

Medina County, Ohio

Comprehensive Economic Development Strategy

Collaborating our way to the next chapter



This Comprehensive Economic Development Strategy was prepared by

Medina County Economic Development Corporation



Special thanks to the following partners for their support and assistance in compiling this report:



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We would also like to thank the Steering Committee participants for their support!

All Construction Services	Harrisville Township	MTD
American Hospitality Group	HHL Group, LLC	NEXUS
American Power Service Company	Hicks Partners	GasTransmission
ArcBest	Highland Schools	Northern Medina County Chamber Alliance
Armstrong	Huntington Bank	OhioMeansJobs
Laborers' International Union	ICNS	OutSupport
Blair Rubber	ID Images	Owens Corning
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Brunswick Schools	Job and Family Services	Pilot Signs and Designs
Buckeye Schools	Jobs for Ohio's Graduates	Pleasant Valley Corporation
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Columbia Chemical	Lodi Hospital	Rohrer Corporation
Com Doc	Lorain-Medina Rural Electric Cooperative	RPM
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Critchfield, Critchfield & Johnston	Main Street Wadsworth	Sandridge Foods
Diversity Project	Medina City Schools	Sharon Township
Dorman Legacy Advisors	Medina County	Simmons Brothers Construction
Drug Mart	Medina County Career Center	Summa Health
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Ethode	Medina County Fiber Network	Tri-C
Evevector Corp.	Medina County Health Department	University of Akron Medina
Fifth Third Bank	Medina County Libraries	Village of Lodi
FirstEnergy	Medina County Parks Department	Village of Seville
FIT	Medina County Port Authority	Wadsworth Chamber of Commerce
Four Cities Compact	Medina County Sanitation Department	Wadsworth City Schools
Frontier Communications	Medina County Transit Authority	Wadsworth Library
Gerspacher Real Estate Group	Medina Metropolitan Housing	Westfield Bank
Granger Township	Montville Township	Westfield Insurance
Greater Medina Chamber of Commerce		Wheeling and Lake Erie Railroad
		WIOA Executive Director

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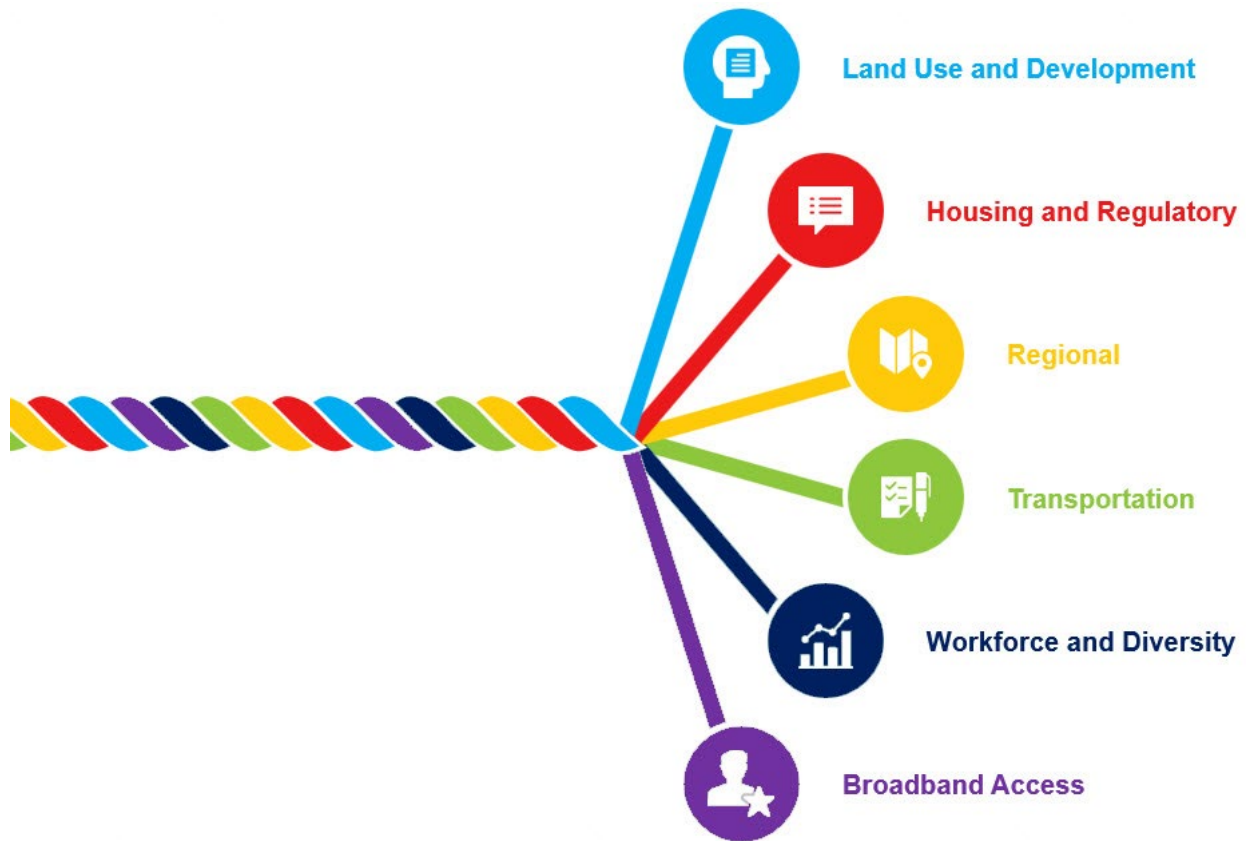
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Executive Summary

The Medina County Economic Development Corporation undertook the creation of the Comprehensive Economic Development Strategy to assist the county in setting priorities, to be better positioned to receive grant funding for projects, and bring the communities together to determine the future. This plan is designed to cover 2019 – 2023 and covers all of Medina County.

Residents, industry and business, government and social service, schools, and non-profits were brought together to discuss each groups views and understanding of what the county needed. Meetings were held with industry groups, the superintendents of all seven school districts and both vocational programs, and with the public in Brunswick, Lodi, Medina, Valley City, and Wadsworth.

Feedback received was then compiled into six areas for goals and priorities. They are Land Use and Development, Housing and Regulatory, Regional, Transportation, Workforce and Diversity, and Broadband Access. Each goal has specific objectives with definitions of success in the timeframe allotted.



Medina County, Ohio – Existing Conditions

Location

Medina County is located 40 minutes south of Cleveland and west of Akron, in the heart of Northeast Ohio. As a state, Ohio is roughly halfway between New York and Chicago. Washington D.C., Boston, Toronto, Philadelphia, Nashville, and the Outer Banks are within a day’s drive and nearly 50% of the US population lives within 500 miles of the center of the state. A key swing state, Ohio receives a great deal of attention for candidates and elected officials to ensure our voices are heard. Moving up in the ranks of Forbes Magazine’s Best States for Business, Ohio has now been ranked at #14. (Source: <https://www.forbes.com/best-states-for-business/list/#tab:overall>)

A unique feature of Ohio is the vast entertainment opportunities that exist. From small towns with quaint shops and restaurants to the Lake Erie Islands offering a variety of water sports and night life, to the ten roller coasters rating in the top 100 in the world (according to Top 100 Roller Coasters: The CoasterBuzz 100), there is something for everyone in Ohio.



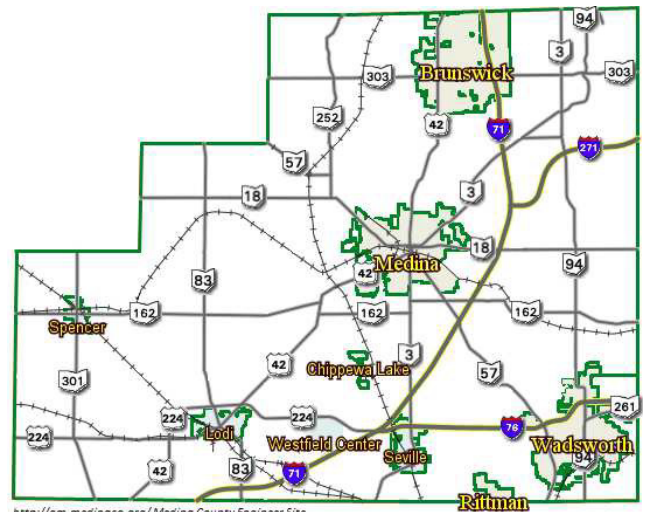
Northeast Ohio is the largest region in Ohio and is the most densely populated in the state, with 4 million people and 2 million workers. Northeast Ohio has an economy of \$236 billion dollars and is the home to a number of Fortune 500 companies, including: Sherwin-Williams, Parker Hannifin, Progressive Insurance, Aleris International, Goodyear Tire and Rubber Company, First Energy, and Timken. Sixty percent of all U.S. Fortune 500 headquarters are within a day’s drive of Northeast Ohio and our region reaches the largest number of consumers in a 250-mile radius compared with any other metro market in the U.S.

Medina County is a unique location in that it has access to all the amenities of Cleveland and Akron but is situated far enough away to allow for true small-town living. This has allowed the county to experience strong growth for over 20 years while counties around us are seeing declining numbers.

Highway Access

With easy access from State Routes 71 and 76, as well as 271, Medina County sees thousands of travelers each day.

With a roadway system started in the 1800’s, Medina County experiences many of the same roadway challenges as other communities including narrow turn lanes, congestion due to population growth, and an increase in truck traffic have affected traffic in and around the county.



<http://gm.medinaco.org/MedinaCountyEngineerSite>

Higher Education

A key feature of Medina County is our access to higher education. Within 45 minutes of the county, there are 16 higher education institutions and 5 technical schools. The University of Akron has had a presence in the county for almost a decade, providing classes to both college and high school students. Cuyahoga Community College (Tri-C) located a University Center in Brunswick to offer a wide range of technical programs and degrees. The Medina County Career Center serves over 3,500 students throughout Medina County both in their building and in each high school. They also offer an array of adult-degree and adult education courses.

History

Medina County was created in 1812 and later organized in 1818. After the discovery of the New World, the land that became Medina County was originally part of the French colony of Canada (New France), which was ceded in 1763 to Great Britain and renamed Province of Quebec. In the late 18th century the land became part of the Connecticut Western Reserve in the Northwest Territory, then was purchased by the Connecticut Land Company in 1795. Parts of Medina County and neighboring Lorain became home to the Black River Colony founded in 1852, a religious community centered on the pious lifestyle of the German Baptist Brethren. (Source: https://en.wikipedia.org/wiki/Medina_County,_Ohio)

Population

Current population estimates put the county at 178,371 in July of 2017, reflecting a 3.5% growth rate since April of 2010. The largest growth was seen in the 65 and over group of residents as people have more opportunity to age in place. The population consists of 94.4% white, 1.83% Hispanic, and 1.4% Black. The median age is 41.4 and the median household income is \$66,952.

