

# NORTHEAST OHIO REGIONAL DAY II REPORT

APRIL 29, 2005

AKRON/FAIRLAWN HILTON



This report provided by  
the generous support of:

**FirstEnergy**  
Foundation



**UWP**

Northeast Ohio  
Research Consortium

## OHIO URBAN UNIVERSITY PROGRAM

**Chair - Dr. Mark Rosentraub**

**Coordinator - Suzanne Armbruster Pokorny**

A program of the Ohio General Assembly and the Ohio Board of Regents (OBOR), the Ohio Urban University Program, (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 26-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 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

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13R	Jeffrey J. Armbruster	27R	Kevin Coughlin
18R	Timothy 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	Daniel R. Brady	33D	Robert F. Hagan
24D	Robert F. Spada		

### NEO DELEGATION – HOUSE

District	Name	District	Name	District	Name
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3R	Jim Carmichael	42R	John Widowfield	63D	Timothy Cassell
7D	Kenny Yuko	43R	Mary Taylor	64R	Randy Law
8D	Lance Mason	44D	Barbara Sykes	65D	Sandra Harwood
9D	Claudette J. Woodard	45D	Robert J. Otterman	68D	Kathleen Chandler
10D	Shirley A. Smith	50R	John P. Hagan	69R	Charles Calvert
11D	Annie L. Key	51R	W. Scott Oelslager	73D	William J. Hartnett
12D	Michael DeBose	52D	William J. Healy II	80D	Chris Redfern
13D	Michael Skindell	56D	Joseph Koziura	97R	Bob Gibbs
14D	Dale Miller	57R	Earl Martin	98R	Matthew Dolan
15D	Timothy DeGeeter	58R	Kathleen Walcher	99D	George Distel
16R	Sally Conway Kolbane	59D	Ken Carano		
17R	James P. Trakas	60D	Sylvester Patton		
18R	Thomas Patton	61D	John A. Boccieri		

## DEAR NORTHEAST OHIO LEADER:

We hope you will enjoy reading this Northeast Ohio Regional Day 2005 Report! Regional Day is a new experience being shared by the current class members of 13 participating community leadership programs in Northeast Ohio since 2004. These programs have incorporated Regional Day in their regular curricula. This report highlights the 2005 speakers, sites, discussions, honorees, recommendations and evaluations of the day, and outlines the plans for future regional days. Whether you are a graduate, board member, class member or supporter of one of the 21 community leadership programs (CLPs) in northeast Ohio, a legislator representing this region, or an associate or supporter of one of the region's university partners, we hope you will find this report an encouraging sign for our shared future.

Regional Day 2005 built on the success of the 2004 program which was the first effort of this kind in the country. New in 2005 was involvement with the Fund for Our Economic Future and the Voices & Choices project, and case studies on other regional initiatives around the country. While Regional Day is a relatively new undertaking, the relationship between the region's universities and leadership programs is not. In 1995, the Northeast Ohio Research Consortium (Consortium), with the support of the Ohio Urban University Program (UUP), created the Northeast Ohio Regional Leadership Taskforce (Taskforce) as a partnership between the CLPs and the urban universities of the region. Information about the UUP, the Research Consortium and the Taskforce is outlined on the inside covers. Additional information is also available at [www.neolead.com](http://www.neolead.com). Be sure to try your hand at the Regional Quiz inside and test your own regional knowledge!

Leadership graduates in the 17 northeast Ohio counties now number over 7,500, 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. Surveys in 1996 and 2001 of CLP alumni 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.

Successful conferences open to all alumni and focusing on education and economic development were held in Canton in 1997, Akron in 1999, and Lorain in 2001. A Delegate Summit was held in Cleveland in 2002, with each CLP bringing a contingency that included a leading economic developer, educator, and politician from their community, along with their program director and board chair. At the Summit, former Cleveland Growth Association President Dennis Eckart suggested that the Taskforce bring the CLP classes together and the rest, as they say, is history! The annual Regional Day was the result.

Special thanks go to our new partners — First Energy Foundation, SBC, Team NEO, the Dominion Foundation and the Community Foundation of the Mahoning Valley — to our continuing sponsors, the Research Consortium and the UUP — to the directors and boards of the 13 programs who made Regional Day 2005 possible — and to all the speakers, panelists, and site hosts who helped us to highlight the assets and innovative advances of this World Class Region.

**Suzanne Fleming**

*Coordinator, Northeast Ohio Regional Leadership Taskforce*

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## REGIONAL DAY 2005 APRIL 29, 2005

A REPORT PREPARED FOR THE NORTHEAST OHIO RESEARCH CONSORTIUM

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SBC  
Team NEO  
and these participating programs:*

<i>Cleveland Bridge Builders</i>	<i>Leadership Lorain County</i>
<i>Leadership Akron</i>	<i>Leadership Mahoning Valley</i>
<i>LEADERSHIP Ashtabula County</i>	<i>Leadership Medina County</i>
<i>Leadership Cleveland</i>	<i>Leadership Portage County</i>
<i>Leadership Columbiana County</i>	<i>Leadership Stark County</i>
<i>Leadership Geauga County</i>	<i>Leadership Unlimited</i>
<i>Leadership Lake County</i>	

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## WHAT IS REGIONAL DAY?

Regional Day is a day patterned after regular CLP program days that involves the current class members from 13 participating leadership programs. It is designed to broaden their understanding of Ohio's most populous and influential region. Like the highly successful CLP program format, the day is informative, experiential and interactive. There are networking opportunities as well as off-site visits in teams with representation from each program to explore one of the economic drivers of the region. There are presentations from regional and national experts, and opportunities for dialogue among participants and interaction with regional business representatives. The participating class members are asked to spend their program year noting the highlights of their communities so they can come to the day prepared to share their discoveries with an expanded audience.

## GOALS AND OUTCOMES

The goals of the 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 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*

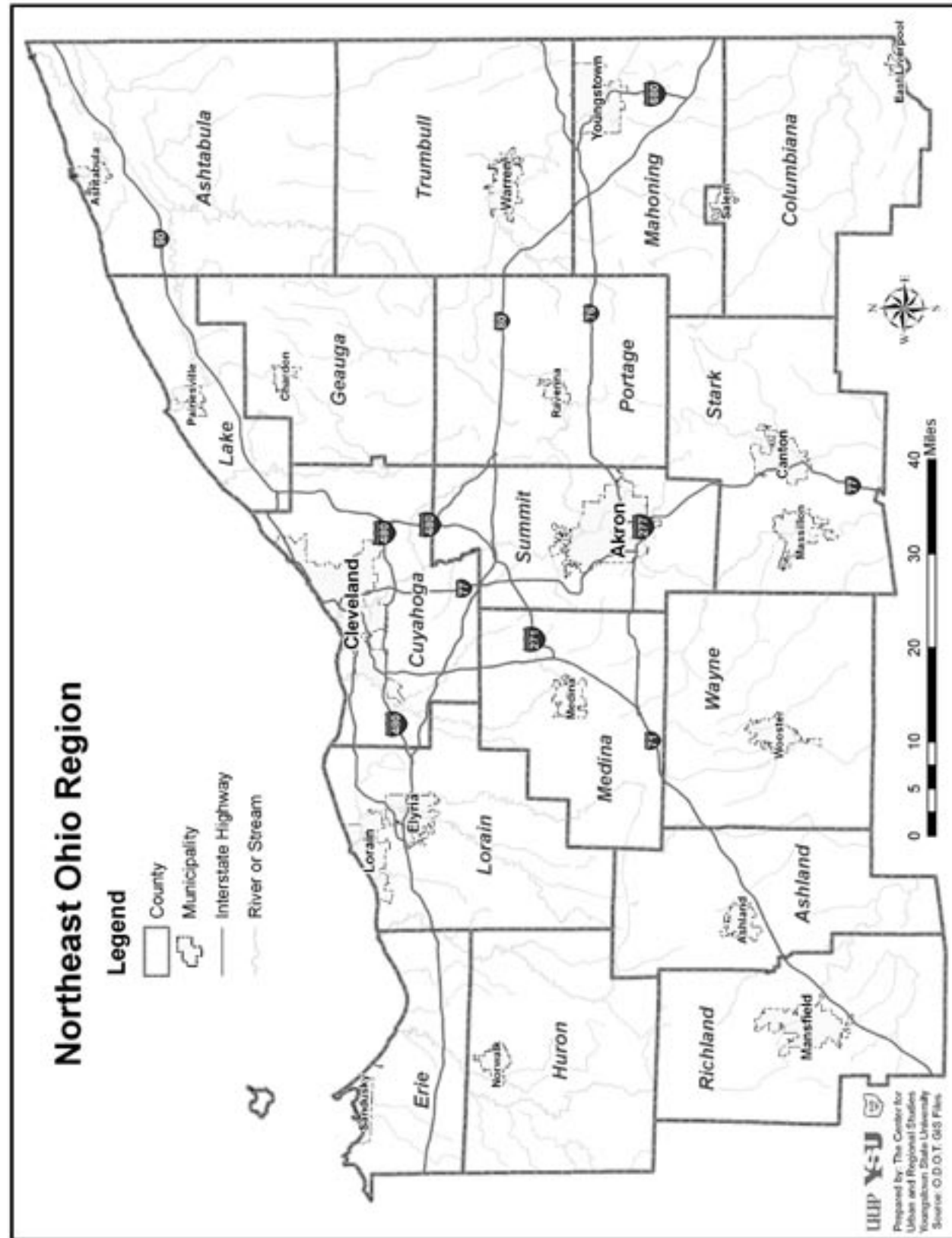


## NEO REGIONAL LEADERSHIP TASKFORCE REGIONAL DAY

April 29, 2005, Akron/Fairlawn Hilton

### AGENDA

6:30-7:00AM	Programs depart from local sites - Regional Interview stories & Quiz en route
7:30-8:00AM	Registration - Continental Breakfast
8:15AM	Overview of Day
8:20AM	Welcome - Mayor Donald Plusquellic & Commissioner Peter Lawson Jones
8:30AM	Regional Asset Roundtable discussion - Slide show
9:15AM	Regional Overview & Vision - Hunter Morrison, YSU Center for Urban and Regional Studies Randell McShepard, Director Community Affairs, RPM - Fund for our Economic Future
9:45AM	Regional Communication - Steve Kristan, Director of External Affairs, SBC
10:00AM	Colors depart on bus to Site Visits – Letters move to breakout rooms Lower Level    A- Conference A    B- Conference B    C- Board Room Main Floor    D- Bekaert Room    E- B&W Room
10:15-11:00AM	Regional Case Study Discussion
11:00-11:50AM OR 10:30-11:30AM	Voices & Choices - Regional Dialogue  Site visits on Innovation in NEO Economic Drivers: Healthcare - Children's Hospital Medical Center of Akron - Red Financial Services - Westfield Group - Green Supply Chain/Logistics - Roadway Express Corporation - Orange Vehicle Technology - Goodyear Tire & Rubber Company - Yellow Sustainable Transportation - Ohio National Guard Armory at Akron/Canton Airport - Blue
12:00PM	Lunch Speaker - Introduction - Bob Farley, CEO Team NEO Keynote - Frank Beal, Executive Director, Chicago Metropolis 2020
1:00PM OR 1:15-2:00PM	Colors depart for Site Visits (as above) - Letters move to breakout rooms (as above) Regional Case Study Discussion
2:00-2:50PM	Voices & Choices - Regional Dialogue
3:00PM	Break
3:15PM	Regional Quiz answers/Regional Basket prize drawing
3:30PM	Roundtable discussion - key learning - Dr. Mark Chupp, Universities Collaborative
4:15PM	Awards Presentation - Richard Pogue and James Tinnin Closing Remarks/Challenges - Dr. Carol Cartwright, President, Kent State University
4:30PM	Evaluation and departure



