

NORTHEAST OHIO REGIONAL DAY REPORT 2006

MAY 3, 2006

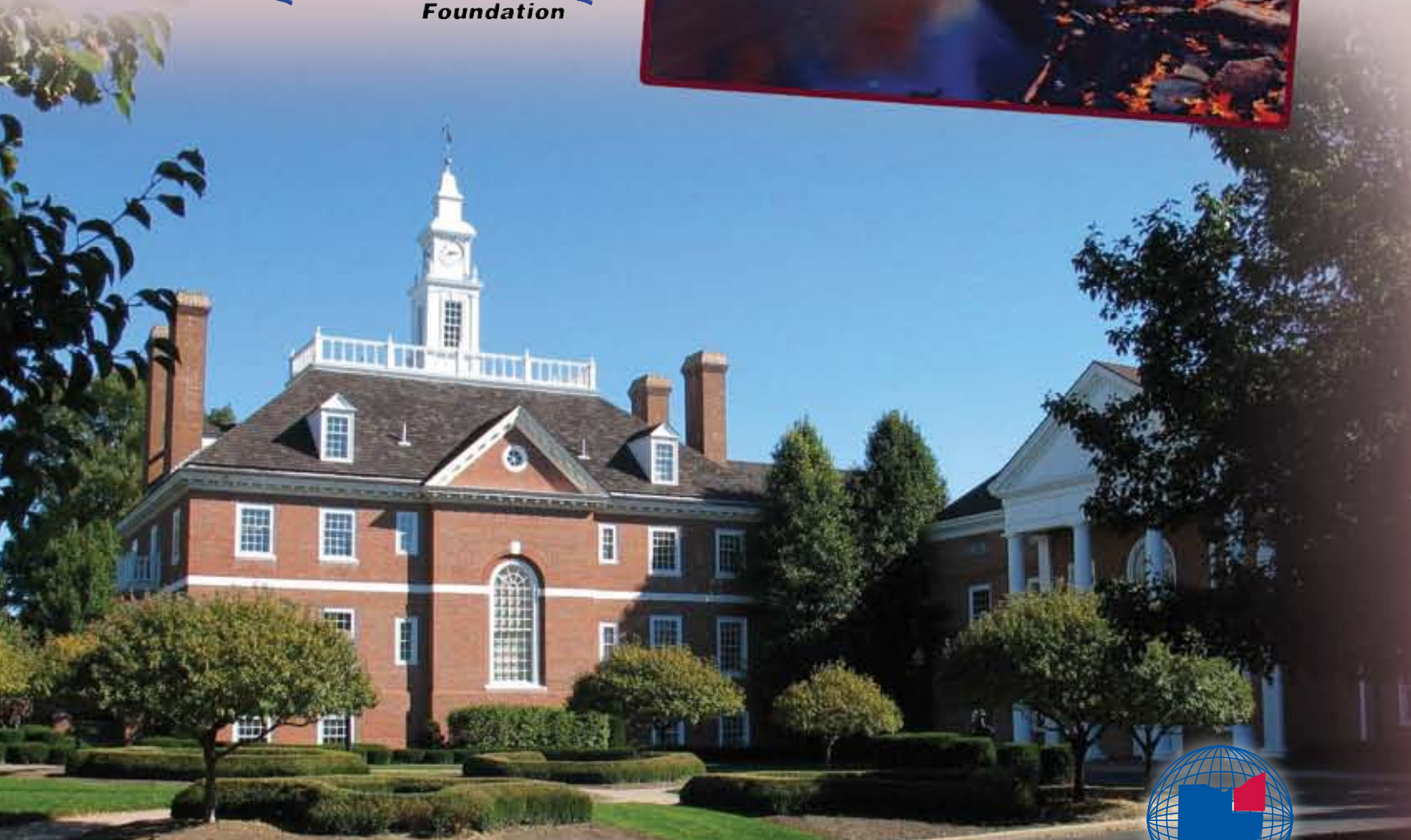
SPITZER CONFERENCE CENTER,
LORAIN COUNTY COMMUNITY COLLEGE

OCTOBER 30, 2006

WOLSTEIN CENTER,
CLEVELAND STATE UNIVERSITY

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UWP



Northeast Ohio
Research Consortium

OHIO URBAN UNIVERSITY PROGRAM

CHAIR – DR. MARK S. ROSENTRAU

COORDINATOR – ABIGAIL HORN

A program of the Ohio General Assembly and the Ohio Board of Regents (OBOR), the UUP is a unique network linking the resources of eight urban universities in Ohio with the communities and students they serve in cooperative efforts to improve the state's urban regions. Eight highly regarded center units at The University of Akron, Cleveland State University, Kent State University, The Ohio State University, The University of Toledo, Wright State University, Youngstown State University, and the University of Cincinnati, provide research and service to Ohio's urban areas. This 27-year partnership with legislators, cities, and urban universities is unique to the state and nation. The member institutions greatly appreciate the support of both the General Assembly and the OBOR. We have leveraged the state's investment with university dollars and outside grants and contracts; we have invested it in university research and outreach to meet community needs.

Special thanks to the Northeast Ohio delegation of the 126th General Assembly for their continued financial support of the UUP which enables the work of the Northeast Ohio Research Consortium and the Northeast Ohio Regional Leadership Taskforce.

NEO DELEGATION – SENATE

District	Name	District	Name
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13R	Jeffry J. Armbruster	27R	Kevin Coughlin
18R	Tim Grendell	28D	Kimberly Zurz
19R	Bill Harris	29R	J. Kirk Schuring
21D	C.J. Prentiss	30D	Charles Wilson
22R	Ron Amstutz	32D	Marc Dann
23D	Dale Miller	33D	Robert F. Hagan
24R	Robert F. Spada		

NEO DELEGATION – HOUSE

District	Name	District	Name	District	Name
1R	Charles R. Blasdel	42R	John Widowfield	65D	Sandra Harwood
3R	Jim Carmichael	43R	Mary Taylor	68D	Kathleen Chandler
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8D	Lance Mason	45D	Robert J. Otterman	73D	William J. Hartnett
9D	Claudette J. Woodard	50R	John P. Hagan	80D	Chris Redfern
10D	Shirley A. Smith	51R	W. Scott Oelslager	97R	Bob Gibbs
11D	Annie L. Key	52D	William J. Healy II	98R	Matthew J. Dolan
12D	Michael DeBose	56D	Joseph Koziura	99D	George Distel
13D	Michael Skindell	57R	Earl Martin		
14D	Mike Foley	58R	Dan White		
15D	Timothy DeGeeter	59D	Ken Carano		
16R	Sally Conway Kilbane	60D	Sylvester Patton		
17R	James P. Trakas	61D	John A. Boccieri		
18R	Thomas Patton	62D	Lorraine M. Fende		
41D	Brian G. Williams	63D	Timothy J. Cassell		
		64R	Randy Law		

DEAR NORTHEAST OHIO LEADER:

The 2006 Northeast Ohio Regional Day Report covers two Regional Day experiences shared by the 2006 and 2007 class members of 13 community leadership programs in Northeast Ohio who have incorporated Regional Day into their regular curricula. This publication highlights the speakers, sites, discussions, honorees, recommendations and evaluations of the days and outlines the plans for future regional days. We hope it will be informative for graduates, board members, class members and supporters of all community leadership programs (CLPs) in the region, helpful for the legislators representing this region, and useful for the associates and supporters of the region's university partners.

Regional Day III was held near the end of the program year for members of the 2006 leadership classes on April 29, 2006, at the Spitzer Conference Center on the Lorain County Community College Campus. Regional Day IV moved to the beginning of the program year for the class of 2007 and was held on October 30, 2006, at the Wolstein Center at Cleveland State University.

The content of these regional days continued to build on other successful regional initiatives including the Fund for Our Economic Future, Voices & Choices, and the NEO Economic Dashboard. While Regional Day is a relatively new undertaking that started in 2004, the relationship between the region's universities and leadership programs is not. The Northeast Ohio Research Consortium (Consortium), with the support of the Ohio Urban University Program (UUP), created the Northeast Ohio Regional Leadership Taskforce (Taskforce) partnership between the CLPs and the urban universities of the region over 10 years ago in 1995. Information about the UUP, the Research Consortium and the Leadership Taskforce is outlined on the inside covers. Additional information is available on our website www.neolead.com.

Regional Vision Award recipients are showcased on pages 40 and 41. A nomination form for the 2007 Northeast Ohio Regional Vision Award is included on page 43 and 44. The form outlines the award criteria, the selection process and the past recipients. We encourage you to make recommendations for consideration for 2007.

Leadership graduates in the 17 northeast Ohio counties now number about 9,000, and the total grows by 500+ each year. These graduates represent an excellent cross-section of the region's communities and, as such, they can be both sources for and recipients of regional information. All leadership alumni are encouraged to complete and return the 2006/2007 survey on page 42 which is a follow-up to work done in 1996 and 2001. These earlier studies revealed a significant interest among graduates in improving their knowledge of the region outside their communities of residence, and identified education and economic development as the most critical issues facing the region.

Special thanks go to our contributing sponsors—AT&T, FirstEnergy Corporation, FirstEnergy Foundation, the Dominion Foundation, the Community Foundation of the Mahoning Valley, Lorain County Community College, and Northeastern Ohio Universities College of Medicine—to our founding sponsors, the Research Consortium and the UUP—to the directors and boards of the 14 programs who made the 2006 Regional Days possible—and to all the speakers, panelists and site hosts who helped us to highlight the assets and innovative advances that help to make Northeast Ohio a truly World Class Region!



Suzanne Fleming

Coordinator, Northeast Ohio Regional Leadership Taskforce

**REGIONAL DAY III
MAY 3, 2006
SPITZER CONFERENCE CENTER,
LORAIN COUNTY COMMUNITY COLLEGE**

**REGIONAL DAY IV
OCTOBER 30, 2006
WOLSTEIN CENTER, CLEVELAND STATE UNIVERSITY**

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Northeastern Ohio Universities College of Medicine

and these participating programs

Cleveland Bridge Builders

Leadership Akron

LEADERSHIP Ashtabula County

Leadership Cleveland

Leadership Columbiana County

Leadership Geauga County

Leadership Hudson- Fall

Leadership Lake County

Leadership Lorain County

Leadership Mahoning Valley

Leadership Medina County

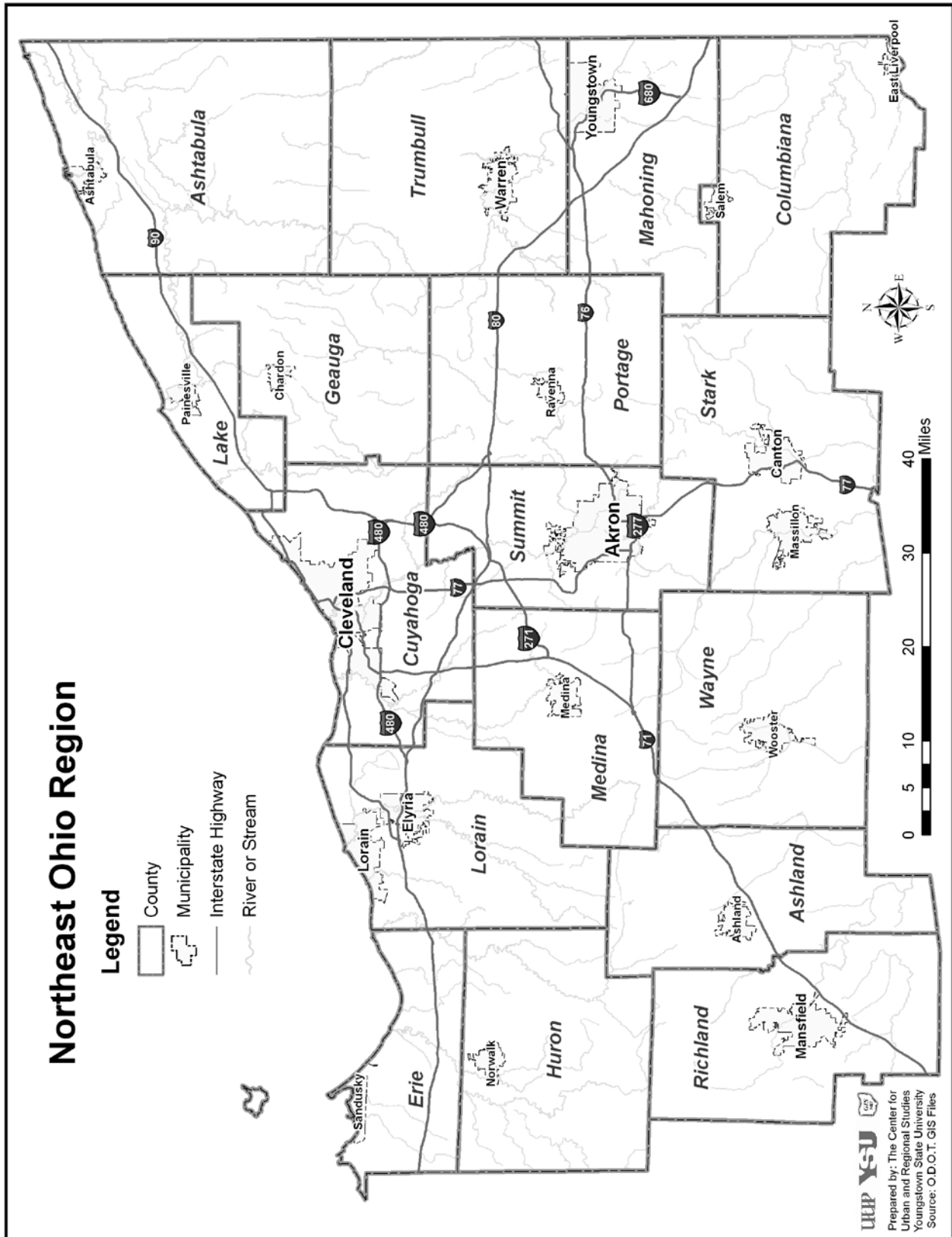
Leadership Portage County - Spring

Leadership Stark County

Leadership Unlimited

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WHAT IS REGIONAL DAY?

Regional Day is a shared program day for over 400 participants of 13 Northeast Ohio Community Leadership Programs (CLPs) designed to broaden their understanding of Ohio's most populous and influential region. Like the highly successful local program days, Regional Day is informative, experiential and interactive. There are networking opportunities, presentations by regional and national experts, breakout discussions with regional leaders from major systems important to all communities, and off-site visits that showcase innovative work and regional progress within those systems. Class members have the opportunity to share the highlights and assets of their communities with an expanded audience and to explore regional solutions to challenges that are often common to many communities.

GOALS AND OUTCOMES

The goals of Regional Day are to inform participants about regional assets, demographics and economic drivers; to identify the constraints on regional progress and to discuss how individuals, programs and the Taskforce can assist in regional development. The desired outcomes are to:

- **Become more informed about regional systems/economy**
- **Learn about other parts of the region**
- **Interact with other leaders in the region**
- **Highlight the strengths of your community to others**
- **Identify constraints to regional progress**
- **Appreciate the potential influence of the region in Ohio**
- **Discuss how programs/Taskforce can assist regional progress**



Left: Table discussion
Right: Informal interaction





NEO REGIONAL LEADERSHIP TASKFORCE

May 3, 2006

Lorain County Community College – Spitzer Conference Center
1005 Abbe Road North, Elyria, OH 44035

REGIONAL DAY AGENDA

- 6:15 - 7:00 AM Programs depart from local sites
7:30 - 8:00 AM Registration – Continental Breakfast
8:15 Overview of Day – Suzanne Fleming
8:20 Welcome – Lorain Co. - Commissioner Betty Blair and LCCC - Robert Callaway
8:30 Asset Slides/Regional Dialogue - Major Commerce, New Development/Innovation, Points of Pride
9:15 Keynote Address – Joan Richm, Deputy Mayor, Louisville, KY
9:45 Break – move to Breakout sessions – Regional Initiatives – Mini Panels
- 10:00
- A. Economic Development – Jump Start, Team NEO, Synapse Biomedical
 - B. Healthcare – BioEnterprise, Summa Enterprise Group
 - C. Technology – NorTech, Youngstown Business Incubator, OARDC
 - D. Education – NOCHE, College 360, North Coast Alliance
 - E. Land Use/Environment – Western Reserve Land Conservancy, Hudson & Mentor partners
 - F. Foundations – Fund for our Economic Future, RPM, Inc., Voices & Choices
 - G. Arts/Culture/Attractions - Cleveland CVB, Geauga Lake/Cedar Point, Pro Football Hall of Fame Festival
 - H. Parks/Paths/Canalways - Ohio Greenways, National Park Service, Lake Metroparks
- 11:00 Break
11:15 Table sharing breakout info – 5 great ideas– lunch
12:00 NEO Regional Economic Drivers – Dr. Ned Hill, Cleveland State University
Agricultural Economy of Northeast Ohio – Dr. Jeff Sharp, Ohio State University
- 12:45 Break
1:00 Depart for Site Visits
Lime - Adam Joseph Lewis Center/Oberlin
Yellow - National Association of College Stores
Mint - Lorain National Bank
Orange – Nordson Corporation
Royal – Invacare
Aqua -Lorain Port Authority
Gold - Ross Environmental
Red - Ireland Cancer Center
- 3:15 Return from sites - Break
3:30 Roundtable discussion of sites & key learning
4:00 NEO Regional Vision Award Presentation – Richard Pogue and James Tinnin
Recipients – Lana Cowell, Community Shares and Dr. Luis Proenza, The University of Akron
- 4:15 Evaluation and departure

Presented with support from



The Urban University Program

WELCOME

The participants in Regional Day III were welcomed to Lorain County by County Commissioner Betty Blair. Now in her 38th year of public service, Betty was the first woman and statewide officer of the Ohio Township Association elected from Lorain County. Betty served as the clerk of Carlisle Township for 23 years before being elected to the first of four consecutive terms as a county commissioner. In 2004 she was selected as the first recipient of NOACA's Walter E. Ehrnfelt Award in recognition of her efforts in support of regionalism. One of Betty's current visions is the transformation of the Elyria train depot into a county-wide transportation hub.