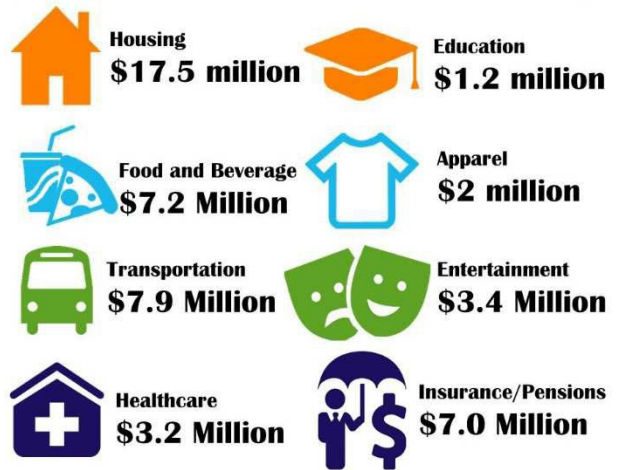


Economy

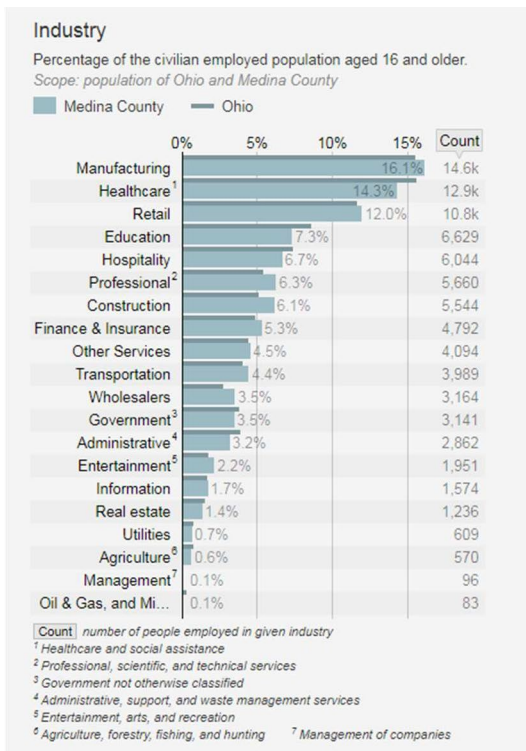
Medina County has a strong history in manufacturing with 29% of our economic output coming from that sector. Most of our companies are closely held or family-run small to mid-sized manufacturers and we are uniquely positioned to support those operations. There are 88,911 people working in the Medina County economy which represents 67.7% of the civilian workforce and our largest employers include MTD Products, Sandridge Foods Corporation, and Shiloh Industries. We also see service companies doing well in our county including Westfield Insurance, Westfield Bank, the Cleveland Clinic, and Discount Drug Mart.

Over the past 20 years, Medina County's economic development team has worked with companies that created 7,300 new jobs and invested 1.072 billion in new capital. In 2016 alone, these projects added \$49.4 million of new annual consumer spending in the various categories (see table on right).

New Consumer Expenditures - Estimated



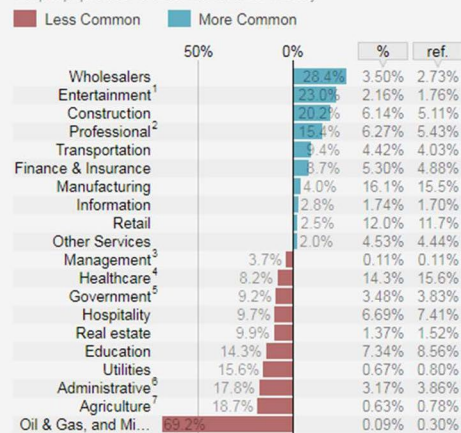
Medina County's employment base has grown in recent years, while our unemployment rate has traditionally been among the lowest in the State.



Source: <https://statisticalatlas.com/county/Ohio/Medina-County/Industries>

Relative Industry

Percentage more or less common in Medina County than in Ohio, among the civilian employed population aged 16 and older.
Scope: population of Ohio and Medina County



Source: <https://statisticalatlas.com/county/Ohio/Medina-County/Industries>

Business Climate

Businesses in Medina County are well-supported through every stage of development. The collaborative nature of Medina County is recognized as one of its biggest features. Companies have access to all levels of government, public and private-sector support and groups work together to solve challenges and meet the needs of development.

Our diverse mix of business means we weather economic changes and can stay focused on those businesses that need help. The fact that we recruit the smaller, family-owned or closely held businesses means they are more committed to the communities where they are and more apt to keep employees. When there is a closing or downsizing, those employees are more easily absorbed into the current business landscape as the numbers tend to be manageable.

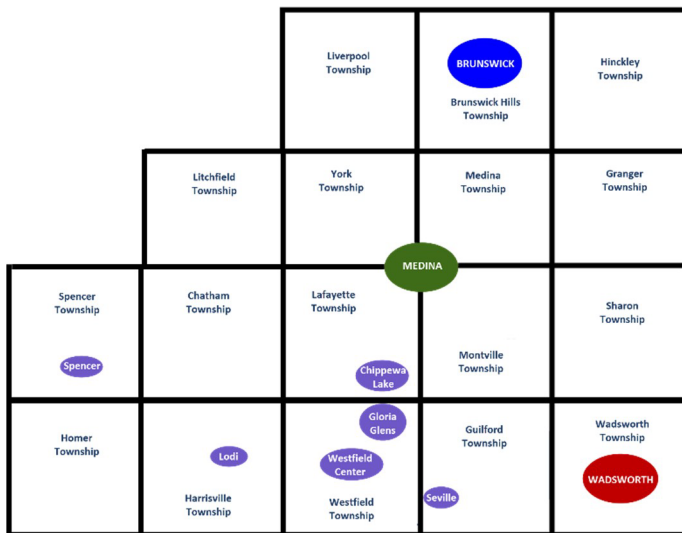
Business Numbers	2012	2013	2014	2015	2016
Business starts	321	320	307	268	254
Active businesses	3,574	3,575	3,599	3,590	3,271

The location of Medina County is ideal for business and development as it has easy access to both Cleveland and Akron, both Cleveland Hopkins and Akron-Canton Airports, and access to major highways and thoroughfares. At the same time residents enjoy “small town” living and the sense of community that comes with being in a small town.

Medina County has access to large sources of fresh water that other regions don’t have. Our weather features four seasons and being inland means we don’t see the fires, floods, and hurricanes that other states experience.

Our communities also are able to boast of strong schools that consistently outperform other areas. With seven school districts and two vocational programs, our young people gain the knowledge and experience to become productive citizens of the world.

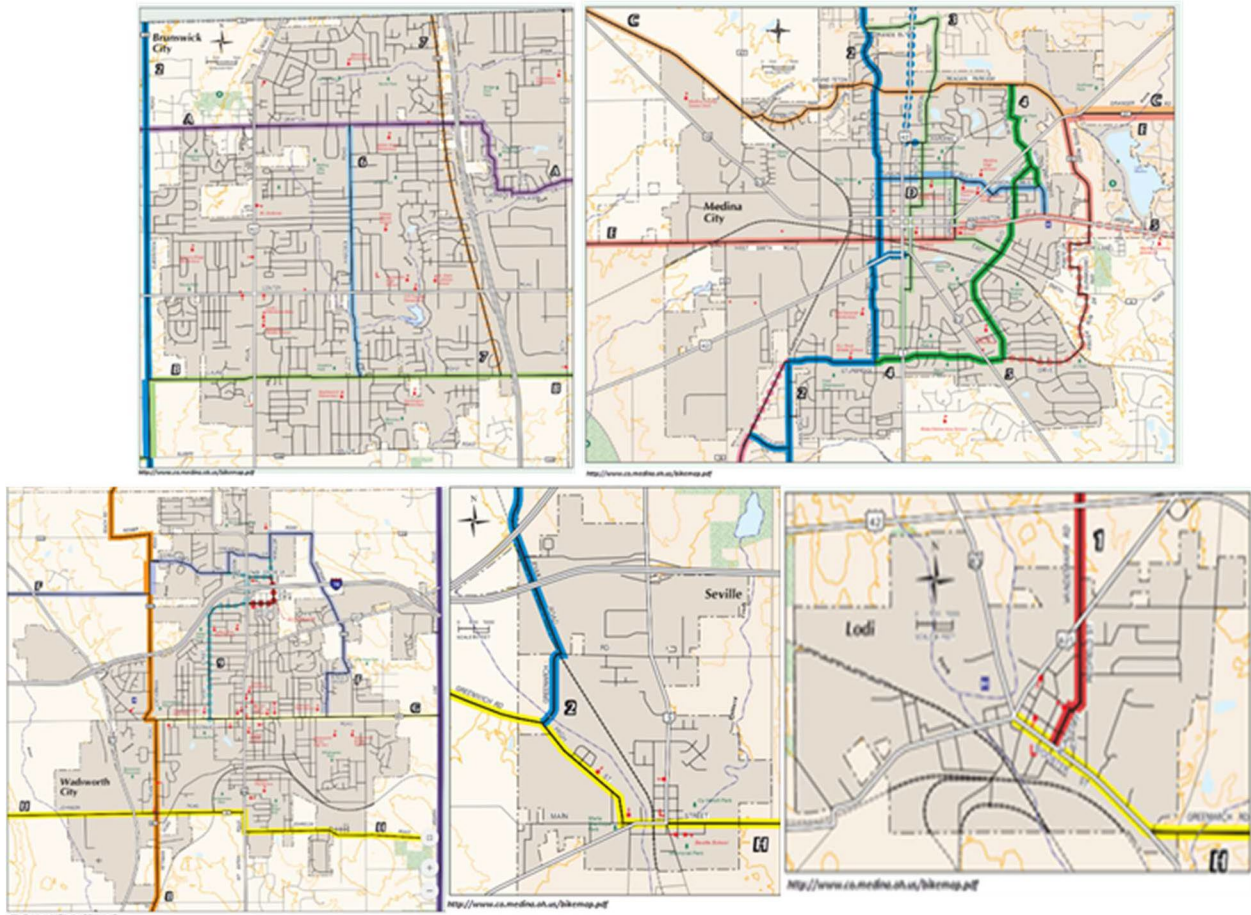
Geography



According to the United States Census, Medina County represents 423 square miles with 421 square miles in land and 1.7 square miles in water. The county is made up of 17 townships:

- Brunswick Hills
- Chatham
- Granger
- Guilford
- Harrisville
- Hinckley
- Homer
- Lafayette
- Lichfield
- Liverpool
- Medina
- Montville
- Sharon
- Spencer
- Wadsworth
- Westfield
- York

There are three main cities in Medina County: the City of Brunswick, the City of Medina and the City of Wadsworth. Additionally, there are six villages: Chippewa Lake, Gloria Glens Park, Lodi, Seville, Spencer, and Westfield Center.

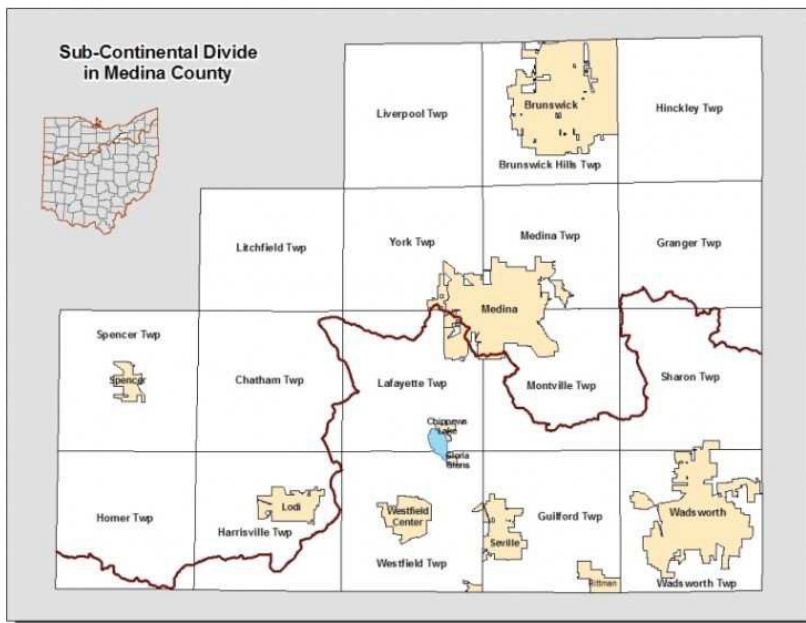


Land Use

Medina County has a diverse land use-base and still has a great deal of developable land available. There is also a strong commitment to green spaces and preserving our agricultural heritage.

