

# Results and Recommendations

From Hammer Siler George &  
Our Local Stakeholder  
Engagement Process.

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## **WHAT WE MUST ACHIEVE?** **A Vision for our Region...**

We are committed to creating a diverse world class region made up of sustainable communities that offer a high quality of life for all residents; a vibrant strong urban core that contributes positively to the overall vitality and economic strength of our region; and opportunities for economic prosperity and good jobs for all within our region.

## WHAT DID WE LEARN FROM THE STUDY?

We set aside turf to find solutions...

- We have engaged in productive unprecedented discussion, collaboration, self-reflection, and have made a commitment to make substantial changes.
- We have a better understanding of individual organizational and systematic deficiencies and service gaps.

## WHAT DID WE LEARN FROM THE STUDY?

We set aside turf to find solutions...

- We have a better appreciation of what needs to be done individually and collectively in order to be successful and move our city and our region toward greater economic health/growth.
- We have a better understanding of service gaps and deficiencies and are committed to filling those gaps and solving the deficiencies.

## WHAT DID WE LEARN FROM THE STUDY?

We set aside turf to find solutions...

- We are committed to developing an approach, a strategy, and an economic development delivery system that ensures that Toledo, the core city of our economic region, remains and grows as the strong healthy core of our region.

## HOW DO WE HAVE TO CHANGE IN ORDER TO ACHIEVE OUR VISION?

- Have a clear focused economic development strategy
- Know who does what
- Fill service gaps

## HOW DO WE HAVE TO CHANGE IN ORDER TO ACHIEVE OUR VISION?

- Streamline
- Ensure diversity
- Eliminate duplication

## HOW DO WE HAVE TO CHANGE IN ORDER TO ACHIEVE OUR VISION?

- Increase effectiveness
- Increase efficiency
- Achieve results

## HOW DO WE HAVE TO CHANGE IN ORDER TO ACHIEVE OUR VISION?

- Be more responsive
- Ensure quick response
- Provide accountability

## HOW DO WE HAVE TO CHANGE IN ORDER TO ACHIEVE OUR VISION?

- Keep working together
- Create a Single Source Service Center—Know who to call
- Get started

## WHAT ARE WE PROPOSING?

### A Focused Economic Development Strategy...

- A focused economic development strategy organized around a Targeted Industry Cluster Approach

# TARGETED INDUSTRY CLUSTER STRATEGY

## What is a Targeted Industry Cluster Strategy?

- The capacity for regional innovation is often driven by industry “clusters”—broad networks of companies, suppliers, service firms, academic institutions, and organizations in related industries that, together, bring new products or services to market.
- Clusters significantly enhance the ability of regional economies to build prosperity because they act as incubators for innovations.

Michael Porter

# TARGETED INDUSTRY CLUSTER STRATEGY

## What is a Targeted Industry Cluster Strategy?

- Clusters possess the primary elements needed to transform ideas into prosperity—universities or research centers that churn out new knowledge; companies that transform knowledge into new services or products; suppliers that provide critical components or equipment; and marketing and distribution firms that deliver the products to customers
- Regions with successful clusters enjoy higher average wages, productivity, rates of business formation, and innovation

Michael Porter

# TARGETED INDUSTRY CLUSTER STRATEGY

## Where we are and what are our next steps?

- We know what industry clusters drive our local economy.
- We are in the process of identifying emerging and potential industry clusters.
- We will use that knowledge along with additional information about industry and market trends; local infrastructure, resources, and opportunities; insights from local business leaders; and the availability of committed industry “champions” to help us select our initial targeted industry clusters.

