuing employment loss.

NO COUNTY WIDE REVOLVING LOAN FUND

A Revolving Loan Fund is a necessary economic development tool that can provide gap financing for businesses that are unable to obtain enough financing from traditional resources. Revolving Loan Fund programs stimulate economic activity by reusing dollars and keeping money in the local community and fostering job creation.

DEMOGRAPHIC CHANGES

There have been demographic changes in the 2000's that take the county's population in the wrong direction. First, the population in Wyandot County in 2000 was 22,908 with a median age of 37.4, while population estimates in 2010 indicated a population of 22,615 with a median age of 40.2. Furthermore, the labor force has been reduced by 1,800 workers from 2005 to 2009. In 2008 Wyandot had a per capita personal income (PCPI) of \$30,674. This PCPI ranked 47th in the state and was 85 percent of the state average, \$35,889, and 76 percent of the national average, \$40,166.

LIMITED CULTURAL ATTRACTIONS

Wyandot County is a place with a long and rich history and with many important sites, structures and historic places including McCutchenville Overland Inn, Our Lady of Consolation Shrine, Old Mission Church, Wyandot County Courthouse, Wyandot County Museum, and two historical covered bridges. In addition, there are numerous festival events, scenic locations, and recreation activities to enjoy. However, there is no really outstanding site or any one attraction in the county that commands attention comparable to other places in the region. Therefore there is no signature draw that brings large numbers of tourists to Wyandot County.



OPPORTUNITIES

AVAILABLE LAND

The county has ample undeveloped land that is ideally located and suitable for industrial/business development. Although most of it is currently not serviced by utilities, the

necessary infrastructure capacity is available making utility extensions at key locations a possibility.

CORRIDOR DEVELOPMENT

The US Route 30 Corridor presents a good opportunity to facilitate commercial development in Wyandot County. The US Route 30 Corridor is still largely undeveloped and good planning policies and decisions now will pay off for many years to come. In 2008 the county participated in the US 30 Corridor Study: Planning for Our Economic Future study, which made important recommendations towards enhancing the economic development opportunities.

RAIL ACCESSIBLE DEVELOPMENT SITE

Wyandot County has excellent access to three rail lines including CSX Rail Line, Chicago, Fort Wayne and Eastern Railroad, and the Akron, Canton & Youngstown Railroad. The CSX Rail Line intersects the county running north and south connecting the major metropolitan centers of Toledo and Columbus area. The Chicago, Fort Wayne and Eastern Railroad is a short line railroad offering east and west service from Tolleston, Indiana to Crestline, Ohio. It began operations in 2004, and is a division of the Central Railroad of Indianapolis that operates 273 miles of rail leased from CSX. The Wheeling & Lake Erie rail system main line between Carey and Akron remains in use today as a major form of distributing dolomite product from Carey to the Akron, Canton, and Youngstown markets.

It is vital that key development points are identified to link the rail and freeway infrastructure allowing the community to maximize the potential to service the warehousing, distribution, and logistics industries.

ALTERNATIVE ENERGY

In June of 2010 Wyandot County completed construction of the PSEG Wyandot Solar Project, an 85 acre 12 mega-watt solar generation facility that is the largest in the Midwest and one of the largest East of the Mississippi River. Vaughn Industries, a local electrical contractor headquartered in Carey, Ohio constructed the 85-acre solar field. As a result, this project fostered the development of a green workforce in the local economy. Wyandot County

Economic Development and public officials plan on expanding the community's depth and offering in the alternative energy sector by establishing the Wyandot County Alternative Energy Research and Development Center.

The vision for the Wyandot County Alternative Energy Research & Development Center is to provide a state of the art facility to perform applied research and



development for alternative energy technologies such as solar, wind, biomass, and fuel cells.

MARKETING EFFORTS

Evident by the lack of a formalized development strategy, Wyandot County has historically taken a non-targeted approach to business attraction. With the global competition in today's business environment it is vital that the community develop a marketing strategy providing a pinpoint approach to economic development. Over the past year Wyandot County Economic Development Office has worked towards developing a community brand. These efforts include the development of a standardized logo, slogan, website, and marketing materials that communicate a consistent message of the advantages Wyandot County has to offer.

A key initial step in our business attraction efforts is aimed at strategically targeting business industry clusters that fit in Wyandot County's local economy. Furthermore, WCOED will continue to perform intensive research on companies in the targeted industries and to demonstrate competitive advantages and growth potential our community has to offer. Contact will be established by a number of means such as direct mailing, advertising in industry specific magazines, website, and face to face meetings.

ECONOMIC DIVERSIFICATION

It has long been recognized that Wyandot County possesses a concentrated/specialized local economy leaving the community extremely vulnerable to downturns in the automotive industry. Since 2007, Wyandot County has lost four major automotive manufactures and nearly 2400 jobs. Potential threats identified in the past have become a reality, forcing the community to take a diversified proactive approach to economic development. As a result, an opportunity currently exists to educate and retrain a workforce to transition from automotive manufacturing into new industries such as advanced energy technologies, agricultural food processing, distribution, and logistics. Additionally, the community needs to increase the numbers of individuals with continuing education, as most new jobs will require at minimum a two-year degree or apprenticeship certificates.