Land Use/Land Cover	Percent
Developed, Lower Intensity	19.93%
Developed, Higher Intensity	2.34%
Barren (strip mines, gravel pits, etc.)	0.05%
Forest	29.26%
Shrub/Scrub and Grasslands	1.28%
Pasture/Hay	17.26%
Cultivated Crops	25.84%
Wetlands	3.23%
Open Water	0.81%

Watersheds & Soil Types



Medina County Sanitary Engineers Office

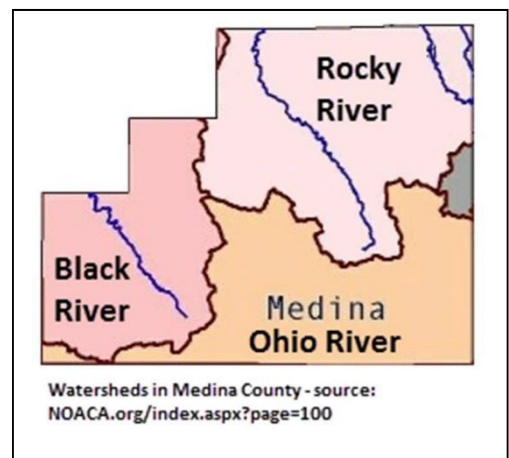
The St. Lawrence River Divide runs through Medina County, and there are three watersheds due to rivers. This can cause some development challenges for new business if the divide runs through the property and has caused some issues for communities who cannot access Lake Erie due to the Great Lakes Compact. Medina County is also home to Ohio's largest natural inland lake, known as Chippewa Lake. The lake itself covers 355 acres of land, and its adjacent wetlands to the north and south extend an additional 200 acres of the

richest natural area of the county. Chippewa Lake is the only natural body of water in the entire country that drains both into the Great Lakes and the Ohio River basins.

Water management is a high priority for the county as we want to continue to enjoy this abundant resource so vital water management is key to our future development.

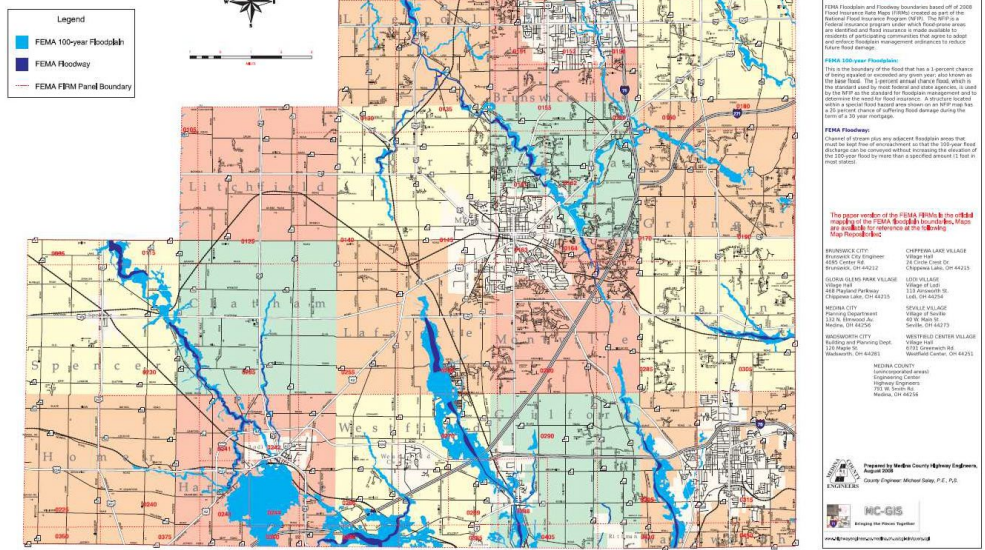
As with most areas in the Great Lakes region, Medina County is home to a number of wetlands and floodplains. Good land management is needed to help property owners manage their land so as to not add to the wetlands but manage them properly. The Medina County Parks District has taken a unique approach to wetlands management offering four different ways to mitigate wetlands and streams.

Wetlands mitigation can be done through the Bank system where the Parks sell credits on projects they are doing in the county. They are then reimbursed for that work. Developers also have the option to use a Single Site Mitigation where developers own the site that is mitigated and move the wetlands from one site to another. Onsite Mitigation is the easiest and allows the developer to move the wetlands from one portion of the property to another. And finally In Lieu Fee allows the developer to purchase credits on upcoming wetlands or stream projects. A number of large projects have been funded through the years allowing Medina County to preserve the natural beauty of the county while meeting the needs of development projects.

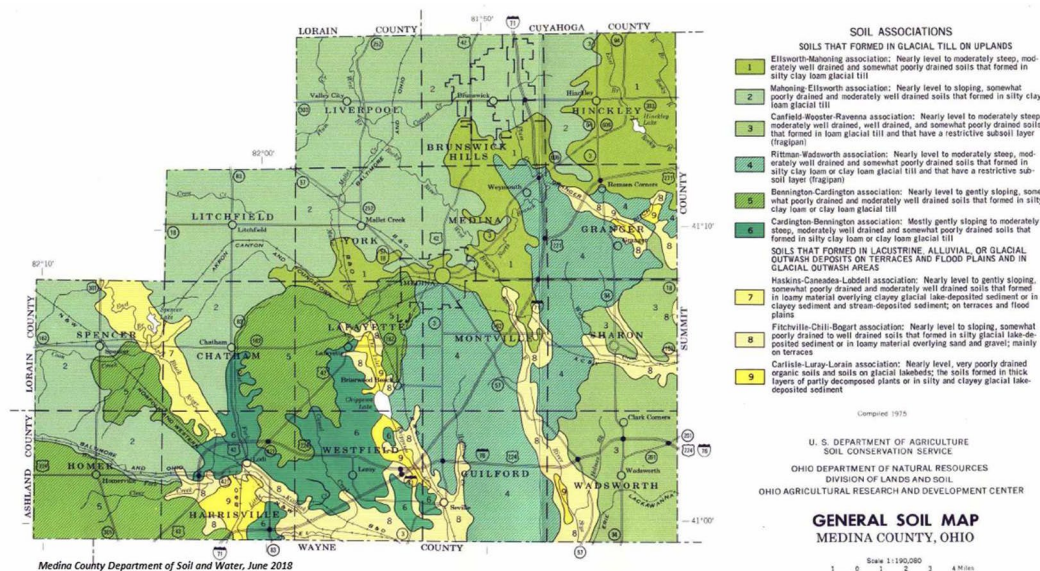


Medina County FEMA-Designated Floodplains and Floodways

(Actual floodplain and floodway boundaries may need to be determined by on-site surveys.)

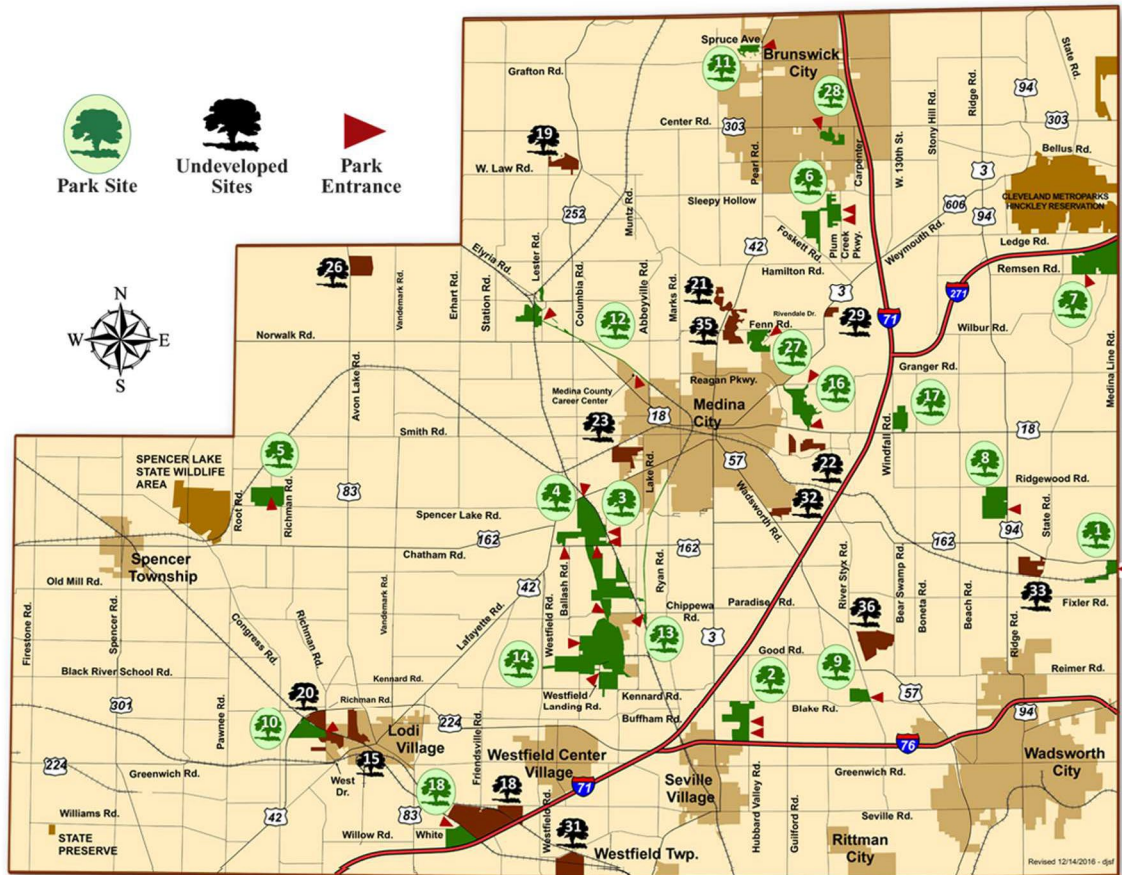


Medina County boasts 81 types of soil in the county. This provides for all types of development and agriculture as well as helps define the best areas to develop.



Park System

Residents of Medina County have access to a robust county park system, with more than 18 parks featuring 40 miles of trails and nature preserves. The Medina County Park District currently manages approximately 6,353 acres in the county and has plans to open East Fork Nature Preserve, Chippewa Nature Preserve, and West Law Park in the near future.



