

ASP Feedback from Local Communities

March/April 2009

Interview Progress: (As of May 6)

- 47 Interviews Completed
- 1 Did not want to participate
- 24 Contacted, but not interviewed
- 3 Organization Presentations (Mayors and Managers Association, Dayton Regional Network, and 1st Ring Suburbs)
- 71 local governments total

Description of ASP Project:

Comments about ED/GE:

General ED/GE Comments in Relation to ASP:

- They were very familiar with ED/GE and is this program related to it?
- ED/GE is a good model. It is important to put a good group together to think critically about whether economic development projects will bring people here.

Lessons Learned from ED/GE:

- There are limited resources for ED/GE. If we want businesses to come to this region, we need to work together to make it better. The government does not want to do that and cities compete with each other. This takes jobs away. Each entity is competitive. We need to be a supportive region.
- There are issues with ED/GE. ED/GE money has thrown competition with businesses. Companies are looking for deals. There are so many assets and we need to rebuild the city. The economy makes this hard. How does the State provide money to help the city? How do we fit in?
- This project should not be political. If administrators/city managers are involved, everything is on a level playing field. ED/GE is political and favors are being done. Politicians like the title and power and don't want to be hurt politically.

Oversight of ASP Program:

Oversight of General Program:

- The oversight of this project should be elected by the membership. Board members should be a good cross representation of all communities. (High, medium, and low growth communities)
- We need to think hard about board selection as well as the narrow scope of projects. Who benefits from these? Who suffers?

- We need to look at membership. Membership needs to be administrative officials from the member communities. Other organizations are political because leaders tend to be elected. Communities that need assistance don't get it. These communities don't have the money to put up for grants. Places like Riverside, Trotwood, Dayton all need the money. Our region is only as strong as our weakest link.
- How would the fund work and be financed?
- Who will lead it? How will local government come out? Will it be the same or worse off?
- It can not be political.
- Who will be responsible to collect and distribute the funds? The closer it stays to home, the more supportive we will be.
- Low cost administrator

Economic Development Program Oversight:

- Economic development projects need to be clearly defined. We need to define what economic development is and not see it as just putting in a road or putting up a building. We need quality economic development.
- (Economic Development) Programs tend to become more liberal. They are not creating jobs, but improving appearance of business community.
- Details need to be worked out before granting the money. Projects most deserving may never see the money. If nothing meets the requirements set forth for the year, then we should leave the money in the pool for a year. (2)
- How do you set the rules?
- Economic development projects should go through a board.
- We've been successful in ED/GE. Projects go well, though they question the types of projects that have been invested in. Need better quality economic development projects.
- Kim Martin has a land use plan. We should get a copy of this. It looks at the whole region to see what areas are good for economic development. Proposals need to be reasonable.
- Will there be a proposal that jurisdictions will have to submit to a committee for economic development? Some people may be only looking out for their own.
- How will the money be disbursed?
- Who would be in control of the money? Townships should, not the commissioners. Township Association should be in control of the process of the economic development money.
- There should be a separate review board made up of elected officials who have knowledge of what is going on in the townships.

Suggestions of others to be involved in this project:

- Clark County should be considered.
- Have you worked with MVRPC and Green Places?
- Suggested getting the 1st Suburbs Consortium involved. They work out a lot of issues. This group is a regional effort and is like the DDC.
- DDC and MVRPC need to be asked to provide ideas so there isn't a duplication of services. They are involved in many organizations; this may be one more layer that they

go through. We should coordinate with MVRPC (their funds have been cut). They should be briefed on this. Call Don Spang and Don Patterson.

- Need Greene and Miami County participation
- Don't forget the northwest part of Montgomery County
- Why not ask others to be back up, if the ideas are good but not delivering.
- We should add Shelby, Auglaize, Darke, and Miami Counties.

Regionalism:

- Speaks of the region and revitalization. We talk about regionalism but do not ask why.
- Need to find ways to have incentives in urban areas for collaboration
- There is an Ohio Task Force looking to do away with townships. This is one concern with regionalism. Local governments need to work together and not duplicate services and compete with one another. Local governments need to keep their identity because of the different goals. Sometime cities have different goals than townships.
- They were hoping this would take place. Hoped to have a multi county area for transportation. There have been no answers as to where the money would come. Doesn't know if the counties will participate.
- This project is a point in the right direction. Economic development and revitalization is a hot topic. Most folks have a good sense of the region, but will work back to how it fits with them.
- Regionalism is getting bigger and small communities don't grow. Once regionalism begins, smaller communities lose influence. Need to identify smaller communities as part of the greater good. Everyone needs a sense of who they are and keep their independence.
- The biggest concern with townships in terms of regionalism is being absorbed by cities.
- The State Township Association wants input about what collaboration is being done already? Can we do it better?
- We need to look at the local level with decisions rather than the region. Smaller issues normally worked out at a local level would get lost in a regional government. Local governments have a personal level for residents.
- Lower level local governments feel that regional governments will take away the responsiveness of government.
- Our region is still parochial. The only reason we are looking at regionalism is because of the economic downturn. We should focus on the STEM Program. Some communities haven't felt the downturn. The bottom line is that people want to know what's in it for them.