COMMUNICATIONS / FIBER INFRASTRUCTURE

With access to major fiber lines in Wyandot County, businesses that require access to the large data “pipes” could be drawn to the area. However, while there is access to major fiber lines, most public facilities and businesses have not taken advantage of the fiber that is available. This offers an excellent opportunity to improve data resources available to current and future businesses.

MAJOR EMPLOYERS

There are major national and international companies in northwest Ohio that have extensive corporate networks that include support services, product end users, suppliers and other functions. These networks represent a strategic planning and marketing opportunity to organize business attraction efforts.

THREATS

OUTSOURCING PRODUCTION

Many manufactures see international competition as the leading threat to their ability to do business in Wyandot County and Ohio. As the global competition continues to grow, manufacturing firms are expanding and relocating to offshore sites with fewer regulatory requirements.

DECLINE OF MANUFACTURING

National and state projections suggest a continuation of the trend toward decreased manufacturing employment that we have seen in the past two decades. This is the result in both increased productivity (fewer workers producing more goods) and a shift to overseas production. According to recent labor statistics produced by the Ohio Department of Development, nearly 35% of the Wyandot County labor force is or was employed in jobs classified as manufacturing. This indicates the county's workforce will need to develop sharper skills in order to transition into the sectors for which job growth is projected.



COST OF UTILITIES

Many of the villages in Wyandot County operate a municipal power system or “muni”. The community owns and operates the power lines and infrastructure, while purchasing blocks of

power from various sources. This structure exposes the muni systems to higher energy cost as the market fluctuates.

SWOT SUMMARY

While the local economic situation is complex, it features more positives, on balance, than negatives. Our community faces many of the same threats as most rural areas, yet has some significant advantages. With perhaps the two greatest assets being location and workforce, future business attraction and marketing efforts should feature this strength and opportunity.

TARGETED INDUSTRY CLUSTERS

1. Agricultural Manufacturing
2. Distribution & Logistics
3. Whirlpool Suppliers
4. Customer Service Centers
5. Health Care
6. Food Processing & Ag-Tech
7. Advanced & Alternative Energy
8. Non Store Retail
9. Polymers & Advanced Materials Manufacturing
10. Construction Materials / Gypsum Product Manufacturing



CEDS GOALS & OBJECTIVES -- DEFINING EXPECTATIONS

The CEDS process included facilitation of strategy sessions held throughout 2010 and the first quarter of 2011. The outcomes of these strategy sessions addressed economic development infrastructure, planning needs, and community action strategies. The WCOED will evaluate the progress of the CEDS goals and strategies and its results and report to the EDA.

GOAL #1

Make the Wyandot County area attractive for economic development through maintaining and improving the quality of life.

- **Objective:** Maintain and progress the quality of life in order to attract prospective knowledge workers, and desirable businesses and industries.
- **Objective:** Enhance, utilize and improve the region's natural resources in an environmentally sensitive manner.
 - Promote freshwater resources as an economic development driver.
 - Maintain existing parks system and improve recreational opportunities.
 - Enhance and encourage renewable energy exploration and production.
- **Objective:** Encourage environmentally and socially sustainable business practices.
- **Objective:** Improve community infrastructure and public services to enhance area quality of life, such as:
 - Affordable housing
 - Quality health care
 - Recreational opportunities
 - Sustainable land use practices
 - Quality police, fire and emergency services
 - Quality educational and training opportunities



GOAL #2

Make the community attractive for economic development by diversifying the local economy.

- **Objective:** Facilitate a community business retention and expansion program to sustain and expand existing businesses.
- **Objective:** Support the establishment and growth of entrepreneurial ventures by implementing a system of support services and educational opportunities for new and emerging entrepreneurs.
- **Objective:** Enhance and encourage future business attraction based on regional industrial and business clusters.
 - Develop a countywide marketing program.

- **Objective:** Enhance and encourage the manufacturing capacity and output of the region.
- **Objective:** Expand and add business parks where needed.
- **Objective:** Encourage the establishment of “elder friendly” businesses.
- **Objective:** Enhance and encourage the agricultural capacity and output of the region, including value-added services.

GOAL #3

Enhance economic development potential by strengthening and enhancing partnerships with local units of government and economic development-minded agencies throughout the community, region, and state.

- **Objective:** Enhance and encourage public/private partnerships.
- **Objective:** Foster communication and enhance relationships between local public leaders and private businesses.
- **Objective:** Encourage local units of government to collaborate in order to improve the offering of public services to area residents in a more efficient manner.
- **Objective:** Enhance and encourage communication among regional economic development agencies.
- **Objective:** Partnership with higher education.