Robert L. Callaway, the Director of Institutional Effectiveness and Planning, welcomed the class members to the Lorain County Community College (LCCC) campus on behalf of the president, Dr. Roy Church, who was out of town. Robert has the responsibility of providing the leadership, support, and coordination for functions related to the assessment of student learning, accreditation, research services, institutional effectiveness, engagement, and planning. He has served on various committees for regional, state, and local organizations and is a 2005 graduate of the Leadership Lorain County program. Callaway represents LCCC on the NEO Regional Leadership Taskforce.

KEYNOTE SPEAKERS

Joan Riehm, the deputy mayor of Louisville Metro, was the morning keynote speaker. Joan is responsible for the implementation of Mayor Jerry Abramson's improvement initiatives and strategic plan. Joan has been a news reporter, editor and communications director and has 20 years of public service experience. Ms. Riehm served as co-chair of the transition team for the 2002 Louisville – Jefferson County merger. She is the founding director of the Regional Leadership Coalition as well as Leadership Kentucky, and serves on the national board of the Alliance for Regional Stewardship (ARS).



Joan Riehm

Joan noted that regionalism is often misunderstood; “It means people working together – choosing to work together on problems that they cannot solve by themselves.” For most of her adult life the people of Louisville and Jefferson County debated the merits of consolidation. However, merger and consolidation are at one extreme in the range of options that may start with something as simple as officials getting together to discuss common issues and to getting to know each other. She said that there have only been 35 mergers in all of US history. In the 44 years prior to the merger she said they had tried many of the interim steps, and that all of them worked. The higher on the continuum the efforts go, the more difficult they become, and the larger the payoff.

Other regional initiatives she touted included: shared services; shared taxes through interlocal agreements; regional councils of government; regional asset districts; regional purchasing compacts; regional visioning efforts and regional values surveys.

However, the impact of the merger was significant. Louisville went from the 67th largest city to 16th overnight – from a city of 250,000 to a city/county of 750,000. She said the psychological impact was huge, giving a “sense of possibility and positive energy.” Significant national press attention and contact by 55 other cities wanting to learn from their experience also followed. They have experienced economic savings, a spirit of unity, and improved the efficiency of services, all without raising taxes.

Riehm reported that ARS would be publishing a guide for local government cooperation this fall with examples from across the country. Because of the city/county merger, Louisville Metro was chosen as the national test site for improving intergovernmental communication. Through the creation of MetroSafe they were able to patch together the disparate radio safety systems of 14 counties to allow communication during Thunder Over Louisville, a fireworks show held in conjunction with the Kentucky Derby that draws over half a million people.

She challenged citizen leaders to encourage government leaders to be boundary crossers, and reported that regional initiatives are almost always citizen led. Riehm suggested citizens ask questions like “How is government helping or hurting us? Is my local government needlessly duplicating service? Are local regulations getting in the way of economic development? Is there a better way to do this?” Government needs to be able to do better for regions to compete in the local economy, she said, and government is important because it influences growth, planning, zoning, water and

sewer access, transportation, etc. Citizen leaders need to help government leaders think beyond the lines on the map and to give them courage to do so. There are no incentives to be boundary crossers for local government leaders who are often challenged to take care of the home front first.

Ms. Riehm complimented Northeast Ohio on its marvelous resources such as the Urban University Program, the Northeast Ohio Research Consortium, and the Northeast Ohio Regional Leadership Taskforce and called them national leaders in the field. She noted that most advances in civilization occur when we enlarge the circle of *us* to include *them*, and closed with a Will Rodgers quote, “Why not go out on a limb – after all, that’s where the fruit is!”

LUNCH KEYNOTES

Two outstanding speakers shared the dais at lunch. The first, **Dr. Jeff Sharp**, is a specialist in the area of rural/urban interface issues at The Ohio State University. A sociologist, not an economist, Jeff spoke to trends, challenges and opportunities in the agricultural sector in the state and region. He reported a loss of medium-sized traditional family farms, some growth in small farms and significant growth in large acreage operations, noting that the top 10-20% of Ohio farms are responsible for 90% of production. Upstream and downstream consolidation has occurred in the sector, and he reported a growing influence on the part of transnational supermarket chains like Kroger and WalMart, whose decisions can transform the nature of the industry. Sharp told the audience that their consumption patterns and new alternate sector stores like Wild Oats and Whole Foods also affect production.



Dr. Jeff Sharp

In the area of land use, Sharp said that Ohio has lost about 1.2% of farmland from 1997-2002 but that Northeast Ohio actually had a growth rate of 6%, which can be attributed, in part, to the increase in the number of under-50-acre “hobby” farms. Northeast Ohio has urban counties with little agricultural presence, and others that are ranked near the top in agricultural sales. Wayne County is third in the state and leads the region with about \$160 million in annual sales, predominately in dairy. The presence of the Ohio Agricultural Research and Development Center (OARDC) and the Agriculture Technical Institute represents significant human capital and support for agricultural interests there. Sharp warned that the region in general, and Wayne County in particular, needs land policy protection soon from continued urban sprawl. He showed a series of slides from 1940 to 2000 documenting the loss of high-quality farmland to residential development, and projected growing amounts threatened by development. This pattern has also resulted in the majority of Ohioans now living in townships rather than municipalities.

While Geauga County is the most rural in the state by census definition, it has only \$22 million in annual sales, but Sharp noted that the economic influence of the county’s substantial equine operations is not included in that total. A combined total of \$170 in annual agricultural sales is produced by Lorain and Lake counties, mainly in nursery and greenhouse operations which require relatively small acreage but yield significant sales totals. Summit and Stark counties, while low in agricultural sales, have substantial food processing operations. Sharp’s three take-away points were that Northeast Ohio is home to both production and lifestyle farming, that there are serious urban pressures being exerted on these operations, and that there are also some exciting new local food system developments, trends, and initiatives such as farmers markets, u-pick operations, and organic agriculture.

Ned Hill, the Distinguished Scholar of Economic Development in the Levin College of Urban Affairs at Cleveland State University, spoke about Northeast Ohio’s economic development challenges. He noted that the region has been lagging national economic trends since 1999 and discussed six major challenges to economic competitiveness that have played out here. First, macroeconomic uncertainty – employment lagged recovery from the 1990 and 2001 recessions by about 18 months nationally, and by about three years in this region. Second, creative destruction – people are no longer recalled from layoff to former jobs. Old work is destroyed and replaced with new equipment or new processes that require new skills. Third, productivity growth – better, faster, cheaper and smarter continued throughout the recession. Our products are generating declining top line dollars. Northeast Ohio needs innovative new products with higher value added per hour worked. Fourth, the benefits wedge – health care costs and benefits have gone from 27% to 32% of total compensation. Overtime is preferable to hiring new workers until it is certain they are needed. Fifth, cost uncertainty – business can’t predict the cost of health care, torts, energy, etc. with any accuracy, ergo the largest employment growth category in the region is for temporary workers. Finally, failed business strategies – the region has been significantly impacted by the decline of the domestic auto industry and their supply chains.

He gave four possible explanations for the region's poor economic performance: barriers to innovation like liability issues; globalization; capital-rich products in advanced stages of the product cycle managed for market share, not growth; and a low company birth rate. Hill said we need a balanced portfolio of companies, and to pay attention to the areas and clusters where we have relative strengths. "Our driver industries need new strategies, new cost structures and new products," he asserted, noting that the region has the most complicated product portfolio for the state. Growth industries he mentioned included non-bank credit, headquarters and administration, computer systems design, scientific research and development, product design services, electronic equipment and precision equipment repair.

Hill summarized the findings of three recent studies. First, a venture capitalists survey outlined polymers, medical equipment, fuel cells, nanotechnology, information technology, and micro-electrical mechanical systems as promising areas for investment. Second, site locators observed these strengths: a diverse network of population centers, professional services, depth and diversity in manufacturing and technical skills, educational resources, air access, and a strong research and development tradition; and these weaknesses: a declining population, increasingly commodity – driven industries, the legacy of organized labor, and our rust belt image. Finally, a local expert's study cited resistance to change, unions, financial concern about older industries, educational funding, an aging workforce, and a lack of soft skills in younger workers as concerns.

Dr. Hill described five types of companies: product innovators, who grow the top line without blowing up their costs; process innovators with global supply chains; lifestyle firms where the owner's control and target income is the goal, not growth; one-trick ponies or commodity businesses that are reliant on a single business or production relationship; and dead and dying companies. Hill noted that category three companies are the backbone of the region and urged them to find ways to move up to type one or two.

BREAKOUTS

Leaders from all parts of Northeast Ohio led panel discussions about regional initiatives and innovations within eight sectors. Each session was moderated by a Leadership Taskforce member and had 40-50 in attendance.

ECONOMIC DEVELOPMENT - Moderator Marta Stone, LEADERShip Ashtabula County

Panelists Ray Leach, CEO of JumpStart, Inc., Tom Waltermire, CEO of Team NEO, and Moustapha Diop, COO of Synapse Biomedical talked with their group about the exciting range of economic development initiatives underway in the region. Leach explained that JumpStart was formed in 2004 by NorTech and Case Western Reserve University to build businesses. A private nonprofit, JumpStart serves all 17 counties in the regional leadership footprint plus Crawford, Holmes, Tuscarawas and Carroll counties. They invest in early-stage Northeast Ohio companies that have solid prospects for high growth, and they provide business services to help them achieve that growth. Now in the second year of operation they have over a dozen companies in their portfolio

Waltermire explained that Team NEO was established in 2003 by FirstEnergy Corporation, the Greater Akron Chamber, the Stark Development Board, the Lorain County Chamber of Commerce, the Youngstown-Warren Regional Chamber, Cleveland Tomorrow and the Greater Cleveland Growth Association (together with Cleveland Tomorrow, now the Greater Cleveland Partnership) as a private sector-led, regional economic development organization to support and stimulate higher levels of targeted business attraction, retention and expansion in four industry sectors that match the strengths of the region's economy and have the highest potential for growth - health care, chemicals and polymers, finance and insurance, and manufacturing and logistics (Industrial, Automotive, Distribution, Transportation, Metals and Materials).



Left to right: Ray Leach and Moustapha Diop

Synapse Biomedical Inc. (SBI) is one of JumpStart's portfolio companies. Diop explained that SBI is a startup company established to develop, manufacture, sell and support life-changing, minimally-invasive neurostimulation devices used in the diagnosis and treatment of people with neurological impairments. The company is based in Oberlin and is investigating applications for a diaphragm pacing stimulation system (DPS) for use with ventilator-dependent patients and those with ALS or Lou Gehrig's disease.

HEALTH CARE – Moderator, Julie Glavan, Cleveland Bridge Builders

Panelists Baiju Shah, president and founder of BioEnterprise, and Mike Wojno, president of Summa Enterprise Group, discussed new developments in the health care arena. Shah told the group that four years ago, the Cleveland region set out to make itself a nationally-recognized health care commercialization hub. Building on a strong and well-known research and clinical base as well as a broad industry base, Cleveland has sought to achieve its ambition by concentrating on the identification, development, and acceleration of venture-oriented start-ups. In 2005, Cleveland companies attracted \$171 million in health care investment capital, a level of performance that is both on par with Minneapolis and the Research Triangle, and was a nearly five-fold increase of the region's historical performance. The money is flowing in from prominent national venture funds that are chasing high-quality opportunities being created by regional entrepreneurs and the health care institutions. The Cleveland region is starting to be recognized as the next national hotspot for health care start-ups. BioEnterprise founders and partners are The Cleveland Clinic, University Hospitals Health System, Case Western Reserve University, and Summa Health System. Synapse, a company represented in the economic development panel, is a good example of regional collaboration. In a sector targeted by Team NEO, it is a portfolio company of JumpStart and it has been assisted by BioEnterprise.

Summa Enterprise Group is one of the commercialization offices of the BioEnterprise partnership, the others being Cleveland Clinic Innovations and Case Research Institute Office of Technology Transfer. In 2002, Summa Health System created a center for innovation when it launched the Summa Enterprise Group (SEG). A 100-percent, fully owned subsidiary of Summa Health System, SEG was created to provide an entrepreneurial outlet for the system and to bring health-based products and services to the market. Since its inception, Summa Enterprise Group has formed several companies, including Cornerstone Medical Services, a business that specializes in durable medical equipment, and CompMed, a business that specializes in collecting workers' compensation insurance claims for health systems. "Generally, the business community does not view hospitals or health systems as being entrepreneurs," said Michael Wojno, CEO of the Summa Enterprise Group. "But Summa is changing this stereotype – and doing so with the leadership and structure to be successful." Wojno also said he views the partnership with BioEnterprise as a way of furthering their success. He sees SEG as a conduit to regional cooperation in new health care ventures.

TECHNOLOGY – Moderator, Bill Sharp, Leadership Unlimited (Richland County)

Dorothy Baunach, president and CEO of NorTech, Jim Cossler, director, Youngstown Business Incubator, and F. William Ravlin, assistant director of the Ohio Agricultural Research and Development Center (OARDC) made up the technology sector panel. Baunach founded NorTech in 1999 as a program of Cleveland Tomorrow and now leads it as a stand alone company funded by the Greater Cleveland Partnership and the Fund for Our Economic Future. She reported that Northeast Ohio is making significant progress in developing its technology-based economy, noting that the region's philanthropic community, economic development organizations, and business and civic leaders are committed to making Northeast Ohio globally competitive through technology, innovation and entrepreneurship. She said that support from the state, particularly Ohio's Third Frontier Project, has helped to leverage the region's technology strengths and assets.

Jim Cossler joined the Youngstown Business Incubator (YBI) in 1999 and oversaw its conversion from a mixed-use space to one with a pure technology focus in 2001. Jim reported that YBI is considered by the National Business Incubator Association to be one of the most successful technology incubators in the country. YBI companies have received 16 new Intellectual Property patents; created over 160 new full-time, technology-based jobs; and developed 19 new software applications with over 4000 unique licensed users of the software throughout the United States and in 28 foreign countries. Jim reported that they have significant expansion plans underway in downtown Youngstown.

Dr. Ravlin has been assistant director at OARDC since 1998 where he leads joint-funded research and Extension programs in technology commercialization and economic development. He has been involved in many partnerships such as the

Soybean Council, Grape and Wine Producers, and Vegetable and Small Fruit Producers. Technology plays a significant role in agriculture. A 2003 OARDC study on agbioscience done in conjunction with Batelle Institute identified three “stars” or subsectors in Ohio that have a strong concentration and higher than national average growth: agricultural processing, agricultural research and testing, and agricultural machinery.

EDUCATION – Moderator, Holly Harris Bane, The University of Akron

Charles Hickman, executive director of the Northeast Ohio Council on Higher Education (NOCHE), Tom Chema, president of Hiram College and George Newkome, vice president for research and dean of graduate studies at The University of Akron comprised the education panel. NOCHE, founded in 1950 as the Cleveland Commission on Higher Education first saw the need to expand its operation to the larger region in 1995. It is the representative body and service organization for universities and colleges in a 14-county region including Ashland, Ashtabula, Columbiana, Cuyahoga, Geauga, Lake, Lorain, Mahoning, Medina, Portage, Stark, Summit, Trumbull and Wayne. Hickman noted that by conventional economic measures such as total employment, institutional budgets and individual spending by students, faculty and staff, the region’s 25 universities and colleges make higher education one of NEO’s oldest and largest industries, and one that isn’t moving, though it is at risk from underinvestment by public dollars by the state.