## NEO REGIONAL QUIZ 2005

- Name three edible things that were invented in Akron.
- What county is home to the newest state park & lodge?
- Why is Cleveland founder's name, Moses Cleaveland, spelled differently than the city?
  - Civic leaders changed it after he returned to Connecticut.
  - Moses didn't read & write so well but he could play guitar just like a ringin' a bell.
  - It was changed to honor Grover Cleveland.
  - A publisher changed it to fit on a page.
- What county boasts Lou Holtz as a native son?
- Geauga Co.'s Union Chapel is dedicated to free speech. What famous educator was prevented from speaking there in 1857? What famous suffragist spoke there in 1879?
- In what Ohio county did Mormon leader Joseph Smith live prior to leaving for Utah? In what county will you find the Temple he built?
- What Lorain County city was named one of a dozen Distinctive Destinations by the National Trust for Historic Preservation?
- Who were the founders of Alcoholics Anonymous and where was it founded?
- What city is home to a highly acclaimed museum focused on American art? What is the name of the museum?
- What county is home to the writer who published the first eyewitness account of the Wright Brother's Kitty Hawk flight in his monthly farm magazine? Bonus Questions - The magazine? The writer?
- What former Hiram College President and Portage Co. resident was elected president in 1880 only to be assassinated after 6 months in office?
- What city hosts a world-class amateur racing event and what is it called?
- What county is home to the National First Ladies Library and is the birthplace of the 25th U.S. president?
- Who was the 25th president and what county is home to his memorial library?
- What was Benjamin Goodrich's occupation prior to rubber manufacturing?
- What Ohio company developed the first residential microwave and where?
- What city is home to Grant Morgan and what did he invent?
- What is the population of the 17 county NEO region?
- What percentage of Ohio's 11.3 million people lives in the NEO region?
- What is the largest county in the region & state?
- What is the smallest county in Northeast Ohio?
- Which NEO county has the highest population and what is it?
- Which NEO county has the smallest population and what is it?
- Name two NEO counties that were once part of other NEO counties and the counties from which they came.
- Which 3 NEO counties lost population in the last census?
- Which two counties increased in population by over 25K from 1990 to 2000?
- Which NEO county originally encompassed the Connecticut Western Reserve?
- How many colleges and universities are located in Northeast Ohio
  - 10
  - 20
  - 30

How many of their graduates are available for employment each year?
- There are more people living and working within 250 miles of NEO than anywhere else in the U.S. How many people would that be?
- What was the precursor to the NFL that was founded in a Canton Car dealership in 1920?
- What city was home to Ransom Olds designer of the Oldsmobile?
- Who was the KSU chemist involved in liquid crystal discovery?
- Why did Henry Timken move to Canton in 1901?
- How did Columbiana County get its name?

## REGIONAL QUIZ ANSWERS

1. Ice cream cone, hamburgers, carmel corn
2. Ashtabula - Geneva Sate Park
3. D. A publisher changed it to fit on a page.
4. Columbiana
5. Geauga Co.'s Union Chapel is dedicated to free speech. James Garfield was prevented from speaking there in 1857. Susan B. Anthony spoke there in 1879.
6. Geauga/Lake - Temple built in 1830 - Lake County formed in 1840
7. Oberlin
8. Dr. Bob Smith and Bill Wilson founded AA in Akron.
9. Mahoning - Butler Institute of American Art
10. Medina Co. - Gleanings in Bee Culture - A.I. Root
11. James Garfield
12. Akron - Soap Box Derby
13. Stark Co.
14. William McKinley - Trumbull Co. (Niles)
15. B.F. Goodrich was a physician who turned to rubber manufacturing. He moved to Akron in 1870.
16. Tappan Stove Co. - Mansfield / Richland Co.
17. Cleveland - traffic light
18. 4.1 million in the 2000 census
19. 38%
20. Ashtabula Co.
21. Lake Co.
22. Cuyahoga - 1.39 million
23. Ashland - 52,500
24. Lake (Gauga) and Mahoning (Trumbull & Columbiana)
25. Cuyahoga, Mahoning & Trumbull
26. Medina & Summit
27. Trumbull
28. c. 30 with 27,000 annual graduates
29. 55,424,000 live or work within 250 miles of Northeast Ohio.
30. The American Professional Football Association was the precursor to the NFL.
31. Ransom Olds was from Geneva.
32. James Ferguson made fundamental discoveries with liquid crystals in 1969 at KSU
33. Timken moved his bearing company there to be close to a major axle maker.
34. Columbiana County is named for Christopher Columbus and Queen Anna.



Left: Kirtland Village–Sawmill & Asbery, Lake County  
Right: New Geneva Lodge–Ashtabula County



## ASSET DISCUSSION

Again this year, the participating classes were asked to prepare a list of the top assets of their communities that they wanted people from other parts of the region to know about. Pictures of these assets provided a backdrop for conversation at each table about the many strengths of Northeast Ohio. These asset discussions began the Regional Day on a very positive note. A powerpoint show of the pictures is available on the Regional Day page of the website [www.neolead.com/RegionalDay](http://www.neolead.com/RegionalDay). The common themes followed along the same lines as those evident in Regional Day I.

## COMMON THEMES

**Natural resources** - lakes, rivers, waterfalls, caves, parks, gardens, open land

**Historic resources** - covered bridges, lighthouses, Kirtland Temple, Garfield Home, McKinley Memorial, courthouses, downtowns, antiques

**Educational resources** - libraries, schools, community colleges, colleges and universities

**Human resources** - ethnicity, cultures, leaders, youth, philanthropists, volunteers

**Arts/Entertainment resources** - museums, theatres, sports, symphonies

**Industrial resources** - healthcare, wineries, potteries, agriculture, local business, industrial parks

**Transportation resources** - airports, rivers, highways



Top: Lorain County Community College  
Middle: Little Beaver Creek–Columbiana County  
Bottom: Football Hall of Fame, Stark County

## ASSET LISTS

### Leadership Akron

1. Stan Hywet Hall and Gardens
2. New Akron Library
3. Fresh Water
4. Employers - Hospitals
5. Cuyahoga River
6. Summit Metroparks



### Leadership Ashtabula County

7. Tourism
8. Vineyards/Wineries
9. Rural Farmland
10. Covered Bridges
11. Lake Erie

### Cleveland Bridge Builders/Leadership Cleveland

12. Professional Sports
13. Universities (Case, CSU)
14. Healthcare Institutions
15. Theatre
16. Water (Lake Erie, Rivers)
17. Metroparks
18. Museums
19. Dedicated Leaders
20. Tourist Attractions
21. Philanthropic Institutions



### Leadership Columbiana County

22. Kent State Campuses
23. Ohio River
24. Little Beaver Creek
25. Potteries
26. Agriculture



### Leadership Geauga County

27. Amish Living
28. Farmland - Burton
29. Maple Industry
30. Water - Punderson
31. Parks - Ansel's Cave

### Leadership Lake County

32. Kirtland Temple
33. Historic Kirtland
34. Garfield House
35. Metroparks
36. Holden Arboretum

Top: New Akron Library, Summit County  
Middle: Vibrant Town Center, Medina County  
Bottom: Mill Creek Metro Park Bike Trail, Mahoning County

### Leadership Lorain County

37. Allen Art Museum
38. Education - JVS
39. Education - Lake Ridge Academy
40. Education - Lorain CCC
41. Education - Oberlin College
42. Water - Lighthouse
43. Metroparks
44. International City



### Leadership Mahoning Valley Mahoning & Trumbull Counties

45. Mill Creek Park - Bike path
46. Butler Institute of American Art
47. Youngstown State University
48. Mahoning Co. Courthouse
49. Mahoning Youth
50. Kent State Trumbull
51. Trumbull Riverwalk
52. Trumbull Courthouse Square
53. Mahoning River
54. Interstate Connections

### Leadership Medina County

55. Downtown Medina
56. Location & Infrastructure
57. Excellent Schools
58. Affordable Available Land
59. Community Leaders

### Leadership Portage County

60. Higher Ed - Hiram, NEOUCOM, KSU
61. Natural Resources - Waterfall
62. People/Volunteers
63. Agriculture
64. Leadership programs - adult and youth

### Leadership Stark County

65. National First Ladies Museum
66. Pro Football Hall of Fame
67. Akron/Canton Regional Airport
68. The McKinley Monument
69. Canton Street Scene/Mural

### Leadership Unlimited - Richland County

70. Malabar Farm
71. Mid-Ohio Sports Car Course
72. Kingwood Center
73. Mansfield Movie Set
74. Johnny Appleseed Outdoor Drama



Top: Mansfield Speedway, Richland County  
Middle: Wineries, Ashtabula County  
Bottom: Punderson Lake, Geauga County

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## WELCOME

HONORABLE DONALD PLUSQUELLIC, MAYOR, CITY OF AKRON officially welcomed participants to Akron. First elected in 1987, he is the city's longest-serving mayor and was elected by his peers as the immediate past president of the U.S. Conference of Mayors. In applauding the Regional Day effort he noted "Our competition is now coming from overseas. We must eliminate the competition between our communities and build a base of support, understanding and trust." HONORABLE PETER LAWSON JONES, COUNTY COMMISSIONER in Cuyahoga County, the most populous county in Northeast Ohio, gave the official welcome to the region. Elected in 2002, Lawson Jones is the only African American county commissioner in the state of Ohio. A Harvard-educated attorney, and partner in the public law area of Roetzel & Andress Lawson Jones served previously in the Ohio Legislature and as the vice mayor and a council member in Shaker Heights. He urged the participants to think and act regionally because "in order to ensure the prosperity of our collective future, we must make regionalism a reality—in a global economy, we have no other choice."