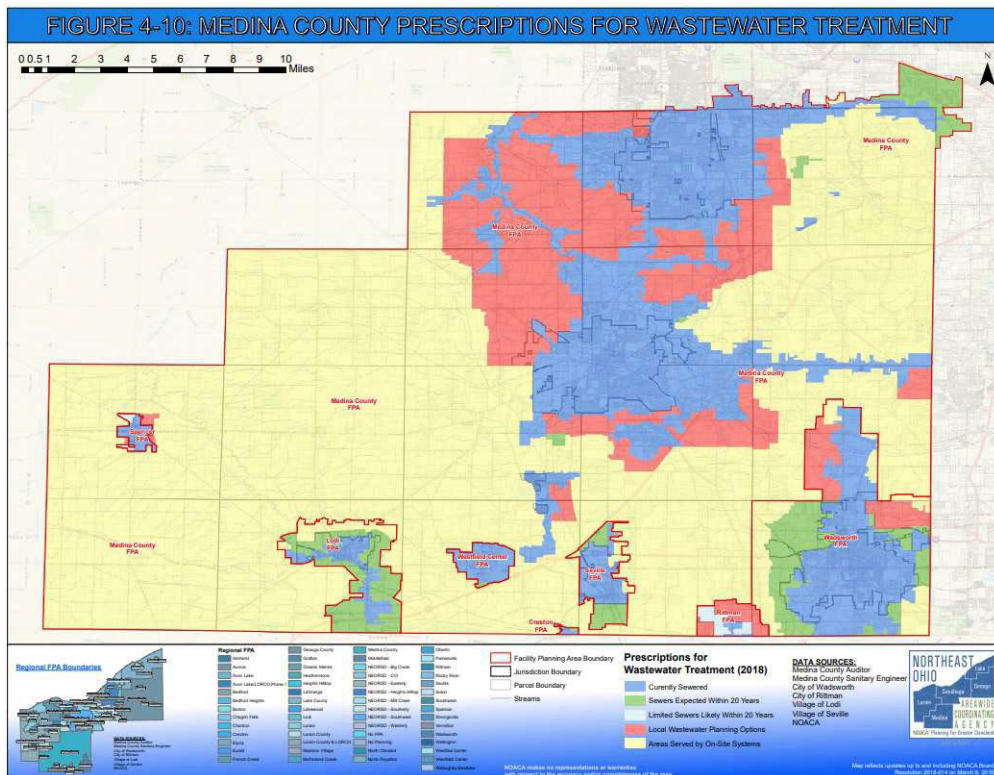
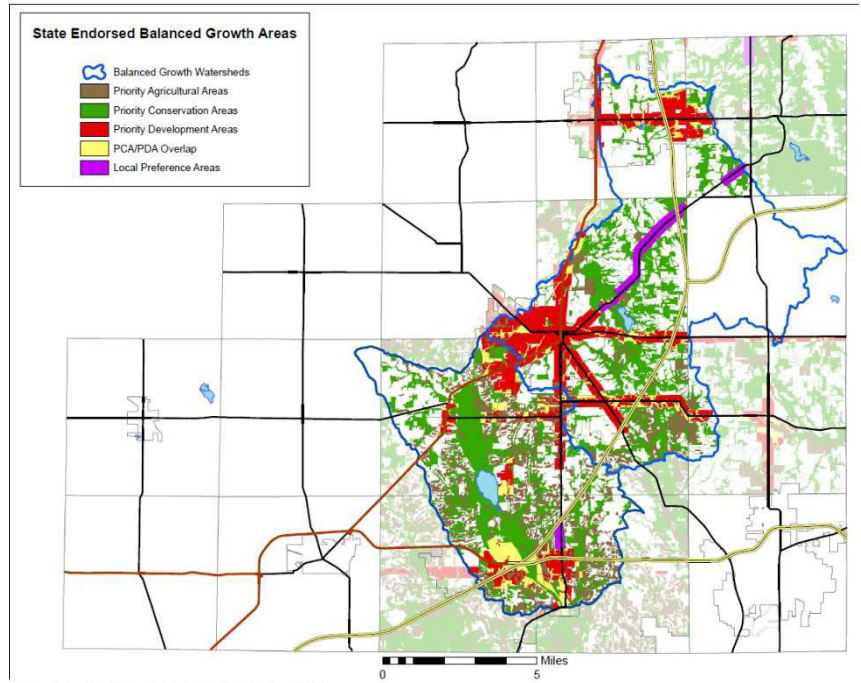
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|---|---|----------------------------------|---------------------------------|
| 1. Green Leaf Park | 8. Wolf Creek Environmental Center/
Alderfer-Oenslager Wildlife
Sanctuary | 16. Lake Medina | 26. Avon Lake Road Property |
| 2. Hubbard Valley Park/
Buffalo Creek Retreat | 9. River Styx Park | 17. Carolyn Ludwig Mugarage Park | 27. Medina Marsh |
| 3. MCPD Headquarters | 10. Hidden Hollow Camp | 18. Killbuck Lakes | 28. Susan Hambley Nature Center |
| 4. Buckeye Woods Park/Schleman
Nature Preserve/Chippewa Inlet
Trail | 11. Princess Ledges Nature Preserve | 19. Rocky River Park | 31. Mud Lake Road Property |
| 5. Letha House Park | 12. Lester Rail Trail | 20. Black River Park | 32. Wadsworth Road Property |
| 6. Plum Creek Park | 13. Chippewa Rail Trail | 21. Palker Wildlife Sanctuary | 33. Sharon Preserve |
| 7. Allardale/The Lodge at Allardale | 14. Chippewa Lake/Krabill Shelter | 22. Chandler Wildlife Sanctuary | 35. Rocky River Corridor |
| https://www.medinacountyparks.com/ | 15. East Fork Nature Preserve | 23. Lake Road Property | 36. Bear Swamp Rd. Property |

Residents enjoy a variety of outdoor activities including an extensive system of bike trails. These trails are designed to help residents move around the county for fun, exercise and to get to entertainment and shopping.

Infrastructure Assets - Planning for Development

With two main watersheds in the county, development has been earmarked where it makes the most sense for utilities, water management, zoning, and population. The Rocky River Upper West Branch Watershed Balanced Growth Plan was compiled in 2009 and the Upper Chippewa Creek Watershed Balanced Growth Plan was completed in 2011.

Maintaining a strong gravity-sewer system, Medina County is part of the NOACA region for sewer and water planning. (The Northeast Ohio Area-wide Coordinating Agency is a transportation and environmental planning agency serving Cuyahoga, Geauga, Lake, Lorain and Medina Counties.)



Transportation

There are over 719 lane miles of interstate, US and state routes within Medina County maintained by the Ohio Department of Transportation. Improvements to county roads are managed by the Medina County Highway Engineer, and township roads by Township Trustees.

Much transportation funding for Medina County is coordinated through the Northeast Ohio Area-wide Coordinating Agency (NOACA), a metropolitan planning organization (MPO) that provides transportation and environmental planning services to Cuyahoga, Geauga, Lake, Lorain and Medina Counties. NOACA works with the Ohio Department of Transportation, project sponsors and other organizations to help address northeast Ohio's transportation, air quality, and water quality needs. As a federally designated MPO, NOACA is charged with determining which proposed highway, bikeway and transit projects will receive federal funding.

While Medina County is formally a member of NOACA, we are also impacted by transportation spending funded by the MPO in Akron (the Akron Metropolitan Area Transportation Study – AMATS) which covers Summit, Portage, and portions of Wayne County. With commuters from these counties coming into Medina County for work and vice versa, Medina County has an interest in road infrastructure improvements as well as potential partnerships with the public transit agency in Summit County, which has been too cost-prohibitive to develop to date.

For many years Medina County was considered a “rural” county and therefore fell under the rural transportation guidelines. In recent years we have been reevaluated to be an “urban” county and the changes in the rules have made a significant impact on our ability to provide public transportation. This change in designation changed how funding was structured and during that process, Medina County's funding was cut by roughly 50%. Since that time, we have been able to work with funding agencies to reallocate some of the existing funding into operating dollars, but it is still a challenge to meet the transportation needs of our county.

Medina County Public Transit (MCPT) is a demand response, curb to curb, advanced reservation, shared ride transportation service that serves all of Medina County. There are no restrictions on the purpose or number of trips which may be taken on a time-and-space-available basis. Medina County Transit Authority provides both fixed-route and on-demand service to residents of Medina County. Fixed routes cover the cities of Brunswick, Medina, and Wadsworth and are available at <http://www.medinaco.org/transit/index.html>.

Today, MCPT provides over 4,000 rides a month, with on-demand rides roughly at the same volume as fixed-route. The county transportation system merged with Brunswick's transit authority in 2017 to form one transportation system for the entire county.

The county is undertaking a number of initiatives to evaluate how the transportation network is serving our communities, what the needs from transportation are from both residents, businesses, and workers, and how we can better utilize transportation resources throughout the county.

Workforce

The state of Ohio has seen 448,500 new private-sector jobs created since January 2011 (Source: U.S. Bureau of Labor Statistics, CES Survey) and continues to rank as one of the top ten job-creating states in the nation (Source: U.S. Bureau of Labor Statistics, CES Survey).

The Northeast Ohio Region is made up of 18 counties and represents a \$236 billion dollar economy. Centrally-located between New York City, Chicago, and Toronto, the region allows for quick access to markets in more than half of North America.

Medina County is the fastest growing county in Northern Ohio and has been for the last three decades (Source: U.S. Census). The county's residents are well-educated: 93.6% of Medina County's population has a high school degree or higher, with 31.5% achieving a bachelor's degree or above, which is significantly higher than the State of Ohio at 89.5% for high school graduation and 26.7% for higher degrees.

In Medina County, 67.7% of the population is in the workforce currently, with the State showing 63.2% of total population in the workforce. Since the beginning of the recession, the civilian labor force in Medina County has shrunk to just over 95,000 workers. Medina County sees 70% of its residents leaving the county each day to go to work.

With an unemployment rate that averaged 4.5% for the first half of 2018, county businesses have struggled to find a sufficient number of workers, but the pool of laborers who already live here provides a ready population to help fill the many open positions at county businesses. Companies located in Medina County have a tremendous opportunity to lure employees back into the county to work and shorten their commute significantly. Being closer to home improves quality of life as well as involvement in schools and community.

Civilian Labor Force Estimates For: Medina County				
Year	Civilian Labor Force	Employment	Unemployment	Unemployment Rate
Avg-2008	96,300	91,200	5,100	5.3
Avg-2009	95,600	88,200	7,400	7.7
Avg-2010	94,000	87,100	7,000	7.4
Avg-2011	93,800	87,800	6,000	6.4
Avg-2012	93,600	88,500	5,100	5.5
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Avg-2013	95,000	89,500	5,500	5.8
Avg-2014	95,000	90,200	4,800	5.0
Avg-2015	94,500	90,500	3,900	4.2
Avg-2016	95,600	91,300	4,300	4.4
Avg-2017	95,600	91,100	4,500	4.7

Source: Ohio Department of Job & Family Services (Ohio Labor Market Information) and Bureau of Labor Statistics

Workforce Development Resources

Unemployment has been consistently low in Medina County, so creativity has been the norm when it comes to solving workforce challenges for Medina County companies. As a county, we are united in addressing these issues to help our companies find the talent they need to grow and thrive.

The workforce in Medina County is diverse in both skill-levels and industries. According to the Census Bureau, for 2016, 67.7% of the total population of those individuals over 16 years old are in the workforce. In addition, 70% of those individuals leave the county each day for work and 32% of citizens leave the county for jobs paying \$40,000 or less.

93.6 % of all Medina County residents over the age of 25 hold a minimum of a high school diploma. Just shy of 32% at 31.5% hold a bachelor's degree.

Workforce Pipeline Development: Programs with Medina County Schools

Medina County features seven school districts and supports two vocational programs. The Medina County Career Center works with Black River Schools, Brunswick City Schools, Buckeye Local Schools, Cloverleaf Schools, Highland Schools, and Medina City Schools. Wadsworth City Schools is a part of the Four Cities Compact with Copley Schools, Norton City Schools, and Barberton Schools.

Looking ahead to the future workforce, Medina County's schools, vocational programs and others are focused on educating the next generation on careers. Approximately 3,700 students participate in vocational education each year.

The county graduates on average over 2,200 students each year. Approximately 76% of Medina County's high school graduates seek higher education, while 24% immediately enter the workforce upon graduation.

The following outreach opportunities are just some of the ways Medina County excels at educating our future workforce:

- **Four Cities Compact** – 719 students went through 19 programs in 2017. The students gain hands-on experience as well as certifications, the opportunity to compete in vocational education competitions, and graduate with work skills.
- **Medina County Career Center** – MCCC works with over 2,500 students in six school districts to train in 23 different majors providing graduates with hands-on opportunities and learn work skills.
- **Medina County Career Center – Adult Education** – The Adult Education department at MCCC helps workers get the training they need to enter the workforce. Often these certification programs offer high school degree options for those that don't have one already.

Workforce Development Initiatives

Medina County's economic development team collaborates with partners on workforce efforts designed to educate workers and potential workers on the types of jobs available, build the future pipeline of employees, and bring more workers into the county.