Membership to program:

- Will every community have to participate? What will happen if they elect not to participate?
- What is the incentive to localities to support this project?
- Senate Bill 149 punished local governments that did not sign up for the regional dispatch center. What will be the repercussions if local governments do not join?
- Willing to explore, but not ready to commit that this is the best idea.

Goal 1: Economic Competitiveness Advantage

Collaboration as a region for an economic competitiveness advantage:

- Collaboration makes sense to them. They've been in discussions that for regionalism to work, communities need to collaborate.
- Region needs to create a regional economy or else communities will be taking businesses from one another. There are communities who only look out for themselves and will not participate.
- Communities are willing to share assets like water to those who may not have it.
- We need to keep current initiatives and infrastructure collaboration.
- The majority of cities in the area do want to work together, but it'll be tough with the economy.
- Cooperative agreements with neighboring cities
- Sustainable growth is key to this goal. This government agreed with goal one.
- There is a need to strengthen Dayton and get it back to the position it once held. Across the nation people are familiar with Dayton and not the suburbs. We need a strong core city.
- They agree that we need to work together to attract businesses rather than if we went about it individually. We need to educate other governments about this.
- There needs to be collaboration in economic development.
- They love this idea and concept, especially the funding through the State. It makes it more equitable. It doesn't put jurisdictions against each other.
- We know we have to collaborate for grant money.
- Agrees with this strategy. Regional collaboration will help gain competitive advantages. It is what the 1st Suburb Consortium is trying to do.
- This is a valid assumption. We are better as a region than as a single community. Businesses are choosing a region. Mayors and Managers are trying to get more cooperation and part of the problem is teaching the citizens the importance of this. There were problems when trying to implement the 911 dispatch system.
- We are open to regional collaboration.
- We need to identify our strengths. BRAC increases residential base.
- Dayton needs to be ready if the economic money becomes available.
- Small businesses are our future.
- Agree with the first goal, whole heartedly
- We can be competitive with regions of smaller size. We look back at this and see what we learned.
- In rural areas, residents want to stay rural.
- Credibility is a factor with economic development, involve local businessman.
- Some areas are not set up for economic development.
- What is the advantage? Money is an issue. Smaller communities cannot compete with large entities. There is little reason to collaborate.

- Supports collaboration but the obstacles are power egos. The advantages in the State and our area. We have a long way to go yet even though we have ED/GE and Business First.
- Austin Road illustrates collaboration, but it has many hurdles (tax sharing).
- Regional cooperation is an advantage. A good resource is the 70/75 corridor. It hits a lot of jurisdictions.

Benefits of collaboration:

- Everyone benefits from a new company because of the jobs and people choosing to live in various communities.
- If everyone benefits, everyone should contribute.
- This strategy is good depending on how it is presented. The DDC has the vision and wants the Dayton area to be the hub of aerospace.
- It could be with the right resources. It seems to make sense.
- If fund helps all, it can help to supported by other communities.
- Reduces competition.

City/Township competition for businesses in economic development:

- It has merit. Problem is that townships and cities depend upon different sources of taxes. Cities can pay into a fund and townships can't. If we're competing for economic development, townships will use the fact they don't have payroll tax to steer businesses to township. There is no way to capture the benefits of growth from a township perspective.
- Are we talking about economic development projects for new development or old for expansion? If firms can move around, they are "footloose." If they aren't footloose they are tied to a municipal bank. An example is the Blood and Tissue Bank. How will this program fix this problem?
- This is good in theory, but we are really pitted against each other. Businesses put jurisdictions against each other by use of incentives.
- There is a turf mentality. This is the biggest barrier. The turf wars are based on who has the most power and greatest assets. They want the largest chunk.
- Jurisdictions need to stop undercutting one another. There needs to be similar incentives and programs to put them on an equal footing.
- There are a lot of challenges. Jobs/businesses move between jurisdictions. It hurts the community when a business goes away. (2)
- Very concerned with tax abatements. Businesses are looking for abatements. We want to get businesses, but we also have to think about the community.
- Should be something that forces businesses to find new tenants when vacating a building or they must tear it down.
- ED/GE has been a failure and allowed money to be spent on unneeded economic development projects.

Suggested ideas for economic development program:

- It needs strong leadership.
- We have BRAC and high tech companies. We need small employers. We are no longer a large manufacturing area.
- It is going to take someone in the private sector to work across county lines. They need to bridge politics of Montgomery/Greene Counties. This concept is inevitable.
- This needs to be a private sector priority.
- How does 70/75 group play into this? They would like to be a regional player.
- Look at rural communities.
- Look into recreation and agriculture.
- People who live in our area work from home or large companies.
- Many times grants are based on the size of a community and townships get shut out. Larger cities more often get grant money. There needs to be an equalizing on who could receive grants in the economic development part of the program.
- People do not see economic development in rural areas.
- Need to coordinate an effort to use developed land we have. Empty buildings are ready and have land to be used.
- Annexation is an issue. Would like to see more organization.
- Taxation has become an issue. It doesn't matter where the money comes from, but citizens have the power to make the choice.
- We need to use the assets we have and develop things that make sense. We need to be more green
- Young people today are interested in the green movement. In order to keep them in Ohio or bring them to Ohio, we need to think this way. Look at Portland, Oregon. They are green and care about the earth. Development does not have to go outward. People just want development and they don't look at the big picture. It's more important for the people who come to stay here. We are at the point where we can save building through preservation.
- Instead of putting money into workforce the money is being spent on tearing down what is left. We need to keep businesses in the downtown.
- Growth will not come from another GM. It will come from smaller businesses.
- A tourist based project isn't a number one priority, but it would bring people here.
- Land is looked at differently by people. An example being between a farmer and a developer. Agricultural value green space in terms of fields, while a developer may look at green space as a park or not see value in green space at all.
- In smaller communities, development does not mean that bigger is better. Larger cities see decline and empty buildings. There needs to be a preservation of abandoned buildings.
- We keep cluttering up the interstates. We need to think long term about where development occurs. We have had long term factory jobs that we have been proud to have. We need that long term commitment that they will be here beyond the tax abatement. We need to be more selective when attracting businesses.
- ED/GE has been a failure and allowed money to be spent on unneeded economic development projects.
- Economic generators happen when the economy is strong. Northern Montgomery County is seeing a decline and cannot compete.
- The problem with the region is the decision making process. We are too slow in making decisions.