Hiram College is one of the 26 NOCHE colleges and universities, and Tom Chema serves as its 21st president. Tom also serves as the co-chair of College 360, an initiative involving NOCHE’s partner institutions in the Akron-Cleveland corridor to put a plug in the region’s brain drain. Chema stressed the public impacts of higher education in the areas of economic and community development, leadership development, and public policy. He outlined Ohio’s need to incent a substantial portion of the population to obtain the benefits of higher education. He pointed out that only 21 percent of Northeastern Ohioans have a bachelors degree or higher, which is below the national average and compares very poorly to the high growth areas within the country. Chema touted College 360’s efforts to stem the brain drain in Northeast Ohio. The initiative has a three-pronged approach: to enroll a higher percentage of youth in college, to engage them in area activities and to employ them in area companies and organizations. The College 360 website facilitates applications and visits, outlines activities and lists info on internships and employment.

George Newkome has a distinguished academic background in chemistry and polymer science. He serves as the president of the Research Foundation at the University of Akron. Dr. Newkome shared insight into the important role that universities can play in technology transfer, when discoveries, inventions, processes and work products of university faculty, staff and students are transferred from the university laboratory to benefit the public. Funds generated by such discoveries can then be used to enhance research at the university. With more than 350 active patents and filed applications, the University of Akron is a model for technology transfer. Since 2000, more than a dozen new companies have been founded based on university research.

LAND USE/ ENVIRONMENT – Moderator, Ellen Cantor, Leadership Lake County

The panelists in the land use/environment session were Richard Cochran, president of Western Reserve Land Conservancy and former executive director of the Chagrin River Land Conservancy, Sandra Pickut McMannis, former trustee of Hudson Land Conservancy, and Sandy McMillan, a former associate with Boston Consulting Group, who devised the strategic plan for the land conservancy.

Cochran explained that on January 1, 2006, eight land trusts in northeastern Ohio merged to form a regional land conservancy. Located in the historic Western Reserve, the new Western Reserve Land Conservancy provides a greater capacity to preserve the highest quality land and natural resources in the region, which face high development pressures. This merger is the largest of its kind in the nation, and may spearhead a national trend. The nonprofit land trust operates in 14 counties of Northeast Ohio stretching from Ashtabula, Trumbull and Mahoning counties in the east, to Erie and Huron counties in the west, and also including the counties of Geauga, Portage, Cuyahoga, Lake, Lorain, Medina, Summit, Stark, and Wayne. This region includes all or parts of 16 different watersheds (11 of which drain directly into Lake Erie), 165 miles of Lake Erie coast, and nearly 40% of Ohio’s Lake Erie basin. The conservancy involves over 100 volunteers and had annual revenues of more than \$10 million in 2005.

BREAKOUT PANELS

The panel covered the pre-merger context, the different options explored, the benefits of the merger, the process of the merger, the barriers that were faced and overcome, and the challenges that lie ahead. McManus represented the perspective of the Hudson Land Conservancy, a land trust that chose to become part of the merger. McMillan, an outdoor enthusiast now working with CAMP, explained his role in guiding the merger process.

FOUNDATIONS – Moderator, Lucy Sondles, Leadership Medina County

Brad Whitehead, director of economic development at the Cleveland Foundation, Deborah Vesey, executive director of the Deaconess Foundation, and Randell McShepard, director of community affairs at RPM, Inc. comprised the foundations panel. All have had an active role in the Fund for Our Economic Future (Fund). Brad is a loaned professional staff member for the Fund for Our Economic Future. He explained that the Fund aspires to facilitate transformational change in Northeast Ohio through three strategies: development of an economic dashboard of indicators (see page 33) to nurture high-potential entrepreneurial ideas and emergent industries, civic engagement to identify mutual local issues that should be addressed on a regional basis and establishing the public's priorities. A 51-member Funders' Committee, composed of representatives from each of the organizations that have invested \$100,000 or more, provides guidance and leadership to the Fund. A 12-member Steering Committee composed of representatives from organizations that have contributed more than \$1 million is responsible for crafting meeting agendas, reviewing staff recommendations, and recommending grantee proposals to the Funders' Committee.

Ms. Vesey represents the Deaconess Foundation, a founding member of the Fund. Debra serves as the co-chair of Voices & Choices, the public engagement initiative developed by the Fund that has involved over 20,000 citizens and leaders across Northeast Ohio in setting forth the public's priorities for revitalizing the region's economy (see page 33). Through a series of face-to-face and online discussions and deliberations, the people of Northeast Ohio have had the opportunity to listen to each other, to have their voices heard, and to develop a shared vision for creating jobs and building economic opportunity for families and businesses. This unparalleled civic initiative is one of the largest public deliberations ever convened. Vesey said the Fund is committed to ensuring these public priorities drive action and affect change. In addition to public input, Voices & Choices is engaging policy experts in this process to identify the choices we have for addressing each of the emerging challenges. When people have the opportunity to make decisions about what we need to tackle and how we should do it, they are more likely to get involved in making it happen.



Randy McShepard with a class participant.

As director of community affairs at RPM, Randy McShepard manages corporate philanthropy. RPM International, Inc. is a corporate investor in the Fund, and Randy is the company's representative. He was selected to serve on the Executive Committee. As such he has been involved in the grantmaking activity of the Fund. He explained that through grantmaking, the Fund works to nurture high-potential entrepreneurial ideas and emergent industries, and help existing firms and employees transition to them, ensuring that all segments of the population get connected to the opportunities. To date, those selected to receive grant funding include: Team NEO, JumpStart, NorTech, BioEnterprise, and MAGNET.

ARTS/CULTURE/ATTRACTIONS – Moderator, Mark Scheffler, Leadership Akron

This group included Tamera Brown, from the Cleveland Convention & Visitor's Bureau, Lexi Robinson, PR/marketing coordinator for Geauga Lake & Wild Kingdom, and Eric Belden, sponsorship manager for the Pro Football Hall of Fame Festival. Lexi informed the audience that Geauga Lake & Wildwater Kingdom, located 31 miles southeast of Cleveland, serves as one of the area's most affordable family entertainment venues. With ten roller coasters, two children's areas and a new huge waterpark, Geauga Lake & Wildwater Kingdom has enjoyed newfound growth under the direction of Cedar Fair, L.P., which also owns Cedar Point in Sandusky. As the typical guest of Geauga Lake lives within 100 miles of the park, Lexi said that Geauga Lake & Wildwater Kingdom creates local partnerships and community programs that help to drive economic impact and be upheld as a good neighbor within the Northeast Ohio region.

Eric Belden reported on the recent results of a comprehensive economic impact survey conducted during the 11 days of the 2005 Pro Football Hall of Fame Festival which was sponsored by the Canton Regional Chamber of Commerce, Pro Football Hall of Fame Festival, in conjunction with the Pro Football Hall of Fame and the Canton/Stark County Con-

vention & Visitors' Bureau. The festival was enjoyed by more than 700,000 people. The survey revealed an annual economic impact estimated at \$26.7 million on Canton/Stark County, and a \$48.4 million economic impact by the Festival on the State of Ohio. Belden said these figures reflect expenditures only by non-locals who came to the area specifically to participate in the Festival, and do not include an additional \$7 million expended by local citizens who enjoyed the festivities.

Tamera Brown reported that the region's Arts & Culture industry generates \$1.3 billion dollars annually and employs 3,700 FTEs. She noted that the tourism potential for the industry is enormous. Of the cultural visitors 43% reported visiting an historic site, 30% a museum and more than 20% live theatre, art galleries or ethnic/heritage festivals. She touted the benefits that could result from a regional approach to marketing such assets as Cedar Point, Pro Football HOF, Oberlin, the Cuyahoga Valley National Park and the many art museums. A regional approach is more appealing to national and international travelers, and she suggested packages like Great Lakes North America, the Underground Railroad, Amish Country and Urban Experiences. She noted there is power in numbers relative to data mining, research, media buying and development of an on-line ticketing resource.

PARKS/PATHS/CANALWAYS – Moderator, Fran Wells, Leadership Stark County

Paul Labovitz, program leader, Rivers & Trails, National Park Service, Steve Madewell, deputy director, Lake Metroparks, and Elaine Marsh, project director, Ohio Greenways, led this session. National Park Service representative Labovitz outlined the national and international movement to connect communities with greenways. He said that greenways offer more than recreation and conservation and that their economic benefits provide significant contributions to a community or region as part of a well-thought-out infrastructure. They provide an enhanced quality of life and are a good investment. They address issues beyond recreation and conservation and are part of an open space network that is an important component for a healthy and vibrant community.

Elaine Marsh from Ohio Greenways defined greenways as linear open spaces established along either a natural corridor, such as a riverfront, stream valley, or ridgeline, or overland along a railroad right-of-way converted to recreational use, a canal, a scenic road, or other route. They include any natural or landscaped course for pedestrian or bicycle passage; open-space connectors linking parks, nature reserves, cultural features, or historic sites with each other and with populated areas; and locally, certain strip or linear parks designated as a parkway or greenbelt. Ohio Greenways is a project established to research greenway issues, to educate Ohioans on the vast benefits of greenways, to provide technical assistance to greenway projects and to devise strategies to expand greenway development in Ohio. The project has assisted many local and regional planning efforts and educated many hundreds of Ohio citizens. The project has produced studies and maps and has collected data on greenways and greenway benefits.

Lake Metroparks director Steve Madewell explained that his park district consists of 36 parks, facilities, and properties, encompassing a total of 7,289 acres (including 6,026 owned acres, 731 leased acres, and 532 acres of land easements). Its boundaries are coterminous with the boundaries of Lake County, Ohio, located immediately east of Cuyahoga County. The southern shoreline of Lake Erie forms the northern boundary of the park district. It offers more than 41 miles of trails, including a 4.8 mile bike/hike trail which is part of the Rails to Trails initiative. The Grand River corridor has protected status but no trail plans.

SITE VISITS

Leadership Lorain County alumni guided participant groups of 40-50 who were bused to one of eight interesting sites throughout Lorain County to learn firsthand about innovative initiatives and regional relationships and connections within a variety of sectors. The sites were: A.J. Lewis Environmental Center at Oberlin College, Community Health Partners/Ireland Cancer Center, Invacare, Lorain National Bank, Lorain Port Authority, National Association of College Stores, Nordson Corporation, and Ross Environmental.

A.J. LEWIS ENVIRONMENTAL CENTER AT OBERLIN COLLEGE – Led by Lynn Koster

Cheryl Wolfe Craigin, facilities manager, welcomed the group to Oberlin College's centerpiece laboratory for environmental education. Designed by renowned architect William McDonough, winner of the first Presidential Award for Sustainable Development, the 14,000 square foot building was opened in 1998. It was the brainchild of David Orr, a nationally-known expert called an "environmental guru" by *The New York Times*, who was the longtime chair of Oberlin's environmental studies program.

Inspired by Orr's vision and direction and Oberlin's dedication to the project, Adam Joseph Lewis, for whom the building is named, provided leadership support by contributing the initial \$1 million for the building with additional support from the Lewis family, bringing the total family commitment to \$3.25 million. At the building's opening Lewis said, "For many years I have searched for examples of where one can give as much to his environment as one takes. This center is a paragon of environmental design. Each part and process of the building gives and takes. I am so pleased to support the center, and more pleased that we will all continue to learn from it."

The area around the building features a variety of constructed ecosystems native to the area including a wet forest and wetland, and permaculture landscaping. The building provides onsite wastewater treatment and combines traditional treatment technology with the purification capabilities of a wetland ecosystem, which allows the water to be used in non-potable sources throughout the building. The building's photovoltaic cells allow it to be a net energy producer for portions of the year. It is equipped with motion-sensitive lighting, triple-paned windows, energy-recovery ventilators, ground-source heat pumps, and passive heating to reduce energy needs. The building orientation and large amounts of south-facing glass fully utilize the heating power of the sun. The building used sustainably harvested wood, and carpet tiles made from recycled materials. To improve air quality only low-emitting materials were used, and operable windows were installed. It is equipped with 150 environmental sensors to monitor building systems and ensure efficient performance.

COMMUNITY HEALTH PARTNERS (CHP)/IRELAND CANCER CENTER – Led by Jen Trammel

Mark Nosacka, president and CEO of CHP, and Joan Cikra, administrative director of the Ireland Cancer at CHP welcomed this group. They explained that the cancer program at Community Health Partners works in partnership with the Ireland Cancer Center of University Hospitals of Cleveland to offer state-of-the art advanced care to patients in Lorain County and surrounding communities. The center offers medical oncology, radiation therapy, and a robust complement of integrative therapies through the Center for Body, Mind & Spirit. Their goal is to be able to meet the majority of the cancer care needs, all in one community location. When additional resources or expertise are required, there is ready access to a tertiary academic center with a cadre of cancer care specialists to support the community team.

At the Ireland Cancer Center at Community Health Partners, medical oncology is provided through a proprietary based private practice, Hematology Oncology Center, Inc. The radiation oncologists are faculty of University Hospitals of Cleveland, while the staff of the radiation department and the Center for Body, Mind & Spirit are CHP employees. In this day and age of partnering, joint ventures, and collaborative relationships, overseeing the clinical quality across the continuum is paramount. As an affiliate of the Ireland Cancer Center, the highest standards of clinical care are ongoing, consistent and evident.

Located within the Ireland Cancer Center at Community Health Partners is the Center for Body, Mind & Spirit. With an appreciation for the mind-body connection, the center offers extensive support services to complement cancer treatment and enhance quality of life by focusing on the psychological, emotional, spiritual and social aspects of healing. Programs and services are available at no cost to anyone in Northeast Ohio touched by cancer.

INVACARE – Led by Judith Crocker

Gerald Blouch, president and COO, welcomed the group to Invacare's Taylor Street plant in Elyria. He was assisted by Jim Dowdell, HR specialist, and Karen Chapple, director of Safety and Health. Invacare is the global leader in

the \$6 billion home medical product industry. Mal Mixon has led the company since 1979, when he and a group of Cleveland-based investors bought Invacare from then-parent Johnson & Johnson. Invacare is headquartered in Elyria, Ohio, and has manufacturing plants in the United States, Australia, Canada, Denmark, Germany, France, Mexico, New Zealand, Portugal, Sweden, Switzerland and the United Kingdom.

The company conducts business in more than 80 countries around the world and has the largest distribution network in the industry. Invacare is organized in three geographic segments: North America, Europe and Australasia, and groups its products into four distinct product categories: standard, rehab, medical supplies and respiratory. The product line has expanded dramatically to include all types of equipment and supplies used for home health care. While Invacare has a track record of proven results, the company is still looking for opportunities to grow. Visitors to their impressive showroom had an opportunity to see many of the company products.

LORAIN NATIONAL BANK – Led by Fran Bostwick

Peter Catanese, senior vice president of marketing, arranged this site visit at Lorain National Bank, which has served its core market since 1905. As part of LNB Bancorp, a \$780 million holding company, the bank serves the ten communities of Lorain, Elyria, Amherst, Avon, Avon Lake, LaGrange, Oberlin, Olmsted Township, Vermilion and Westlake located in Ohio's Lorain, eastern Erie, and western Cuyahoga counties. The group then learned about bank supported projects from Evelyn France, Economic Development Director for North Coast CDC.

Lorain National Bank established a wholly-owned subsidiary, North Coast Community Development Corporation, which received its Community Development Entity (CDE) status from the United States Department of the Treasury in 2002. North Coast Community Development Corporation's mission is to provide commercial investment in low- and moderate-income communities. North Coast Community Development Corporation was awarded \$9 million in New Markets Tax Credit allocations in 2002 and began making investments during 2004 in low- and moderate-income census tracts in Lorain County. The group visited a North Coast-supported success story, St. Joseph Community Center, a former hospital that now houses multiple community agencies.

LORAIN PORT AUTHORITY – Led by Paul Balcom

Richard Novak, executive director, told the group that the Lorain Port Authority was created in 1964. It was the second port authority created in the State of Ohio. Ohio's port laws were actually patterned after the Port of New York-New Jersey. Currently there are over 40 port authorities in the State of Ohio. Each is unique. There are water ports, railroad port authorities, economic development, and even brownfield port authorities.

Because of its location on Lake Erie and proximity to raw materials for the production of iron and steel, Lorain's waterfront evolved as a major industrial terminus with shipyards, steelmaking facilities and railroad storage sites. Following the major recession in the early 1980's and loss of several major industries and thousands of jobs, Lorain's waterfront became the focus for diversification of the local economy.

One of the first projects to evolve was Spitzer Lakeside Marina. This \$6.5 million Marina with 600 slips transformed Lorain's near eastside waterfront to a tourist destination. This project was followed with several additional projects including Lakeside Landing, the Black River Wharf Launch Ramp, and the Riverside Park renovation, done to enhance public accessibility to the lakefront and riverfront.

In 2002, the Port Authority constructed the \$6.5 million Black River Transportation Center at Black River Landing, a former railroad and iron ore storage yard. This project also is the site of many of the community's major summer festivals and events such as the International Festival and PortFest. These summer events have attracted as many as 300,000 people to the waterfront. Overall the Black River Landing Project was developed to link downtown to the waterfront. It is also envisioned as a major transportation link to Cleveland via commuter rail. It is also planned as a hub for possible streetcar line development interconnecting businesses and development projects within the downtown area.