## REGIONAL BACKGROUND

### Understanding Our Regional Past and Present

Hunter Morrison, *Director, Center for Urban and Regional Studies, Youngstown State University*



Mr. Morrison reminded us of our Northeast Ohio historic roots—from the fact that the glaciers stopped around Holmes and Stark counties, leaving us a landform legacy of hills and rivers, to the fact that the Connecticut Western Reserve took in the majority of this area where the townships share the commonality of size and greens on our town squares. "We're a virtual state in some ways," Morrison stated. We have aggregate interests. We have great competitive advantages: our freeway network is one of the best in the country; it is easy for us to travel to each other's communities for work and play.

But, we are falling behind and are not successfully competing as a region. Further, the trend of moving further out from our core cities is not working to our advantage. Between 1999 and 2000, the same number of people in Northeast Ohio spread out over more land. EcoCity's David Beech researched the impact this trend will have in another 20 years: Our core cities will suffer, our farmlands and greenspace will become subdivisions, and we will lose our sense of place. Our challenge is to work together, and we have great assets to build on: rivers, watersheds, bikeways, heritage corridors, arts, culture and sports, medical facilities, institutions of higher education, and user-friendly logistics: airports, fiberoptics, freeways. The future of our region is in question. Therefore, we're looking to the "Fund for Our Economic Future."

### HISTORY, COMMONALITY

Northeast Ohio shares the glaciated Allegheny Plateau and watersheds that flow into either Lake Erie or the Ohio River. As a region, our governmental structure is highly fragmented. Northeast Ohio's land mass is comparable to Connecticut, Massachusetts, and Rhode Island combined. Over the past 30 years, job growth and per capita income have lagged behind as compared to national and state statistics.

### SPRAWL

Northeast Ohio population levels have remained stable but occupy much larger areas at lower densities. Job growth is in more decentralized areas and 31% fewer jobs are located along major highways. Advanced services have moved away from urban downtowns; consumer retail is moving to bedroom communities. There are fewer Fortune 500 firms located in Northeast Ohio now compared to 1970; simultaneously, new leadership is emerging. The interstate system has allowed workers and shoppers more distant opportunities, and has also expanded supply chains to span greater distances; people are commuting greater distances.

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## PLANNING OUR REGIONAL FUTURE

Randy McShepherd, *Executive Committee Member, Fund for Our Economic Future*  
*Director of Community Affairs, RPM International, Inc.*

Based on our legacy of philanthropy and history of entrepreneurship and innovation, the Fund for Our Economic Future is carrying on that great tradition. With the support of nearly 70 foundations the Fund will raise \$30 million for economic development over three years. The forces that brought these foundations to the table include:



- "If not us, then who?" (Special role of foundations)
- "Unless we create more wealth, we will have more organizations chasing fewer dollars." (Investment in "philanthropy")
- "The best social welfare program is a job." (Long-term investment in mission)
- "It's what our benefactors would have wanted." (Historical roots)

The Core Values of the Fund for Our Economic Future are: Quality of Life; Diversity and Inclusion; Vitality of Core Cities; and Transparency & Open Communication - Broad-based Participation.

The Fund has three strategies: Public Engagement, Research and Grantmaking. The Fund seeks economic transformation, which requires active engagement by every sector of society on a sustained basis to form a shared vision and define a collaborative agenda. Thus, the fund seeks new voices: Entrepreneurs, Foreign-born residents, Corporations, Labor, Creative Community, and Income, Gender, Age, and Racial Diversity.

Voices and Choices, a program led by America Speaks and the Universities Collaborative, is the largest civic engagement in the U.S. and will involve tens of thousands of people through citizen interviews, community forums, leadership workshops, 21st Century Town Hall Meetings, proxy and on-line dialogues, and media partnerships. Using technology such as keypad polling and groupware computers, as well as old-fashion face-to-face interviews and discourse, communities will connect in powerful ways. Forums will be organized by individuals and civic organizations and take place at homes, businesses, churches, and schools. Media partnerships will develop public education programming, publicity, broadcast 21st Century Town Hall Meetings, and disseminate materials and opportunities for input.

For the research strategy, the Fund has commissioned an economic "dashboard" to identify key indicators of economic growth and track the region's progress over time, and developed the NEO Barometer, an opinion survey of the residents of 15 counties, measuring perceptions and attitudes about the region and the local economy.

Best known for its grantmaking capacity, the Fund intends to pursue a relatively narrow agenda of no more than eight to 15 initiatives focused directly on economic development. To date, the Fund has provided grants to four organizations: Team NEO, NorTech, BioEnterprise, and JumpStart.

## REGIONAL COMMUNICATION

Steve Kristan, *Director of External Affairs, SBC*

Steve noted that the nearly 4 million people of Northeast Ohio make up a \$160 billion economy. That is larger than the State of Israel, Sweden or South Africa. He noted that we need to better leverage what we have in order to compete globally. Kristan observed that we are moving to a knowledge-based economy and that there are many of applications for us. Technology, such as broadband (which he announced has surpassed dial-up in number of users), will transport knowledge and advance businesses globally. He cited the need for modernizing our playing field in order to compete as a region.

## KEYNOTE SPEAKER

Frank Beal, *Executive Director, Chicago Metropolis 2020*  
Generously supported by Team NEO



*Frank Beal, Metropolis 2020*

### WHAT IS CHICAGO METROPOLIS 2020 AND WHAT DO WE DO?

Chicago Metropolis 2020 is a five-year-old organization dedicated to making metropolitan Chicago one of the great places in the world to live and work.

We were created by The Commercial Club of Chicago, an organization that is 130 years old that was founded by entrepreneurs who were appalled by the condition of 1870s Chicago and wanted to make Chicago a healthy city with great schools, public parks and good roads. They created The Burnham Plan for Chicago in 1909, and community improvement has become part of the culture of this city.

In the mid 1990s, The Commercial Club decided to take a hard look at what it would take to make the Chicago region one of the great global cities of the twenty-first century. Six committees worked for two years to create a report called *Chicago Metropolis 2020* which made over 200 recommendations covering education, transportation, housing taxation, and governance and mandated a new organization: Chicago Metropolis 2020.

Our board of 45 is composed of half business people and half labor, religious, civic, and educational leaders. We have a small staff and a \$2 million budget which comes from businesses and foundations.

### WE'RE ORGANIZED INTO FIVE CATEGORIES:

1. Growth Management and transportation.
2. Early Childhood and Education.
3. Justice and Violence.
4. State Housing plan.
5. Regional Learning.

### WHY DO WE DO WHAT WE DO?

We have studied regionalism and it makes a lot of sense to us. Our motivation, ultimately, is our children and grandchildren. We want our kids to grow up in a place they can be proud of, a place where they can get a good job, a good education, and an affordable house in a safe neighborhood. We want the kids to come back after they go away to college.

### SOME LESSONS WE HAVE LEARNED ABOUT WHAT IT TAKES TO MAKE A REGION

- Trust yourself.
- Be bold.
- Be impatient.
- The issues are connected.
- Be inclusive (leadership).
- Government is your friend, but...
- It's serious, but enjoy the challenge.

## BREAKOUT GROUPS

While half of the participants went to the site visits in the morning, the other half was divided into five groups of 30-40 for two consecutive breakout sessions: Regional Case Studies and Voices & Choices Regional Dialogue. The assignments were reversed in the afternoon.

## SITE VISITS - INNOVATION STORIES

Site visits representing sectors that are economic drivers in the region were selected for Regional Day II. Half the leadership class members visited one of the sites in the morning, and the other half visited one of the sites in the afternoon. The selected sectors were Financial Services, Healthcare, Sustainable Transportation, Supply Chain/Logistics and Vehicle Technology. Program directors moderated the panels. Representatives from different parts of the region were invited to be part of the site panels and to address three points: the advantages of a Northeast Ohio location for their industries; changes that would help them in the future; and innovations that have helped them to succeed here. The sites, the panels and a few of the innovation stories are outlined below.

## FINANCIAL SERVICES

**Location** - The Blair Center, One Park Circle, Westfield Center  
**Host** - Dan Sondles, Chief Legislative Officer, Westfield Group

**AM Panel** - Leader, Bill Sharp, Leadership Unlimited  
Dan Sondles, Chief Legislative Officer, Westfield Group, Westfield Center  
Dan Szendrey, Business Improvement Steward, Diebold, North Canton  
Andy Meinhold, Regional President, Huntington Bank, Burton



*Panelists at Westfield Center*

**PM Panel** - Leader, Ellen Cantor, Leadership Lake County  
Dennis Ulrich, Exec. Dir., Continuing & Professional Education, Cuyahoga Community College  
Paul Clark, President, Northern Ohio, National City Bank, Cleveland  
Bill Premier, Vice President, Sales & Marketing, Hyland Software, Westlake

### DIEBOLD BUSINESS IMPROVEMENT SYSTEM

An innovation story in the financial sector was Dan Szendrey's account of the Diebold Business Improvement System (DBIS), the backbone of the company's growth in a few years' time from a company with revenue that barely topped \$1 million, with sales predominately in the USA, to a \$2.4 billion company with operations in nearly 90 countries. DBIS is a home-built, continuous improvement philosophy and set of business tools that is reshaping the company by empowering associates, improving communications, providing training in cultural values, encouraging associates to make improvements, and raising the level of innovation. DBIS also incorporates some aspects of Six Sigma, Lean Thinking, and the Toyota and Honda quality systems.

To support this dynamic culture, Diebold began implementing a three-phase development process in 2001. Nearly all 14,000 associates have attended the two-day initial DBIS class, and nearly half have completed the two-day advanced class. The third phase is development of certified teams that use their DBIS skills to improve their parts of the business in terms of quality, lead time, customer responsiveness and more. The classes have been conducted in eight languages.

Another important part of the dynamic culture is a suggestion process that encourages associates to make at least 30 suggestions each year and implement at least 25 of them. So far, in just two years, more than 107,000 suggestions have been made and implemented. Some suggestions cut costs, some increase revenues, some organize the workplace, and some improve processes. All are important and valued. As it has reshaped the corporate culture, DBIS has supported Diebold's ability to innovate and respond quickly to changes in our marketplaces.

#### VIRTUAL BANKING

Andy Meinhold noted that Huntington National Bank, and some other leading financial institutions, are beginning to institute virtual banking which allows businesses to process deposits electronically without having to physically go to the bank. Initially viable for large commercial customers, it can be expected that the cost of the technology will decrease over time and it will become more widely available. It allows businesses to spend time doing business instead of banking, improves productivity, and helps businesses focus on primary functions. The technology also continues the trend toward doing business anywhere. A business does not need to be tethered to a physical location because customers will be able to do banking from anywhere. Finally, the new technology and its implementation will create and expand new jobs as the conversion takes place over the next five to ten years.