- Why is all the development to the South? Why aren't we developing to the North toward Columbus? We are just about as close to Columbus as we are to Cincinnati. We need to look at what makes the region work.
- Farming communities have a regional benefit for alternative fuel. We have many farmers in the region with a large supply of corn.

Mutual benefits with economic development:

- The regional dispatch is a good example. What's in it for us? The thought is that Dayton will generate most calls.
- We need to make sure this is equal and everyone has a level playing field. This project cannot be political.
- We don't have the infrastructure, where others do.
- It is not worth it for some to share revenue and go after economic development projects because of the tax abatements. Schools get some portion. Money is a primary issue.
- Everything is about money. We spend a lot of money to make a project occur and it will take a long time to see the profit from it. ED/GE money and incentives still make it hard to share revenues.
- Someone has to be the bridge. We need to see the benefit for us other than bailing out Montgomery County. They've been the chief and they forget to include Greene County. This isn't on purpose.
- Some areas only have property tax and that would need to be considered for economic development. We can't lose sight of what the residents want.
- In terms of economic development, our region needs help. We lost GM. We are not seen as a national leader.
- Important that everyone keeps their identity and residents can choose what they want
- Marketing the region is good and the State needs to make itself business friendly.
- Business will be redefined where communities that can adapt will survive. Those resistant will see further decline. We have focused on automotive industry and cash registers, where both are going away. We have WPAB left which will redefine our economy and region. This will help our recovery.
- We need to be where the infrastructure is and it the most important part. Everyone in their own community wants to make it the best and compete.
- There are areas with no industry and little possibility for it. These areas are mostly agricultural based. (2)
- Distribution needs to hold money.
- Have not done anything to really fix the structure of governments. (ex. Townships that are really cities)
- There are many assets here and everyone needs to be on the same playing field.
- The more logical step would be better cohesion between fractured groups to promote economic development. Incentives should be offered to keep everyone on the same playing field. There are benefits for regional collaboration.
- Don't forget the needs of the small villages. They do not always have the same economic development priorities as cities.
- For some communities, retail is an important priority

- You can use property tax so townships have an incentive, but it can be complicated. Not sure what the solution is. We need a method to promote economic development piece. Also promote that the development will be in one physical location in the region, but the revenue will benefit everyone.
- Attention is lacking to work “loads” that do not get pushed out of the way.
- We want our share. The economic development should be placed where we can get the most bang for our buck.
- Enhancements for jurisdictions benefit everybody and not just a few.
- From a township perspective, we need to have the ability to get the money the same way a city or county can. Townships are on the bottom rung.
- Need township representation so they do not lose out on the money.

Goal 2: Using DDC Clusters and Regional Assets

General comments about the DDC:

- The DDC’s strategies seem very logical. It has been thought of in the past. (2)
- Supports. How funds are getting distributed?
- It can benefit.
- Agreed with the concept. ED/GE became politicized.
- Agreed with strategy.
- DDC membership should be re evaluated. The assets are good. Doesn’t know if allocation of resources will occur without being a member. Will assets be considered within the clusters if you are not a member?
- It is good to have one voice collecting the assets, but they need to speak to the assets of both members and non members. A coalition needs to be represented.
- In some coalitions, the suburbs cannot be heard because the county and city are big players. They have not seen this in the DDC. There is good leadership.
- It is very well organized and does great marketing of the regional assets and getting those in front of people. They are not sure if the assets of nonmembers are marketed or are getting face time.
- The DDC has its niche and this is not in line with local governments. They need to understand public government needs and wants. Their board does not have public sector representation.
- This is a great way to start to help.
- Should we include Clark County?
- We are used to taking pride in being an innovation capital of the world. We need to keep the vision alive. The DDC does a good job defining the area.
- A business leader might help with this issue or a nonpolitical person.
- DDC is doing well here.
- DDC does not do things that might benefit internationally and domestically.
- The DDC focuses more on WPAB with businesses and contractors. But this is limited. They cover the basic framework but no one is out there celebrating our area. Bigger

developments go to the State for money and then the county. The county then goes to smaller jurisdictions. There is also some confusion on what the DDC does.