A unique aspect of the site includes the environmental enhancements which were incorporated into the site's design, including an Aquatic Fish Shelf to improve fish habitat along the river's edge. The Port Authority has also partnered with the U. S. Army Corps of Engineers and The Lorain County MetroParks to develop the 58-acre lakefront dredge spoils site. Planning for the site is currently underway.

NATIONAL ASSOCIATION OF COLLEGE STORES – Led by Jeff Neal

Brian Cartier, NACS CEO, welcomed these site visitors to the organization's facility in Oberlin. Frank Sulen, vice president and treasurer, planned for and assisted with the tour experience there. NACS is the professional trade association representing the \$11 billion collegiate retailing industry. The organization includes over 3,100 college stores in the US, Canada and 34 countries, and 1,100 associate members who supply products and services to college stores.

The site is also a distribution center for NACSCORP, a subsidiary organization originally founded to provide college stores with hard-to-find titles but which now offers a wide variety text and trade books as well as software, peripherals and other supplies needed by college bookstores and independent booksellers.

The organization has a charitable arm, the NACS Foundation, that supports industry research, educational programs, and professional development while focusing on the future vitality of the college store industry through forums and summits. Two other innovations of the organization include the creation of PartnerShip, a discounted shipping service to for its members, 25 other national service associations, 16,500 other small-to-medium sized businesses, and Campus Computer Resellers Alliance (CCRA) a special-interest group for computer product resellers that sell mainly to students.

NORDSON – Led by Margo Hirth

Corporate vice president Doug Bloomfield and Cecelia Render, manager of the Nordson Corporation Foundation, welcomed the group to the Amherst Campus of the company and conducted the facility tour. Participants learned that with direct operations in 30 countries worldwide, the Westlake, Ohio-based Nordson Corporation is the world's leading manufacturer of systems that apply adhesives, sealants and coatings during manufacturing operations.

Founded in Amherst, Ohio, in 1909, the company initially specialized in high-volume, low-cost screw machine parts for the emerging automotive industry. Reorganized in 1935 as the U.S. Automatic Corporation under the direction of Walter G. Nord, the company shifted its production emphasis to lower-volume, high-precision parts that were critical in supporting the US defense effort during World War II. In the 1960s their experience in heated coatings technology led to the development of equipment to apply thermoplastic adhesives, commonly called hot melts, for case sealing, cartoning and product assembly operations. The entire U.S. Automatic operation became the Nordson Corporation. Later, cutting-edge technologies in painting processes established Nordson as a technological leader in the paint finishing industry.

The company's continued growth is based on a customer-driven strategy that is global in scope. With this in mind, Nordson began an aggressive campaign in the 1980s to acquire companies that would strengthen its position as a leader in technology, product quality and customer service. Since then, Nordson has acquired ten companies that helped to enhance its adhesive dispensing product line and expand its presence in emerging high-technology markets. Now a multinational organization with sales of about \$800 million, the company has 3,600 employees worldwide with more than half of its revenues being generated outside the US. It now has three major business segments - adhesive dispensing and nonwoven fiber systems, advanced technology systems, and coating and finishing systems - each supported by a worldwide sales and service network to better serve its global customer base. Encouraged by the success of its acquisitions, Nordson continues to look for opportunities to grow and improve its product offerings to continually meet the needs of its customers.



Nordson tour group

Walter G. Nord, the company founder, established the initial foundation based on a philosophy of corporate giving that has been carried through more than four decades and is shared by Nordson's management team today. That philosophy states "Nordson Corporation, as a corporate citizen of communities where it does business, will recognize its social responsibilities by sharing its financial success in ways that improve the quality of life for its employees, their families and its neighbors." As the company grew in size and geographic scope, it adopted the policy of setting aside an average of 5 percent of domestic pretax earnings for philanthropic purposes in all U.S. communities where Nordson has major facilities, including Lorain and Cuyahoga counties in Ohio; the Greater Atlanta area in Georgia; Providence, Rhode Island and Southeastern Massachusetts; and San Diego County, California.

ROSS ENVIRONMENTAL – Led by Maggie Kelch

Company president Maureen Cromling welcomed the group, which had a two-step experience. Ms. Cromling told the group that the Ross companies have been based in Lorain County for more than 55 years. The companies include Ross Environmental Services, Inc., Ross Incineration Services, Inc., and Ross Transportation Services, Inc. They are privately held. Maureen Ross Cromling and her husband William E. Cromling II reside in Eaton Township. The companies utilize state-of-the-art technology to provide environmental services to industries. The safe management and disposal of hazardous waste from industry is vitally important to protecting the environment. The Ross companies are part of the solution to pollution by providing safe and reliable waste management services to industry through the utilization of cutting-edge technologies.

The tour visited Ross company facilities in two locations: the Ross Environmental Business Center in the Great Lakes Technology Park at Lorain County Community College, and the Ross Incineration and Ross Transportation facility in Eaton Township. Facility tours at both locations were conducted by associates of the Ross companies who are graduates of Leadership Lorain County. Both facilities incorporate state-of-the-art technology.

The Business Center is an example of modern workplace concepts put into action. Extensive research, focused on office concepts of the future, led to the design of a welcoming, residential-like facility where virtually all workspaces serve as business tools. In Eaton Township, Ross Incineration Services operates one of the most advanced hazardous waste incineration facilities in the world and Ross Transportation Services' maintenance facility maintains a state-of-the-art fleet of transportation vehicles.



Ross Environmental visitors

EVALUATIONS

Evaluations were completed at the conclusion of the day and collected as participants departed. There was a 56% return rate or 213 of 380. It was clear that the participants felt that Regional Day was successful in achieving its goals:

Using the scale of 1 = strongly agree 2 = agree 3 = disagree 4 = strongly disagree:

The Regional Day ...

- Expanded my regional knowledge - 1.77
 - Provided an opportunity for interaction with other regional leaders - 1.74
 - Increased my knowledge of regional assets - 1.82
 - Increased my understanding of economic drivers - 1.88
-

The number of evaluations returned by program:

Akron - 18	Geauga - 9	Portage - 1
Ashtabula - 17	Lake - 8	Stark - 23
Cleveland - 16	Lorain - 25	Unlimited - 11
Cleveland Bridge Builders - 32	Mahoning Valley - 13	No Answer - 4
Columbiana - 9	Medina - 27	

When asked if Regional Day added value to their leadership program experience, the average response was 1.04. The particular percentage responses were:

- (1) YES - 93.7%
 - (1.5) Somewhat/a little - 2.7%
 - (2) NO - 3.2%
 - No Answer - 0.4%
-

When asked to identify the top 3 benefits to them of participation in their local community leadership program the responses from most to least frequent were:

- 129 Networking
 - 143 Awareness of community assets/issues/resources
 - 83 Increased knowledge
 - 81 Personal/professional growth
 - 66 New experiences/opportunities
 - 42 Making a difference/involvement
 - 24 Discovering commonalities
 - 21 Collaboration
 - 12 Skill building
 - 9 Fun
 - 2 Other - Increasing self awareness - learning with a group
-

Highlights

Participants identified the highlights of the day as: the speakers, including Ned Hill, Joan Riehm and Jeff Sharp, the site visits, the breakout sessions and the networking and discussions with other regional leaders.

Recommendations

Top suggestions to improve the day included more time for interaction and discussion, having some choice in break-outs and site visits, more time for the site visits, and more time for speakers.

GREAT IDEAS

Participants were asked to identify “great ideas” that they heard or that occurred them. Some examples are listed below.

Arts/Culture/Attractions

- Promote golf packages
- Promote NEO
- Jazz up history
- Regional activities calendar
- Move Rock Hall induction to Cleveland
- Educate citizens – start young
- Include all parts of the region

Economic Development

- Funding JumpStart
- Examples like Synapse – they did it!
- Regular communication
- Marketing
- Personal outreach
- Creation of entre development
- Resources to assist – HR, etc.



Participants at Spitzer Center

Education

- College 360
- Internships
- Make education a priority on state/federal agenda
- Encourage kids to go to college
- Build community college system
- Elect officials that support education
- Work toward changing the funding mechanisms
- Reward competence

Parks, Paths, Canalways

- Do park districts work together? What are they? What do they do?
- Park districts preserve natural resources & develop amenities
- Lake Metropark preserves streams
- We don't think of the economic impact - \$8.5 million in Northeast Ohio
- Focus on developing and maintaining area to combat Brain Drain
- Water quality benefits – flooding has less impact when protecting and repairing waterways is a priority
- Protect and value green infrastructure for exercise and health reasons as well as beauty
- Greenway potential - connects people to place
- Ohio is #2 in the nation for destroying wetlands and #1 in nation for destroying farmland
- Wildlife-related recreation in Ohio is a \$3 billion industry and has 12,000 full-time jobs
- Towpath trail construction is a \$7 million investment by the National Park System
- Wetlands – NO NET LOSS is a loss
- Sprawling developments
- Consider green infrastructure – promotes waste absorption – look at needs of community
- Trees – increase property value, are valuable as single trees in urban areas – “uptake” air pollutants



NEO REGIONAL LEADERSHIP TASKFORCE

October 30, 2006

Cleveland State University – Wolstein Center – Conference Center – 4th Floor

2000 Prospect Avenue, Cleveland, OH 44115

REGIONAL DAY AGENDA

Powerpoint presentations and video of speakers available at www.neolead.com/regionalday.htm

- 6:00 -7:00 AM Programs depart from local sites
- 7:30-8:00 AM Registration – Continental Breakfast
- 8:15 Overview of Day
- 8:20 Welcome – Cleveland – Mayor Frank Jackson
- 8:30 Welcome to CSU – Dr. Michael Schwartz
- 8:40 Regional Vision Awards – Dr. Roy Church and Rob Briggs – Dr. Luis Proenza, presenter
- 8:45 Asset Slides/Regional Dialogue
- 9:30 Keynote Address – Regional Equity - dr. john powell, The Ohio State University
- 10:00 Break – move to Breakout sessions – Regional Initiatives – Mini Panels
- 10:15
- A. Economic Development
 - B. Healthcare
 - C. Education
 - D. Arts/Culture/Sports
 - E. Government
 - F. Downtown Revitalization
 - G. Parks/Paths/Environment
- 11:15 Return to West Wing Conference Room and to original table
- 11:25 Agricultural Economy of Northeast Ohio – Dr. Jeff Sharp, Ohio State University
- 11:45 NEO Regional Economic Drivers – Dr. Ned Hill, Cleveland State University
- 12:15 Move to Assigned Lunch Table – 3rd Floor Concourse – Prospect Ave Side - Share great ideas heard
- 1:00 Depart for Site Visits
- 1. Yellow - Lubrizol
 - 2. Green - CCF Innovation
 - 3. Pink - Regional Sewer District
 - 4. Lt. Blue - EcoCity
 - 5. Red - University Circle
 - 6. Purple - Rock Hall
 - 7. Navy - E. 4th Street
 - 8. Gold - Tri-C
- 3:00 Return from sites – Break – 4th floor lobby
- 3:15 Roundtable discussion – Impact of Day /Lessons Learned – West Wing Conference Room
- 4:00 Evaluation and departure

WELCOME

Cleveland State University president, Dr. Michael Schwartz, welcomed the participants to the university campus and emphasized the importance of Regional Day. He noted that the interaction of the region's community leadership programs was in line with Northeast Ohio's institutions for higher education who are deeply involved in regional collaboration. On a personal note, he explained that he was going directly from the stage to the University of Akron to see his daughter defending her dissertation for her doctorate in education. Mayor Frank Jackson welcomed the group to the city of Cleveland. He cautioned them that business as usual won't work anymore and said that it was time for action. He noted that if we want a different outcome for the region's economy, we will have to behave differently in the future. Mayor Jackson indicated he felt that regional economic strategies, not regional government, would ensure that outcome.

SPEAKERS

In her introductory remarks for the first keynote speaker, Kathryn Wertheim Hexter, director for the Center for Civic Education at CSU and coordinator of the Northeast Ohio Research Consortium, referenced two relevant findings in the recently issued summary of the Voices & Choices initiative. The report found appreciation for the diversity among people and cultures in the region but observed that we have a long way to go on issues of regional equity. Issues, Ms. Hexter observed, that as an international authority on issues of race, ethnicity, poverty and the law, dr. john powell was eminently qualified to address. Powell is the executive director of the Kirwin Institute for the Study of Race and Ethnicity at The Ohio State University where, he also holds the Williams Chair in Civil Rights and Civil Liberties in the College of Law.



dr. john powell

Calling the meeting itself phenomenal, **dr. powell**, who does not capitalize his name, said that with Regional Day, the Fund for Our Economic Future and Voices & Choices, Northeast Ohio has a growing regional infrastructure that gives it the best chance of all the Rust Belt regions to turn things around. He referenced a book called *The Company, A Short History of a Revolutionary Idea*, whose premise is that what propelled the development of the Western economy past China and the Middle East was the rise of the limited liability company where different people pooled resources and learned to work together. He drew a parallel that regions who learn to effectively work together will propel themselves into the 21st century and prevail in the face of globalization. He warned of the danger of basking in past achievement, observed that successful companies and communities are constantly called upon to reinvent themselves, and shared a favorite saying "don't be the last one into the future."

He observed that Northeast Ohio is one of 20 to 30 Rust Belt regions struggling with reinventing themselves. While noting there are many obstacles to necessary collective action in structural, economic and personal terms, powell asserted that one of the issues facing the country and these regions is race. He suggested that race is really the undercurrent driving dysfunctional land arrangements, and called for rational open discussions about race and the development of relationships that will allow the entire region to move forward. His slides demonstrated that Ohio is in the heart of the Rust Belt and is continuing to lose population and jobs. He discussed several issues that reduce economic competitiveness including sprawl, fragmentation, education and housing.

Relative to sprawl, he mentioned models used in Washington, Oregon and Maryland and called upon Ohio to develop a rational relationship between the use of land, population growth and the use of limited public and private resources. In the area of fragmentation, he urged communities to stop fighting with people who are on the same team and to develop plans on how to grow together, rather than dividing up what we currently have. Powell explained that the pattern in public education is that the poorest schools are also the most racially segregated, that local initiatives are incapable of finding the required solutions, and that regional cooperation will be required. He cited the success of reconfiguring schools in the North Carolina Research Triangle that doubled the performance of black children, and tripled that of Latinos while continuing the gains for whites. Powell noted that housing policy is directly related to school policy, and is also linked to transportation and jobs, and called for leaders to think about these issues at a regional level. He suggested several possible strategies: targeting turning points by having anchor institutions work with neighborhoods; identifying cluster opportunities; and strengthening anchor institutions and building coalitions by involving the "unusual" suspects.

Regional cooperation is the key, not necessarily regional governance, Powell asserts. He observed that there might be some merit in getting the Rust Belt regions together, and highly recommended gathering Ohio's eight urban regions to look at common issues. Finally, Powell noted that our fates are linked, that we are in this together, and that if we learn how to work together effectively we can have a powerful impact.

Dr. Pat Book, Vice President for Regional Development at Kent State University, introduced keynote speakers **Dr. Jeff Sharp**, associate professor of sociology from The Ohio State University who specializes in the urban-rural interface, and Dr. Edward W. Hill, Vice President of Economic Development at Cleveland State University and Distinguished Scholar of Economic Development in the Levin College of Urban Affairs.

Sharp noted that farming has changed substantially over the last century. The most obvious change, he reported, has been in the structure of agriculture production, namely a decline in medium-sized farms and growth of large and small farms. There has been a persistent decline in family farms or those where the farm owners supply the needed labor and earn enough to support the family. Farmers more and more need to supplement their incomes with off-farm employment.

Jeff focused on describing the structure of agriculture in Northeast Ohio, including a discussion of changes in the number of farms, size of farms, commodities produced, etc. Sharp outlined the economic importance of agriculture to the region, as well as the importance of farmland for providing various environmental and social amenities. He also identified some of the opportunities and challenges of farming in regions that are in close proximity to large, urbanized areas. He discussed the loss of farmland, opportunities for local food system development, and the general persistence of agriculture. He provided a snapshot of farming in Northeast Ohio, explained its significance to the region, and outlined some of the important challenges it faces in the future. Dr. Sharp's slides are available on the Regional Day page of www.neolead.com.

Ned Hill said he had been asked to outline the region's competitive advantages, its challenges and how to fix everything in thirty minutes! He began by saying that Northeast Ohio is in the middle of an economic challenge that was being emphasized in the current election campaign, and that the economy here looks very different than it did 10 to 15 years ago.



Dr. Ned Hill

He said that economic development competition now, and for the next 20 years, is going to be a war about talent. The challenge before the region is how to become important or "sticky" to companies. He suggested becoming important to growing the top line of the income statement, while keeping the middle line efficiencies gained in recent years in balance, is the key. Northeast Ohio can't do that as a low-cost area and needs to emphasize where it is locally thick with talent and world supply is thin. Hill sees those areas as chemistry, including paints coatings, and adhesives and consumer products because of a strength in industrial design.