GOAL #4

Make the community attractive for economic development by enhancing and sustaining infrastructure and addressing regulatory issues.

- **Objective:** Expand the Broadband telecommunications infrastructure throughout the entire region.
- **Objective:** Maintain and improve the area's existing infrastructure (i.e. roads, water, sewer, other utilities).

- **Objective:** Work to reduce or eliminate roadblocks and regulatory issues.

GOAL #5

Make the downtown areas attractive for economic development by promoting existing commercial areas as economic centers for the community.

- **Objective:** Enhance and encourage downtowns as commercial, cultural, and entertainment centers that attract a diverse and multigenerational population.
- **Objective:** Encourage people to congregate in downtowns through special events, festivals and attractions.
- **Objective:** Enhance and encourage infill and/or the redevelopment of existing commercial sites and the use of brownfield properties.
- **Objective:** Encourage the preservation of each community's uniqueness and the preservation of desirable historic buildings.

GOAL #6

Make the community attractive for economic development by creating and fostering a skilled workforce.

- **Objective:** Enhance and encourage continual improvements to regional k-12 and post-secondary education.
 - Encourage the establishment of entrepreneurial curriculums in area schools and colleges.
 - Maintain and expand employment experience opportunities for students, such as internships, apprenticeships, mentoring, job shadowing, etc.
- **Objective:** Maintain and improve the quality and availability of training and retraining opportunities for area residents, especially displaced workers.
- **Objective:** Work with Wyandot County Job and Family Service to address workforce training needs as identified in the business retention and expansion program.

STRATEGIC PROJECTS, PROGRAMS & ACTIVITIES

Project prioritization is an ongoing process occurring both during the annual CEDS revision process and as important projects arise throughout the year. Within the CEDS, key economic development projects – both infrastructure and non-infrastructure based – are listed. Not all of these projects are eligible for financial support from the EDA, but they are included within the

CEDS because the Wyandot County community is looking to have one solidified Regional economic development strategy. Many of these "other" projects may be eligible for funding under various other private, local, state, or federal programs. Because the CEDS is widely distributed to various public and private organizations and agencies, there is significant value in accounting all significant economic development projects in the Region. The following illustrates the scoring system used to set priorities among all the projects submitted for consideration as part of this CEDS.

PROJECT RATING

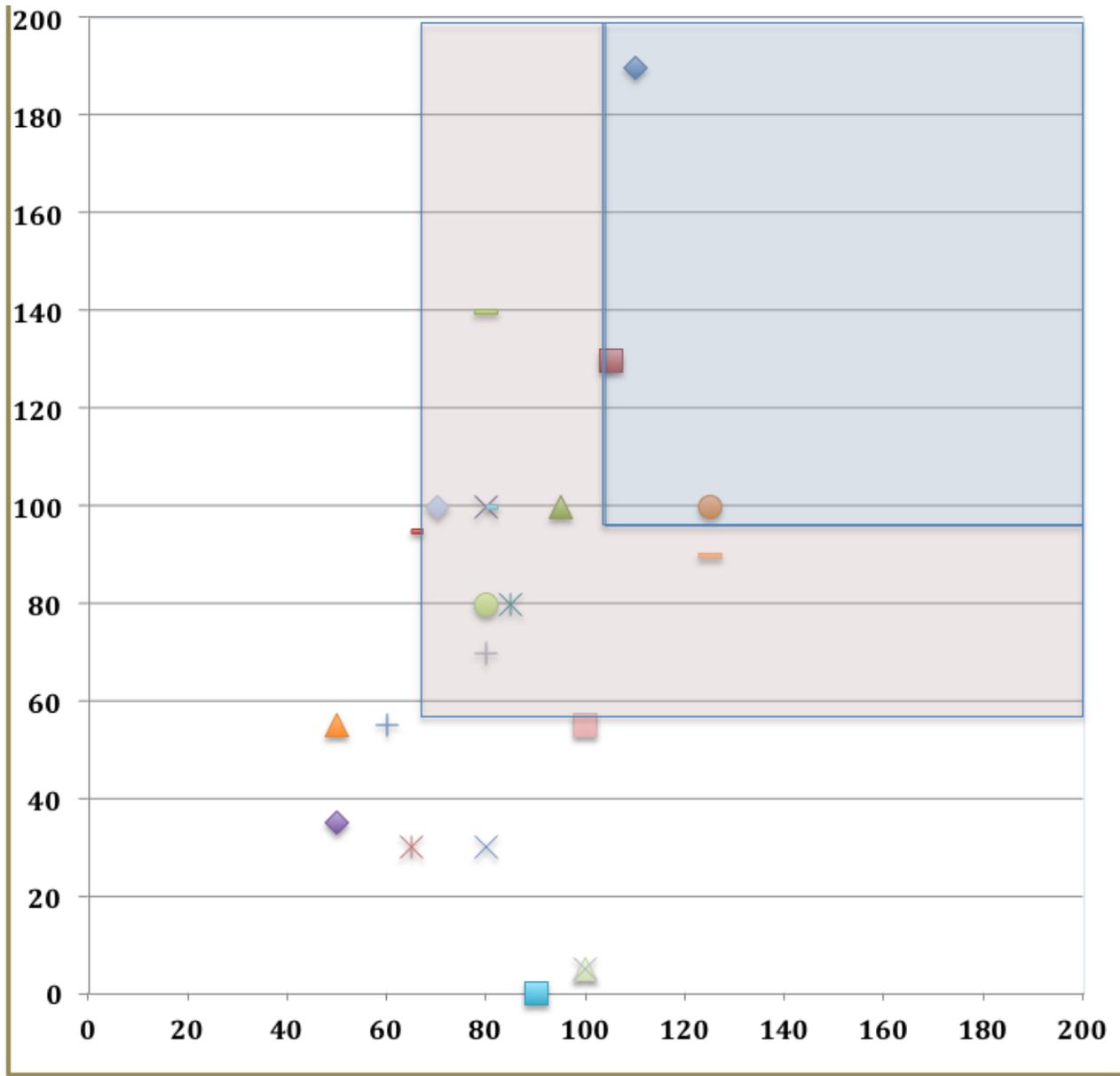
A scatter chart was developed to show which projects are "most ready" to potentially apply for EDA funds in the current fiscal year. This chart represents the preliminary scoring of the projects only. In considering potential projects a series of questions and a scoring system was applied to analyze individual projects, plotting them on the prioritization chart. Questions used in the prioritizing and plotting of projects includes:

1. Rate how well the project has the EDA required local match ready to go, zero being no applicability and 30 being high. Projects having "cash" match on hand and not pending commitments from funding sources, and using the most federal match amount (requiring less local match) will be rated highest.
2. Rate how much the project needs from the Economic Development Administration, zero being no applicability and 30 being high. Projects needing less EDA money will be rated higher.
3. Rate how the project fills a gap in knowledge and/or information for the area that we currently do not have or have the means to obtain to attract or retain jobs, zero being not applicable and 30 being high.
4. Rate how well the project could be implemented as well as the readiness of the sponsoring party to see it to fruition, zero being no applicability and 30 being it's ready to go.
5. Rate how well the project has the needed ownership or easements of any property or buildings directly involved in improvements or rehabilitation, zero being no applicability and 30 being high.
6. Rate how well the project has in hand engineering analysis done, zero being no applicability and 30 being it's complete.
7. Rate how well the project has in hand the environmental analysis done, zero being no applicability and 30 being it's complete.
8. Rate how well the project could be implemented as well as the readiness of the sponsoring

party to see it to fruition, zero being no applicability and 30 being it's ready to go.

Projects identified as economic development opportunities for the region have been divided into the following three groups including Vital Projects, Suggested Projects, and Future Projects. As shown in Figure 6 Vital Projects are located in the blue box of the scatter chart, while suggested projects are located in the red area of the table, and future projects fall outside of the colored area of the chart.

FIGURE 6: PROJECT PRIORITIZATION CHART



- ◆ Electrical Substation
- ✕ Airport Runway Project
- + Wharton Street Project
- ◆ Sycamore Storm Water
- ✕ Fiber Extension Project
- + Sycamore Solar Project
- ◆ Bi-annual ED Summit
- ✕ Industrial Park at 103 / 15 Exit
- Carey Flood Mitigation
- ✕ Fiber Project
- Indian Mill Bridge
- Community Wellness Center
- ✕ Nevada Storm & Sewer Line
- Community Wellness Network
- Renewable Energy RD Center
- ▲ US Waste Water Facility
- Establish County-Wide RLF
- Sycamore Water Plant
- ▲ NE Quadrant Waterline
- Carey Solar Project
- Redevelop Kirby Tire Site
- ▲ Expand Commerce Way Park

VITAL PROJECTS

A prioritization of vital projects and programs that address the community's greatest needs or that will enhance our competitiveness. These vital projects and programs strategically fit the identified goals as well as being the most technically ready to implement.

Figure 7: Vital Community Economic Development Projects & Programs

Project / Program	Location / Organization	Estimated Cost	Estimated Jobs Created	EDA Eligible	Additional Funding Source	CEDS Goals Addressed
Electrical Substation Upgrade	Village of Carey	\$1.7 Million	10+	Yes	Local	1, 4, 5
Flood Mitigation Project	Village of Carey		5+	Yes	Local	1, 2, 4, 5
Establish County-Wide RLF	WCOED	\$200,000	10+	Yes		2, 3, 4, 5

SUGGESTED PROJECTS

Suggested projects and programs are deemed important but are either not quite aligned with the strategies for economic development, or are not yet technically ready to implement.