Using Regional Assets:

- We need a pipeline to fill the BRAC positions. We use existing assets and all need same playing field. The list should not come from the private sector.
- We need to focus on our assets and use what we have and make it work.
- We need to get our assets out there and market them.
- Economic development should focus on region's strengths that currently exist and bring local governments together.
- They agreed with this aspect. The money available would be helpful. We need to be prudent about distribution and accountable. We need to develop, not subsidize growth. This is a pitfall.
- There is no focus on water. We are turning over Greenfields instead of redeveloping areas. We have infrastructure and water. We are not using our assets correctly and it isn't in the best interest of the public sector.

DDC Clusters:

- Aerospace is a major component here.
- Too late in the transition out of automobile type jobs.
- High wage, low skill jobs are gone. We have to find a new skill set to match what is necessary.
- In terms of BRAC, San Antonio base is 50 miles from fort San Houston. Engineers will not move. How many degrees are given in the fields of the four clusters?
- The DDC focuses on the ideal technologies, but they do not fit in everywhere. Manufacturing is important.
- Who came up with the areas? It covers areas that the region has because you can fit a lot of things within them.
- It looks like the clusters are right and includes a linkage to the military. We should not put all of our eggs in one basket.
- We are good in aerospace research to roll out in every day use and not just for defense. We need to make this happen here.
- DDC's mission has always been around the base. There is no harm in using these. We need to look at a different scope and be a little more specific. But, they've at least done something.
- Not sure if the clusters need to be expanded.
- The clusters are nice, but need to be adjusted and more flexible. These are not the only ones. Where did they come from? We were never asked what these should be. How do you make them so that everyone has a piece?
- These are located around WPAB and companies will not come away from the base. There needs to be an incentive to develop away from the base.
- The four clusters cover the economic region. (3)

- Some areas do not possess the clusters. Some areas are looking at small businesses. We need to build an industrial park that is close to the interstate.
- Some areas do not draw businesses because they are not close to the prime areas.
- Agricultural business as a cluster.

Regional attitudes on building a stronger core city:

- We need to go with a regional attitude. People want to know what you can do. Louisville is a good example of building up the inner city with opportunities that Dayton does not have.
- Regional planning plays a part. Downtown Indianapolis also has a lot of development. Regional development should focus on the downtown.
- There is an omission. The piece that is missing is creating a different image for the City of Dayton. We need to change the perception and it is our region's job to pick it up. Most people across the country know "Dayton, Ohio" and not individual suburbs.
- Dayton needs more critical mass. It doesn't continue support after a project is started. They've quickly moved on to the next. We need continued support from Dayton.
- This program can use young people to sell the new thought process. We need passion and excitement. We need to sell Dayton as a place to raise a family.
- Leadership in Dayton has had the same ideas for a long time. They think you can dump money into something, but nothing will change without new leadership.
- The thinking inside the City of Dayton affects the way people outside of the city view Dayton.

Retaining young talent in the Dayton region:

- As a result of the economy, we have the ability to retain young talent. It has leveled the playing field. We have been losing kids to other states. Some places are not as desirable. We have the ability to move ahead.
- The quality of life is key to retaining the young talent. Dayton is not a place where young people want to be. Young people are looking for bigger, more progressive life styles. We need to look at what young people want.
- Outdoor activities attract young people. We have some things to build on, but we need to keep moving. We need to develop our assets.
- We need something to keep people here.
- There is a focus on getting things done and not what it takes or what people think to do it. We need to look at what will keep young people.
- The skilled labor is here. We have educated people that may not have school educated, but have on the job training. They have life skills and know how to work on machines through farm experience. Farm people are committed to the land and will stay here. We need to help those who want to farm get started in farming.
- People won't look at new ideas because they are different. We need service types jobs and entertainment in the area. People don't like these jobs. Everything has to be high tech.

Region's Identified Assets:

- Development is based upon the closeness to the interstate

- Water supply from various areas (2)
- Infrastructure (3)
- Sanitary and sewer systems are separate in some areas.
- Educational institutions (2)
- Dayton skyline is great!
- Logistics
- Airport
- Small towns, growing smart
- Agriculture is another area of strength. (3)
- Transportation
- We need to use more energy such as ethanol. This is an asset. The opportunities are here. The Miami Valley needs to be open to opportunity.

Goal 3: Tax Revenue Sharing and Workforce Development

Tax Revenue Sharing Comments:

- Agrees with tax revenue sharing (3)
- There is an epidemic of cities stealing and leaving wasteland behind. This is destroying development from the inside out. If we are to do true regionalism, we need to share revenue.
- For tax revenues, governments need to understand the long term goals.
- People don't walk the walk. We all need to be on the same page. This will be a challenge. Everyone needs to feel comfort in order to sign on to this project.
- Need to sell the revenue aspect to the group and this is a big concept change. We'll need examples.
- Keep politics separate.
- Why should there be tax sharing when the State is giving money to bring in projects?
- ED/GE worked well. There was enough money for townships to get a piece of the action. It helped small businesses in a big way. We need to develop small businesses and not the large ones. I would lean toward small businesses because they have solid growth and stay in the community.
- We need to stop fighting over business development and share revenues.
- The concept is good, but we need to see the formula.
- Elected officials will have more of a problem with revenue sharing than staff because people don't want to give up what they have. It'll be a hard sell.