#### FINANCIAL SERVICES SOFTWARE

Hyland Software is an innovative, successful technology company founded in the Rust Belt in 1991 by Packy Hyland that has enjoyed an average growth of 36% over the last five years and has a world-wide customer base of over 4,900. Bill Premier explained that the company has developed an enterprise content management software suite called OnBase for industries such as financial services, compliance, mortgage lending, government, education, life sciences, healthcare, insurance, manufacturing and transportation, where employees typically process large volumes of paper forms, printed reports, word processing files and e-mail correspondence. OnBase helps organizations operate more efficiently, save money and comply with government regulations like the Sarbanes-Oxley Act. A Mini-Silicon Valley in the Midwest, Hyland was born and bred in Cleveland and employs a workforce of 373 with an average age of 33. Internal innovations include an on-site diner, Montessori-based child enrichment center, hair salon, masseuse and a pair of two-story, indoor slides.

#### PROFESSIONAL DEVELOPMENT

Dennis Ulrich explained that The Institute for Banking, Finance and Insurance's (IBFI) vision is to be a premier center and clearinghouse for professional development training for employers (including customized training and consulting services) and employees, and for students and other individuals interested in careers in banking, finance and insurance in Northeast Ohio. With over 75,000 people currently employed in the banking, financial services and insurance industries in companies of all sizes, as employees or under contract, the sector helps fuel the region's economy. Realizing that professional development must start early to attract and prepare high school and college students for careers in banking, finance and insurance and that entry-level employees in these industries often need help to retain their jobs, Cuyahoga Community College initiated a strategic planning process that included industry representation in 2003.

#### The following goals were developed to begin in April 2005 with full implementation in 2007:

- to increase programming for professional development, licensure and certification requirements that meets entry-level and incumbent employee needs for upgrading skills;
- to add industry-focused concentrations, e.g., banking, insurance, to the College's Associate's degree in Business Administration;
- to help attract and prepare high school and college students for careers within these professions, including the establishment of an internship program;
- to increase the number of persons who are economically-challenged, racially diverse, and who do not speak English as a first language in career paths in the banking, finance and insurance professions;
- to foster internal and external partnerships to increase the quantity and quality of professional development

learning opportunities;

- to become a clearinghouse in Northeast Ohio for professional development in banking, finance and insurance, providing high quality information to high school and college students, job applicants, industry employees and employers (e.g., HR, training and operations units)
- to deliver contract training, consulting services, and related services to industry employers and related organizations; and through the above, to increase the vitality and economy of Northeast Ohio.

## HEALTHCARE

**Location** - Children's Hospital Medical Center of Akron, One Perkins Square, Akron  
Host - Tom Turner, Vice President, Business Development

**AM Panel** - Leader, Karen Claxton, Leadership Portage County,  
Jim Baker, Vice President Strategic Planning/Marketing, MedCentral Health System, Mansfield  
Lori Pronesti, COO, North Ohio Heart Research, Elyria  
Cheryl Quigley, Director, Center for Health Industry Solutions, Cuyahoga  
Robert Mosher, Vice President Applied Infection Control, Steris Corporation, Mentor

**PM Panel** - Leader - Gail Stumphauzer, Leadership Lorain County  
Tom Turner, Vice President Business Development, Akron Children's  
Mike Seiser, VP Information Systems, Humility of Mary Health Partners, Youngstown/Warren  
Cynthia Moore-Hardey, President & CEO, Lake Hospital System, Painesville  
Jay Williamson, M.D., Assoc. Dean, Northeastern Ohio Universities College of Medicine, Rootstown

#### GROWING INTO THE 21ST CENTURY

Beginning with the 1993 Centennial Building program and continuing with subsequent additions that finished in 2004/2005 Akron Children's Hospital reinvented itself from a very good community hospital with a limited regional reach into a true regional pediatric healthcare provider with primary and sub-specialty offices scattered throughout northeast Ohio. Tom Turner shared that this decision to upgrade the facility was a vital element in the strategy to remain an independent, free-standing pediatric hospital when hospital acquisitions and mergers were the norm.

This decision not to affiliate and the actions flowing from it strengthened their market position including increases in awareness and market share in a shrinking pediatric market. They focused growth initiatives on high acuity service lines and in the process nearly doubled the medical staff and strengthened the base of employed physicians. Akron Children's added a Heart Center including open heart surgery, an arrhythmia center and adult congenital heart services. With neighboring Akron General Medical Center and Summa Health System, they opened the Fetal Treatment Center of Northeast Ohio. This led to operating the Special Care Nursery at Akron General Medical Center, the creation of the Division of Maternal/Fetal Medicine and employment of perinatologists for the first time in the organization's history. They own and operate 14 primary care offices scattered throughout NE Ohio called Akron Children's Hospital Physician Associates.

Children's has expanded geographically and has Heart Center offices in Boardman and Beachwood as well as heart, pulmonary, orthopedic, urology and nephrology services in locations throughout the region. They plan to provide inpatient services at St. Elizabeth's Hospital in Youngstown and to operate the pediatric unit at Robinson Memorial Hospital in Portage County. A new outpatient facility is planned in Hudson to serve northern Summit and southern Cuyahoga County. Their Children's After Hours call center serves doctors and other hospitals throughout the state.

Other important services that have been enhanced or added include the Palliative Care Center, Neurosurgery (one of the first in the world to utilize intraoperative MRI technology for children), NeuroDevelopmental Center, Pediatric Clinical Trials of Akron, CARE Center in Stark County and the Oak Adoptive Health Center. Children's is well-positioned to tackle the challenges of the 21st century.

#### CENTER FOR HEALTH INDUSTRY SOLUTIONS

Cheryl Quigley noted that Healthcare is the fastest growing field in the Cleveland area and plays a vital role in the region's economy. She noted that shortages in the healthcare workforce are predicted to increase. The Center for Health Industry Solutions (CHIS) at Cuyahoga Community College was established in 2000 with a three year grant to identify critical employment needs for the industry and develop and provide training to address those needs.

It was determined that many factors affect workforce shortages, that a variety of strategies must be used to address these shortages and that it was essential that these shortages be addressed within the context of industry and community needs and resources. CHIS has developed collaborative relationships with people and groups within the college and the community to identify the most critical health care employment vacancies and provide fast-track training for workers to fill these vacancies. They focus on the needs of entry-level workers below the baccalaureate level and provide training and continuing education for incumbent workers. Key elements to the Center's success include understanding the needs of the healthcare industry, developing quality programs or working collaboratively with existing programs to address these needs, designing programs that are accessible to healthcare providers and students, and implementing strategies to make healthcare providers and students aware of these programs.

#### HEALTH TECHNOLOGY ADVANCES

Mike Seiser shared two of the technological advances at Humility of Mary Health Partners (HMHP) in the Youngstown/Warren area and Community Health Partners in Lorain. Health information technology is at the forefront of efforts to improve healthcare safety, quality, and efficiency. These regions have worked over the past 3-4 years on automating clinical documentation and clinical data capture. Last year HMHP went live with an Electronic Medical Record (EMR) eliminating paper charts. Two years of paper charts for HMHP (typical of what is kept in the Medical Records departments) laid end to end would extend for 76 miles. Radiology images are also now captured electronically, reducing the need for expensive film. Physicians can access an entire patient chart and radiology images electronically. Access is provided from devices in the hospital, at their office, or at home, saving physicians and other clinicians significant time and improving their ability to make faster and more reliable decisions. Next steps will be to venture outside the hospital and into the ambulatory, or physician office EMR process. Community Health Partners in Lorain will be implementing an EMR for employed and affiliated physicians in late 2005.

HMHP's St. Elizabeth Health Center in Youngstown recently built seven new state-of-the-art surgical suites. The new suites use the leading surgery room design - boom technology. Equipment, wires, monitors, lights, and computers are suspended from the ceiling keeping all this out of the way, but within reach. Each room is set up for computerized charting, medical imaging access, laparoscopic video, and vascular images all available on any of the room monitors with a touch of the computer screen. These fully-automated rooms will greatly increase the efficiency and safety of the operating room and revolutionize the atmosphere for the surgeons and staff.

#### INNOVATIONS IN HOSPITAL DESIGN

Lake Hospital System has traditionally been viewed as a local community healthcare system providing the residents of Lake County and the surrounding communities with a full range of services. But faced with an aging facility, no room for expansion and poor access to a community that is rapidly becoming regional in nature, Cynthia Moore Hardy explained that the System decided to build a new replacement facility. Functional and space programming is complete, and the System is engaged in the schematic design with ground-breaking planned for early 2006.

The new campus will be equipped with the latest technology including digital and wireless communication, electronic medical records and computerized physician order entry, and the hospital design will embrace the healing environment concept. Evidence suggests a healing environment promotes the physical, mental, and social well-being of the patient as well as the caregivers. Elements of the healing environment will include: private rooms, patient control of environmental elements, healing gardens, noise reduction, natural lighting, and family/staff-friendly amenities. As part of the system's commitment to create a healing environment, it has become a partner of the Pebble Project, a joint effort between The Center for Health Design, a nonprofit research and advocacy organization, and leading healthcare providers whose purpose is to create a ripple effect in the healthcare community by providing researched and documented examples of facilities whose design has made a difference in the quality and efficiency of care. The Concord Hospital Project was one of only 22 nationwide projects chosen to date.

#### INFORMATION MANAGEMENT SYSTEM

MedCentral Health System, a 400-bed, two-hospital system based in Mansfield, Ohio, introduced a complex, automated medication administration system, proven to reduce medical errors, beginning in 2002 with the installation of a pharmacy robot — an automated drug storage, retrieval and dispensing system that fills orders for patient medications. The robot was designed to decrease costs, automate routine tasks, reduce errors and allow pharmacists to spend more time in patient care areas. Jim Baker reported that MedCentral continued to automate the medication dispensation by introducing the Med Administration Check (MAK) at their main campus in March. It was the last step in the computerized system that tracks medications from the original prescription written by a physician, to the pharmacy, to the hospital unit, to the nurse and, finally, to the patient. It involves bar code technology linking and verifying each step of the process, ending with the patient wristband to confirm that the patient is receiving the indicated drug, dosage and form the physician ordered, at the correct time. By May, the MAK system will also be in use at Shelby Hospital, the system's smaller, 25-bed facility, making it possibly the smallest hospital in the region to have such innovative capabilities.

#### SUPPLY CHAIN/LOGISTICS

**Location** - Roadway Express Headquarters, 1077 Gorge Blvd., Akron

**Host** - Dave Pavlich, Vice President Information Solutions, Yellow Roadway Technologies

**AM Panel Leader** - Tracy Knapp, Leadership Akron

Dave Pavlich, Vice President Information Solutions, Yellow Roadway Technologies, Akron

Lance Healy, Vice President Operations, Banyan Technology, Elyria

Lien Scanlan, Senior Analyst, Menlo Worldwide/UPS, Middleburg Heights

Joe Fleming, President, Falcon Transport, Youngstown

**PM Panel Leader** - Lucy Sondles, Leadership Medina Co.

Dave Pavlich, Vice President Information Solutions, Yellow Roadway Technologies, Akron

Joe Fleming, President, Falcon Transport, Youngstown

Joe LaMantia, Managing Partner, e-Ventus, Independence

Brian Davis, President, Mizar Technologies, Aurora

#### THE DIGITAL AGE OF SHIPPING

Lance Healy outlined some of the drawbacks of the current shipping processes which are based around assumptions, are very manual in nature with information excluded in nearly all small-to medium-sized business applications, and cause a bottleneck of information that affects nearly every facet of a company's operations.