Looking at economic performance using 1997 as a base, our economy has grown 12.5%, Hill said, but the nation's economy grew twice that much. The cause of the poor performance, he alleged, is the lack of new companies, lack of entrepreneurial firms and too many of our products nearing the end of the product cycle. Lack of technology is not the issue, said Hill, calling the region technology rich. He warned against worshipping at the technology altar, observing that people buy products, not technology. Hill reported that Ohio's share of GDP has declined from 6.7 to 5.5 % with auto remaining the same. He differentiated between old domestic and new domestic auto manufacturing and noted that the Northeast is home to the old domestics, which are in decline, while successful new domestics, like Honda, are doing well.

Citing Dr. Ziona Austrian's work, Hill revealed that manufacturing and headquarters/management are the region's strengths. Privately held, large-cap companies account for the headquarters/management strength. While the health care sector is growing in the region, he said it is because we are well insured and have an aging population. Dr. Hill used humor throughout the presentation with cartoons that illustrated important economic lessons. His slides are available on the Regional Day page at www.neolead.com.

In analyzing where the region is doing well, Hill said bright sectors include household appliances, environmental technology, back-office operations for banking, and insurance carriers. Research and development does well, along

with industrial design services. In the IT area, solutions-oriented technology for industries where we are deep also holds promise, said Hill, giving software that controls motor freight as an example, along with polymers, liquid crystals and fuel cells. Hill suggested the following legislative agenda to benefit Northeast Ohio: accelerate the CAT tax; end legislative term limits, or at the very least extend them; stop gerrymandering and create competitive legislative districts; tell the truth about K-12 funding; provide incentives for closer ties between higher education and business, and create incentives for regional tax sharing. As he did for Regional Day III, Dr. Hill outlined six major challenges to economic competitiveness in the region, and identified four reasons for our poor economic performance. These are summarized on page 9 along with his analysis of five different types of companies.

BREAKOUTS

Participants were assigned to one of seven breakout groups. Six of the groups had about 50 participants, and the arts/culture/entertainment group had 100. The breakouts were developed around systems or themes that are common to many of the CLPs: economic development, health care, education/workforce development, arts/culture/entertainment, downtown revitalization, government, and parks/paths/environment. Participants remained in the same track for both the breakout discussion and afternoon site visit. Taskforce members served as moderators for the breakout sessions with leading content experts, who were representative of the participating programs served by the leadership programs, made up the presentation panels.

ECONOMIC DEVELOPMENT – Moderators, Steve Minter, Levin College, Cleveland State University, and Bill Sharp, Leadership Unlimited (Richland County)

Robert “Rob” Briggs, Tom Waltermire and Bob Cohen presented three perspectives on Northeast Ohio in the area of economic development. Bob Cohen noted learning about other parts of the region and better appreciating the assets of our region are among the Regional Day goals, and that understanding the resources available to start-up businesses through the Edison Technology Incubator program is a step toward these goals. He explained that the term “economic development” incorporates a broad range of initiatives, including enhancing infrastructure, increasing accessibility to resources, and promoting business retention, expansion, and attraction. The focus of many programs is fostering new business start-ups; hence the term, “incubator.” It is generally agreed that some of the greatest potential for rapid growth or “scalability” comes in the areas known as “high tech.” These include information technology, alternative energy, advanced manufacturing, bioscience, and polymers. These two concepts of “incubator” and “high tech” intersect with the Edison Technology Incubator Program. The Ohio Department of Development provides funding directly or indirectly to a number of incubation programs, most of which involve physical sites. Seven out of the twelve total Edison-funded incubator programs are located in Northeastern Ohio, making our region potentially one of the most fertile grounds for technology business start-ups in Ohio and in the nation.

HEALTH CARE – Moderators, Marta Stone, LEADERShip Ashtabula Co., and Bob Faehnle, Leadership Geauga Co.

Panelists – Richard Frenchie, president and CEO, University Hospitals Geauga Medical Center, Barbara Riley, general manager public health, Metrohealth Center for Community Health, and Dr. David Allen, dean, Northeastern Ohio Universities College of Pharmacy (NEOUCOP). Frenchie explained that University Hospitals Geauga Medical Center was founded in 1952 and formally aligned with University Hospitals in 1995. He said that the hospital has recently intensified its product offerings to further evolve as a regional health care destination site and that the University Hospitals affiliation has paid great dividends by accommodating growing numbers of residents and workers who demand high-quality, state-of-the-art services that are often unavailable in a community hospital setting. Significant investment – both in terms of technology, health programs and physician development – have resulted in Cardiac Catheterization and Vascular Laboratories, a Center for Women’s Health, digital MRI system, Center for Spine and Orthopaedics, expanded Emergency Center and, soon, bariatric surgery and interventional cardiology and open heart surgical services. Frenchie observed that health care is truly a local phenomenon, with patients expecting access and convenience to a full array of sophisticated services close to home. Geauga Medical Center serves as an “eastern hub” of activity for Case Medical Center in University Circle, which provides subspecialized tertiary and quaternary care. This regionalized approach to health care helps in collectively realizing the goal of creating healthy communities, and in terms of economic development, has created significant new value and spurred sustained growth.

Dr. Allen explained that NEOUCOP will offer the only doctor of pharmacy program in Eastern Ohio in partnership with a consortium composed of The University of Akron, Kent State University, Youngstown State University and Cleveland State University. While applicants from institutions across Ohio and nationwide will be considered for admission, students from partnering universities will receive preferential consideration. The new school will focus on the interdisciplinary education of future pharmacists and physicians in an integrated environment with the Northeastern Ohio Universities College of Medicine (NEOUCOM). Pharmacy and medical students will join in educational experiences in the classroom, laboratory and practice settings, when appropriate. Dr. Allen reported that NEOUCOP has recruited an outstanding administrative team and faculty who have a strong desire to facilitate student learning, to advance the profession of pharmacy, and to utilize interdisciplinary education to prepare students to emerge as exceptional pharmacist patient-care providers. The inaugural class will begin in August 2007 and graduate in May 2011.

EDUCATION – Moderators, Gail Stumphauzer, Leadership Lorain Co., and Lynette Rawlings, Leadership Columbiana

Panelists – Dr. Roy Church, president, Lorain County Community College, Jessica Borza, COO, Columbiana/Mahoning County One Stop, and Louise Caldron, executive director, Partnership for Education in Ashtabula County (PEAC). Dr. Church shared information about NOCHE, the Northeast Ohio Council for Higher Education, the representative body and service organization for universities and colleges in a 14-county region including Ashland, Ashtabula, Columbiana, Cuyahoga, Geauga, Lake, Lorain, Mahoning, Medina, Portage, Stark, Summit, Trumbull and Wayne.



L to R – Jessica Borza, Dr. Roy Church, Louise Caldron

Louise Caldron explained PEAC’s mission is supporting initiatives and promoting partnerships that enable Ashtabula County schools to achieve excellence. PEAC identifies and supports best-practices initiatives that promote improved student achievement, community engagement, and efficient and effective school operations. Ms. Borza outlined how the Mahoning, Columbiana and Trumbull County One Stop operations cooperate in regional workforce development. The effort involves three counties, four career centers, four university campuses, two workforce investment areas and two department of development regions. She noted that in spite of their own confines (real or imagined), they work collaboratively because it makes sense for their customers-employers and job seekers, who are not bound by county lines. She said workforce development is economic development and that employers are not drawn so much by incentives and tax breaks anymore. They want to know about the education and skills of the workforce. Borza posited that it is everyone’s responsibility to encourage continuous education and lifelong learning in order for the region to become competitive in the global market.

GOVERNMENT – Moderators, Mark Scheffler, Leadership Akron, and Karen Stacey, Leadership Mahoning Valley

Panelists – David Akers, founding partner of NEOSO, Jay Williams, mayor, City of Youngstown, and Karen Doty, law director, Summit County. The government breakout session focused largely on how cities can leverage resources to successfully operate in Northeast Ohio. The importance of understanding how best to promote regionalism and through what means was also discussed. Leveraging of community, county and regional resources has brought much success and savings to local and regional governments’ constituents. Youngstown Mayor, Jay Williams kicked off the morning’s panel with a fact that many of Northeast Ohio’s major cities can relate to, in 1990 Youngstown had a population of 95,000 and by 2000 it had dropped to 82,000. Even though this major population change can be attributed to sprawl, Mayor Williams expressed a great appreciation for Youngstown’s suburbs. Unlike Columbus who has annexed much of its surrounding land, Youngstown is looking to Akron as a model for creating a Joint Economic Development District (JEDD). A recent Ohio Supreme Court decision, *Bakies v. Perrysburg*, determined unanimously that a municipality has no obligation to provide water or sewer service to non-residents, whether it is an individual or an entire suburban city. This gives Youngstown the final bit of leverage they may need in completing their JEDD. Using water and sewer services as a tool to create consensus and sharing in greater Youngstown will help the region compete. Mayor Williams went on to say that Youngstown is not interested in annexation and that he wants the suburbs to maintain their quality of life.

David Akers, founder of the Northeast Ohio Sourcing Office (NEOSO), brought some huge figures to the table. The combined annual budget of Northeast Ohio's 13 county footprint is between \$40 and \$50 billion, two times the budget of the State of Ohio. Mr. Akers went on to explain that with an annual budget of this size we should be able to receive the economies of scale of a Fortune 300 company. This is where NEOSO comes in; they aggregate their members' buying power and help save them money. Local governments do not have the luxury of having world-class back-office services, but with NEOSO, governments can begin to see savings. One of the key features of being a member of NEOSO is a savings in the amount of paperwork that is usually required of government branches. This allows employees to be out doing what it is they should be doing—fixing cars or salting roads—not filling out purchase orders. For example, South Euclid is saving approximately \$25,000 this year through the reduction of man-hours spent on filling out paperwork. NEOSO also offers contract organization and phone bill configuration. They are helping to extract the economies of scale out of government so that government can better focus on their residents' needs.

Summit County Law Director Karen Doty spoke to the difficulty of creating a charter, and what some of the successes have been with Summit County's charter. The success is with the charter's ability to do non-traditional things. Mayor Don Plusquellic's success in introducing a JEDD has helped to bring in other joint services for Summit County. For example, they just purchased an 800-megahertz communication service station with their homeland security money. With this new system there is a regional radio station so that each community doesn't need to shoulder the costs of purchasing and maintaining their own emergency radio system. Another area of discussion amongst Summit County is the consolidation of 911 dispatch services; there is no pressure to join, which has created a lot of interest in consolidating. Ms. Doty hammered home that regionalism can only be built with trust and by not forcing it down communities' throats.

DOWNTOWN REVITALIZATION — Moderators Lucy Sondles, Leadership Medina Co., and Jim Knauf, Leadership Hudson

Panelists – Pam Miller, Medina City Council president, Adam Fishman, co-principal, Fairmont Properties, and Joe Marinucci, president and CEO, Downtown Cleveland Alliance. Adam Fishman of Fairmont Properties LLC, which deals largely in mixed-use and high-end housing around college campuses, discussed First and Main-Hudson. The project came out of a 1995 Comprehensive Plan for revitalizing the downtown. Several plans were presented to the city, and Fairmont was selected in the summer of 2000. Mr. Fishman also stressed that beautification does pay off. As far as Hudson's original main street in First and Main, some businesses have gone out of business, some have had significant gains, and some have experienced no change. The project brought \$50 million into the downtown, and he asserted if you can't capture part of the \$50 million there is a problem with your operation. When asked about mixed-income facilities he observed that mixed-income development has worked well in many areas, though developers believe it is risky because of the pressure of sellers, and that economic and tax incentives are usually necessary to ensure participation.

Pam Miller, Council President from Medina, was asked about the impact of Big Box Stores and she suggested that towns need to identify what retail opportunities would be distinct from the big box. She also mentioned that the Downtown is not as successful as before the big boxes came in. Adam interjected and talked about how unique offerings benefit your community and encourage cities to have a defined theme.

Joe Marinucci, CEO of Cleveland's Special Improvement District, discussed the implementation of the district. The project was based upon legislation in 1994. The organizational mechanism dealt with working with property owners to assess themselves. The district allows owners to petition the city to be assessed for specific purposes: security, maintenance, marketing, events, or bricks and mortar. The district creates a new governing body, which allows the body to plan for improved services. To begin the process you need to direct business or property owners away from the bottom line of cost and to focus on the desired services. Flexibility and building relationships with property owners is key.

PARKS/PATHS/ENVIRONMENT – Moderators, Chet Bowling, OSU Extension, and Fran Wells, Leadership Stark Co.

Panelists in the session were Dan Rice, president and CEO, Ohio and Erie Canalway Coalition, Julie Green, planner, Mill Creek MetroParks, and Robert Fonte, director, Stark Co. Park District. Dan informed the group that the Ohio & Erie Canalway is a 101-mile regional greenway that promotes the natural, historical and recreational resources along

the Ohio & Erie Canal from Cleveland to New Philadelphia, Ohio. Working in partnership with units of government, chambers of commerce, park agencies, community leaders and nonprofit organizations, the Ohio & Erie Canalway seeks to celebrate the unique heritage of the region while stimulating over \$277 million worth of community and economic development. He outlined the resources along the canalway, and explained how this resource conservation project is stimulating community and economic development.

Mr. Fonte outlined how the Stark County Park District (SCPD) used the regional attractions of the Ohio & Erie Canalway Project and the cooperation of the Cleveland Metro Parks, Metro Parks serving Summit County, the Cuyahoga Valley National Park and numerous local nonprofit groups to develop 25 miles of the Ohio & Erie Canal Towpath in Stark County and leverage this interest to expand the district's trail and land management from 1 mile of trails and 600 acres in 1996 to 60 miles of trails and over 6000 acres in 2006. Part of the overall plan for the Canalway Project includes four visitor Gateway buildings. The first Gateway under construction is in Stark County and includes a library in addition to a Visitor Exhibit Hall and Distance Learning Lab. This facility will be linked to every school in Stark County and potentially to every school in the Canalway.

Julie Green explained that the Mill Creek MetroPark mission is to provide park, recreational, and open space facilities of regional significance. One of these regionally significant efforts is the 11-mile bikeway located in Canfield, and Austintown and Canfield Townships. Constructed on the former Niles and Lisbon Railroad right-of-way, it is part of the Great Ohio Lake-To-River Greenway. The Great Ohio Lake-To-River Greenway Coalition was formed over a decade ago to plan, develop and construct trail projects within Ashtabula, Trumbull, Mahoning and Columbiana counties. Once completed and linked together, the trails will connect the Lake Erie shoreline in Ashtabula to the banks of the Ohio River near East Liverpool. To date, there are over 60 miles of completed trails with proposals for a North Shore Trail, the Western Reserve Greenway, the Niles Bikeway, the Old Warren Bikeway, the Mill Creek MetroParks Bikeway, the Leetonia Greenway Hiking and Biking Trail, the North Country National Scenic Trail and the Little Beaver Creek Valley Trail. The Ashtabula County section of the Greenway has the most miles completed with almost 20 miles of paved trail.

ARTS CULTURE SPORTS – Moderators, Ed Morrison, founder, I-Open and Ellen Cantor, Leadership Lake Co.

Panelists Thomas Mulready, president, CoolCleveland.com, Robb Hankins, president and CEO, Arts in Stark, and Peter Carfagna, chairman, Lake County Captains'. Peter Carfagna, the owner of the Lake County Captains baseball team, spoke about what their organization does to give back to the community and emphasized that Lake County Captains baseball was about affordable family fun. During the length of the Captains season, there are many special nights at the stadium such as heritage night which are designed to bring the community together. The Captains are also very active off the field with charity groups and school programs such as the Captains Reading Program and the Captains Academic Stars. Both programs help keep students and teachers active with academics. The Captains are affiliated with the Cleveland Indians, helping with the connections in the region. People can see young stars develop with the Captains then see them play in the big leagues with the Indians. Carfagna also recognized the presence of the Akron Aeros and Mahoning Valley Scrappers in the regional sports network. Now in their fifth season in Lake County, the Captains plan to stay.

The second speaker was Tom Mulready, creator of the Cool Cleveland website. He began by giving a background of his life and told a story about how he and his wife sold everything they had and moved to Europe, and only returned home when their money ran out. Mulready said, "It's not what you own, but the experiences you have that are important." When he returned he started doing performance art and helped bring a performance art festival to Cleveland that was the biggest in the world at the time. Due to outside pressure and the feeling it could not get any bigger, it was decided to stop the festival. He explained that Cool Cleveland began as an e-mail to visitors to tell them of the five cool things going on in Cleveland that week. The e-mail recipients grew and grew and the more the word got out about Cool Cleveland the more popular it became. It has now grown into an entire website that is more than just entertainment in Cleveland, with businesses and technology groups using it for marketing and as an aid for relocation. Forwarded to colleagues and friends, the weekly e-mail now reaches over 33,000 people across the region, as well as expatriates across the globe. Weekly podcasts provide audio blurbs about cool upcoming events, and a weekly CoolCleveland Kids podcast by a 10-year-old correspondent offers a weekly heads up on cool family events. Monthly soirees allow the virtual CoolCleveland readership to get together, share a



Thomas Mulready

drink and experience culture. Hosted in interesting neighborhoods around the region, these parties bring together up to 1000 people for after-work networking with an open bar and snacks, usually followed by tours of the neighborhood and a ticket to a concert or cultural event.