Equitable sharing:

- Equitable tax collection. Only cities pay inequitable.
- The challenge we'll face is equity. It is hard to separate our selves from the best interest of the region. This is a great idea. (5)
- When Dayton is in the mix, the argument is that Dayton has to survive. More assets are given to Dayton. This causes resentment among the suburbs.
- Don't have money to match funds

- I don't know that I agree about this. While the money is not expected to be paid back, but your expected to share revenue on it.

Revenue sharing program:

- What tax money will be used for the workforce development pool of money? This question is a present hurdle for township buy-in. There is a small millage that comes in for most townships. Townships don't have inside millage.
- A control mechanism needs to be in place to make sure there isn't propriety.
- Public/Private partnership to use what was out there. Where is the business money in this project?
- What taxes would be shared? Some don't have income tax and some only have property tax. (income tax, property, etc) (4)
- There should be a revolving amount of revenue for the pool.
- Jurisdictions need additional funding and to share. They shouldn't be fighting for development and tax money. How do we get enough to sustain tax sharing?
- What portion of the revenues will be shared?
- Will the school's portion of income tax and property taxes drop as part of the sharing?
- How will this impact township government since they do not have an income tax? Or Beavercreek (an example of a city with no income tax)?
- The pool of money needs to be a good incentive. Jurisdictions should not lose tax money and schools shouldn't lose out.
- A portion property tax (maybe a mini TIFF) should go into the pool. Every jurisdiction has property tax and schools should not be included.
- There is a Commercial Activity Tax in some areas. Agriculture is taxed on gross receipts, which does not reflect profits.
- We need to look at a regional income tax structure. If income was taxed based upon where you live and we had a county wide income tax so everyone shares. The crux of the problem is how we redistribute the tax structure. Businesses look for the best deal and put communities against each other. They compete.
- There are tax incentives for so many things and there are minimal amounts of tax money. The question becomes, when are we going to see the benefit or pay off. There is a small amount of tax money and how is that going to be divided up for this program?

Business relocation between communities:

- Examples of tax steering: steering businesses to low/no tax areas (Cities vs. Townships)
- Schools take a great deal of taxes; therefore it hurts the schools when a business relocates.
- How do you handle relocation of businesses? This is an issue to be addressed. Need to make sure businesses are not playing cities against each other.
- Can we include a tax sharing component when a company moves for one community to another in the region?

Uses for revenue sharing money:

- If we all contribute, there should be return to all. Those who benefit from economic development should enter into agreement that we should give back to the fund to increase the future of economic development. The pot grows to pay for bigger projects. Sustainability is more important than workforce development. Workforce travels. It will pay for itself because of income tax.
- A portion of tax revenues could go to economic development, but it needs to be targeted. During economic times, we have a hard time contributing/sharing taxes.

Workforce Development Comments:

- Human capital slack is needed in the workforce. We need to get them back into the workforce.
- Question the work force development piece.
- Workforce development is key. We need to attract new people. A lot of businesses don't want GM workers because they can only function in GM work environment. This is a bad fit for small businesses.
- We have innovation and educational facilities. We can grow our own (students).
- We hear workforce is a frustrating issue.
- We have learned from business that they are lacking a workforce.
- Nothing changes. Four years of college in technical skills is being ignored.
- As long as we have jobs for the training then using economic development funds for workforce development is a good.
- This makes sense. When you lose a job, training is important.
- Our residents would take advantage of the workforce development.
- This is a good idea. We waste time on people who do not have the ability to do the jobs they are being trained for. Paying for education right now is an issue. People have to take tests. I have seen workforce development work in the past.

Current workforce services vs. a new program:

- The Job Center does a good job. They need to be involved in this project. Maybe we're doing all that we can with work force development.
- They'd hate to see a duplication of services. We need to make sure the workforce development is doing something beneficial and not have an over kill of services. (3)
- I don't know a lot about workforce development. There is some analysis of workforce programs now. We should focus on the best or create a proposal for a new one. They aren't sure what current programs are out there.
- We need to change directions and don't need more money. We need to change direction for jobs that aren't here. The Job Center is not doing its job. Workforce development should now focus on these jobs instead of pooling more money into economic development.
- Employer will not be excited about economic development then paying a reimbursement. Take it to the career centers. Give them money directly and let them train businesses. People will have a ready trained employee.
- Be careful about creating a new program to administer. Use an existing.

- Sinclair is trying to do workforce development. If we don't do this, then we will continue to see decline or not attract new growth.

Retraining the workforce:

- We need to effectively evaluate the work force development piece. Are they being trained properly? People need to see the return value. It should be a three year return value.
- With the economic conditions, we need to train people. (2)
- I like the idea of retraining workers.
- We need a good base of trained workers like from the vocational school. Businesses are expecting more out of workers especially in the math and science.
- Need to cultivate the best talent to run businesses.
- There are so many programs for workforce development now. We need to retrain workers but we need to look at something new. Everyone is giving back to these programs, the State and Federal governments. We need to go back to educational system and ensure kids are being properly educated.
- We could use the money for a marketing program to retain young people in the area.
- Basic training programs had been the most practical use for workforce development, but now the focus is retraining displaced workers, an older demographic.
- Community colleges and universities need to have programs that are catered to this area.
- Workforce development is an important role. With GM and suppliers laying off people and closing, people are trained in a skill set that there are no longer jobs for. There isn't much of a choice; we need to retrain the existing people.