Figure 8: Suggested Community Economic Development Projects & Programs

Project / Program	Location / Organization	Estimated Cost	Estimated Jobs Created	EDA Eligible	Additional Funding Source	CEDS Goals Addressed
Waste Water Treatment Facility	Upper Sandusky		1	Yes	Local	1, 2, 3, 4, 5
Indian Mill Bridge Replacement	Wyandot County	2,000,000	-	Yes	ODOT, ODONR, Wyandot County	1, 3, 4
Sycamore Water Plant	Village of Sycamore	1,000,000	-	Yes	Village of Sycamore	1, 4, 5
Airport Runway Pavement Project	Wyandot County / Salem Township	\$500,000	-	Yes		1, 2, 3, 4
Community Wellness Center	Upper Sandusky		2	Yes		1, 3, 5
Fiber Project	Wyandot County Courthouse		-			1, 3, 4, 5
BR&E Program	WCOED	5,000	10+	-	-	1, 2, 3, 5, 6
Entrepreneur Training Program	WCOED	10,000	-	-	-	1, 2, 5
Solar Panel Project	Village of Carey Municipal Electric System	4,000,000	1	No	Solar Vision	1, 2, 4, 5
Solar Panel Project	Village of Sycamore Municipal Electric System	4,000,000	1	No	-	1, 2, 4, 5
Community Wellness Business Network	WCOED	-	-	-	-	1, 3, 6
Redevelop Kirby Tire Site	WCOED / Sycamore Township	\$400,000	2	Yes	Clean Ohio Fund	1, 3, 4
Bi-annual Wyandot County ED Summit	WCOED	6000	-	-		3, 4, 5, 6

FUTURE PROJECTS

FUTURE: projects on the horizon that may become more strategically or technically ready within the next five years.

Figure 9: Future Community Economic Development Projects & Programs

Project / Program	Location / Organization	Estimated Cost	Estimated Jobs Created	EDA Eligible	Additional Funding Source	CEDS Goals Addressed
Fiber Extension Project	Sycamore Telephone Company		2			1, 2, 4, 5
Nevada Storm Water & Sewer Line Upgrade	Village of Nevada		-	Yes		1, 3, 4, 5
Sycamore Storm Water Line Replacement Project	Village of Sycamore	750000	-	Yes		1, 4, 5
Renewable Energy R&D Center	WCOED	\$5,000,000	5	Yes		1, 2, 3, 6
Wharton Street Pavement Project	Village of Wharton		-	Yes	Village of Wharton	1, 3, 4, 5
NE Quadrant Waterline Update	Upper Sandusky		-	Yes		1, 4
Industrial Park at 103 / 15 Exit	Village of Carey		10+	Yes		1, 2, 3, 4
Expand Commerce Way Industrial Park Infrastructure	Upper Sandusky		10+	Yes		1, 2, 3, 4

CEDS PLAN OF ACTION

The plan of action, as described in the CEDS, is developed to guide the implementation of the goals and objectives identified in this CEDS plan. The implementation of goals and objectives will occur in several stages.

IMPLEMENTATION APPROACH I

Annually, the CEDS Strategy Committee will review the goals and strategies outlined in the Vision, Goals and Strategies section of this document. Achieving these priorities will advance the area's vision for a more balanced economy and improve the ability to attract and retain employment. The Strategy Committee will meet as needed on a regular basis to evaluate how well the goals and strategies are being met, and to determine whether or not conditions have changed sufficiently to warrant revision of the CEDS plan.

IMPLEMENTATION APPROACH II

Eligible applicants (local governments and nonprofits) will pursue the most vital, key economic development projects to fruition. Again, these projects best strategically fit the local goals as well as being technically ready to implement. Multiple funding sources will be pursued for these projects including private, local, state, and federal avenues. At any point in time, due to countless factors, a projects priority rank may be adjusted as they become more or less



technically ready to implement. CEDS Staff will continually work on maintaining relationships with area public and private economic development leaders to stay aware of potential upcoming projects that could qualify for EDA funding. If the CEDS Strategy Committee deems a project more “ready”, the team will work with local applicants to apply to the EDA. Currently the most vital projects for the next fiscal year (2013-2014) are:

- Village of Carey Substation Upgrade Project
- Village of Carey Flood Mitigation Project
- Upper Sandusky Waste Water Treatment Facility Project

IMPLEMENTATION APPROACH III

The Wyandot County Office of Economic Development will undertake the following in 2013-2014:

- Assist qualified eligible governments and nonprofits with EDA grant applications in addition to securing other available sources of funding.
- Provide ongoing technical assistance to area governments and nonprofits to align economic development goals and priorities.
- Provide technical assistance to local governments on economic development initiatives, and promote the greater distribution and implementation of a fiber network in Wyandot County.
- Grant/loan research, writing and administration.
- Development of graphic materials such as maps, fact sheets and local government promotional information, and continue to promote the effectiveness of Wyandot County's transportation infrastructure.
- Provide data tracking and reporting services including demographic and economic research.
- Maintain ongoing public and private relationships vital to collaborative development efforts.
- Maintain Comprehensive Economic Development Strategy (CEDS) by reviewing goals, strategies, project prioritization, and EDA measurable outcomes.