The third speaker was Robb Hankins, the organizer of “Arts in Stark.” His presentation outlined how the arts can be used as economic development. Their message for development is “smarter kids, new jobs, and healthier communities.” They have gone from funding only 5 organizations to being able to fund 57. In Stark County alone, there are 100 cultural organizations and 500 individual artists. Some of the programs in the Canton area used to promote art as a development tool have been the Court Street art exhibit, Vintage Canton, and The Metro, which by day is a senior citizen center and by night a conference room, restaurant, jazz club and more. Arts in Stark has also begun developing art studios on Fourth Street to have artists both live and work in Canton. Other art developments included painting the cement garbage containers around the downtown area to brighten it up, and the “Arts in Stark Blues Band” that brings different people in the community together to play in a blues band. The SmART education fund has reached \$2 million a year, and is another important part of revitalization through the arts for Stark County.

SITES

Alumni and staff from Leadership Cleveland, Leadership Lake County and Cleveland Bridge Builders served as ambassadors and guides for afternoon visits to one of eight sites that were representative of the systems covered in the morning breakouts. Groups of about 50 participants traveled together by motorcoach to meet with leading representatives in their assigned subject area, and to see firsthand some of the exciting work that is underway to advance the region.

LUBRIZOL – Ambassadors Dave Cowen and Paul Lewis arranged for this group to travel to the Wickcliffe site to meet with Bob Graf, Lubrizol’s vice president of research and development. Following a company overview, the participants were divided into three groups to tour the company’s research and development area, the mechanical testing area or the process development area. The Lubrizol Corporation is a specialty chemical company that produces and supplies technologies that improve the quality and performance of products in the global transportation, industrial and consumer markets. Its two business segments are Lubrizol (Lubricant Additives) and Noveon (Specialty Chemicals).

Founded in 1928 in Cleveland, Ohio, Lubrizol is a leading global producer and marketer of technologically advanced chemicals and specialty materials for the transportation, consumer and industrial markets. Lubrizol acquired Noveon International in June 2004. Now headquartered in Wickliffe, Ohio, The Lubrizol Corporation, a Fortune 500 company, owns and operates manufacturing facilities in 20 countries, as well as sales and technical offices around the world. Lubrizol has approximately 6,900 employees worldwide. Revenues for 2005 were \$3.6 billion, excluding operations discontinued in 2006 that had 2005 revenues of \$0.4 billion.

CCF INNOVATION (CCFI)– Ambassador – Lisa Johnson, Leadership Cleveland

Executive Director Chris Coburn welcomed the group to the Cleveland Clinic’s Cole Eye Institute for an overview of the CCF Innovation Center work, and then arranged for tours of the CCF Innovation facility as well as an opportunity to meet with R. K. Khosia, CEO of PeriTec, one of the entrepreneurial companies based at the Innovation Center, and Dr. Neema Mayhugh, who is focusing on technology commercialization in the ophthalmic therapeutic area.

Coburn explained that CCFI is the Cleveland Clinic’s technology commercialization arm, with a mission to “benefit the sick through the broad and rapid deployment of Cleveland Clinic technology.” CCFI facilitates innovation, creates spin-off companies, licenses technology, secures resources and establishes strategic collaborations with corporate partners. Cleveland Clinic’s heritage of innovation expresses itself in many ways with more than 200 new inventions per year, new interdisciplinary approaches to diseases, and pathbreaking clinical insights that help shape the standard of care.

Cleveland Clinic has entered a new phase of technology commercialization. Nineteen spin-off companies have been established in the last five years, most of them with significant equity investment. Clinical trials conducted at the Clinic have had a dramatic and growing impact in the venture community.

The Cleveland Clinic Innovation Center provides start-up and early-stage life sciences companies with state-of-the-art laboratories and easy access to the Cleveland Clinic's core facilities and top staff. The 15,000 square foot facility is located on the Cleveland Clinic's main campus, which places companies in walking distance of CCF physicians and researchers, promoting maximum interaction between the companies seeking to bring innovative new products to market and CCF's leading staff. Use of the Innovation Center is limited to CCF equity partners and spin-off companies. The Innovation Center houses six companies and the CCF Innovations department. The 15,000 square foot facility contains eight laboratories and twenty-five offices. Companies typically stay in the facility for 24 months and then locate into space adjacent to the Clinic's campus.

Established in 2002, PeriTec's mission is to create and develop innovative vascular and cardiovascular surgical products that improve surgical outcomes through product longevity and cost effectiveness. The company's technology involves the incorporation of bovine biological tissue into several implantable product applications - peripheral vascular stents, bypass grafts, percutaneous aortic heart valves, and vascular patches.

NEORSD – Ambassador, Darnella Robertson

Jean Chapman, the Public Information Officer at the Northeast Ohio Regional Sewer District (NEORSD) arranged a two-part visit to an agency that has been in the forefront of regionalization. The group first traveled to the agency's beautiful new district office building on Euclid Avenue and met with Erwin Odeal, the executive director of NEORSD since 1983. Kevin Zebrowski, Unit Process Manager then accompanied the group on a tour of the South-erly Wastewater Treatment Plant, one of three facilities operated by the district. Mr. Odeal explained how the sewer district was created by court order during a relatively low point in Cleveland history and recounted the many successes that have been possible through that consolidation. Odeal asked visitors to imagine life without clean water, and reported that prior to 1972, Greater Cleveland lived life without clean water. Orange oil slicks flowed freely. Many fish, if not diseased, were dead. The river burned and Lake Erie sat lifeless. It was time to make a change.

Responding to the obvious pollution in the waters of the United States, the Federal government established the Clean Water Act in 1972 which gave the Environmental Protection Agency (EPA) the authority to implement pollution control programs, define water quality standards and enforce laws. It also provided grants for the construction of sewage treatment plants, which have since been eliminated. That same year Judge George McMonagle recognized the need for a leader in clean water – The Northeast Ohio Regional Sewer District. The newly created District's role was to “develop a detailed capital improvement plan for regional management of wastewater collection and storm drainage.”

Serving more than one million people in 61 communities, the District operates three wastewater treatment plants and related water pollution control facilities on Lake Erie, the Cuyahoga River and Rocky River. Over the past 34 years, the District has sustained Judge McMonagle's vision by planning, designing, constructing, operating, and maintaining over \$1.8 billion of facilities to solve regional problems associated with sanitary and combined sewers, resulting in clean water for Greater Cleveland. Much has changed since the inception of the Northeast Ohio Regional Sewer District, including the thriving Lake Erie and Cuyahoga River. Today, a number of pollutant-intolerant fish have been discovered in the Cuyahoga River, and water resources provide an economic stage for new businesses.

ECOCITY – Ambassador, Stephanie Strong

This group traveled to the Lorain Avenue headquarters of EcoCity and met with David Beach, founder and director of EcoCity, Holly Harlan, director of Entrepreneurs for Sustainability (E4S), and Melanie Kintner, interim executive director of the Cleveland Green Building Coalition.

“Promoting green cities on a blue lake in Northeast Ohio” is the EcoCity slogan. David Beach explained that in response to new global challenges, sustainability is becoming the organizing principle for leading nations, cities, and businesses. The new realization is that industrial society must be redesigned in fundamental ways if it is to meet the needs of the world's population, yet exist in harmony with the earth's biosphere over the long term. Northeast Ohio must participate in this global conversation if it is to adapt and succeed in the 21st century. He called for a bold sustainability agenda that inspires us to move into the future in innovative ways. This agenda must be regional in scale.

And it must be created by a broad network that transcends regional divisions and leverages the activities of many partners.

He encouraged the group to visit EcoCity Cleveland's GreenCityBlueLake.org interactive web portal which is designed to be the online home for this regional sustainability network. It's a community workspace that facilitates civic discussions and the development of regional agendas in practice areas such as energy, water, food, land, education, economy, and transportation. Beach suggested that this is an opportune time for creating a strong network for sustainability in Northeast Ohio. Throughout the region there is growing dissatisfaction with the status quo. And there are calls for new leadership, new ways of working together, and new ideas for moving the region into the future. It's also an opportune time because Northeast Ohio now has a critical mass of people and organizations actually doing the work of sustainability. Indeed, sustainability is bigger than we think. This work can drive innovation, attract talent, and make our region a greener, healthier, and more prosperous place for all.



EcoCity's "Green Building"

UCI – Ambassador, Lee Friedman, Leadership Cleveland

Chris Ronayne, president of University Circle Incorporated (UCI) and a member of the Leadership Cleveland Class of 2007, escorted this group, first to the Cleveland Museum of Art for an overview of the UCI operations, and then on a tour of the University Circle area which has more than \$1 billion in new construction recently completed, underway or planned. Ronayne had the bus go down Euclid Street on the way to University Circle to show the construction of the Euclid Corridor and how it will connect downtown to University Circle. University Circle developers believe that it is not downtown and sports that will bring revenue back to the city, but the revitalization of University Circle with its three parts: Arts, Health Care and Education/Research. The arts in Cleveland are taking on major redevelopment at the Museum of Art, and the Museum of National History. The Education and Research part involves the most players, The Institutes of Music and Art, the School of the Arts, Case Western Reserve University, and the three health care providers: University Hospitals, Cleveland Clinic, and Summa Health. The third element, the hospitals and their specialties, are known throughout the world as one of the best. University Hospitals, Cleveland Clinic and Summa Health are all taking on new projects for more development. The Heart Institute is under construction as well as the VA Medical Center Consolidation Project. Along with these three areas, there are projects to redevelop living areas so people can live and work in University Circle. The vision for University Circle is a thousand new homes, fifty-thousand more visitors and four gateways to get to University Circle.

ROCK HALL – Ambassador, Adele DiMarco Kious, Cleveland Bridge Builders facilitator

Dr. Jacklyn Chisholm, vice president of planning for the Rock & Roll Hall of Fame Museum, arranged for this group to meet with Terry Stewart, president and CEO, for an overview. They then toured one of three unique areas, including the newly opened Clash exhibit. Clash was one of the most explosive and exciting bands to come out of the late-1970s London scene. James Henke, vice president of exhibitions and curatorial affairs, Todd Mesek, vice president of marketing and communications, and Warren Zanes, vice president of education, assisted with the tour.

I.M. Pei, architect of the National Gallery of Art's East Building in Washington, D.C., and the expansion of the Louvre Museum in Paris, designed the Rock and Roll Hall of Fame and Museum. Rising above the shore of Lake Erie, the building is a striking composition of bold geometric forms and dramatically cantilevered spaces anchored by the 162 foot-high tower. "In designing the building," said Pei, "it was my intention to echo the energy of rock and roll. I have consciously used an architectural vocabulary that is bold and new, and I hope the building will become a dramatic landmark and symbol for the city of Cleveland and for fans of rock and roll around the world." The \$84 million, 150,000-square-foot Rock and Roll Hall of Fame and Museum is the centerpiece of Cleveland's North Coast Harbor.

The Rock and Roll Hall of Fame and Museum is situated on the shores of Lake Erie in downtown Cleveland, Ohio, within 500 miles of 43% of the U.S. population—less than a day's drive or an hour's flight from many major cities in the U.S. and Canada.

E 4TH STREET – Ambassador, Julie Griffiths, Cleveland Bridge Builders

Ari Maron, partner, MRN Limited, arranged the site visit to the E. 4th Street urban redevelopment area in addition to visiting the commercial areas like Pickwick and Frolic and House of Blues. This group toured examples of the many residential properties that are part of this large project. E 4th Street is the company's largest undertaking to date and includes state-of-the-art heating systems, lighting, performance medallions and public art with assistance from renowned artist Cork Marcheski. Ari Maron discussed the importance of the residential development as the base. The East 4th Street project is a mixed-venue development with apartments, restaurants and entertainment venues. With



E. 4th Street site visit group.

the maximization of the entertainment portion, Maron said that the development spills out into additional restaurants to feed the demand in the surrounding areas. He suggested the best way to get ideas is by examining what other cities are doing to see what one likes and what works. The E. 4th Street project continues to grow and will open a Martini bar/Bowling Alley in November. Maron said a key to the success of the E. 4th Street project has been leveraging the entertainment to create restaurants as a support industry and to expand the area.

TRI-C – Ambassador, Janet Jankura, Tri-C Campus Director, Human Resources

Janet arranged for the group to be greeted by David Reines, executive vice president of workplace and economic development. David provides strategic direction and leadership for the college's workforce, continuing and professional education, and corporate training programs including Tri-C's Corporate Colleges. Assisting David in tours of three areas were Cheryl Quigley, director of the Center for Health Industry Solutions, Rebecca Kostik, director of the Nursing Skills Lab, and Craig McAtee, executive director of Manufacturing and Applied Technologies.

Reines pointed out a major problem of the Cleveland region—a large gap between what employers are looking for and what local job-seekers have in terms of knowledge and skills. He reported that 61 percent of Cleveland males have only a high-school diploma. He presented a range of college programs that comprise those offered by Fire Training and Law Enforcement Academies. Of particular interest was the newly initiated Fusion Center Training System. He also mentioned contract training provided for the Cuyahoga County Board of Elections in which 700 election poll workers were trained in the use of electronic voting machines. This training program was praised as a national model for how election boards could partner with educational institutions. Other programs at Tri-C include the Career Pathway Development Center, Center for Health Industry Solutions, Construction Apprenticeships (2000 persons involved annually), and Advanced Manufacturing and Applied Technologies.

OCTOBER EVALUATION

Evaluations for 10/30/06 were completed at the conclusion of the day and collected as participants departed. There was an 81% return rate or 333 of 410. Once again, the participants clearly felt that Regional Day achieved its goals:

Using the scale of 3 = strongly agree 2 = agree 1 = disagree 0 = strongly disagree:

The Regional Day ...

- Expanded my regional knowledge – 2.19
- Provided an opportunity for interaction with other regional leaders – 2.13
- Increased my knowledge of regional assets – 2.17
- Increased my understanding of economic drivers – 2.13

The number of evaluations returned by program:

Akron - 29	Geauga - 22	Medina - 28
Ashtabula - 23	Hudson - 5	Stark - 32
Cleveland - 37	Lake - 19	Unlimited - 20
Cleveland Bridge Builders - 34	Lorain - 30	No Answer - 11
Columbiana - 10	Mahoning Valley - 33	

When asked if Regional Day added value to their leadership program experience, the percentage responses were:

- (1) YES – 94.3%
- (1.5) Somewhat/a little – 1.5%
- (2) NO – 3%
- (0) No Answer – 1.2%

When asked to identify the top 3 benefits to them of participation in their local community leadership program the responses from most to least frequent were:

206 Awareness of community assets/issues/resources	70 Making a difference/involvement
175 Networking	55 Collaboration
125 Personal/professional growth	35 Discovering commonalities
122 Increased knowledge	22 Skill building
121 New experiences/opportunities	17 Fun

The top 4 responses were the same as May though the order of the top four varied.

Highlights

Participants were most impressed with the keynote speakers (especially Ned Hill), the site visit experiences, the opportunity to network and interact with people from other programs, and the regional knowledge they gained from the day in general and from the breakout discussion in particular.

Recommendations

The top recommendation to improve the day related to ensuring adequate space for the size of the group. There were a significant number of suggestions to improve the quality of meals, the variety and availability of beverages and the regulation of the room temperature. Giving speakers more time or having fewer speakers and having some choice in breakouts or site visits were mentioned multiple times. More time was also requested for site visits and group interaction. A small number suggested shortening the day by starting later or ending earlier, while a few others suggested it be extended to a two-day event.

AM Discussion – Ideas on how the region could benefit from regional assets

- Offer incentives for graduates to stay in the area—interest rate discounts, mortgages, etc.
- Develop a common consistent marketing campaign for the region
- Develop and utilize growing lakefront
- Leverage tourism interests – flats, wineries in Ashtabula, museums, parks, etc.
- Integrate education with workforce demands and market needs
- Increase employer student co-op programs
- Have policy discussions with friends, family and peers
- Create tourism packages for the region
- Capitalize on a new breakthrough – e.g. fuel cells
- Fund inner city development and quit building on clean land
- Embrace more public transportation/high speed rail instead of another highway so people will start thinking like a region
- Have an NEO presence at national conferences in key industries
- Encourage the comeback of entrepreneurial spirit
- Regionalization of amenities and services
- Think outside your city and use regional assets
- Continue to invest in biotech
- Regional museum/sports coupon book
- Encourage local and regional newspapers to have a weekly section on regional activities
- Fix what is broken – lower tax burden, get spending under control, make Ohio business friendly
- Develop recreation and leisure activities for young people
- Create opportunities for the poor; group mentioned bringing back middle class to areas and schools but how does this improve life for the poor
- Eliminate redundancy, cut costs, drop boundaries

PM Discussion – Ideas on how to best use what we learned at Regional Day

- consider regional resources for local projects
- have regional forums on specific issues
- look beyond the traditional use of resources to maximize all our possibilities
- need to think outside our program areas
- be positive about region—spread the word
- set expectations/make a goal/ commit and be willing to take baby steps to get there
- reduce layers of government
- we need to think regionally before/as we start projects
- think big, be bold, don't be afraid to invest in the future of your region - whether with a green building or an innovative idea
- go back and share info with other community leaders
- have theme months: we can all promote these themes to friends, employees, etc
- regionalism may be a key to future growth —many more ideas and using all our strengths and assets
- utilize class list for networking purposes & add a regional component to our local projects
- regionalize services
- “R&D” rip off and duplication - borrow great ideas and don't reinvent the wheel

REGIONAL DAY 200V AND BEYOND

Regional Day V is set for Tuesday, October 30, 2007, at the Kent State University Stark Campus Professional Education and Conference Center. It will once again engage over 400 community leaders from participating leadership programs in Northeast Ohio who will be increasing their understanding of the region and discussing the assets that their communities contribute to the region.