Suggestions for workforce development money uses:

- Look at Sinclair to train in the Dayton Development Coalition target areas.
- Find ways to have work study programs during college students' on-campus years so that they might be more inclined to stay in the area.
- Any workforce development or investment discussion should include Sinclair and Edison Community College.
- GM workers are working at warehouses and complain about how bad the job is. These displaced workers don't appreciate their job. They haven't been retrained in something new. Retraining would be good if it helped their attitudes. There is no sympathy for displaced workers. The automotive/manufacturing industry is no more. There needs to be retraining.
- Where would the job training be geographically? Small towns that have dislocated workers do not get the training. It is difficult for dislocated workers to drive to trainings held in bigger communities. We need to localize training.
- The use for the money is too broad. We need to narrowly focus the money use for workforce development. Either focus on bring engineers into the area or retraining GM workers. We can't fix all things.
- We could use the money for a marketing program to retain young people in the area.

Workforce development program:

- How would the workforce investment pool dollars be distributed?

- The workforce pool of funds is a very important part of the program.
- Who will be responsible for directing the workforce investment pool that is created?
- How do you evaluate what a worthy education is to fund? If the minimum qualification at WPAB is a four year degree, then a laid off GM worker should not get a two year education when a four year degree is needed. A baseline should be set.
- Are we only funding baseline education? What is the workforce gap? We need more knowledge on this. How would this money fill it?
- How will workforce get to projects effect all areas in the counties?
- How much is needed to develop the workforce? (3)
- You may need to get the schools involved.
- Funding and training is an issue.
- Companies may not come here if the work force isn't trained in that area to do the job. We need to ensure the training matches the jobs we are trying to bring in with the economic development. There should be a close relationship between the two. The question then becomes who is going to administer the workforce development piece of the program.

How big should the economic development fund be from the State?

- \$10 million (2)
- 20-50 million
- 3-4 million
- 5-10 million
- \$50 million (2)
- \$20 million (2)
- \$15 million
- At least \$5 million
- It is viable in the millions.

About the pool of money:

- It would be good to know that there is a pot of money that does not take away from other areas that need to be funded.
- Depends on how you try to leverage it. Will it be allocated per employee? Is it equitable? Will cities and townships be competing? What are the benefits for the counties?
- The key is to make sure everyone believes in the Task Force and there is an opportunity to tweak it.
- The bigger the better. We need to put pressure on the State to get all that we can. We shouldn't think small.
- How do you restrict the dollars going out?
- Is this an annual payment?
- What will the money be used for?
- We need to change thoughts that Dayton is part of the group and not taking over it.

- The larger amount of funds we ask for from the State, the larger size of a pool of tax sharing funds for workforce investment the State will want to see.

ASP Scope of Work:

- The layout sounds good. This is a great idea and is encouraging. Glad there is a proactive approach and there is a need to make this happen. Excited for what it could be and intrigued by the concept.
- The challenge is getting the participation from other governments. Not sure if you would get it.
- Everyone is good and getting everyone headed in the right direction.
- Prioritize our goals.
- Hopes the effort will pull goals together. There are four or five things we can do together as a region.
- Keeping each local government involved is important and getting out is important to the success of the program. What it becomes is a matter of power when all governments are involved. They agree with what we are doing.
- Seems appropriate. We need to have a trust factor for success
- Give more than one alternative through the process.
- Be prepared for possible citizen opposition.
- The scope of work seems logical. (7)
- It will be hard to keep people's attention, but the topics are good.
- It is good to see ODOD, though they are pushing regionalism. There are issues of people not wanting to lose local control.
- Townships don't have development staff, where cities can hire them.
- A connection needs to be made with ODOD and local communities.
- Nothing is missing.
- Small communities are diamonds in the rough. There is no push for smaller communities. We need to look to grow these.
- Look at it in the bigger picture. This is very good.
- There seems to be a lid on our creative thought. We need to look at different ideas and be able to brainstorm. People do not have a vision.
- Very thorough.

State Presentation at the Summit and Goals:

About the State's Plan:

- Familiar with the State Plan. (5)
- Understand the State Plan, and hope that they are serious about it
- We haven't heard much from the State on this
- Yes, but the State hasn't done much to publicize it
- This is new – not familiar with this. (2)
- Their goals are logical and make sense.

- Not unrealistic goals. Federal government will play a role in the goals of ODOD area, which is open to new technology.
- Communities share fire services. It works nicely. The State wants cooperation and there are different types of governments to work with.
- State strategies are difficult due to competing interests inside the three counties. It takes more than just buy-in.

Concerns with the State:

- Is the State against retail as a priority?
- Politics could play an issue for participation.
- Ohio exports more than it uses. We need to keep that going. We have technology and green energy in the area. There needs to be incentives to use this and build. Sometimes there are no choices and we need choices.
- Ohio was on the top of the entrepreneurs. The tax structure does not support new job growth.
- Death tax is an issue because townships benefit, but people move from state to state to avoid the tax. There is a need to work with the legislatures.
- How can we share? How can we all benefit? The State doesn't give us the tools to do it.
- Is the State promoting regional government or just sharing revenues?
- The biggest fear is that this is a ploy from the State to get rid of local government and to force regionalism just like the dispatch center.
- Can the State use against us the dispatch center?
- This makes sense if the State is not going to use a stick with its dollars.