In contrast, the innovative approach of Banyan Technologies provides a number of advantages.

- It uses the latest technology to bring efficiency to the process
- It provides a single interface to manage freight
- It provides client specific rates from all their carriers within seconds
- It provides increased visibility — company-wide, among trading partners and directly with carriers
- It provides seamless electronic information flow
- It provides unprecedented business intelligence and reporting tools

#### MX SUPPLIER COLLABORATION

MxSupplier Collaboration is a supplier portal created by e-Ventus Corporation in Cleveland which was originally implemented in 2000 and is used around the globe today by over 450 firms. Joe LaMantia explained that MxSC consists of eight modules specifically tailored to support order releasing, acknowledgment, shipment notification (ASN), bar code enabled receiving, supplier performance reporting, accounts payable, supplier managed inventory and integrated messaging. Firms can add modules as their needs indicate, achieving rapid return on investment typically well under twelve months.

Successfully installed at Tier 1 automotive and industry-leading equipment manufacturers, Mx Supplier Collaboration has a proven track record of enabling innovation in achieving lean supply chains, slashing inventory costs, improving customer service levels and eliminating much of the non-value-adding, tedious tasks that plague most of today's procurement processes.

MxSC enables collaborative planning, forecasting and replenishment (CPFR) accepted for years as the ideal supplier relationship methodology, but very difficult to actually implement with the existing systems. CPFR improves communications of what is to be produced by suppliers, when and where the goods are to be delivered and assures that trading partners have the most current information, including forecasts. It eliminates or reduces manual processes throughout the procure-to-pay cycle by exchanging information digitally, in formats useable by partners with widely varying levels of IT systems sophistication. It readily adapts to existing Enterprise Resource Planning (ERP) systems without the need for expensive upgrades and requires only minor adaptation when a client changes ERP systems, insulating suppliers from the costly impact of the change. It leverages the accessibility, speed and security of the Internet to enable real-time communications among global trading partners, while avoiding the upfront and ongoing expenses of Electronic Data Interchange (EDI). There is no need for supplier-side software, so implementation can be extremely rapid and cost-effective. Training can be done effectively via teleconference alone, supported by extensive online help pages and user manual.

#### SUPPLY CHAIN ECONOMY

Lien Scanlan outlined some of the innovative strategies of the UPS Supply Chain Solutions. They are working with the Society of Logistics Engineers (SOLE) and the Council of Supply Chain Management Professionals to advance seven goals in the Supply Chain Economy (SCE): Right customer, right place, right time, right cost, right product, right quantity and right condition. She explained how SCE has a significant impact on Northeast Ohio economy. In the formula Profit = Sales – Costs, she noted that increased profit can come from more sales and/or less cost. The SCE can help with cost reduction and can have a much greater impact on companies with low profit margins.

## SUSTAINABLE TRANSPORTATION

**Location** - Ohio National Guard Armory at Akron/Canton Airport, North Canton

**Host** - Col. Blaine Wycoff, Facility Commander, Ohio National Guard

**AM Panel** - Leader, Fran Wells, Leadership Stark County  
 Jim Seney, Executive Director, Ohio Rail Development Commission, Cleveland/Columbus  
 Phil Lane, Bio-fuel Consultant, Analog Motors, East Cleveland  
 Elaine Barnes, Executive Director, Cleveland Green Building Coalition, Cleveland

**PM Panel** - Leader, Bob Faehnle, Leadership Geauga County  
 Fred Krum, Director, Akron/Canton Airport, North Canton  
 Michelle Bellamy, Lubrizol Corporation, Wickcliffe  
 Perry Trunick, Executive Editor, Logistics Today, Penton Media, Cleveland  
 Hunter Morrison, Director, YSU, Center for Urban and Regional Studies, Youngstown



*Helicopter at National Guard Armory, North Canton*

#### SITE SELECTOR TOOL

Perry Trunick covered the elements of their proprietary Site Selector tool. It is an objective measure of the logistics elements of each of the 331 Standard Metropolitan Statistical Areas in the US. The point of the tool is that it highlights the key components that are important to logistics. It doesn't hurt that Cleveland, Akron, Youngstown all rank well on a national scale. There are ten major categories in the rankings which Trunick covered. He also responded to inquiries about the need for a cargo airport.

#### BIOFUELS

Phil Lane noted that as you review the list of categories that make up the economic drivers of our region, a crosscutting theme appears, more obvious in some than others. The spiraling demand for petroleum influences every facet of our daily and professional lives. Sustainable Transportation perhaps most directly acknowledges this fact and the pace of development in advanced Vehicle Technology is in great measure a response to increasing global pressure on petroleum supplies. As globalization develops, Supply Chain Logistics will increasingly feel these influences while our oil-driven trade deficit and its financing has profound ramifications for the Financial Service industry. The EPA has recently declared effectively all of Ohio in non-attainment for 8-hour ground level ozone and PM2.5, a reference to fine particulate matter produced by diesel engines. Just in terms of childhood asthma, these issues have great bearing on the healthcare costs of our region. Biofuels present a viable and mature suite of technologies with which to respond to these challenges.

#### ENGINE CONTROL SYSTEMS

The Lubrizol Corporation is a fluid technology company concentrating on high-performance chemicals, systems and services for transportation and industry. Lubrizol Engine Control Systems (ECS) is a wholly owned subsidiary that designs and manufactures exhaust after-performance systems that significantly reduce harmful emissions and help to solve air pollution problems on a worldwide scale. Michelle Bellamy explained that the healthier working environment they help create can significantly improve worker productivity and morale, reduce operating costs, and help prevent expensive regulatory action.

The innovative technology at Engine Control Systems helps clean up the air breathed by construction workers, miners, school children, forklift operators and factory workers, etc. It helps create jobs through many industry applications including support industries, steel makers, specialty chemical manufacturers, welders, mechanics, etc. It improves community and worker health. It increases worker productivity as emissions cause lethargy, illness, and breathing difficulty. It helps lower healthcare costs and makes our little corner of Ohio just a little bit cleaner.

Emissions control is sustainable technology. How long will fossil fuel engines be around? Will we ever be satisfied with the emissions levels of burning fossil fuels? Will emission control technology cease to improve? ECS considers emissions control technology sustainable. Innovative economic development is the encouragement of aligning emissions standards with the available technology. Creating a market and improving human health and the environment all at the same time—that is innovative economic development.

## VEHICLE TECHNOLOGY

**Location** - Goodyear Tire & Rubber Company, 1144 E. Market St., Akron

**Host** - Stephen Roth, Director Vehicle Systems, Goodyear Tire & Rubber Company

**AM Panel** - Leader, Julie Scarsella, Leadership Mahoning Valley

Stephen Roth, Director Vehicle Systems, Goodyear Tire & Rubber Co., Akron

Rich Kolacinski, Director of Controls Engineering, Orbital Research, Cleveland

Rob Dobson, Operations Manager, Myers Motors, Tallmadge

Dorey Diab, Executive Director Emerging Technologies, Stark State, North Canton

Cheryl Ludwig, Industrial Product Developer, Plasticolors, Ashtabula

**PM Panel** - Leader, Julie Glavan, Cleveland Bridge Builders

Stephen Roth, Director Vehicle Systems, Goodyear Tire & Rubber Co., Akron

Bob Chalfant, President, Comsense Technology, Cleveland

Ken Alfred, Executive Director, Ohio Fuel Cell Coalition, Cleveland

Dr. Iqbal Husain, Professor Electrical Engineering, University of Akron

Herb Crowther, co-founder, TransTech, Cleveland

## ELECTRIC VEHICLES

Rob Dobson from Myers Motors believes electric transportation is the wave of the future for the following reasons: the infrastructure for charging (110 volt outlets common to every home) already exists; the cost of fuel per mile is about 1/6 that of \$2 per gallon gasoline; the source of energy for electricity is domestic; and electric vehicles can meet the “job” that people “hire” transportation to do for them, which is, single passenger travel of less than 30 miles per day.

Myers Motors is aimed at providing the disruptive technology of electric vehicles, not to a mainstream market as a primary vehicle, but as a supplementary vehicle that meets many of a household’s transportation needs. Studies have shown that over 38% of all transportation is one passenger; that 88% of all trips are less than 20 miles; that average driving entails less than 30 miles per day; and that 60% of households have two or more cars while 20% have three or more cars. Additionally, market studies for full sized electric vehicles consistently show an initial market of over 100,000 for limited-range electric vehicles at a higher than gasoline-powered car price.

The large car companies, who are geared towards providing cars that meet every need of every consumer, understand that the electric car, with today’s technology, cannot help them towards their profit goals and so have forsaken this technology. Short range is their most public denouncement of electric vehicles, but, this only applies if the goal of the vehicle is to meet all needs of all people at all times. Myers Motors’ strategy is to market a vehicle that meets existing transportation, ego and environmental needs of a niche group of people ... and then grow that niche. Rob notes that his motivation for founding the company is both economic and religious. He hopes to sell the company in seven to ten years and use the proceeds for Christian mission work.



*Electric Car, Myers Motors, Summit County*

## TRANSPORTATION CLUSTER

TransTech is a nonprofit organization led by Herb Crowther that is being formed to organize, nurture and promote the Northeast Ohio region’s transportation economic cluster to create jobs and wealth throughout the region, particularly in population centers with developed transportation infrastructure, and rural areas having ports and intermodal assets.

TransTech will focus on up to three communities of practice:

- Supply chain, freight/intermodal and logistics (including Radio Frequency Identification (RFID) technologies)
- Vehicle technology (including fuel cells/next generation powertrains and advanced materials)
- Sustainable transportation (including transportation informatics and public sector assets)

TransTech will focus on up to three service areas:

- Resources and services for new and emerging transportation firms
- Technology commercialization, early stage capital and knowledge networking
- Promotion of the region’s transportation cluster, market research on trends and opportunities, and transportation cluster-related government policy/investment advocacy

The business model for TransTech is to provide a vertical market focus on the needs of the transportation community and leverage existing intermediaries such as the Greater Cleveland Partnership, NEOTec (Northeast Ohio Trade and Economic Consortium), NOACA (Northeast Ohio Area Coordinating Agency), CAPI (Case Advanced Power Institute), Team NEO, Nortech, GLIDE (LCC’s Great Lakes Incubator for Digital Enterprises), NEOSA, Jumpstart, Port Authorities, World Trade Center Cleveland, CAMP (Cleveland Advanced Manufacturing Program), NOCHE (North-east Ohio Council of Higher Education) and public sector economic development entities.