Following are workforce development initiatives managed by Medina County Economic Development Corporation (MCEDC):

- **Job Opportunity Tours** – Small group tours of manufacturing plant and other businesses allow candidates to speak directly with employees and supervisors, see what kind of work is done, and help them visualize themselves in the position. Roughly half the people participating in a Job Opportunity Tour apply for open positions where they toured.
- www.worklocal.net – MCEDC created a website to showcase Medina County job postings that are proactively gathered by our economic development team.
- **Made in Medina County** – The Made in Medina County movement was launched to showcase manufacturing in Medina County, draw attention to the products made here in our communities, and expose the residents to the types of jobs available. The Made in Medina County Manufacturing Expo occurs in odd years, bringing in a well-known keynote speaker and highlighting manufacturing through a trade show. In even years, Made in Medina County Day features elected officials working in plants whose doors open for tours by community members.
- **Medina County Manufacturing Council** – The MCMC was formed to provide a voice for the county’s manufacturing community to help with workforce development, the brand of manufacturing, and collaborate with county schools.
- **Manufacturing Roadshows** – We take an entire grade of a high school out on the same day and tour manufacturing plants. Results of pre- and post-tour surveys show a positive change in attitudes toward employment in manufacturing.
- **Employer Resources Expo** – The ERE brings organizations who offer workforce solutions together with companies in one location.
- **Job Fairs** – We collaborate on job fairs throughout the county to help companies find employees.
- **Student Job Fairs** – We host job fairs in our schools to help students find jobs locally.
- **Virtual Job Fair** – Staff is on hand at locations throughout the county to assist job seekers in finding the right job on line, creating their resume, uploading it, and applying for the position online and obtain interviews.

Medina County’s workforce development landscape is robust and working to meet the needs of our businesses, but it is still the main challenge of business today and will impact future growth.

Workforce Training Resources

In addition to recruitment challenges, companies need to be able to keep good employees by giving them career paths, ways to improve their skills and improve their earning potential. The following training opportunities are available to Medina County companies:

- **Akron CNC Training Center** – provides training to help individuals become CNC operators from around the region.
- **University of Akron Medina** – provides a variety of training opportunities for companies with University of Akron credit and resources.
- **Apprenticeship Council of Ohio** – helps companies design and launch a state-certified apprenticeship program.

- **Brunswick University Center** – Houses Cuyahoga Community College (Tri-C), Franklin University, and Tiffin University.
- **Lorain County Community College** – provides a variety of courses in Lorain County and partners with Tri-C to provide apprenticeship courses.
- **Medina County Career Center - Adult Education** – works with companies to design custom training solutions as well as provides classes to adult workers in the evenings.
- **Medina County Libraries** – provides online training resources in both free and paid models.
- **Tri-C** – provides a wide range of technical programs and apprenticeship in-class hours within the county.
- **Business Advisory Councils** – Medina County Economic Development Corporation sits on all 10 BACs for the school districts, vocational institutions, and the Educational Service Center to keep a link between the workforce efforts undertaken by the county and our schools.
- www.trainingmedinacounty.com – The creation of this website brings together training resources from around the county and surrounding area to help companies find what they need.

Overcoming Workforce Barriers

We have established a network of providers who work with candidates to help bring solutions to county employers. The following organizations help individuals overcome barriers to employment and help them join the workforce pool:

- **Career Based Intervention** – works with high school students in danger of not graduating on time to overcome challenges, achieve their high school diploma and enter careers as soon as possible.
- **Comprehensive Community Services** – helps individuals in Lodi, OH overcome barriers to employment and connect with partners to help them find employment.
- **Disabled Veterans Outreach** – works with disabled veterans to get them into the workforce.
- **Easter Seals** – works with individuals with developmental disabilities to gain meaningful employment.
- **Employing Medina County** – helps individuals overcome barriers to employment including transportation, child care, training, etc.
- **Goodwill Akron** - helps individuals overcome barriers to employment including transportation, child care, training, etc.
- **International Institute of Akron** – resettles refugees in our region and helps them find gainful employment.
- **Job and Family Services** – works with those on public assistance to overcome obstacles and find gainful employment.
- **Jobs for Ohio Graduates** – students that don't finish high school have the opportunity to work with JOG to see if they can complete their degree and gain meaningful employment.
- **Koinonia Homes** - works with individuals with developmental disabilities to gain meaningful employment.
- **Lodi Family Center** – helps individuals in Lodi, Ohio overcome barriers to employment and connect with partners to help them find employment.

- **Medina County Board of Developmental Disabilities** - works with individuals with developmental disabilities to gain meaningful employment.
- **Medina County Courts** – works with individuals through drug court to help them stay in recovery and return to mainstream society through work.
- **Medina County Probation** – works with individuals with offenses on their record to gain meaningful employment.
- **Medina County Veterans Services** – works with veterans in Medina County to help them overcome challenges as well as any barriers to employment.
- **Medina Creative Housing** – works with individuals with developmental disabilities to gain meaningful employment.
- **Ohio Means Jobs Medina County** – provides support to individuals looking for work through resume writing, interviewing training, and identifying opportunities.
- **Project LEARN** – helps individuals learn to read as well as English as a second language to individuals who need those skills.
- **SHC-The Arc of Medina County** - works with individuals with developmental disabilities to gain meaningful employment.
- **United Cerebral Palsy of Greater Cleveland** - works with individuals with developmental disabilities to gain meaningful employment.
- **US Department of Veteran Affairs** – works with veterans from around the region to overcome barriers to employment.
- **ViaQuest Independent Living** - works with individuals with developmental disabilities to gain meaningful employment.
- **Windfall Industries** - works with individuals with developmental disabilities to gain meaningful employment.

Stakeholders & Resources

Local Resources

In addition to the organizations that support development efforts through workforce, there are a number of public agencies and private groups that do as well. Many of the local organizations listed below have actively participated in this CEDS development process:

- **Medina County Economic Development Corporation** – Formed as a public/private partnership, MCEDC was put in place in 1988 to support businesses and give them an interface to government. Helping businesses grow and flourish within the county while attracting new business is their primary focus. MCEDC is also the administrator for the Medina County Port Authority and houses the Medina County Fiber Network offering businesses a wide range of services. MCEDC also took the lead in developing this plan.
- **City of Brunswick Community and Economic Department** – The City of Brunswick has a strong commitment and focus on business through their Community and Economic Development Department. Helping businesses locate to Brunswick, working with those companies there to help them grow and expand, and assist with permitting and planning requirements is all available through one department.

- **Medina City Economic Development** - The mission of the Economic Development Office is to work effectively to retain, expand, promote, and attract businesses and industry within Medina so as to enhance the local economic climate, increase the City of Medina's tax base, increase the value of commerce, and create employment opportunities.
- **Wadsworth City Economic Development** – Wadsworth has a thriving business community supported by their economic development team who are ready to help businesses grow and expand in the city of Wadsworth.
- **Medina County Planning Department** – The planning department provides guidance on zoning and maps for the townships of Medina County, subdivisions and lot splits. They are available to meet with companies to discuss their needs and recommend meeting before attending a hearing to ensure the process goes smoothly.
- **Medina County Sanitation Department** - The Medina County Sanitary Engineers office currently provides, maintains, and manages water and wastewater systems for approximately 50,000 customers. The primary goal is to provide safe, reliable, efficient services that are in compliance with local, state and federal Regulations. The mission is to provide effective and sustainable water, water reclamation, and solid waste management services while preserving and protecting the natural resources of Medina County.
- **Medina County Building Department** – Medina County is very supportive of business and is ready to help support growth and new business. Under the Chief Building Official, the focus is on customer service and helping businesses get through the building department processes as quickly and smoothly as possible.
- **Medina County Port Authority** – MCPA was founded to help businesses access services they need to locate and grow in Medina County. Sales tax financing, bond issuance, and the Medina County Fiber Network are all managed by the MCPA.
- **Medina County Fiber Network** – MCPA constructed a 150-mile fiber optic network to provide business clients with high-speed, secure access to data and telecommunications services. MCFN is a fully-redundant, carrier-neutral network with 14 telecommunications partners to provide both lit and dark fiber access to sites across town and across the globe.

Regional & State Resources

Medina County’s business and economic development efforts are supported by a variety of entities at the regional and state level:

- **Team NEO** – Serving as JobsOhio’s affiliate in Northeast Ohio, Team NEO brings to the table state resources to help attract business to Medina County.
- **ODOT Office of Jobs and Commerce** – The Division of Jobs & Commerce is a rapid-response team dedicated to helping Ohioans go to work by providing transportation infrastructure and project management assistance to the State’s businesses and communities.
- **NEOTEC** – NEOTEC helps businesses navigate foreign trade zones and other challenges of working outside the country.
- **Cascade Capital** – Funding a new business or business expansion can be a challenge. Cascade Capital is uniquely positioned to help companies find the right program to help them navigate the funding process.

Challenges and Opportunities

While possessing great assets, Medina County has a number of challenges that can easily be turned into opportunities. To identify the strengths and weaknesses, challenges, and opportunities for the county, the Medina County Economic Development Corporation called together stakeholder groups to discuss. Thirty-seven meetings were held throughout the county between January 2018 and August 2018 that included the following target groups:

- Agriculture and Agro-tourism
- Builders and Developers
- City and Township officials
- County government departments including Building, Planning, Sanitary, Parks, Soil and Water, and the County Commissioners.
- Financial Services
- Healthcare
- Land conservancy
- Non-Profits
- Professional Services
- Realtors – commercial and residential
- Retail
- Superintendents of Schools
- Technology
- Transportation and Logistics

In addition five public meetings were held for residents to attend. Those were held in Brunswick, Lodi, Medina, Valley City, and Wadsworth.

In total over 300 people participated in the feedback process with the majority being private business and residents from around the county.

The following challenges and opportunities have been identified through the process to create this plan:

Attitudes on Development – As a county, we need to help residents and businesses understand the benefits of additional growth and diffuse the “not in my backyard” expressed at times. Plans can be structured to include areas where development is not disruptive.

Shovel-ready sites – Currently there is a great deal of land available in Medina County, but it is unknown to a large degree how ready it is for development, what infrastructure is required and costs involved, and what would get the sites to shovel-ready status. Medina County needs to address this lack of knowledge and prioritize sites.

Diversity – According to the US Census, Medina County is 95.8% white, 1.4% Black or African-American, 0.2% American Indian or Alaska Native, 1.2% Asian, 1.3% Two or More Races, and 2.0% Hispanic or Latino.

Race and Hispanic Origin	
White alone, percent (a)	95.8%
Black or African American alone, percent (a)	1.4%
American Indian and Alaska Native alone, percent (a)	0.2%
Asian alone, percent (a)	1.2%
Native Hawaiian and Other Pacific Islander alone, percent (a)	Z
Two or More Races, percent	1.3%
Hispanic or Latino, percent (b)	2.0%
White alone, not Hispanic or Latino, percent	94.1%

Estimates are not comparable to other geographic levels due to methodology differences that may exist between different data sources.

There are also a number of other minority groups that have not been represented in the business community. The stakeholder group reviewed the following diversity categories:

- | | |
|--------------------------|--------------------|
| Age | Race |
| People of Color | Religion |
| People with Disabilities | Sex |
| Gender Identity | Sexual Orientation |
| National Origin | Veteran Status |

Through both an online survey and a stakeholder committee, it was determined Medina County does a great job of inclusiveness for women and those over 40 years of age: many of the county’s leadership positions are held by individuals in one or both categories; many of our companies are run by individuals in one or both categories; and people in those categories felt that the county is excelling here. In all other categories, the survey and committee felt there is significant room for improvement.

One way to address this is to help encourage people from each category to be in leadership positions throughout the county. Seeing those in successful roles in government, community, business, and education encourages others to follow suit. Concerns were raised that without some attitude changes from the general population, these kinds of successes won’t be possible. The committee has agreed to continue to work together to determine goals and initiatives to try to address the issues.

Drugs – As with all areas of the country, Medina County has been hit with the opioid crisis and drug epidemic. It is vital to get resources to the people who need them for workforce and other purposes.

Housing Stock – At this time throughout the county, there is a shortage of housing at all levels. As we are in a sellers’ market that will not change for some time, it is important to determine what types of housing we need and where we will have it. Starter homes encourage family growth which is currently stagnant according to birth rates.