PERFORMANCE MEASURES

An effective CEDS needs to be reviewed and revised often to truly benefit a community. In Wyandot County the CEDS will be evaluated based on economic indicators including number of jobs created, number of jobs retained, number and types of investments undertaken in the region, the amount of private sector investments in the region, and the changes in the economic environment of the region. In addition, an annual business retention and expansion survey will be conducted to gather feedback on the overall Wyandot County business

environment by having local businesses rate the quality of life, local business services, workforce, and infrastructure.

Figure 10: Evaluation of CEDS in Wyandot County

	2013	2014	2015	2016	2017	2018	2019
Number of Jobs Created							
Number of Jobs Retained							
Number of Investments Undertaken in Region							
Amount of Private Sector Investment							
New Business Startups							

APPENDIX A: WYANDOT COUNTY CEDS GOVERNING BOARD

Bob Beach, Commercial Savings Bank
 Mike Brooks, Ohio Power Systems, LLC
 Lenny Clouse, Clouse Construction
 Joe DeEttorre, Wyandot Memorial Hospital
 Scott Dickey, United Insurance Service
 Todd Dilley, Angeline Industries
 Rick Ekleberry, Sycamore Telephone Company
 Steve Favor, Southeast Financial Credit Union
 Duane Frey, CSI Construction Services Inc.
 Mark Johnson, First Citizens National Bank
 Roy Johnson, Village of Carey
 Dean Keller, First National Bank of Sycamore
 Kurt Kimmel, Kimmel Corporation
 Richard Kirk, ACI Construction Co. Inc./Kirk Bros Co. Inc.
 Terry Mazzone, North Central Electric Cooperative
 Mike Morral, Morral Excavating
 Randy Payne, AEP Ohio
 Ryan Phillips, National Lime & Stone Company
 Eric Romich, Ohio State University
 Greg Moon, Ohio State University
 Casey Roynon, Roynon Electrical Products Company
 Steve Seitz, County Commissioner
 Randy Sorg, A & P Alliance, Inc.
 Shawn Stober, Schilling Propane
 Tim Vaughn, Vaughn Industries
 Gary Ward, United Development Corporation
 Neal Yeomans, Guardian Industries

APPENDIX B: WYANDOT COUNTY CEDS STRATEGY COMMITTEE

Eric Romich – Ohio State University
 Steve Seitz – Wyandot County Commissioner
 Tim Vaughn – Vaughn Industries
 Kurt Kimmel – Kimmel’s Cleaners Inc.
 Bob Beach – Commercial Savings Bank

APPENDIX C: COMMUNITY PARTICIPATION

Community participation in the Wyandot County Comprehensive Economic Development Strategy was done through private and public meetings. Many individuals were consulted on an individual basis to provide input to the Strategy by voicing local concerns and issues related to the economic sustainability and growth in Wyandot County as well as future projects desired. The community was also provided an opportunity to participate in the planning process when the document was made available for public comment on two separate occasions. A listing of the community representatives who participated in the CEDS planning effort can be seen below:

George Kitzler, Wyandot County Auditor
Steve Seitz, Wyandot County Commissioner
Mike Wheeler, Retired Wyandot County Commissioner
John Bigler, Sycamore Township Trustee
Dave Tschanen, Sycamore Township Trustee
David Gregg, Sycamore Township Trustee
Dave Courtad, Crane Township Trustee
Chuck Bigler, Eden Township Trustee
Steve Phillips, Crawford Township Trustee
Wayne Pelter, Prior Nevada Village Mayor
John Rymer, Prior Carey Village Mayor
Roy Johnson, Carey Village Administrator
Daniel Hark, Carey Village Council
Bob Styer, Carey Village Council
David Myers, Sycamore Village Council
Steven Koehler, Wharton Village Mayor
Scott Washburn, Upper Sandusky City Mayor
Ken McMillan, Upper Sandusky City Zoning
Scot Swinehart, Upper Sandusky City Council
Don Spiegel, Upper Sandusky City Council

APPENDIX D: PRIVATE SECTOR PARTICIPATION

Private sector participation in the Wyandot County Comprehensive Economic Development Strategy was partially accomplished through meetings of the Wyandot County Office of Economic Development, whose membership is primarily comprised of local business owners. The majority of participants were consulted on an individual basis that and were other Wyandot County business owners and leaders. They also provided input to the Strategy by voicing their concerns and issues related to the economic sustainability and growth in Wyandot County as well as future projects desired. Private sector participation was also gained when the document was made available for public comment on two separate occasions. A listing of the private sector representatives who participated in the CEDS planning effort can be seen below:

John Barnes, Vaughn Industries Inc.
Bob Beach, Commercial Savings Bank
Mike Brooks, Ohio Power Systems, LLC
Patrick Carey, First National Bank of Sycamore
Lenny Clouse, Clouse Construction
Joe DeEttorre, Wyandot Memorial Hospital
Scott Dickey, United Insurance Service
Todd Dilley, Angeline Industries
Rick Ekleberry, Sycamore Telephone Company
Steve Favor, First Ohio Credit Union
Duane Frey, CSI Construction Services Inc.
Doug Frisch
Jay Gretzinger, Double K Sanitation
Mark Johnson, First Citizens National Bank
Dean Keller, First National Bank of Sycamore
Kurt Kimmel, Kimmel Corporation
Richard Kirk, ACI Construction Co. Inc./Kirk Bros Co. Inc.
Blair Lane, Huntington Bank
R. Dan Mapes, National Lime & Stone Company
Terry Mazzone, North Central Electric Cooperative
Jim McClain
Mike Morral, Morral Excavating
Randy Payne, AEP Ohio
Ryan Phillips, National Lime & Stone Company
Lyneen Reinschyll, Angeline Industries
Casey Roynon, Roynon Electrical Products Company
Randy Sorg, A & P Alliance, Inc.
Shawn Stober, Schilling Propane
Tim Vaughn, Vaughn Industries
Gary Ward, United Development Corporation
Neal Yeomans, Guardian Industries
Rob McClure, The First Citizens National Bank
Brian Kimmel, Kimmel Cleaners
Brian Clouse, Clouse Construction
Rick Dunn, M&B Asphalt Company
Sheila Brooks, Ohio Power Systems, LLC
Lynn Clouse, Clouse Construction
Bruce Shook, Clouse Construction
Adam Wines, Clouse Construction
Kirstie Wines, Clouse Construction
Kandy Gretzinger, Double K Sanitation
Nancy Johnson, The First Citizens National Bank

Jerry Taylor, Sr., New Eezy Grow Inc
 Donna Taylor, New Eezy Grow Inc
 Margie Kimmel, Waistline Risk Solutions
 Tim Federici, National Lime & Stone
 Roger Bishop, ACI Construction
 Delmo Arend, National Lime & Stone
 Nicole Morris, Huntington Bank
 Markus Bryant, North Central Electric Cooperative
 Donald Willson, North Central Electric Cooperative Board Trustee
 Dennis Schindler, VP North Central Electric Cooperative Board
 Jack Helmer, Engineered Wire Products
 Kevin Wright, Engineered Wire Products
 Donald Schwenning, Kalmbach Feeds Inc
 Luke Vanhorn, Rexlor Transportation
 Penny Stoll, Rexlor Transportation
 Don Stevens, United Development Corp
 Dave Underwood, Carey Chamber of Commerce
 Mary Ann Schwenning, Carey Chamber of Commerce
 BJ Dunn, Car Dunn Washed
 Ron Dunn, Carey Chamber of Commerce
 Kathy Tolle, Upper Sandusky Chamber of Commerce
 Lynn Passet, Business Development Specialist
 Rex Grasz, Union National Mortgage Co
 Nate Green, JobsOhio
 Mark Partridge, Swank Chair of Urban Policy at OSU
 Brian Dicken, Office of Lt Gov Mary Taylor
 Brad Laking, Care Caskets
 Chase Francis, Office of Gov John Kasich
 Gary Thompson, JobsOhio
 John Recker, ODOT
 Dan Reinhart, The Progressor Times
 Mike Gonnella, Guardian Automotive Products
 Kevin McMillan, Guardian Automotive Products
 Kyle Balliet, Clouse Construction
 Steve Smalley, Greenbriar Florist & Catering
 Ryan Fleece, Carey Ace Hardware
 Aaron Post, Daily Chief Union
 Raechel Vaughn, Dance On Vance
 Matt Plott, Vaughn Industries
 Philip Rodgers, Care Caskets
 Jerry Vent, The First Citizens National Bank
 Steve Ekleberry, Sycamore Telephone Company

APPENDIX E: CEDS RESOLUTIONS AND LETTERS OF CONCURRENCE

Resolution # 10
Volume 59 Page 541

Commissioners Office, Wyandot County
Upper Sandusky, Ohio, January 7, 2013

Reg.

The Wyandot County Board of Commissioners met this day in adjourned regular session with the following members present: Mr. Ron L. Metzger, Mr. Steve J. Seitz, and Ron L. Metzger. Minutes of the previous meeting were approved.

IN THE MATTER OF
COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY PLAN UPDATE

Mr. Clinger moved the adoption of the following

RESOLUTION

WHEREAS, The Wyandot county Comprehensive Economic Development Strategy Plan was developed and approved in 2011 by the Wyandot County Commissioners and the US Economic Development Administration, and

WHEREAS, this Board of Commissioners must approve the annual updates, with a new document to established every five years.

NOW, THEREFORE, BE IT

RESOLVED, by this Board of Commissioners does hereby accept and approve the 2013 Wyandot County Comprehensive Economic Development Strategy Plan update.