## BUILDING A COMPETITIVE ADVANTAGE

The Ohio Fuel Cell Coalition is a consortium, led by Ken Alfred, of industry, academic, and government leaders from throughout the State of Ohio who are dedicated to developing and implementing a forward-looking plan to advance the fuel cell industry in Ohio. The members work to ensure Ohio’s presence both regionally and nationally through:

- world-class research and development
- an entrepreneurial environment that encourages innovation and supports commercialization
- strategic advocacy to increase federal and state resources to create a globally competitive industry in Ohio
- promoting the benefits and value of fuel cell technology

The pursuit of building an industry here in Ohio based on fuel cell technology and applications, with a long term focus on the transport sector, is based on the following:

The Petroleum Age will end, eventually, and be replaced in large part by hydrogen-based power generation. The benefits to hydrogen-based power generation and transport, in terms of supply availability and security, efficiency and environmental benefits are compelling. Fuel cell technologies are keys to that objective.

Ohio is well positioned to participate and utilize its competitive advantages to become a center of manufacturing and component supply. The development of an industry here takes advantage of Ohio strengths and addresses many threats to the existing auto manufacturing industry that is important to Ohio’s economy.

The transport sector, as the biggest consumer of petroleum-based fuels, presents the largest opportunity for fuel cell technology to provide societal and economic benefits. Fuel cell technology works extremely well in this application, though there are still enormous engineering and economic challenges to overcome.

The State of Ohio has become a leading supporter and funder of this industry initiative, with a well-founded strategy and programs in place. Industry and academe are working collaboratively toward these goals. Northeast Ohio is a center of much academic, industry, and government activity addressing these challenges, and presents a job engine opportunity for the region.

#### INNOVATIVE TECHNOLOGY

Cheryl Ludwig from Plasticolors explained that they are a leading supplier of advanced colorants and chemical dispersions (solids dispersed in liquids) for thermoset plastics and the paint and coating industry. These products are used in many markets including automotive, appliance and equipment, electrical, consumer and construction.

It is in the automotive market that Plasticolors is contributing to an innovative application and process. This innovation will change the way the auto industry prepares and paints thermoset plastic parts for vehicles. It will eventually affect the auto industry's decisions on the manufacturing process including the vehicle design and the industry's economics.

Currently, the automotive industry uses thermoset SMC or Sheet Molding Compound composite material for some automotive body panels. The decision to use this material in automotive applications is influenced by inherent advantages and disadvantages of the SMC. Advantages include lighter weight to minimize fuel consumption, parts consolidation and styling freedom. The major disadvantage is the electrically nonconductive characteristic of SMC. The electrically insulating or nonconductive characteristic must be modified to allow the auto industry's electrostatic painting process of auto body panels to be successful. A certain level of part conductivity is necessary for the electrostatic painting process. To render a SMC body panel conductive, a conductive primer must be applied by in-mold coating or spray paint line at the molding facility. Next, the primed SMC part is shipped to the assembly plant where it is attached to the vehicle frame alongside metal parts. Lastly, the primed assembly members are passed through the electrostatic paint line.

Alternatively, thermoset parts can also be made conductive by the use of conductive additives formulated into the SMC prior to compression molding. Current conductive additive technology is not robust enough to meet the industry's requirements. To address this shortcoming, Plasticolors has combined a carbon nano-synergist with carbon black pigment and suitable additive technology to impart consistent conductivity at lower carbon concentrations with less sensitivity to the SMC (sheet molding compound) chemistry and process.

This innovative technology will allow the automotive industry to use more thermoset composite parts in the vehicle design. This technology yields numerous SMC related advantages including: lowering vehicle weight for better fuel efficiency and less road wear, greater design freedom from part consolidation, fewer environmental contaminants from the conductive primer, and ultimately a more efficient and flexible manufacturing process by enabling the relocation of part molding facilities closer to assembly plants.

#### STRATEGIC PARTNERSHIPS IN FUEL CELL DEVELOPMENT

Through strategic alliances with universities, emerging technology companies, the State of Ohio, the federal government and National Science Foundation, Dorey Diab related that Stark State College is developing a \$5.5 million Fuel Cell Prototyping Center and establishing a Fuel Cell Technology program to promote economic development in the region.

In 2003, Stark State College became a member of the newly formed Power Partnership for Ohio, a network of academic, industry and public/private collaborators dedicated to accelerating innovation and commercialization for the fuel cell industry in Ohio. University partners include Case Western Reserve University (private) and four public

universities – Cleveland State University, The Ohio State University, Ohio University and the University of Toledo. Businesses, including SOFCo, and organizations, including the Ohio Fuel Cell Coalition, also joined the Partnership. Specifically, this project is designed to retain jobs at SOFCo-EFS Holdings LLC, a Stark County-based fuel cell company, and to create hundreds more high-quality jobs in the future. Additional job creation is anticipated as many manufacturing companies in Ohio look to provide component parts for fuel cell systems.

By mid-2003, the Partnership had obtained \$20 million from Ohio's Third Frontier Project dedicated to expanding high-tech research and commercialization. Of this, \$3.35 million was allocated to construction of the 25,000-square-foot Fuel Cell Prototyping Center, which will house SOFCo's fuel cell development team as well as a workforce training center, giving students access to a clean room and labs unavailable at two-year colleges. Stark State also obtained funds to develop and equip the facility from the Ohio Board of Regents (\$625,000), the U.S. Department of Education (\$497,000), and the U.S. Department of Labor (\$423,000). Another \$780,000 has been received from the National Science Foundation (NSF) for fuel cell curriculum development (high school tech prep and associate degree) and enhancement (baccalaureate degree). The three-year curriculum project began Fall 2004 and the Prototyping Center is scheduled for completion by the end of 2005 or early 2006.

Fuel cells are one of the most promising emerging power technologies on the horizon. Getting them from the horizon to the assembly line requires vision, hard work, cooperation, creative thinking and commitment. As a catalyst for a new culture of cooperation, Stark State is on the verge of providing world-class manufacturing development, and system prototyping and testing capacity for Ohio's emerging companies to achieve commercialization goals, provide high-quality jobs, retain educated citizens in the state, and improve the standard of living in many Ohio communities.

## REGIONAL CASE STUDIES

The participants in each breakout room were asked to review the background piece on regionalism which follows that was prepared by Dr. Karen Mossberger and a group of her graduate students at Kent State University. They then used it to analyze a case study of regional activities in different regions of the country: Austin, Pittsburgh, San Diego, Milwaukee, Chicago, Washington, and Boston. Each group was asked to identify lessons which might apply to Northeast Ohio. Facilitators were assigned to each of the groups as follows:

### AUSTIN/SAN DIEGO CASE STUDY

Karen Mossberger, Interim Director, KSU Center for Public Administration & Public Policy  
Joe Konen, Extension Specialist, OSU Extension

### GREATER WASHINGTON/PITTSBURGH/MASSACHUSETTS CASE STUDY

Greg Wilson, Assistant V. P. Technology Transfer & Economic Development, KSU Liquid Crystal Institute  
Ann Otto, Associate VP Faculty & Staff Resources, NEOUCOM

### CHICAGO CASE STUDY

Patricia Book, Vice President for Regional Development, Kent State University  
Ed Morrison, Executive Director, Case Weatherhead Center for REI

### SAN DIEGO CASE STUDY

Jamael Brown, Community Organizer, Youngstown State University Center for Urban and Regional Studies  
Chester Bowling, Community Leadership and Management Specialist, OSU Extension

### MILWAUKEE CASE STUDY

Holly Harris Bane, Director of Strategic Initiatives, University of Akron  
Kim Sebal, Associate Professor Educational Foundations, Kent State University  
Marta Stone, Executive Director, LEADERShip Ashtabula County

Each breakout group had the opportunity to meet the others in their group before reading the regional cooperation background material that follows and reviewing the assigned case study. They then tried to identify the regionalism lessons that applied to the case and discussed what Northeast Ohio might learn from the case experiences.

## REGIONAL COOPERATION – WHY AND HOW?

In metropolitan areas across the country, public sector, private sector, 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 regions.

## 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 non-profit 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](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 divisiting 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.

## LESSONS LEARNED FOR NORTHEAST OHIO

- We (leaders working on different development projects) are very segmented. There are a lot of organizations doing the same thing. Maybe we need to consolidate (regionalism). How do we engage more people? Not working using the networks that we made through leadership and multiply it? We met a lot of people who want to be involved.
- When you understand a region, you have a new way of knowing and valuing. We need to know more about the region so we can change our mindsets. We need to sell the area, sell our cities and towns in order to sell it to other people. What would change the mindset of the people is learning how to connect the positive with the possible. We also need to educate youth about the region. We need to get over the past and move on. We talk about what we used to be; e.g. we used to be one of the top cities, etc. Use what we now have.
- How do we motivate businesses and builders to want to build in the central cities of the region? Inner city workers don't usually have the required construction skills. We need to reevaluate what we want the central cities to look like, then invest in training skilled tradesmen. Reduce government bureaucracy in this process.
- Neighboring communities are territorial by nature. We foster competition and win/lose situations with neighbors whether in sports or political divisions. There 700 political subdivisions in NEO. We must move out of the political arena to get things done "politically." There should be mobility for jobs and culture to create regional identities. Big events create a regional attitude. We need to do more of this by marketing our regional entertainment resources. We need leaders and leadership with regional vision.
- The Canton Chamber of Commerce understood the importance of regional alliances. Their studies indicated that there were not enough qualified candidates (for jobs) with technology backgrounds. Businesses found they had to draw from the region rather than the city for the qualified people they needed. The foundations helped. The Annie B. Casey study demonstrated the importance of being less selfish and self interested. They gave us a broader view of the community. Labor and management are working together for the common good because the focus is on jobs. Focusing on a common goal makes projects succeed because everyone has a stake. The organizational structure was changed to give veto power to each unit in the case study. The Fund for Our Economic Future and AFL/CIO representatives met as individuals to build relationships. They're coming together for Voices and Choices. It takes a lot of time to engage other organizations that don't normally work together. Many constituencies were satisfied in this study because the money helped with jobs, the arts center and the quality of life.
- Milwaukee is different from NEO. So many organizations are pulling money away from the common problem. The Milwaukee core study had a core. NEO doesn't. Different interest groups here have good and worthy goals, but many of the groups are small and want to maintain their identity.
- How can you attract citizens to new technologies when it's the technology that's causing people to lose jobs?
- Capitalism has helped us grow to what we are today. It's been the "burr under the saddle" in our lives. But things are changing now. We say we need to cooperate in order to compete with other regions. How do we do this? How much time do we have to make the changes we need to make?
- Local governments can't undertake this transformation alone. They will need state help and cooperation. Core cities will need help if they are to be revitalized.
- Won't regionalism fuel "sprawl?"