Lack of Funding – Because of its wealthy residents and above average income levels, Medina County is often overlooked for outside funding opportunities. And while the county overall is wealthy, the resources needed to accomplish goals are not where we would like it to be.

Regional Strength – While the region is strong and has a number of resources, it is vital we are a part of the decision-making processes regarding water and other natural resources as well as airports and other connections to the outside world. Being able to attract new businesses and new residents means having regional amenities desirable for business growth and quality of life.

Transportation – At this time in Medina County, an individual cannot easily take public transportation to work. As a county we are reviewing the current system and determining what changes need to be made to address this need.

Workforce – Our workforce challenges will not be going away any time soon. Continued focus and programming is needed to meet the needs of business today and into the future.

Zoning – Fully understanding current zoning and ensuring it meets the needs of growing communities is an on-going process and the county would like to address it as a whole.

Broadband Access – Reaching our business community, government agencies, schools, and residents with strong broadband access is key to the future growth of Medina County. Increased focus and funding is required to ensure global access.

Economic Development Projects

The Comprehensive Economic Development Strategy supports a number of priority projects to be undertaken in Medina County which will add to the tax base, support the growth of new industries and create new jobs, and/or enhance the quality of life in the community.

Spencer Industrial Park

The Lorain Medina Rural Electric Cooperative plans to construct a new headquarters facility in the Spencer Industrial Park which will bring a strong business partner to the Village of Spencer. The remainder of the park will be available to develop and will require a new road to allow access to the remaining parcels. The Village of Spencer has embraced this project, creating a Community Reinvestment Area to allow companies to receive tax abatements to build in the park. This project has the potential to employ more than 100 workers and increase activity in Spencer's small retail corridor.

Brunswick Trails Project

The City of Brunswick is undertaking the connection of trails from Sleepy Hollow Rd. to Brunswick Lake. This connection brings quality of life for residents, can help attract additional workforce, and help residents find more satisfaction in living in the city of Brunswick. As a collaboration between the City and Medina County Parks, this project will be a benefit for all and is endorsed by the Comprehensive Economic Development Strategy.

Medina City Multipurpose Trail Project

The City of Medina would like to create a multipurpose trail, allowing for pedestrians, bicycles, and other non-car transportation modes through the industrial corridor. The goal is to connect the City of Medina trails with Medina County Parks trails as well. This trail will allow employees to use alternative modes of transportation to get to work in a safe manner while encouraging residents to enjoy city and county parks and be able to travel between them safely.

Wadsworth Downtown Redevelopment

The City of Wadsworth has ongoing plans based on the 2017 Downtown Visioning Plan: a utility replacement and streetscape improvement plan aimed at enhancing and further revitalizing the City’s downtown core. This project will include replacement of the aging waterlines, storm sewers, sanitary sewers, electric, and communications lines in Downtown Wadsworth; facilitation of improvements for safety, pedestrian connectivity between downtown amenities, and efficient and safe vehicular traffic; and enhancement of sidewalks, streets, and alleyways to make downtown more livable, vibrant, and a destination spot.

Montville Township South Town Center Project

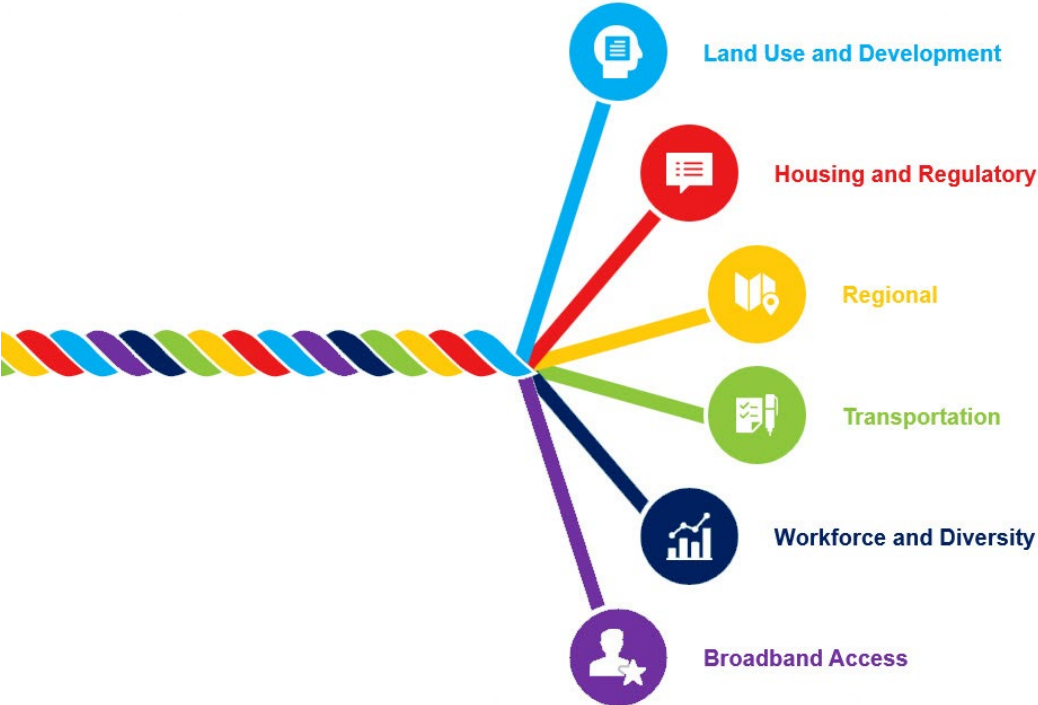
Montville Township is the planned new home of a multiple-building commercial complex in the Route 3 corridor south of the City of Medina. South Town Center is being developed by the Rose Company, which has deep ties to Medina County and the region. This multi-million project will serve the retail and professional services needs of one of the fastest-growing townships in Medina County, and complement the commercial neighbors already building in this corridor.

700 Liverpool Drive, Valley City

The manufacturing facility located at 700 Liverpool Drive in Valley City has reached a significant level of disrepair. Much of the roof needs to be replaced, the floors are damaged, the walls are damaged, and there may be some remediation that needs to occur. Assistance in redeveloping this industrial property would bring online the largest industrial building in the county, at just under 250,000 square feet, which could attract a significant number of new jobs.

Goals and Objectives

The Comprehensive Economic Development Strategy has identified a number of goals and objectives to undertake as a county.



The six identified target areas get at what is needed in the county to address our most immediate development needs. In all aspects of our plan we will include educating stakeholders regarding these development needs. While some issues do touch these areas, they are being spear-headed under

other plans that are not tied to economic development. They include addressing the drug epidemic, determining the needs for a homeless shelter, and the creation of alternate-shift daycare options.

Land Use / Development

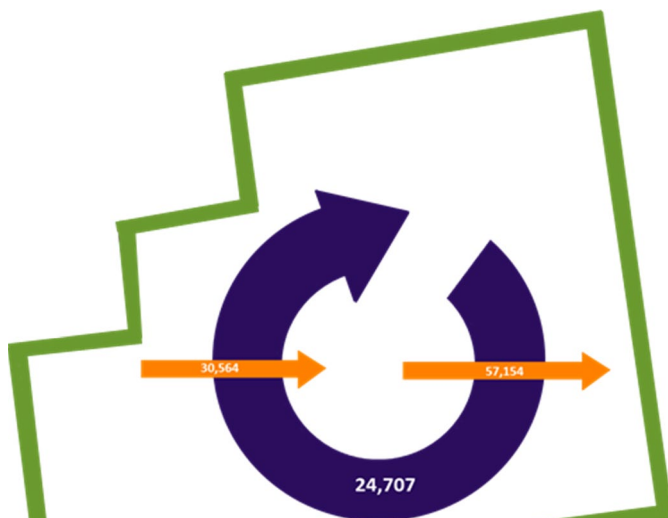
It is vital we create a land use and development guide for Medina County. There have been a number of efforts made over the years to do this on a local level so gathering those pieces and incorporating into a comprehensive plan will be paramount to prioritizing development to the places where communities are best prepared. We also want to look at creative solutions for providing shovel-ready sites.

Summary of Goals:

- Create a comprehensive property database of the top 20 developable sites in Medina County and develop marketing plans for each one.
- Review and confirm brownfields for redevelopment and obtain funding to remedy conditions unsafe and undesirable. *See Appendix A for initial list.*
- Create a map of the county reflecting all comprehensive plans of each city and township (and zoning map of Granger as that serves as their comprehensive plan) to gain an understanding of where development is planned for, what priorities have been set by each municipality, and where and what type of development should be targeted.
- Create a land use and development guide for Medina County by December 31, 2020 compiling greenspace, watershed, agricultural, housing, zoning, utilities, and other factors together into one document to help development happen in the most effective areas based on the comprehensive plans for each township, village, and city.
- Investigate the use of Port Authority powers to provide unique solutions for landowners to move property to shovel-ready sites by December 31, 2019.
- Investigate the location, configuration, and need for Class A Office Space.
- Provide educational materials on websites and through newsletters to help the public understand the benefits of development and goals set forth through a marketing campaign designed.

Housing and Regulatory

Based on the feedback of the stakeholders involved, a lack of housing suitable for young families is in great demand. Much of the housing stock being built is in the \$300,000 range which is not conducive to bringing young families into the county. In addition, if nothing else came onto the market, we would be sold out of current inventory in 4 months. Industry experts agree it should be closer to six months for a healthy market.



Our workforce needs dictate it will be vital to bring additional workers into the county.

According to the 2015 US Census, 55% of the workers with jobs in Medina County live in other counties. That represents over 30,000 people who make the commute every day.

With no access to inter-county transit solutions, it becomes more and more

important to have access to housing close to the jobs people need.

Having a balance of multi-family units, starter homes, next level homes, upper level homes, and retirement-appropriate housing stock is vital to keep the county growing and bringing new people into the county.

It is necessary to identify areas throughout the county for each type of housing to ensure

sufficient stock to grow our communities.

In some cases, zoning and regulations regarding building and development may need to be reviewed to ensure they are meeting the needs of their municipalities. As communities evolve, it becomes vital to ensure regulations are in step with the current needs as well as manageable and easily understood.

Summary of Goals:

- Work with township, city, and county planning departments to create a Guide to Building in Medina County to help existing and new zoning officials to fully understand their options and help unify the systems.
- Work with the County Building Department and County Planning Department to map out a housing strategy and determine what could be enhanced. Based on the plans developed above determine where we should encourage development of housing options. Also look at where redevelopment needs to happen and educate home owners on programs to address safety issues like lead paint, asbestos, etc.
- Create a Common Sense Initiative within the County to review County, Township, City, and Village regulations as they relate to building and development and help municipalities eliminate unnecessary regulations as well as simplify language and how to apply them.

Region

The Northeast Ohio Region has a number of strengths and resources available that make it unique in the country. Historically, Medina County has been desirable for regional organizations to count in their territory due to the growth numbers and strong history of development.

Currently Medina County is part of the Summit-Medina County Workforce Board and as such receives our workforce funding from the federal government with Summit County. For JobsOhio, Medina County is represented by Team NEO along with 17 other counties in Northeast Ohio. The Greater Akron Chamber has reported a three-county region in their footprint including Medina County, Portage County, and Summit County for additional regional support.

There are a number of priorities being championed by a variety of groups that affect Medina County which are important to move forward, as it is critical for Medina County to have as much input in regional plans as possible.

Summary of Goals:

- Convene a group of Medina County business leaders, government leaders, workforce partners, and economic development professionals to assess the threats and opportunities

of the current regional climate and determine direction and involvement of Medina County.

- Assist townships, cities, and villages to work together to accomplish financial and development goals.
- Work with other counties to create a workforce attraction plan to bring more people into Northeast Ohio from other areas where jobs are not as plentiful.