Mr. Seitz seconded the resolution and the vote upon adoption resulted as follows:

Mr. Metzger,	aye.
Mr. Seitz,	aye.
Mr. Clinger,	aye.

Adopted this 7th day of January, 2013.

ATTEST:

M. Sue Shuder
CLERK

Wyandot



CCDS Strategy Committee, Wyandot County
September 10, 2012

The Wyandot County Comprehensive Economic Development Strategy Committee met this day with the following members present: Mr. Steven Seitz, Mr. Tim Vaughn, Mr. Kurt Kimmel, Mr. Robert Beach, and Mr. Greg Moon.

IN THE MATTER OF
WYANDOT COUNTY CCDS PLAN APPROVAL

RESOLUTION

WHEREAS, the Wyandot County Comprehensive Economic Development Strategy Committee has developed, assessed, and revised the Wyandot County Comprehensive Economic Development Strategy (CCDS).

NOW, THEREFORE, BE IT

RESOLVED, that the Wyandot County Comprehensive Economic Development Strategy Committee does hereby designate the revised, as was the original, Wyandot County Comprehensive Economic Development Strategy document a current plan to promote and sustain the economic viability of Wyandot County and the municipalities located therein.

Adopted this 10th day of September, 2012

109 South Sandusky Avenue, Room 16
Upper Sandusky, OH 43351
Office: 419-294-4931
www.wyandotcountyeconomicdevelopment.com

CITY OF UPPER SANDUSKY
MUNICIPAL OFFICES

119 North Seventh Street
Upper Sandusky, Ohio 43351
Telephone 419-294-3862 Fax 419-294-6767

September 13, 2012

Mr. Gregory Moon
Wyandot County Office of Economic Development
109 S Sandusky Ave, Rm. 16
Upper Sandusky, OH 43351

RE: Wyandot County Comprehensive Economic Development Strategy

Dear Mr. Moon,

As Mayor of the City of Upper Sandusky, located in Wyandot County, I am writing to concur that the proposed Comprehensive Economic Development Strategy (CEDS) for Wyandot County provides a sound framework to address future development in the county. The CEDS provides a clear strategy to address critical needs and creates a solid foundation for continued economic development in Wyandot County and the City of Upper Sandusky.

Sincerely,



Scott Washburn
Mayor
City of Upper Sandusky

**VILLAGE OF CAREY**127 North Vance Street
Carey, OH 43316voice: 419-396-7681 fax: 419+396-1100
www.careyohio.org

July 23, 2012

Gregory Moon
Wyandot County Economic Development Office
137 (Rear) South Sandusky Avenue
Upper Sandusky, OH 43351

RE: Comprehensive Economic Development Strategy

Dear Mr Moon,

As Administrator for the Village of Carey, located in Wyandot County, I am writing in support of the county wide effort to promote a workable strategy and future plan for our developing county.

It is my belief that to improve the economic climate, we need to let people know what we have to offer: a strong work ethic, strong family ties and a readily available workforce. The available buildings, earmarked development sites and even "shovel ready" property is available. All of these things need to be conveyed to the right audience.

With the development of a Comprehensive Economic Development Plan, we can improve and build positive, community specific plans from a sound framework. Using this preferred choice, rather than a hodge-podge of disconnected efforts, we can bring unity to the individual communities, as well as the entire county.

So, as I said previously, we heartily support the development of this Comprehensive Economic Development Plan for Wyandot County.

Sincerely,

Roy L. Johnson, Jr
Administrator
Village of Carey

APPENDIX F: PUBLIC COMMENTS RECEIVED & ADDRESSED

This Wyandot County CEDS document was made available for public comment online at www.wyandotcountyeconomicdevelopment.com, and at the three Wyandot County public libraries (Upper Sandusky Public Library, Dorcas Carey Public Library, & Mohawk Community Library) during the entire month of December 2012. The table below represents the comments received during that period, and how they were addressed in this document.

Comment Received	Action to Address
Corrections are needed to the names of the various colleges and universities listed.	Corrected the names of Bluffton University, Heidelberg University, and Owens Community College (p. 12).
Adult career centers in the area are not presented. These are part of Ohio's workforce development strategy.	Two adult career centers in neighboring counties were added to the Education section (p. 12).
The low rate of workforce with a Bachelor's Degree or higher is listed as a weakness in parts of the document, but is not identified in the SWOT Analysis section.	Educational Attainment was added to the SWOT Analysis table (p. 23), and a section was added under the Weaknesses heading (p. 27).
The Evaluation of CEDS in Wyandot County table starts with year 2011.	The table (p.42) was updated to begin with year 2013 since the document will be made official in the beginning of that year.
The Recently Completed Community Projects (p. 52) table does not include criteria for the evaluation of projects listed earlier in the document.	Those evaluation criteria are found in the Evaluations table on page 47 of the CEDS document, and are specified by year completed.