Research Consortium support for this effort continues to be effectively leveraged. Following Regional Day I which was supported entirely by the Research Consortium, abroad sharing of financial responsibility for the day began with participating community leadership programs agreeing to share in the costs. Foundation and corporate appeals have been increased to allow the day to move toward an equal partnership of support by the programs, contributors, and the Research Consortium. A very generous in-kind contribution by Lorain County Community College helped greatly with the event at their Spitzer Conference Center.

Regional Day is now a fall event that coincides with the beginning of the community leadership program experience. Regional Day V will be hosted by Leadership Stark County. In 2008 the day is proposed to be held in the Mahoning Valley area in conjunction with Youngstown State University's Centennial Year. Leadership Akron has agreed to host in Fall 2009 during their 25th anniversary year.

CONTRIBUTING PARTICIPANTS

- Cleveland Bridge Builders
- Leadership Akron
- Leadership Ashtabula County
- Leadership Columbiana County
- Leadership Geauga County
- Leadership Hudson (fall)
- Leadership Lake County
- Leadership Lorain County
- Leadership Mahoning Valley
- Leadership Medina County
- Leadership Portage County (spring)
- Leadership Stark County
- Leadership Unlimited

UNIVERSITY PARTNERS

- Cleveland State University
- Kent State University
- Lorain County Community College
- NEOUCOM
- University of Akron
- Youngstown State University

SUPPORTERS

- AT&T
- Community Foundation of Mahoning Valley
- Dominion Foundation
- FirstEnergy Corporation
- FirstEnergy Foundation
- Lorain County Community College
- NEOUCOM
- Northeast Ohio Research Consortium

FUND FOR OUR ECONOMIC FUTURE – VOICES & CHOICES

The Fund for Our Economic Future (www.futurefundneo.org) is a multi-year ad hoc coalition of organized philanthropy in Northeast Ohio formed to encourage and advance a common and focused regional economic development agenda, in collaboration with others, which can lead to long-term economic transformation in ways that recognize the importance of core cities, inclusion/diversity, and quality of life. This will be accomplished by convening key stakeholders, educating and engaging the public, tracking overall progress and backing key initiatives with grants. In its first three years this initiative of over 80 philanthropic organizations has raised more than \$35 million to further its objectives. The Fund does not intend to be “the” planners for the region and it recognizes that collaboration between sectors (e.g., public, private, labor, academic, and minority) is critical to drive sustained economic change. The Fund hopes that it can help stimulate an expressed need for change, convene key voices to explore regional solutions, foster a spirit of collaboration, and encourage the creation of a shared regional vision and action agenda.

The Fund has developed the following “working vision” for the region which will be refined through the Voices & Choices initiative, the Dashboard body of research, and the Fund’s outreach to regional leadership. Through these efforts, the Fund hopes to develop a truly shared priority action agenda for Northeast Ohio by the first quarter of 2007. Northeast Ohio will become a rejuvenated and tightly interconnected region of thriving, diverse population centers interspersed within a thoughtfully preserved natural habitat of rural landscapes, green spaces, and recreational amenities. The region will restore its roots as a center of entrepreneurship and innovation, capitalizing and extending upon historic strengths in manufacturing, materials, health sciences, electronics, power and propulsion, and financial services by developing, attracting, applying and commercializing new technologies that can lead to sustained opportunity creation for businesses and workers.

The region will become a national model for fairness and inclusion in the way it makes decisions and captures opportunities. It will be viewed as a gateway to North America by foreign companies and skilled workers. They will complement indigenous residents in meeting emerging workforce needs due in large part to an adequately funded, accessible, high-performing education system.

Quality of life will continue to distinguish the region among residents and visitors alike. This differentiation stems from the vibrancy of cultural/recreational opportunities, the diversity of living options, the ease of transportation, affordability, and the historic sense of community.

Voices & Choices was a project of the Fund for Our Economic Future directed by AmericaSpeaks, in partnership with the Universities Collaborative, a consortium of Northeast Ohio universities. AmericaSpeaks is a non-profit organization based in Washington, D.C., committed to elevating the role of the people’s voice in public decision-making. Over an 18-month period concluding in November 2006, Voices & Choices engaged 21,000 citizens and leaders across a 16-county region of Northeast Ohio in setting forth the public’s priorities for revitalizing the region’s economy. Through a series of face-to-face and online discussions and deliberations, the people of Northeast Ohio had the opportunity to listen to each other; to have their voices heard; and to develop a shared vision for creating jobs and building economic opportunity for families and businesses.

Twelve assets emerged from one-on-one interviews with 3,000 citizens in response to the question, “What makes NEOhio special?”

- Family and roots
- Arts and culture
- Work – jobs
- Diversity of people and cultures
- Lake Erie
- Affordable high-quality lifestyle
- Sense of community
- Strong educational resources
- Midwest values
- Rural-Urban options
- Value of natural resources
- Beauty of place

Six challenges emerged from leadership workshops, community conversations and the first Regional Town Hall meeting:

- Training workers for current and future jobs
- Improving racial inclusion and income equality

- Starting and growing businesses
- Reducing government fragmentation and inefficiency
- Ensuring equitable school funding and accountability
- Reducing sprawl and improving regional connectivity

After exploring a broad set of options for addressing the regional challenges, 900 participants at the second Regional Town meeting and 1,700 who completed online choice books identified priority goals and solutions. The top three goals were:

1. Plan for the future development and growth of the region.
2. Ensure that students have the financial resources they need to succeed
3. Improve workforce training programs

Top solutions receiving the most support were: shifting how the state funds public schools, investing in internship and mentoring programs, and increasing funding for higher education. Participants also supported reducing the burden of health care costs on business, investing in a region-wide association of planning agencies, creating a regional land-use plan, helping high school students take college courses, and supporting small business incubators.

NEO RESEARCH—ECONOMIC DASHBOARD INDICATORS

The Fund for Our Economic Future released a seminal study of the Northeast Ohio economy in 2006 that mathematically analyzes economic data and determines that there are eight key factors of regional economic growth. Conducted by the W.E. Upjohn Institute for Employment Research, and Kleinhenz and Associates, in partnership with the Universities Collaborative and the Federal Reserve Bank of Cleveland, The Dashboard Indicators for the Northeast Ohio Economy (Dashboard) establishes statistical correlations between economic growth in jobs, output, worker productivity and per capita income, and the following eight key factors:

- Skilled workforce
- Racial inclusion
- Legacy of place costs
- Urban/metro structure
- Urban assimilation centers
- Location amenities
- Business dynamics
- Income equality

While other regions in the country have developed sets of factors to measure economic performance, frequently they are based on what seems interesting or useful. By contrast, The Dashboard of Indicators for the Northeast Ohio Economy is based on statistical analysis, not on anyone's agenda or preconceived ideas. The study allows public policy makers, business people, civic organizations and the general public for the first time to see beneath the surface of an economy and to understand the full range of factors figuring in a region's economic performance. The study will be used to guide policy makers when developing targeted programs for addressing specific factors of the economy and to track the effect of such programming. For organizations working together toward economic development across the region, the Dashboard provides a common point of reference. It is a multi-year effort and will be regularly updated. The Dashboard tracks four Northeast Ohio Metro Areas:

- Akron
- Canton-Massillon
- Cleveland-Lorain-Elyria
- Youngstown-Warren

and compares their measurements against other high-growth areas like San Jose and Austin, median metro areas like Buffalo and Indianapolis and lowest-growth areas like Flint.

Lessons learned from this statistical analysis include:

1. There is no silver bullet that turns a slow-moving, traditional-based economy into a vibrant, high-performance economy.
2. A skilled workforce and strong business dynamics are most highly correlated with regional economic growth.
3. Racial inclusion and income equality correlated to economic growth.

4. Location amenities, a measure of quality of life variables, such as universities, recreation, transportation, and arts and health services, is positively correlated to per capita income growth but not as strongly as other factors.
5. Regions with legacy-of-place costs face greater challenges when repositioning their economies for growth. Full dashboard reports are available at the Fund for Our Economic Future website, www.futurefundneo.org.

NEO ECONOMIC BAROMETER

The 2006 NEO Barometer (www.neobarometer.com) is an opinion survey of residents from Ashland, Ashtabula, Carroll, Columbiana, Cuyahoga, Geauga, Lake, Lorain, Mahoning, Medina, Portage, Stark, Summit, Trumbull and Wayne counties, designed as an instrument to measure the public's perception of the region's general economic progress, as well as their opinions on regionalism and economic development initiatives.

The Barometer design team is a community partnership of several local organizations including the Gallup Organization, Cleveland State University, the Greater Cleveland Partnership, Team NEO and Kleinhenz & Associates with funding from The Fund for Our Economic Future. This collaboration provides focus around a common goal to provide both the public and decision makers with information regarding community perceptions about the health of Northeast Ohio's economy and the connectivity residents have with this region.

To better gauge community sentiment regarding priority-setting for the region, the Northeast Ohio Barometer survey asked a number of questions on the topics of attracting and retaining businesses, attracting and retaining the young and talented, creating new jobs for the region and perceptions of regional performance. The survey also asked residents to assess the priority level of various activities. This report is meant to serve as a discussion on issues of shared concern such as job creation and business development.

The regional barometer project began with a September/October 2002 opinion survey of residents in Cuyahoga, Geauga, Lake, Lorain, Median, Portage and Summit counties by Gallup, the Cleveland Foundation, the Plain Dealer, CSU's Levin College of Public Affairs, Cleveland Growth Association, and Kleinhenz & Associates. It expanded in November/December 2003 to include Stark County without the Plain Dealer and with the addition of REI@Case, the GAR Foundation, and chamber and community foundation support from Akron and Lorain and Stark counties. In January/February 2005 the scope was enlarged to the current 15-county footprint with the addition of Ashland, Ashtabula, Carroll, Columbiana, Mahoning, Trumbull and Wayne counties and support from the newly formed Fund for our Economic Future. The barometer measures representative citizen opinions on the region, and its economy. The 2005 findings were:

- The region is coming into focus – 98% consider their county to be part of Northeast Ohio
- There is little enthusiasm for the economy – only 13% rated the economy as positive
- A wake-up call for economic development performance – 58% rated efforts to “keep jobs from leaving” negatively
- The public supports regional efforts – more than 50% support regional approaches for job creation, attracting and supporting business, promoting tourism, training workers and think a regional approach to government would help cities like Akron and Cleveland.
- NEO has assets to build on – over 60% gave a good or better rating to NEO for its college and universities, cultural resources, airport access, and as a place to live for minorities and sports fans.

Key findings in the 2006 survey were:

- Regional identity – 97% consider themselves part of the region
- Loyalty – 54% say they are likely to stay but there are significant differences by race, with Whites more likely to stay (57%), Blacks less likely (42 %) and Hispanics least likely (39%). The rate of residents that are extremely likely to recommend NEO as a place to live continues to decline with 24% in 2006 compared to 31% in 2003.
- Economic Conditions – Residents remain gloomy about the region's economy with only 13% rating it as positive and 58% believing it to be worse today than five years ago
- Regional assets – Benefits for sports fans (44%) and availability of parks, playgrounds and trails (40%) got the highest “very good” ratings, while climate (10%), job opportunities (11%), quality of public schools (16%) and vibrant night life had the lowest frequency of the top rating. Only 29% believe the region can compete to retain the young and talented, but 58% rate the region as good/very good place to raise a family.
- Economic Development Efforts – 59% gave a negative rating to job retention efforts
- Regional Cooperation – residents embrace the idea of counties working together on most issues, and 56% favor a regional system of school funding

REGIONAL COOPERATION – WHY AND HOW?

In metropolitan areas across the country, public, private, and nonprofit sector leaders are increasing their cooperation to address economic development and public policy issues at a regional level. In the United States, any given metropolitan region is composed of hundreds of local governments, school districts, other special districts, and county governments. Yet, economic issues spill over these boundaries, and needs such as transportation, education, workforce development, and infrastructure must often be addressed regionally. Amenities that enhance the quality of life in an area have regional benefits, including natural resources, parks, museums, professional sports, historical assets, the arts, and entertainment.

Cooperation is needed both to address problems and to preserve valuable resources. The logic for regional cooperation is an economic one, as everything from job training to the intangibles that make a community desirable have impacts on the ability to attract and retain companies that are innovative and will contribute to the future development of the region.

ECONOMIC CHANGE AND REGIONALISM

The global economy changes the dynamics of economic competition, as interregional differences gain more importance than intraregional differences.

- In the old economy, corporations were heavier, meaning they had more capital invested in immobile means of production. Think of the cost required to move a steel mill from one state to another, let alone to another country. The savings from the reduced price of labor or lower taxation would have to be high enough to overcome either the demolition or moving of major amounts of equipment.
- In the new, lighter global economy corporations are much more mobile. A tech firm can move in a day, leaving behind the shell of an office, with only a few U-Hauls. These more agile firms focus on more meta-regional differences in tax structure, infrastructure, and quality of life indices.
- If neighboring municipalities are locked in a “race to the bottom,” odds are that while their tax structure incentives may be appealing, the lack of revenues caused by this situation will lead to a deterioration of both infrastructure and quality of life indicators such as schools, parks, public works, etc. Regionalism seeks to replace harmful competition within regions with incentives for win-win situations for all municipalities, and for the businesses and citizens they serve.

REGIONAL ISSUES

Businesses seek out areas that are not only financially desirable (i.e. low taxes, modern infrastructure) but that also offer a well-trained labor pool and a quality standard of living. This means that issues of education, housing stock, and even open space can be seen as regional issues. Recent research has shown that cooperative, or metropolitan, approaches can improve the economic condition of a given region (Barnes and Ledebur 1998).

A decaying inner city can drag down the attractiveness of surrounding suburbs for economic development as well as drawing resources from higher levels of government (county, state, and federal) to deal with all of the problems associated with urban decay. Regional cooperation can improve the condition of the inner city, making suburbs and the city more attractive to investment as well as reducing the amount of intergovernmental revenue transfers necessary to handle economic disparity.

Regionalism can address the high capacity infrastructure needed to support a buoyant economy, and to plan and coordinate the activities of regional and municipal agencies in cost-effective ways (Friskin and Norris, 2001).

Advantages for Regional Cooperation:

- A reduction in competition among municipalities for economic development
- A more orderly development of the region
- A single set of requirements for the business community rather than a hodgepodge of zoning and building regulations
- More resources to develop and market prime commercial and industrial land
- Greater community pride and more favorable image to attract business development (Swanstrom, 2001)

“NEW REGIONALISM” AND CIVIC LEADERSHIP

“New regionalism” emphasizes voluntary cooperation among local governments, businesses, and citizens in order to address regional needs. While there are some examples of consolidated county governments and other formal governmental structures that encourage regional cooperation, voluntary efforts have been more common in the United States. In this way, “existing institutions can be harnessed in new ways, that cooperation can be carried out on a fluid and voluntary basis” (Savitch and Vogel 2000).

A key to this new regionalism is civic engagement in region-wide organizations that feature prominent involvement from the business community, from local governments, and from nonprofit organizations. Such regional civic organizations provide an apolitical milieu where public officials can get beyond geopolitical boundaries and business leaders can get beyond the issues relevant to their individual companies. Regional organizations can also provide staff support and research to turn cooperative discussions into positive action (Hamilton 2004).

BARRIERS TO REGIONALISM

The following material was originally published in a study conducted by The Great Cities Institute of the University of Illinois at Chicago. The authors examined over one hundred examples of regional collaboration in the thirty largest metropolitan areas in the country. Based on their findings, they list common barriers to regionalism and lessons for best practice. Despite the growing connection between the fate of cities and suburbs, the barriers to regionalism in major metropolitan areas are real and include:

Local control over land use makes it extremely difficult to arrive at cross-jurisdictional agreements about land development, regulation and use alternatives, even in regions with flexible annexation and municipal boundary agreements.

Rigidity of political jurisdictional boundaries presents legal and practical hurdles to organizing across governments.