Transportation

It is clear from the survey conducted of businesses, as well as research done with workforce partners, that transportation is an issue affecting our workforce. Transporting our senior population within and outside the county is managed, although we recognize there is always a need for more.

As the Medina County Transit Authority receives their Medicaid certification to be a transportation provider, transportation of those with developmental disabilities will be more centralized and may provide a model for how other transportation areas can move forward. Determining how to move workers around the county as well as bring them in from other counties is a priority for the workforce arena.

Summary of Goals:

- Determine goals and needs for an alternative route for truck traffic in the city of Medina to access industrial areas in Brunswick, Medina, Montville Township, the Village of Seville, Wadsworth Township, and the City of Wadsworth.
- Create a multi-faceted approach to transportation needs that combines best practices of municipal transportation systems, for profit systems, and others to serve the needs of those living and working in Medina County.
- Create a model to position Medina County for roadwork improvements funding over the next 10 – 20 years throughout the County.

Workforce and Diversity

Workforce will be the driving factor for growth in the foreseeable future and Medina County must be ready to meet the challenge. In addition, top talent is not limited to any one group and a diverse employee base means better options for companies hiring. We have set goals in both areas to help our business meet today's challenges, grow the workforce we need for tomorrow, and attract the right workers to the county.

Summary of Goals:

- Form a robust, collaborative network of workforce partners who work together with all populations to help get everyone who can work to work.
- Work with legislators and the Ohio School Board to reform the report card for schools to more accurately reflect our schools' performance and reward them for working on career options as well as college.
- Educate companies already located in Medina County on workforce solutions to help them fill open positions and anticipate what they will need to facilitate growth. Create a comprehensive workforce plan.
- Form a coalition of large employers interested in increasing diversity in their workforces and our county to create a diversity plan and support corporate diversity programs and initiatives.
- Develop a plan to determine what is needed to encourage more minority business ownership and develop a plan.

Target workforce attraction efforts to bring in diverse populations beginning with professionals to increase diverse populations.

Broadband Access

All residents, businesses, organizations, government agencies, and schools should have broadband access to encourage job creation, eCommerce, remote learning, and workforce participation, and allow for strong connections to the world and effective communication. While we acknowledge there are two areas of connectivity important in this area, we are choosing to focus on bringing broadband to the locations as the issue to address first. The Ohio Development Services Agency is also looking at individual access through providing devices and we will be supportive of their efforts.

Summary of Goals:

- Bring access to all residents, businesses, organizations, government agencies, and schools through fiber connections, end to end.
- Work with legislators to remove barriers presented to municipal networks in providing the same services as for-profit carriers.
- Work with state and federal legislators to institute accountability to ensure funds allocated are spent in the areas approved.
- Reform how access is assessed as the current system of census track allows for woefully inflated counts of households with access.

Goals, Actions, Participation, Deadlines and Evaluation

Each goal set forth in this plan includes the appropriate action steps, who will participate by role, when the actions will be accomplished and how we will evaluate for success. The goals are high-impact and will result in significant opportunities for new development as well as streamline the process.

	GOAL	ACTION STEP	Involved Parties	Due Dates	Measure of Success
Land Use and Development	Create a comprehensive property database of the top 20 developable sites in Medina County and develop marketing plans for each one. Need a full understanding of what needs to be done to make the sites shovel-ready.	Identify the sites.	MCEDC Staff, economic development partners	1/31/2019	Submission of property data to GIS / Zoom Prospector, the JobsOhio property database, as well as implementation of marketing plans for each property.
		Determine criteria for a fully vetted site.	MCEDC Staff	2/28/2019	
		Research each property.	MCEDC Staff	9/30/2019	
		Enter into GIS system for the state of Ohio.	MCEDC Staff	10/31/2019	
		Develop marketing pieces for each property in conjunction with the realtor.	MCEDC Staff, realtors, graphic designer	12/31/2020	
	Review and confirm brownfields for redevelopment and obtain funding to remedy conditions unsafe and undesirable. Initial list is in Appendix A.	Convene stakeholder groups to identify sites.	MCEDC Staff, City of Brunswick, City of Medina, City of Wadsworth, Village of Seville, Village of Spencer, seventeen Townships	6/30/2019	Creation of a list of brownfields and what is currently known. Then completing the information to give a whole picture of the known sites and determine any not on the list.
		Engage consultant to write grant application.	MCEDC Staff	11/30/2019	
		Form grant coalition.	MCEDC Staff	1/31/2020	
		Submit grant application for Brownfield funding.	MCEDC Staff and Consultant	12/31/2020	

<p>Create a map of the county reflecting all comprehensive plans of each city and township (and zoning map of Granger as that serves as their comprehensive plan) to gain an understanding of where development should happen, what priorities have been set by each municipality, and where and what type of development should be targeted.</p>	<p>Gather all the comprehensive plans - three cities, six villages, 17 townships.</p>	<p>MCEDC Staff</p>	<p>12/31/2020</p>	<p>Creation of a map of Medina County reflecting all comprehensive plans in the county.</p>
	<p>Seek a grant to pay a GIS person to compile the data and map.</p>	<p>MCEDC Staff</p>	<p>12/31/2021</p>	
	<p>Compile the data into GIS and map the county with development priorities and areas.</p>	<p>Potentially the current GIS coordinator for the Soil and Water division of Medina County.</p>	<p>12/31/2022</p>	
<p>Create a land use and development guide for Medina County by December 31, 2020 compiling greenspace, watershed, agricultural, housing, zoning, utilities and other factors together into one document to help development happen in the most effective areas based on the comprehensive plans for each township, village, and city.</p>	<p>Determine resources needed to create maps of the county including developed land, open, that which should remain open and that which could be developed.</p>	<p>MCEDC Staff with Medina County Planning</p>	<p>5/31/2019</p>	<p>Presentation of Plan by 12/31/19</p>
	<p>Obtain resources needed (for example, Soil and Water has a GIS professional who works one day per week. We might be able to engage on a project-basis to complete this work.)</p>	<p>MCEDC Staff</p>	<p>6/30/2019</p>	

	If resources are available, create the development guide.	MCEDC Staff with Medina County Planning and resources	7/31/2020	
	If resources are beyond the means available, identify top 25 sites for development based on all factors.	MCEDC Staff	12/31/2019	
Investigate the use of Port Authority powers to provide unique solutions for land owners to move property to shovel-ready sites by December 31, 2019.	Meet with Port Authority experts to determine all of the financing options available through a Port Authority.	MCEDC Staff with Jerry Good of Lorain County and Harry Eadon as well as Chris Bernam	1/31/2019	Completion of meetings with regional partners by 1/31/19
Investigate the right location, configuration, and need for Class A Office Space.	Based on the comprehensive plans map, determine the right locations.	MCEDC Staff	4/30/2021	Either a commitment to build a class A office building or the identifications of why a class A office building is not viable in Medina County.
	Determine what is lacking in that area to support class A office space.	MCEDC Staff	5/31/2021	
	Work with financiers and developers to develop the site(s) identified.	MCEDC Staff	12/31/2021	

	Determine if class A office space is a go or no go in Medina County.	MCEDC Staff, MCEDC Board, Medina County Port Authority	12/31/2022	
Provide educational materials on websites and through newsletters to help the public understand the benefits of development and goals set forth through a marketing campaign designed.	Determine messaging to celebrate the benefits of development to residents and businesses.	MCEDC Marketing Committee and Staff	12/31/2019	Completion of educational materials and marketing plan by 12/31/20
	Update MCEDC website with messages	MCEDC Staff	1/31/2020	
	Design comprehensive marketing campaign based on messaging to educate the public on the benefits of marketing.	MCEDC Marketing Committee and Staff	1/31/2020	
	Implement marketing plan recommendations to educate the public on the benefits of development.	MCEDC Staff	12/31/2020	

Housing and Regulatory	Work with township, city, and county planning departments to create a Guide to Building in Medina County to help existing and new zoning officials to fully understand their options and help unify the systems.	Research the zoning in each township and city to find the definitions and what types of zoning are available.	18 Township zoning officials, 3 city zoning officials, 6 village zoning officials, Medina County Planning Department, MCEDC Staff	6/1/2019	Presentation of Plan by 12/31/22
		Create a Guide to Building to help companies and builders navigate who they need to contact, general information on zoning and philosophies, and help to launch a project.	MCEDC Staff	12/31/2020	
		Share draft of the Guide to Building with builders and developers to ensure it is a working document and will meet the needs of all builders and developers who may be involved in projects in the county.	Builder and Developers in Medina County as well as commercial realtors stakeholders	1/31/2022	

<p>Work with the County Building Department and County Planning Department to map out a housing strategy and determine what is lacking. Based on the plans developed above determine where we should encourage development of housing options. Also look at where redevelopment needs to happen and educate home owners on programs to address safety issues like lead paint, asbestos, etc.</p>	<p>Research all housing stock currently in Medina County as well as planned. Create maps of neighborhoods.</p>	<p>MCEDC Staff and Medina County Planning Department</p>	<p>3/31/2020</p>	<p>Presentation of findings to Medina County Commissioners on 12/10/20</p>
	<p>Meet with County Building Official and County Planning Official to review development plans and determine housing stock needs.</p>	<p>County Planning Department, County Building Department, MCEDC</p>	<p>4/30/2020</p>	
	<p>Meet with residential builders to receive feedback on plan and viability of future growth.</p>	<p>Residential builder stakeholders and MCEDC staff</p>	<p>7/31/2020</p>	
	<p>Identify programs available to rehab existing homes and educate the public.</p>	<p>Treasurer's Office, Medina County Planning Department</p>	<p>12/31/2020</p>	
	<p>Present findings to Medina County Commissioners.</p>	<p>MCEDC Staff, Medina County Planning Department</p>	<p>12/10/2020</p>	

	Create a Common Sense Initiative within the County to review County, Township, City, and Village regulations as they relate to building and development and help municipalities eliminate unnecessary regulations as well as simplify language and how to apply them.	Determine a committee to be the Common Sense Initiative Committee.	Frank Festi, MCEDC Staff, Medina County department heads, Township zoning officials, City zoning officials, Village zoning officials	12/31/2019	To be determined by the committee. Success should be measured by number of regulations removed or simplified.
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Regional	Convene a group of Medina County business leaders, government leaders, workforce partners, and economic development professionals to assess the threats and opportunities of the current regional climate and determine direction and involvement of Medina County.	Identify the key stakeholders	To be determined	1/31/2019	Presentation of plan to the MCEDC Board by 6/30/19.
		Schedule meeting	Those identified in step 1	2/8/2019	
		Identify key questions for regional involvement. Include items like transportation planning, airport, etc.	MCEDC Staff	2/15/2019	
		Host meeting	MCEDC Staff	3/31/2019	
		Compile a report of regional involvement recommendations	MCEDC Staff	4/30/2019	
		Present findings to MCEDC Board Development Committee	MCEDC Staff and Board Development Committee	5/31/2019	
		Present final report to the MCEDC Board with action items	MCEDC Staff and Board Development Committee	6/30/2019	
		Implement action plan	MCEDC Staff	TBD in plan	

Assist townships, cities, and villages to work together to accomplish financial and development goals.	Identify townships and cities / villages most interested in conversation.	MCEDC Staff	7/31/2019	Meetings convened by 10/31/19
	Convene meetings with township officials and cities / villages to facilitate discussion.	MCEDC Staff, township officials, villages / cities	10/31/2019	
Work with other counties to create a workforce attraction plan to bring more people into Ohio from other areas where jobs are not as plentiful.	Identify counties willing to participate	MCEDC Staff, Lorain County, Portage County, others	4/30/2019	Meeting hosted by 7/31/19 with action items for each participant.
	Host meeting	MCEDC Staff, Lorain County, Portage County, others	7/31/2019	