- Can't we view foreign manufacturing as a partner rather than an enemy?
- How do we know the assets of the region? How do we sell the region?
- Do we need core cities any more?
- How do we create power sharing around regional issues?
- What kind of "big" regional events would help create a sense of NEO identity?
- How much community loyalty is needed to foster necessary competition? How much cooperation is needed to encourage regional identity development?
- Is the friction in management-labor conflicts the source of blockages in regional economic development or the yeast for change?
- Does employee mobility help create regional identity or erode the sense community in smaller places?
- Does the urgency of economic growth threaten the need for environmental stewardship?
- How much investment in education do we need in NEO to allow for job and resource development and good citizenship?
- Why are we not talking about the variety of faith communities and families in NEO as assets?



*Participant Table*

## VOICES & CHOICES REGIONAL DIALOGUE

In advance of Regional Day II, leadership class members were paired with someone from another part of the region to interview one another. Over 100 participants completed the interviews and their results were used to identify five themes for the second breakout sessions: Home Community, Regional Vision, Uniqueness & Values, Collaboration Across Sectors and Regional Assets. Interview partners were assigned to the same breakout rooms and had the opportunity to find one another. Within each room there were theme tables where participants reviewed the theme data and developed a two to three sentence “provocative proposition” related to the vision for these themes.

Voices & Choices representatives also explained the opportunity for leadership class members to serve as Ambassadors, to help with Citizen Interviews, to assist with Leadership Workshops, and to participate in 21st Century Meetings over the coming year. Facilitators assisted five working groups who discussed the data themes and developed the following “provocative propositions”:

## THEMES AND PROVOCATIVE PROPOSITIONS

### 1. HOME COMMUNITY

**Joe Goldman, Senior Associate, AmericaSpeaks**

**Kathy Hexter, Forum Director, Cleveland State University, Levin College of Urban Affairs**

#### HEARTBEAT

Northeast Ohio is the innovative and entrepreneurial center of the Midwest. Residents enjoy a community with moderate cost of living in exchange for a comprehensive lifestyle. These residents are aware of regional assets including: superior schools in all areas for all children; cultural attributes of all interests (including arts, sports, etc.); preserved public environmental activities; world-class health care, research and higher education institutions.

#### PRIDE OF PLACE

A strong quality of life with a family-centered atmosphere, affordable cost of living, and world-class medical facilities make Northeast Ohio an outstanding area to live, work, and play. Lake Erie, professional sports, the cultural arts, and a series of metropark systems provide the perfect backdrop for glistening snowfalls, misty green springs, and vivid autumns.

#### NATURAL RESOURCES

In Northeast Ohio, urban and suburban lifestyles coexist with their own strengths — the allure of bright lights, world-class arts and entertainment, and a quality education — yet also the quiet of lakes, parks, and farms — all of which offer the opportunity to experience a diverse group of people.

#### PEOPLE

Northeast Ohio is a close-knit community rich in diversity. Our community offers comfort, security and care, where you and friends and neighbors are like family. Like a good neighbor, where everyone knows your name.

### 2. REGIONAL VISION

**Mark Chupp, Project Manager, Cleveland State University, Center for Neighborhood Development**

**Mona Atley, Youth Initiative Outreach Director, Lorain County Community College**

#### WATERWAYS AND NATURAL RESOURCES

Northeast Ohio has become the international model of sustainable development and green practices. This is an economically strong and vital area where parks, waterways and activities add to the value of life, thus attracting business and talent to the area and improving life for everyone. Northeast Ohio is also the leader in developing and using cutting-edge, eco-friendly energy sources. Visitors come from around the world to enjoy and engage with Northeast Ohio’s bountiful and beautiful waterways and natural attractions

#### EDUCATION

The new “Northeast Ohio” education system provides our students a seamless transition from Pre-K through Ph.D. levels. Our innovative funding solutions have added to public funding the necessary resources to provide an exemplary funding system which provides financial incentives for involvement in our schools. Business, industry and community involvement in education systems has provided an early focus on technology, career and global issues as early as Kindergarten. Business and industry are openly communicating their current and future needs to ensure an educated and prepared workforce of lifelong learners.

#### HEALTH AND TECHNOLOGY

“Northeast Ohio is a world-renowned leader for biotech and polymer research and development. We have implemented all of the latest technology and education to provide an appetizing business environment. By doing so, it is the best place to live and work.”

#### TRANSPORTATION AND COMMUNICATION

News Headline: Northeast Ohio is taking a lead in innovative development of high speed, user friendly, reliable and secure communication tools. Northeast Ohio is an innovator in development of a high-speed transportation system which is regionally and nationally well connected to support residential and commercial customers.

### 3. UNIQUENESS & VALUES

**Janet Fiero, Project Manager, Voices & Choices**

**Pat Book, Vice President for Regional Development, Kent State University**

**Ed Morrison, Executive Director, Case Weatherhead Center for REI**

#### CHARACTER AND CULTURE

Northeast Ohio has preserved a rich, culturally diverse history and has showcased it to the rest of the world. We are now a nationally recognized Epicenter for the Fine and Performing Arts. The area is characterized by strong family values and a strong work ethic which results in a high quality of life for the people who live there.

#### ECONOMY AND ECOLOGY

In Northeast Ohio, we have it all! Proximity to the Great Lakes and rivers; a mix of rural and urban areas, opportunity for success in education and occupations, and diversity in culture, industry, leisure and the seasons! P.S. We’d like one tax rate for the region and tax money to be allocated fairly and equally.

#### LOCATION AND TRANSPORTATION

Northeast Ohio is the place where everyone wants to be because we have the best of both worlds, rural and urban. We have it all — industry, culture, entertainment and recreation! We have access to more domestic and international markets than anywhere in the world.

#### FRIENDS, FAMILY, AND FAITH

Northeast Ohio is a region so rich in ethnic diversity and family values that you can find a neighbor at every door and a church on every corner. Nowhere else is giving so genuine and a person's heritage and personal choices so embraced. We live the American Dream every day, and our children always come home.

#### 4. COLLABORATION ACROSS SECTORS

**Chet Bowling, Community Leadership and Management Specialist, OSU Extension**

**Jamael Brown, Community Organizer, Youngstown State University Center for Urban and Regional Studies**

#### EDUCATIONAL COOPERATION

Northeast Ohio has vibrant business entities, strong secondary options, and a significant P-12 infrastructure with committed educators. These groups work together to nurture and develop both economic growth and a potent, engaged work force. This will involve active collaboration to develop areas of focus and expertise. The business community will actively engage local schools (P-12) to develop the interest and desire for children to work in, support, and participate in the local economy.

#### BUSINESS COOPERATION

In NEO, businesses are dedicated, invest in the community and education, provide livable wages, and contribute to and influence community decisions. In turn, the community supports the growth and viability of businesses with a supportive tax culture, affordable utilities, a strong infrastructure, and an educated, diverse and well-trained workforce.

Cooperating, businesses and communities can obtain an affordable healthcare system.

The best relationship building takes place in an environment free of bias and hidden agendas. A group that is result oriented and has a genuine purpose will achieve the most. Good relationships are built on a foundation of trust, knowledge, and common interests. When resources are pooled and cooperative, group members share confidence in each other an effective relationship will be constructed.

#### RELATIONSHIP-BUILDING

Northeast Ohio has replaced its many political and educational subdivisions with an organization that has a regional, external focus while fostering internal mutual cooperation. It is a vibrant economically united region that is recognized nationally and globally for its' collaborative approach to forming private/public relationships that stimulate and sustain the area. People are drawn to the area because it is large enough to spread your wings and small enough to know your neighbors. Northeast Ohio is known at the "Vortex of Innovation."

#### LEADERSHIP AS SHARED RESPONSIBILITY

Northeast Ohio is a place (and mindset) where passionate and engaged leaders focus on a common goal by checking their egos at the door and respecting individual needs while accomplishing exceptional results for our region.

The people who brought us to this success articulate a clear and compelling vision, take pride in a connective perspective, work collaboratively across the region to sustain input, and generously share time, finances, influence and accolades.

Northeast Ohio's Champion Leaders are confident visionaries from all walks of life who are committed to an altruistic regional vision that results in sustained prosperity and a high quality of life.

#### 5. REGIONAL ASSETS

**Holly Harris Bane, Director of Strategic Initiatives, University of Akron**

**Kim Sebaly, Associate Professor Educational Foundations, Kent State University**

**Marta Stone, Executive Director, LEADERShip Ashtabula County**

#### LAKE ERIE AND NATURAL AREAS

Get out and get more. The rich mystique of lake and land stirs the spirit through seasons and ages. Indulge yourself in the natural resource offerings of Northeast Ohio. From our abundant lakes and rivers to our gently rolling hills, Northeast Ohio has something for everyone. Whether you need to relax and unwind or rejuvenate your soul, get outdoors and get what you need.

#### HEALTHCARE, INTELLECTUAL CAPITAL AND EDUCATIONAL OPPORTUNITIES

Northeast Ohio is an area with tremendous healthcare and educational resources. We use these resources to advance the wellness of our community both physically and intellectually.

#### CULTURE, ARTS, ATTRACTIONS

For your entertainment pleasure, Northeast Ohio is rich in culture and offers a diversity of people, places, and options. Northeast Ohio — where leaders are born! Northeast Ohio — the entertainment capital of the world!

#### QUALITY OF LIFE

Live, play, and grow in Northeast Ohio! Northeast Ohio is at the center of the good life. It is a region built on tradition, strong family values, and a sense of community. Northeast Ohio has access to the finest natural resources, arts, culture, educational institutions, and entertainment. Northeast Ohio is where you come to raise a family, work, and live. The life you always wanted awaits you in Northeast Ohio.

#### BUSINESS OPPORTUNITIES

Northeast Ohio communities provide strong intellectual property including a highly skilled workforce and work ethic. This resulted from many regional governments consolidating into a few. Consequences of better education allowed us to leverage existing assets...world-class healthcare, elderly assistance, a diverse transportation network and financial services.