Increasing devolution of state power to localities under home rule means that services are decentralized and fragmented, further exacerbating jurisdictional concerns.

Resistance to tax sharing creates fiscal encapsulation among political jurisdictions. In the final analysis, local politics is “tax politics” not “policy,” regional or otherwise. Municipal leaders try to keep taxes low and the provision of services as transparently focused as possible on the local citizenry.

This short list of barriers makes it clear that although the city-suburban region may be the “new unit” of economic activity and the citizens of the metropolis may live cross-border lives—living, working and playing in a host of municipalities on a daily basis—without leadership, regionalism will remain a theory of planning without meaningful regional action or real impact.

For the full study, see:

The New Metropolitan Alliances: Regional Collaboration for Economic Development http://www.ceosforcities.org/research/2002/regional_alliances/Metro%20Report.pdf

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Special thanks to Dr. Karen Mossberger and Kent State University graduate students Matthew Carr and Elena Marquetti for their work in preparing these materials.

LESSONS FOR REGIONALISM

1. Focus on issues where communities' interests are aligned. Issues like affordable housing, the environment, sustainable development, and smart growth provide successful and effective issues around which private and public sector leaders can reach consensus. These topics are regional in scope, yet can reflect the parochial economic concerns of business leaders, especially their ability to attract and retain high quality employees, and the equally parochial land use control and quality of life concerns of local officials.
2. There is no substitute for leadership. While it may seem obvious, the alliances that engaged and sustained the participation of top executives were more successful than those that were staff driven.
3. Broad support matters. Having broad support (i.e. labor, business, community groups, city) enhances the ability to gain bipartisan support and public/private funding for the regional initiative.
4. Keep divisive issues off the table. Trying to use regional alliances to address long-standing conflictual issues (such as siting of major facilities with regional benefits but with undesirable local impacts) often just preserves, and may even heighten, long-standing parochial discord.
5. Use existing structures when possible. New regional alliances do not necessarily require new organizations. Working within existing regional structures (e.g. established civic coalitions or political structures) is a good way to build successful regional alliances. Traditional agencies or structures can adapt to new circumstances and important relationships that are already in place.
6. Foundations can play an important convening role. Foundations are able to bring local parties together through incentives established in their funding priorities as well as their role as an "external" player.
7. Create an organizational structure that prevents any one organization from dominating. Given the history of discord among many of the interested parties, building trust and establishing a "level playing field" is often essential to sustaining the alliance.
8. Private sector expertise in raising capital can help finance regional alliances. At a time when governmental resources are constrained, the ability of private sector stakeholders to raise capital becomes important in sustaining regional alliances and their initiatives.
9. Find a common language with which all partners are comfortable. The rhetoric used by the alliances is critical – especially when the partners include such diverse interests as business, labor and community groups.
10. Don't always go at it alone. Regional alliances can allow cities and their surrounding suburbs to more effectively compete in the global economy and better address the larger political forces in their state.



Regional Day III lunch

NEO REGIONAL VISION AWARD

MAY 3, 2006

RECIPIENTS – LANA COWELL, FOUNDER OF COMMUNITY SHARES, AND DR. LUIS PROENZA, PRESIDENT OF THE UNIVERSITY OF AKRON



Dr. Luis Proenza

The 2005 award recipients, Dr. James Tinnin, professor emeritus, KSU, and Richard W. Pogue, advisor to Jones Day, presented the NEO Regional Vision award at Regional Day III to Lana Cowell, founding director of Community Shares, and Dr. Luis Proenza, president of the University of Akron.

In accepting the award from Dick Pogue, Dr. Proenza congratulated all the leadership programs from the region for coming together. He noted the importance of seeing ourselves as part of the same region and references a picture that he has used in recent publications that illustrates that interconnectedness. He said that the satellite picture of Northeast Ohio at night illustrates that, “we are part of one luminous whole.” As an active member and leader of the Council on Competitiveness, he referred the audience to www.compete.org where he said they could learn a great deal from the 2002 report done with Harvard’s Michael Porter, *Clusters of Innovation: The Regional Basis of US Competitiveness*. He encouraged a continuation of the kind of thinking and discussion held at Regional Day and felt that such thinking would lead our nation forward in the global economy.

In his introductory remarks about the second award recipient, Lana Cowell, Dr. Tinnin reminisced about his early role in developing the NEO Regional Leadership Taskforce and said how gratifying it was to see the vision of leadership groups from different cities and counties interacting realized. He explained that Ms. Cowell was the founder and retired director of Community Shares, a nonprofit organization created to democratize philanthropy and provide support for social justice groups working with those who are disadvantaged politically, socially and economically.

Lana confessed that though she is not an expert in regionalism, she is a believer. She recounted that Community Shares experienced many of the principles and rewards of collaborative efforts as these nonprofit agencies learned how much more they could do together than working on their own. She observed that NEO is a vigorous nonprofit community and fills in where government and the economic system can’t. Community Shares member organizations share a commitment to address the root causes of problems and succeeded as a collaborative in accessing workplace employee giving. They have raised almost \$10 million by aggregated average citizen gifts that average less than \$100. The agencies themselves have benefited as well; beyond collaborative fundraising, they are able to offer staff benefits, office space, equipment and technology. Ms. Cowell applauded other regional initiatives including a recent series of educational programs by WKSU radio and the work of The Fund for Our Economic Future, which she encouraged the audience to talk up and support.



Lana Cowell with Dr. James Tinnin.

OCTOBER 30, 2006

RECIPIENTS DR. ROY CHURCH, PRESIDENT, LORAIN COUNTY COMMUNITY COLLEGE, AND ROBERT “ROB” BRIGGS, CHAIRMAN EMERITUS, BUCKINGHAM, DOOLITTLE & BURROUGHS AND EXECUTIVE DIRECTOR OF THE GAR FOUNDATION

Regional Day III recipient, Dr. Luis Proenza, introduced the NEO Regional Vision award recipients at Regional Day IV, Dr. Roy Church, president of Lorain County Community College and Robert (Rob) Briggs, chair of the Fund for Our Economic Future. Proenza noted that the award acknowledges the outstanding efforts of those who advance the region with their leadership, innovation, persistence and involvement. Using the words of the nominators in his introduction, Proenza described Dr. Church as a catalyst for regional economic, educational and community growth and called him a pioneer in transforming the region from a traditional manufacturing base to global competitor in the 21st century knowledge-based economy. Dr. Church has assumed a leadership role in Team NEO, Team Lorain County, the Manufacturer’s Roadmap and MAGnet and he created the University Partnership Program that offers LCCC students the choice of over 30 bachelor’s and master’s degrees from nine four-year institutions across the state.



Dr. Roy Church

In accepting the award Dr. Church acknowledged that his position demands that he interact with people across the region. In meeting the college mission of meeting the needs of the people of Lorain County he observed that those needs are intertwined with the needs of the region. Church reported that 34% of Lorain County residents work outside the county. He recounted that a major challenge facing the region is how to transform the region’s economy into a vibrant economic engine that creates the new businesses and jobs we need. Church observed that education is key, and that four of the eight priorities in the Voices & Choices process relate to education. He acknowledged the role of Leadership Lorain County in applying appreciative inquiry in the community which allows us to look at the world through an abundance, not a deficit model. This energizes the community to move in a direction to overcome its deficits and achieve much more. Dr. Church supported moving from a command and control model to one of strategic collaboration to move the region forward. He said that leadership classes are a critical component in that process and challenged participants to remain committed to the work of moving the region forward.

Dr. Proenza credited Rob Briggs with the creation of a new word “regioning” and said that he knows of no better “regioner” than Rob. Proenza noted that Rob helped to form the Fund for Our Economic Future and served as its chairman. His nominator said that Rob has pushed for regional collaboration for years, asking groups with natural synergies to think beyond local interests and collaborate for greater impact. He encouraged those around him to ask, “Does my activity have regional impact? If not, should it?”



Robert “Rob” Briggs

Rob Briggs accepted the award on behalf of the Fund, its funders, board and loaned staff. He said that their collective passion and commitment to revitalizing Northeast Ohio is unlike anything he has ever witnessed. In recommending regional initiatives Briggs began by saying the Regional Leadership Taskforce and Regional Day were big steps in the right direction. He urged the participants to think regionally and to act regionally so that we can compete globally. He called for increased productivity and cost reduction across all sectors – public, private and nonprofit, and applauded efforts such as NEOSO and MAGnet and asked the audience to think about the possibilities for such applications for schools systems. Mr. Briggs encouraged other entities to join the Fund and to be proactive participants. He said it was no longer just foundations, and thanked the Cuyahoga County Commissioners and the University of Akron for becoming the newest members. He challenged the participants to stay engaged, to visit the Fund website, www.futurefundneo.org, and to be positive about and proud of Northeast Ohio. Briggs concluded that we have the assets, the drive and the passion to succeed; that we are an entrepreneurial group; and that anything is possible!

NORTHEAST OHIO REGIONAL LEADERSHIP TASK FORCE ALUMNI SURVEY 2006

The task force is a collaborative partnership between the Urban Universities and the leadership programs northeast Ohio. It strives to identify initiatives that promote cooperation, understanding, and economic competitiveness in the region and to develop strategies that address critical problems facing this region.

1. Please circle the letter of your leadership program.

- a. Cleveland Bridge Builders
- b. LEAD Sandusky/Leadership Erie Co.
- c. Leadership Akron
- d. Leadership Ashland
- e. LEADERShip Ashtabula County
- f. Leadership Cleveland
- g. Leadership Columbiana
- h. Leadership Euclid
- i. Leadership Geauga County
- j. Leadership Hudson
- k. Leadership Lake County

What year did you graduate _____

- l. Leadership Lorain County
- m. Leadership Mahoning Valley
- n. Leadership Medina County
- o. Leadership Portage County
- p. Leadership SHAKER
- q. Leadership Stark County
- r. Leadership Stow/Munroe Falls
- s. Leadership Tuscarawas
- t. Leadership Unlimited
- u. Leadership Wooster
- v. Project Leadership Huron Co

2. Please circle the number that reflects how knowledgeable you feel you are about Northeast Ohio, outside your own community.

5 = very knowledgeable 1= not at all knowledgeable

5 4 3 2 1

3. Please circle the number that indicates how interested you are in improving your knowledge of the Northeast Ohio region.

5 = very interested 1= not at all interested

5 4 3 2 1

4. The following subjects have been identified as being of regional interest. Please prioritize their importance by circling the number that reflects their importance to you.

5 = very important 1= not important at all

Regional Competitiveness	5	4	3	2	1	Health Care	5	4	3	2	1
Global Competitiveness	5	4	3	2	1	Tourism	5	4	3	2	1
Media	5	4	3	2	1	Economy	5	4	3	2	1
Entertainment	5	4	3	2	1	Environment	5	4	3	2	1
Infrastructure	5	4	3	2	1	Social Concerns	5	4	3	2	1
Public Safety	5	4	3	2	1	Transportation	5	4	3	2	1
Education	5	4	3	2	1	Population Shifts	5	4	3	2	1

5. The task force is evaluating the interest of leadership program graduates in the following initiatives. Please indicate their appeal to you by circling the number which best reflects your interest. **5 = very interested 1= not at all interested**

Informational programs with neighboring alumni	5	4	3	2	1
Regional information for alumni publications	5	4	3	2	1
Speakers on issues of regional interest	5	4	3	2	1
Projects for alumni on regional issues	5	4	3	2	1
Teleconferencing on issues of regional interest	5	4	3	2	1
A Northeast Ohio Regional Leadership Program	5	4	3	2	1
Social programs with neighboring alumni	5	4	3	2	1
Leadership skills programs for alumni	5	4	3	2	1
Regional conference on issues of mutual concern	5	4	3	2	1
Regional Day for current leadership programs (new)	5	4	3	2	1

6. Please circle all of the following effects you have experienced as a result of participating in a community leadership program:

- a. Increased time in community work
- b. Increased contributions to community efforts
- c. Changed my priorities for community involvement
- d. Changed my priorities for community investment
- e. Assumed increased leadership responsibility at work
- f. Assumed increased community leadership responsibility
- g. Broadened my understanding of community issues
- h. Increased my network of community contacts
- i. Broadened my understanding of the region

PLEASE FAX YOUR RESPONSE TO 330.941.1525 by April 15, 2007
Or complete it online at <http://intercom.virginia.edu/SurveySuite/Surveys/neolead2>

THANK YOU FOR YOUR INPUT!!



NORTHEAST OHIO REGIONAL LEADERSHIP TASKFORCE NEO REGIONAL VISION AWARD NOMINATION FORM

The NEO Regional Vision Award was created to acknowledge outstanding efforts by public and private sector leaders to advance the region. Alumni, board, staff, and current class members of taskforce leadership programs are welcome to make nominations for the award. Nominees need not be program graduates. Self nominations will not be considered. Please complete the nomination form online at <http://intercom.virginia.edu/SurveySuite/Surveys/award> or submit the form by fax (330.941.1525) or mail, postmarked by April 15, 2007. A panel of representatives from regional organizations and past recipients will review the nominations. Awards will be presented at NEO Regional Day V on October 30, 2007.

PAST RECIPIENTS

2004 - Dennis Eckart

2005 - Richard W. Pogue

2005 - Dr. James Tinnin

Spring 2006 - Lana Cowell and Dr. Luis Proenza

Fall 2006 – Robert Briggs and Dr. Roy Church

NOMINEE INFORMATION

Please indicate the appropriate category for your nominee – Please type or print all responses

Public Sector

Private Sector

Name _____ Phone _____

Company/Organization _____ Position/Title _____

Address _____

City _____ State _____ Zip _____

Email Address _____

NOMINATOR'S INFORMATION

Name _____ Phone _____

Address _____

City _____ State _____ Zip _____

Email Address _____

Leadership Program _____ Circle: Board Staff Graduate Class Member

DATE SUBMITTED _____

Mail to: Northeast Ohio Regional Leadership Taskforce
One University Plaza – Phelps 215B, Youngstown, OH 44555

(Over)

NEO REGIONAL VISION AWARD NOMINATION FORM

Page 2: Nominee's name _____

Candidates are evaluated on the criteria of exhibited leadership, excellence, regional vision, innovation, persistence, initiative, and involvement. Attachments and letters of support will not be considered. Please describe below:

1. How the nominee has exhibited the above characteristics in making a regional impact (250 words)

2. Please describe the nominee's activities in advancing the future of Northeast Ohio (100 words)

NORTHEAST OHIO RESEARCH CONSORTIUM

Chair – Dr. Ziona Austrian

Coordinator – Kathryn Hexter

The Northeast Ohio Research Consortium (NEORC) was formed in 1979 to provide research and technical assistance to the Northeast Ohio region. The NEORC, a component of the Ohio Urban University Program (UUP), is a cooperative initiative of Northeast Ohio's Public Universities: The University of Akron, Cleveland State University, Kent State University and Youngstown State University.

The mission of the Northeast Ohio Research Consortium is to conduct collaborative research that contributes to making Northeast Ohio a world-class region. The Consortium's mission is aligned with that of its member universities and the Ohio Urban University Program (UUP).

The Northeast Ohio Research Consortium will promote the principles of regionalism, innovation and collaboration through research, technical assistance and dialogue. The Consortium will bring together the public and private sectors to make the 17-county, Northeast Ohio region more globally competitive in the areas of quality of life, educational performance, economic performance, design innovation and leadership.

NORTHEAST OHIO REGIONAL LEADERSHIP TASKFORCE

Coordinator – Suzanne Fleming

The Northeast Ohio Regional Leadership Taskforce was formed in 1995 with the support of the Ohio Board of Regents Urban University Program through the Northeast Ohio Research Consortium and is made up of University and Leadership Partners serving the communities of Northeast Ohio.

The Taskforce is designed to help disseminate the knowledge gained from this research via the community leadership program networks, to assist in the development of regional components for program curricula, and to promote alumni understanding of the assets and challenges of the region. The 8,000+ participants and graduates of these programs are also a source for citizen input for university research.

Taskforce University Partners include Cleveland State University, Kent State University, The University of Akron, and Youngstown State University. Taskforce Leadership Partners include alumni representatives and program directors of 22 community leadership programs in Northeast Ohio. The Taskforce also includes representation from Northeastern Ohio Universities College of Medicine (NEOUCOM), Lorain County Community College, OSU Extension and Team NEO.

Taskforce Leadership Programs * Alumni only - Program inactive

Cleveland Bridge Builders	Leadership Mahoning Valley
Leadership Akron	Leadership Medina County
Leadership Ashland	Leadership Portage County
LEADERship Ashtabula County	Leadership Sandusky County
Leadership Cleveland	Leadership SHAKER*
Leadership Columbiana County	Leadership Stark County
Leadership Euclid*	Leadership Stow/Munroe Falls
Leadership Geauga County	Leadership Tuscarawas
Leadership Hudson	Leadership Unlimited
Leadership Lake County	Leadership Wooster
Leadership Lorain County	Project Leadership of Huron County

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WOLSTEIN CENTER



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One University Plaza – Phelps Building
Youngstown, Ohio 44555

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