# TARGETED INDUSTRY CLUSTER STRATEGY

## Where we are and what are our next steps?

- Once we target industry clusters we will work with them and local support organizations to ensure success.
- Once we target specific industry clusters we will continue to keep our eye on new opportunities and potential emerging industries.
- *Note: The Automotive industry is so critical to our local economy it may be useful to think of it as a “Base” industry. Thus, industries that can build upon and take advantage of the elements of that industry may end up being targeted.*

# TARGETED INDUSTRY CLUSTER STRATEGY

## Where we are and what are our next steps?

- A Targeted Industry Cluster Strategy must be a regional approach.
- A Targeted Industry Cluster Strategy is not a quick fix—It requires a commitment to an ongoing focused, targeted economic development strategy.
- Industries that aren't targeted won't be ignored. A Targeted Industry Strategy just means that we have identified those industries that have a good likelihood of making substantial contributions to our local economy.

## WHAT ARE WE PROPOSING?

Reorganizing ourselves for success...

- An economic development framework that will achieve results, be accountable and will conduct and facilitate a full range of economic development activities in order to implement our strategy and achieve our vision

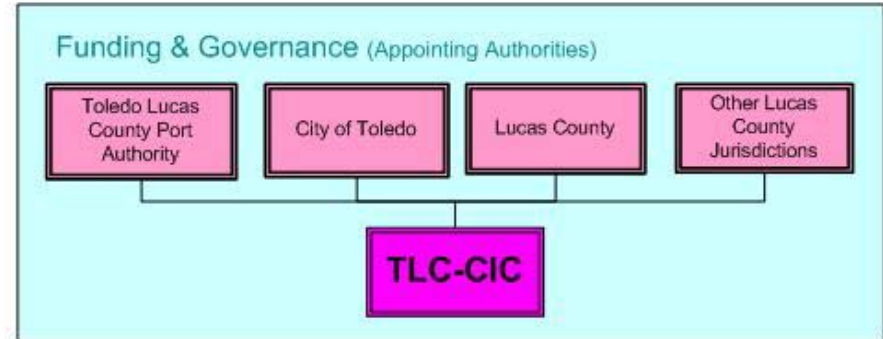
# Proposed ED System

Organization and Functions

3/25/04

## RGP FUNCTIONS (Staff for RGP, NORED, TLCCIC)

- Cluster Facilitation & Implementation
- International Trade
- Research
- Competitiveness (Legislative Policy)
- Project Management/Facilitation
- Technology
- Attraction
- Marketing
- Economic Development Planning & Strategy



Management Services Contract

Management Services Contract



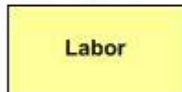
## NORED FUNCTIONS (Staffing provided by RGP through management services contract)

- Cluster Strategy Implementation Partner
- Attraction
- Retention & Expansion
- Competitiveness (legislative policy)

## TLCIC FUNCTIONS (Staffing provided by RGP-through management services contract)

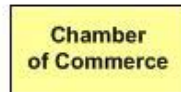
- Cluster Strategy Implementation Partner
- Retention & Expansion
- Real Estate Acquisition/Development
- Finance
- Small Business Development
- Minority Business Development

## Economic Development System Partners



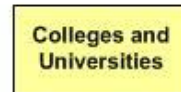
### FUNCTIONS

- Workforce Development
- Infrastructure
- Land Use Planning
- Housing



### FUNCTIONS

- SBDC
- Competitiveness
- Cluster Strategy Implementation Partner



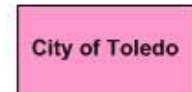
### FUNCTIONS

- Cluster Strategy Implementation Partner
- General ED
- Research
- Capacity Building
- Technology



### FUNCTIONS

- Transportation/Airports-Seaport
- Bond Programs
- Brownfields
- Financial Assistance
- Transportation Related Real Estate Development



### FUNCTIONS

- Infrastructure
- Neighborhood/Community Development (CDBG)
- Façade Program
- Mainstreet
- Brownfields
- Land Use Planning
- Housing

## HOW DO WE GET STARTED?

The short term...

- Communicate the vision.
- Invite input across the community.
- Sustain the sense of partnership.