Suggestions for the State Presentation:

- It would be helpful if the State showed how it ties to local goals of working together.
- Lee Fisher is good with this message to celebrate what Dayton could be.
- A cultural change is needed. We need the State to act as we talk about regionalism.
- It would be good if the State came down and explained this and their support for this. They should not just throw money into this.
- We need for the State to understand that this working relationship needs to be a two way street.

DDC Presentation at Summit and Goals:

- Agree that these are the right areas to target (3)
- Some progress has been made. (2)
- Wright Patterson work was a good example of DDC success (2)
- I believe in the economic region. (2)
- Familiar with the priority areas (2)
- The Coalition is doing a great job.
- Have done more to bring the concept of regionalism to the area than anyone by tying it to economics.
- Agreed to this and thinks we are fortunate to have WPAB

- DDC has helped the region maybe more than the State.
- The clusters are what is left over from the transition and is also a reflection from the movement from heavy industry to electronic age.

Concerns with DDC Presentation:

- Hard to satisfy everyone
- Need to give all areas of the region attention, not just the growing areas
- Are there not circumstances under which we would want to use State dollars outside the Coalition priority areas?
- The Coalition hasn't paid enough attention to certain parts of the region.
- Local government doesn't have a seat at the table
- Not familiar with the Coalition materials. (2)
- The basic manufacturing component of the economy is missing.
- The Coalition is taking credit for everything that happens in the region, and is publicizing a business presently that has not done well.
- In addition to the Coalition priorities, the region should use the results of the Comprehensive Economic Development Study that will be available in October or November.
- A slight concern that the Development Coalition is too focused on Wright Patterson vs. other community priorities.
- They have a good external look at the region. They've focused on the base, rightfully so. The need to broaden their focus to the region as a whole.
- Education would be seen as a cluster. There are many higher education institutions in the area and health care has evolved due to the aging population.
- Missing the medical services/devices industry.

WSU Presentation at Summit:

- An issue for dislocated workers would be transportation.
- Workforce showed the regionalism.
- We are all in the same boat for dislocated workers.

Principles to guide the collaboration:

- The concept is good for this project. The State is pushing us in this direction. You have to play the game with them.
- We should celebrate the principle ideas.
- Does it create enthusiasm?
- We'll really need a buy in for the master plan.
- Everyone should stay open minded.
- Principles will always be similar. They wonder if needs are going to be addressed and be agreed upon. I have seen programs like this where the major issues were not addressed.

- Integrity and honesty. We need to do the right thing for the citizens and it has a lot of merit. Citizens need comfort that leaders have integrity, which builds trust. Private companies also need integrity.
- Talking to each other is important.
- Education is important. Kids need standards and need to be educated in vocational areas. Young people would appreciate a factory job.
- Collaboration with one another and do what is best for the people in the community and not the local government. We have gotten away from that. The bigger the government the more they've gotten away from this idea.

Benefits:

- Benefits the region as a whole. (5)
- Expenses should be offset when one jurisdiction is benefiting.
- Are benefits tangible or intangible?
- Measure results. How do I benefit? (2)
- We need an understanding that this is a whole and that your jurisdiction may not be first in line, but we will celebrate businesses coming in. This is the right way to appreciate resources. The greatest fear is politics will win and grow in this area.
- Documentation of return plan
- Business plan to see return—long turn plan

Economic Advantages:

- Will it create economic advantages for the area?
- We need to build on areas that we already have and existing strengths. (2)
- Is the program sustainable?
- Discrete economic development areas that could be uniting rather than dividing.
- Local governments focus on the gain of development without looking at the loss to the other community.
- Inefficiencies of intercommunity development.
- Weighting Brownfield vs. Greenfield (2)
- Stop fighting for space.
- There are tax incentives to move in; schools don't have a say in what development comes in. They are affected and need to be consulted. Need to get away from tax incentives.
- Responsible use of ground
- Take a look at different models that look to develop smaller communities
- As it is, the State's tax dollars will always help larger communities. County administrators and economic development administrators are more likely to help because it helps the county. City administrators do not have the same concept.
- Preserving farmland. We need to look at development and use the land we already have. Look at the quality of life and growth. Money is important, but not always the most important aspect of growth.
- No politics
- Creative—no status quo
- Keep it simple

- We need continued infrastructure.

Equity:

- Equity is the key principle. (5)
- Township vs. City equality
- Some communities are poor and some are wealthy. We need to help the trouble areas and the challenge to do this is to act as one.
- No business/city hoping. (2)
- Equalization of the communities receiving the grants needs to be looked at. We can't hand everything to the City of Dayton.
- Formulas need to be fair so everyone feels they can benefit. ED/GE is a fair process. Townships tend to feel that they get what is left after all the money is given away. So, when a township comes into programs like this, there is a little bit of hesitation. Therefore it is important for everyone to have an equal part. Townships should have fair access and not have to go through the county. The exception would be if all jurisdictions went through a county for this program and had the same rights.