*Left: Great Lakes Science Center  
Right: Cleveland Museum of Art*

## FUND FOR OUR ECONOMIC FUTURE

### 25 WAYS YOU CAN POSITIVELY IMPACT NORTHEAST OHIO'S FUTURE:

1. Join the Fund For Our Economic Future (go to [www.futurefundneo.org](http://www.futurefundneo.org) and about the Fund).
2. Bring a meeting or conference to Northeast Ohio.
3. Buy local. Support Northeast Ohio-owned retailers and restaurants, and buy holiday gifts and other products made right here in the region.
4. Write a letter to the editor of your newspaper urging regional cooperation.
5. Invest in the region's entrepreneurs. For example, JumpStart, a regional non-profit development entity, is forming an Angel Fund through which investors can support start-up companies. (For more information about JumpStart, visit [www.jumpstartinc.org](http://www.jumpstartinc.org).)
6. Open a door — or otherwise make yourself available — to assist job seekers.
7. Talk to your teenagers about our regional economy and how the tax structure impacts education, the environment and other aspects of our lives. Teach them about the benefits of regional cooperation.
8. Write a letter to an elected official asking him or her get on board with regionalism.
9. Donate your time, money, talents or corporate sponsorship leads to Voices & Choices. (Go to [www.voiceschoices.org](http://www.voiceschoices.org) for information.)
10. Support Northeast Ohio's downtowns. Commit to going downtown at least five times this year.
11. Start an internship program at your company, or encourage your company's management to do so.
12. Take or teach a computer class at your local college or community center. A technology-savvy region is important to business development!
13. If you don't have an e-mail account, get one! Check with your neighborhood computer center for information on free or subsidized e-mail accounts.
14. Celebrate our region's diversity. Take your children to a museum exhibit, performance or festival that celebrates a culture different than your own.
15. Tell at least one person this week about the benefits of regionalism, the Fund For Our Economic Future or Voices & Choices. (More information available at [www.futurefundneo.org](http://www.futurefundneo.org))
16. Encourage a friend or relative to vacation in Northeast Ohio.
17. Host a Voices & Choices discussion with your neighbors. Better yet, pair up with another neighborhood or community organization that you wouldn't normally interact with to do so. (Go to [www.voiceschoices.org](http://www.voiceschoices.org) to learn more.)
18. Mentor at least 3 young people this year so that they don't feel the need to leave the region.
19. Talk to friends and neighbors daily about good news in the region. (For the latest facts, visit [www.futurefundneo.org](http://www.futurefundneo.org))
20. Encourage kids — yours and others — to go to college. If you're a graduate of a local college or university, join your alumni association as a volunteer recruiter.
21. Speak about regionalism at a community event. (We will help you!)
22. Support one more arts and cultural institution than you did last year. Become a member. Take in a show. Volunteer your time. Make a contribution.
23. Attend events at your local university.
24. Host out-of-town relatives for the holidays. Check with your local visitors bureau for a list of interesting things they can do while they're here.
25. Be an ambassador for the region. Commit to "selling" the region to at least three people the next time you travel. (Visit [www.futurefundneo.org](http://www.futurefundneo.org) to learn facts about the region.)

We want to hear from you. Tell us your ideas about how each of us can advance the economic competitiveness of Northeast Ohio. E-mail us at [coordinator@futurefundneo.org](mailto:coordinator@futurefundneo.org).

## NEO REGIONAL VISION AWARD

DR. CAROL CARTWRIGHT, *President, Kent State University* presented this inaugural award to two recipients who exemplify regional vision, leadership, and tenacity. She noted that Northeast Ohio has a rich diversity of world class resources and that our wealth of committed community relationships is among the greatest of those assets. Dr. Cartwright observed that the two individuals receiving the first Regional Vision Awards truly reflect that commitment.



*Dr. Cartwright and Dr. Timmin*

## REGIONAL VISION AWARD, PUBLIC SECTOR

### DR. JAMES TINNIN

*Professor emeritus, KSU, political science*

Jim was the director of KSU's Center for Public Administration and Public Policy from 1979 to 2004. Through the center, local governments and non-profits receive technical assistance, training, resources and economic development help. Jim has worked with countless local and regional governments throughout Northeast Ohio. He has significantly influenced the quality of public sector leadership through years of training offered for area clerks, finance officers, elected officials and supervisory personnel. He initiated the use of assessment centers to improve the success of promotion and hiring decisions in the public and non-profit sectors, and supported their expanded use for professional development in the Ohio Certified Public Managers Program.

Jim worked with the Western Reserve Economic Development Council which first described the 17 county region served by the Regional Leadership Taskforce and assisted in the creation of the Taskforce. As the KSU representative to the Northeast Ohio Research Consortium and the Urban University Program, he has been an unwavering supporter of Taskforce efforts to enhance regional knowledge. Jim is a native of Ann Arbor, MI, and received his doctorate from the Maxwell School of Public Administration at Syracuse University.

## REGIONAL VISION AWARD, PRIVATE SECTOR

### RICHARD POGUE



Dick earned widespread respect as an attorney at Jones Day starting in 1957 through his work on anti-trust, mergers and acquisitions, and corporate takeovers. He was instrumental in growing the size, prestige and international scope of the firm. His civic and philanthropic efforts have led him to chair many organizations including the Cleveland Foundation, the Cleveland Roundtable and the Cleveland Greater Cleveland Growth Association. He is also a trustee of the University of Akron, and served as interim executive director of the Northeast Ohio Council on Higher Education. He is probably best known for being the principal organizer of the Regional Business Council, which became Team NEO.

Dick's interest in Regionalism began as early as 1973 when he assisted in a massive study of economic trends in Northeast Ohio conducted for three major utilities by Doxiades & Associates of Athens, Greece, at the time, the world's leading regional economic consultants. Dick was a member of the first (1977-78) class of Leadership Cleveland, and helped in the founding of Cleveland Bridge Builders a few years ago. He is a graduate of Cornell and the University of Michigan Law School.

### EVALUATION SUMMARY

Regional Day I used an online post-experience evaluation tool but experienced a relatively small response rate. Regional Day II reverted to the more traditional paper model that was collected at the day’s conclusion. The response rate was significantly better with over 40% returning an evaluation. The evaluation was again based on the day’s goals with two new questions (5 & 8) added this year. As evidenced below, the results were quite favorable with some excellent suggestions on how to improve the day.

The “glow” of the day may be relatively short lasting, however. Only one Leadership Stark County response was included in the forms returned on Regional Day II. At the program’s request, the class completed and returned 24 evaluation forms at their next regularly scheduled program day. The results reflected below show a decline in positive response after the passage of time.

1. Expanded my regional knowledge			
ANSWER	COUNT	PERCENT	STARK
Strongly Agree	42	27%	4%
Agree	107	70%	71%
Neutral	1	1%	0
Disagree	3	2%	13%
Strongly Disagree			13%
2. Provided an opportunity for interaction with other regional leaders			
ANSWER	COUNT	PERCENT	STARK
Strongly Agree	56	37%	4%
Agree	92	60%	92%
Neutral	2	1%	0
Disagree	3	2%	4%
Strongly Disagree	0	0	0
3. Increase my knowledge of regional assets			
ANSWER	COUNT	PERCENT	STARK
Strongly Agree	46	30%	0
Agree	96	63%	63%
Neutral	2	1%	0
Disagree	9	6%	33%
Strongly Disagree	0	0	4%
4. Increased my understanding of economic drivers			
ANSWER	COUNT	PERCENT	STARK
Strongly Agree	15	10%	0
Agree	97	63%	42%
Neutral	5	3%	0
Disagree	33	22%	54%
Strongly Disagree	1	.6%	4%
No Answer	2	1.3	0

5. Did Regional Day add value to your leadership program experience?			
ANSWER	COUNT	PERCENT	STARK
Yes	133	87%	25%
Not Sure/Maybe/A Little	6	4%	0
No	10	6%	67%
No Answer	4	3%	8%
6. What was the highlight of the day for you?			
ANSWER	COUNT	STARK	
Meeting/Interacting with others	46	1	
Speakers– Beal/Morrison/McShepard	33	4	
Breakout groups	24		
Site visits	17		
Asset Discussion	15	3	
7. What would you recommend to improve the day?			
ANSWER	COUNT	STARK	
Have tours at site visits	50	3	
Bring speakers to us – less travel	18	7	
Better time allocation	17		
More engagement/interaction	14	1	
8. What are the top three benefits to participating in a community leadership program?			
ANSWER	COUNT	STARK	
Networking	105	10	
Awareness of community assets/issues/resources	66	6	
Broadened Knowledge/Appreciation	45	5	
Community Involvement/making a difference	35	6	
Collaboration	29	3	

### SUMMARY OF LEADERSHIP GROUP COMMITMENTS

At the conclusion of the day, the program classes shared their experiences and discussed potential outcomes and applications. The following are examples of those commitments:

- Cleveland Bridge Builders**
  - Visit at least one other county to appreciate the assets found across the region.
  - Pledge to only talk about the positive attributes of NEO. When they are with people who are being negative, they will say something positive.
- Leadership Mahoning Valley**
  - Challenge Leadership Columbiana County to work with them on a regionalization project and move beyond their local interests.

3. **Leadership Lorain County**
  - Current class members will work with alumni on their Voices & Choices project.
4. **Leadership Geauga County**
  - Visit other counties to appreciate the assets found across the region.
5. **Leadership Columbiana County**
  - Promote regionalism at Rotary and other groups.
6. **Leadership Lake County**
  - Working with their teen leadership group (one member of which was at Regional Day), they will get teens involved.
7. **Leadership Akron**
  - Form a kinship with other leadership programs. Go to businesses and talk about the investment required to meet global market challenges collaboratively

## REGIONAL DAY 2006 AND BEYOND

Regional Day III is set for Wednesday, May 3, 2006, at Lorain County Community College's Spitzer Conference Center. It will once again engage 400+ community leaders from participating leadership programs in Northeast Ohio to increase their understanding of the region and discuss the assets their communities contribute to the region.

The Taskforce has now expanded to include representatives from Team NEO and Lorain County Community College. Continued cooperation with the Fund for Our Economic Future is also anticipated, particularly in the Voices and Choices public engagement effort. A progress report will likely be part of the 2006 agenda.

Broad sharing of financial responsibility for the day continues with participating community leadership programs agreeing to assume costs of \$15 per participant or \$6,000. Regional foundations have been approached to provide support of \$11,000, and the Research Consortium will continue their support at \$11,000.

Beginning with the class of 2007, Regional Day will move to the beginning of the leadership year. Regional Day IV is slated for Monday, October 30, 2006, hosted by programs in Cleveland and Lake County. Regional Day V is scheduled on October 30, 2007. Foundation and corporate appeals will be increased to allow the day to move toward an equal partnership of support by the programs, contributors, and the Research Consortium.

### CONTRIBUTING PARTICIPANTS:

Cleveland Bridge Builders  
 Leadership Akron  
 Leadership Ashtabula County  
 Leadership Columbiana County  
 Leadership Geauga County  
 Leadership Lake County  
 Leadership Lorain County  
 Leadership Mahoning Valley  
 Leadership Medina County  
 Leadership Portage County  
 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:

Team NEO  
 Northeast Ohio Research Consortium  
 Dominion Foundation  
 SBC  
 First Energy Foundation  
 Community Foundation of Mahoning Valley

## 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 7,000+ 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 20 community leadership programs in northeast Ohio. The Taskforce also includes representation from Northeastern Ohio Universities College of Medicine (NEOUCOM), Lorain County Community College, and Team NEO.

### TASKFORCE LEADERSHIP PROGRAMS

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

*\*Alumni only – Program inactive*



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