Transportation	Determine goals and needs for an alternative route for truck traffic in the city of Medina to access industrial areas in the city of Brunswick, Gilford Township, Medina, Montville Township, the Village of Seville, Wadsworth Township, and the City of Wadsworth.	Reconvene stakeholders to discuss what needs to be done and what additional studies need to be funded.	Medina City lead, Medina Area Transportation Taskforce, Transportation Improvement District Board, MCEDC staff participates, City of Wadsworth, Village of Seville, York Township, Montville Township	1/31/2020	Plan presented to the County Commissioners by 12/31/2021
		Create a plan of action to obtain the needed funding or next steps.	Medina City lead, MCEDC staff participates, City of Wadsworth, Village of Seville, York Township, Montville Township	6/30/2020	
		Submit grant application(s)	Medina City lead, MCEDC staff participates, City of Wadsworth, Village of Seville, York Township, Montville Township	12/31/2020	

<p>Create a multi-faceted approach to transportation needs that combines best practices of municipal transportation systems, for profit systems, and others to serve the needs of those living and working in Medina County.</p>	<p>Work with existing Transportation Coalition to complete identification of workforce transportation issues.</p>	<p>Proximity Marketing, Medina County Transportation Coalition, MCEDC Staff</p>	<p>1/31/2019</p>	<p>Comprehensive Plan created by 12/31/19</p>
	<p>Assist the County in finding resources to hire a Mobility Manager to coordinate and understand the resources currently available.</p>	<p>Medina County Administration, Medina County Transit Authority, Medina County Port Authority, MCEDC Staff</p>	<p>5/31/2019</p>	
	<p>Identify key business and community leaders to participate in a brainstorming session to find ways to creatively solve identified transportation challenges.</p>	<p>MCEDC Staff, Medina County Transit Authority</p>	<p>7/31/2019</p>	
	<p>Host a brainstorming meeting with business leaders and transportation experts to find ways to solve identified transportation challenges.</p>	<p>MCEDC Staff, Medina County Transit Authority, Identified business and community leaders from previous step.</p>	<p>8/31/2019</p>	

	Assist Medina County Transit Authority to put together a comprehensive plan.	MCEDC Staff, Medina County Transit Authority	12/31/2019	
Create a potential funding model for roadwork over the next 10 years throughout the County.	Research current funding streams for road improvements and what the future looks like for the next 10 years.	MCEDC Staff	1/31/2020	Submission of a thorough plan with contingencies for funding and road work planning to Medina County Commissioners in September of 2020.
	Review state funding sources and model for potential changes.	MCEDC Staff	1/31/2020	
	Convene group to determine next steps.	MCEDC Staff to convene, inviting Medina County Highway Engineer, city roads officials	3/31/2020	
	Advocate for the appropriate legislative changes through the C.A.R.E. committee	C.A.R.E. Committee	4/30/2020	

		Document road improvement plan for the county including funding sources and what potential changes could change outcomes.	MCEDC Staff	8/31/2020	
Workforce and Diversity	Form a robust, collaborative network of workforce partners who work together with all populations to help get everyone who can work to work.	Meet with existing partners to determine what populations are not covered and who is missing.	MCEDC Staff, Employment Coalition, Job and Family Services, Jobs for Ohio's Graduates, Summit-Medina Workforce Board	9/1/2018	Employer Resources Expo hosted 4/4/19 with participation of 80% of identified workforce solutions partners.
		Contact those organizations not currently in the mix and explain goals, opportunities.	MCEDC Staff	9/30/2018	
		Host a comprehensive Employer Resources Expo to offer all workforce solutions in the County and surrounding areas to bring people to the workforce.	Medina County Business Community, all workforce partners	4/4/2019	

<p>Work with legislators and the Ohio School Board to reform the report card for schools to more accurately reflect our schools' performance and reward them for working on career options as well as college.</p>	<p>Investigate new legislation being proposed to determine if it goes far enough to address the concerns (opinions to date are it does not).</p>	<p>MCEDC Staff</p>	<p>2/28/2019</p>	<p>Report card measures become transparent and ratings reflect the actual performance of our schools. If legislation cannot be enacted to accomplish this goal, work with the schools to publicize the Quality Reports as the better way to evaluate our schools.</p>
	<p>Propose changes to the legislation to make it meet the needs.</p>	<p>County Advocates for Responsible Enterprise (CARE) Educational Policy Committee</p>	<p>3/31/2019</p>	
	<p>Meet with the Ohio State School Board representative to discuss alternatives.</p>	<p>MCEDC Staff and CARE</p>	<p>4/15/2019</p>	
	<p>Partner with other economic development organizations in the region to take suggested legislation forward and support efforts to change the system.</p>	<p>MCEDC Staff, Team NEO, NODE, other economic development partners</p>	<p>5/1/2019</p>	

<p>Educate companies already located in Medina County on workforce solutions to help them fill open positions and anticipate what they will need to facilitate growth. Create a comprehensive workforce plan.</p>	<p>Create a workforce marketing plan to provide the education including print, social media, websites, and organizational partnerships.</p>	<p>MCEDC Staff, all workforce partners, MCEDC Marketing Committee</p>	<p>12/31/2020</p>	<p>Materials created and available by 12/31/20.</p>
	<p>Create marketing pieces as leave-behinds for all Economic Developers and Workforce staff to provide companies</p>	<p>MCEDC Staff, Graphic Designer, MCEDC Marketing Committee</p>	<p>12/31/2020</p>	

<p>Form a coalition of large employers interested in increasing diversity in their workforces and our county to create a diversity plan and support corporate diversity programs and initiatives.</p>	<p>Identify interested companies.</p>	<p>MCEDC staff, Westfield Insurance, Westfield Bank, Discount Drug Mart, MTD, Pleasant Valley Corporation, American Hospitality Group, Clampco Products, Medina Hospital, Medina County, Sandridge Foods, Shiloh Industries, Root Candles, Brunswick, Medina and Wadsworth Schools</p>	<p>10/31/2018</p>	<p>Plan developed by 12/31/2020</p>
	<p>Schedule meeting to be held at Westfield Insurance</p>	<p>MCEDC Staff, Diversity and Inclusion Department, Westfield Insurance</p>	<p>11/30/2018</p>	
	<p>Outcomes of the meeting should include the formulation of a plan to support companies creating diversity initiatives.</p>	<p>MCEDC Staff and meeting participants</p>	<p>12/31/2018</p>	

Meet with existing minority business owners to determine what is needed to encourage more minority business ownership and develop a plan.	Identify minority business owners.	MCEDC Staff, Team NEO, Summit-Medina Workforce Board	12/31/2020	Plan presented to the MCEDC Membership 5/20/21
	Facilitate meeting of minority business professionals.	Identified targets, MCEDC Staff.	2/28/2021	
	Develop a plan to support more minority-owned businesses.	MCEDC Staff	4/30/2021	
	Present the plan to MCEDC Board.	MCEDC Staff	5/13/2021	
	Present the final plan to MCEDC Membership.	MCEDC Staff	5/20/2021	

Target workforce attraction efforts to bring in diverse populations beginning with professionals to increase diverse populations.	Meet with key employers to help identify great places for top management to live and help market those relocation options.	MCEDC Staff	4/30/2022	Plan presented to the MCEDC Membership 4/30/22
	Develop workforce solutions that recruit people to the area from outside that have more diversity (see workforce goals).	MCEDC Staff, Counties in the surrounding area	4/30/2022	
	ACTION STEP	Involved Parties	Due Dates	

Determine where access is lacking by working with HUB data.	MCEDC, MCFN, CityLink	1/31/2021
Implement Phase I of Fiber-to-the-Home in Seville, Guilford Township, Westfield Township, and Westfield Center	MCFN and Lit Communities	12/31/2020
Determine subsequent phases for additional access for the rest of Medina County.	MCFN and Lit Communities	6/30/2021

Identify legislation that separates municipal networks from for-profit carriers.	MCEDC, MCFN, OEDA, CityLink	12/31/2020
Design system for accountability when grants / programs are implemented.	MCEDC, OEDA, Buckeye Hills Regional Council	10/31/2020
Present plan to legislators to gain a champion.	MCEDC, OEDA, Buckeye Hills Regional Council	12/31/2020
Legislation written to implement the new system.	MCEDC, OEDA, Buckeye Hills Regional Council	6/30/2021

Determine enough faulty reporting to provide the case for changing the system.	MCEDC, OEDA, Buckeye Hills Regional Council	7/31/2020
Identify which organizations control this information and need to implement the change.	MCEDC, OEDA, Buckeye Hills Regional Council	12/31/2020
Present the case to the appropriate organizations.	MCEDC, OEDA, Buckeye Hills Regional Council	12/31/2020

Medina County has been fortunate in its growth and development throughout its 200-year history. As a community, we have come together to plan for the next phase of our growth and ensure our community continues to celebrate our strengths. We therefore submit this Comprehensive Economic Development Strategy.

Appendix A

Priority Brownfield Sites

Brownfield Site / Location	Description	Past Land Uses and Site Activities / Current Conditions	Potential Contaminants	Potential Exposure Pathways / Health Effects	Proximity to Potential Receptors
Wadsworth	Wadsworth Industrial Core - This area includes the Ohio Blue-tip Match Manufacturing Complex in Wadsworth's downtown core – operated since 1895 and eventually totaling 18 acres, Ohio Match (later OHMAT) operated as producing over 300 million wooden and paper matches daily (the infamous blue-tip, "safety" match).	Metal works, steel foundry, abrasive products / some warehousing but underutilized with most vacant space	RCRA Metals, VOCs (solvents), machine oils, SVOCs, PCBs.	Direct contact, vapor, and airborne particulate inhalation, migration to groundwater, inhalation / Asthma, central nervous system (CNS), respiratory, cardiovascular, immunity problems, neurological toxicity, hematotoxicity, anemia, bladder,	Abuts residential on all sides, and approximately 1,000 feet from Sacred Heart Church and Miller Field. Less than 3,000 feet to Wadsworth High School, Sacred Heart School, and Central Intermediate School, and Overlook Elementary
Wadsworth	Wadsworth in the area of Akron / Lyman Road. This former gas station site redevelopment coincides with the City's Multi-Modal Plan.	Closed gas station and petroleum site / vacant	Benzene, toluene, ethylbenzene, xylenes (BTEX), Methyl Tertiary Butyl Ether (MTBE), waste oils, diesel	stomach, long, leukemia, and other cancers, heart, blood, liver, skin, eyes	Abuts residential on all sides

Seville	Seville - Two locations at the corners of Center and Spring Roads were former gas stations and have hindered development in that corridor.	Closed gas station and petroleum site / vacant			
Chippewa Lake	Chippewa Lake - The former Chippewa Lake Amusement Park was identified as a "Priority Development Area by the Upper Chippewa Creek Balanced Growth Plan (2012). The area is supported by the County wide Fiber-optic loop. The Westfield Township Comprehensive Development Plan (2014) supports expanding the permitted and conditional uses within our Zoning Resolution to provide greater development opportunities in this area.	Closed in 1978. Vacant with debris from rides and electrical power sources throughout property, impacts from prior fires.	RCRA Metals, SVOCs, PCBs		Abuts Chippewa Lake; park was built along the Chippewa Lake Beach; immediately adjacent to residential to the east and south
Westfield Township	Former Truck wash, SE corner of SR 224 and Lake Road	Abandoned truck stop that closed approximately 18 years ago. Fuel storage tanks suspected / vacant.	VOC's, SVOCs, metals		Adjacent to Chippewa Creek and underground water aquifers. The water is the source of all private and municipal water supplies in southern Medina County and beyond.

Brunswick	1442 Pearl Rd.	Former gas station	Benzene, toluene, ethylbenzene, xylenes (BTEX), Methyl Tertiary Butyl Ether (MTBE), waste oils, diesel	Adjacent to retail including restaurants and Visintainer Middle School
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The Comprehensive Economic Development Strategy was created for Medina County in 2018.

- Revised
- August 2019
- May 2020
- May 2021
- January 2022