Utilizing the base as a key asset:

- The base is a key for our area. Technology is important as well as medical. Homeland security is important for the future.
- High Tech development
- Medical with BRAC. WPAB is going to bring high jobs.

Thinking beyond the three counties:

- Bring in information that is on the boundaries of these three counties (Clark, Warren)
- We are looking at too small of an area and need to think broadly. We are close to several large cities.
- A Dayton emphasis, but look everywhere

Pools of Money (including revenue sharing):

- Adequately funded
- We need to come together on the numbers. I don't want to spend the day listening to people.
- Size of profits

What are the deal breakers?

- If this isn't kept to economic development and workforce
- This plan needs to be pushed forward and not shelved.
- If the DDC is in charge, then we're out.

Equity/mutual benefits:

- Equity. (5)
- Don't want to disproportionately benefit those who benefit now
- Could JEDs be considered as a way to assure equity?
- Jurisdictions are fighting to keep up with services. There needs to be a balance kept or tax payers will be damaged by collaborative effort. What benefits will people get?
- IMPLAN software is a good idea.
- It needs to be representative and small enough.
- How do we fit into the programs?
- Cost to participate verses the benefits
- What are the tangible benefits?
- Good for region, but not specific places.
- How do we benefit?
- What is an acceptable return on your investment? Short term vs. long term focus
- If everything is directed at one area and not helping others. After 20 years of ED/GE the better off communities are still better off, while the struggling communities are still struggling. ED/GE has not changed the make up of what the county wants. We need to reorient the equities with this program. Sometimes you consume your time with one area.

Extra costs to jurisdictions:

- Is there an upfront cost to the jurisdictions – that might kill the proposal
- If a jurisdiction has to put up money to get the firm to locate in addition to State dollars, can the local government be made whole before sharing any taxes?
- If there is a State sticks that goes along with State dollars.

Communities participating in the program:

- We should be trying to get all communities into this program so that the fact that you are in or out is used in any way competitively against another community.
- This program will need to have some “hook” for the smaller villages for them to participate.
- A deal breaker would be if this is truly not a regional effort. Everyone needs to participate and be on the same level playing field.
- Participation of communities. No cherry picking. A government that doesn't join can compete against the program and it isn't fair.

Economic Development:

- Timing
- Who gets the development
- Not a lot of development in some townships, some are rural.
- MVRPC. There needs to be a process for road projects. State has a process as well. There is a need for money to keep up infrastructure.

- There needs to be a ranking system for the economic development projects for this program to be successful. Cheapest type of development is agriculture.
- How to deal with community worth.
- Agriculture use
- If we are including everyone's assets and using developable spaces.
- If it is status quo, then no.
- Dream project vs. reality project. Does it require an investment that is unreasonable? Justify the end results.

Revenue Sharing:

- What will happen to local government funds? Some places only have property tax. City doesn't want to give services and people don't want to live in the city. The incentive will be how the money collected is spent. What is the source of the money? The state?
- Determining what tax will be used because townships have limited income sources
- Inside millage, inheritance tax
- State and local government money in flux, not a big pot of money
- If there is high revenue to be shared, the program wouldn't work.
- Look hard at the formula.
- Cannot give out of pocket expenses
- Local State Tax Funds
- No local Government fund
- The potential loss of revenue. We need a fiscal plan.
- If there is not a clearly articulated plan for revenue sharing. It needs action ideas. How do you plan to keep it going?
- Do we have enough revenues to share? (2)
- Revenue sharing—this is big! It needs to be based on membership sharing.
- If it affects other state funding opportunities.(2)
- No special deals.
- Where the money comes from. Will taxes be raised from other programs?

Collaboration/Regionalism:

- Township/City Cooperation.
- In a regional government, the township is not efficient.
- Need to preserve local government (4)
- Our program is fighting 30 years of mindset. The state has invested millions on outer loops to develop on the outside of cities.
- Idea of collaboration needs to be a priority. There can be more efficient services provided. We need to recognize our strengths and can market our services. Find something that works and build on it.
- Wants to see the region do well. Willing to be a team player, but smaller communities need to be identified.
- We need more cooperation between communities.

Governing Body of Program:

- Governing body of program is a big deal and a big concern.
- How does the structure lay out?
- What control mechanism for disbursement is set up? This will be a challenge.
- How am I represented?

Workforce Development:

- WSU can promote the workforce by focusing on local students.

Do you believe there are economic clusters?

- Yes (2)
- The maps showing dislocated workers are a great idea. It showed the regionalism. It was an excellent study. There is one piece missing. We are not taking advantage of agricultural economic development.
- No. There is the airbase in Springfield. We should use other regions. Groups across counties reach out to other counties.

Summit Information:

- Good session outline (7)
- Should the WPAB be a player in this?
- Talk to Bill Lutz who might be influential for fresh ideas for people in the northern part of Miami County
- It is a good process. I appreciate WSU coming back to interview a second time.
- MVRPC dinner is that evening. (April 22)

Final Comments:

- I think this program is a wonderful idea. The key is everyone one needs to benefit. To keep jurisdictions afloat, funds need to come from somewhere and we can't keep asking people for money.
- This program is great and regionalism is going to grow because of it.
- This is a good concept.
- Some programs fizzle away after awhile and we hope this program does not.