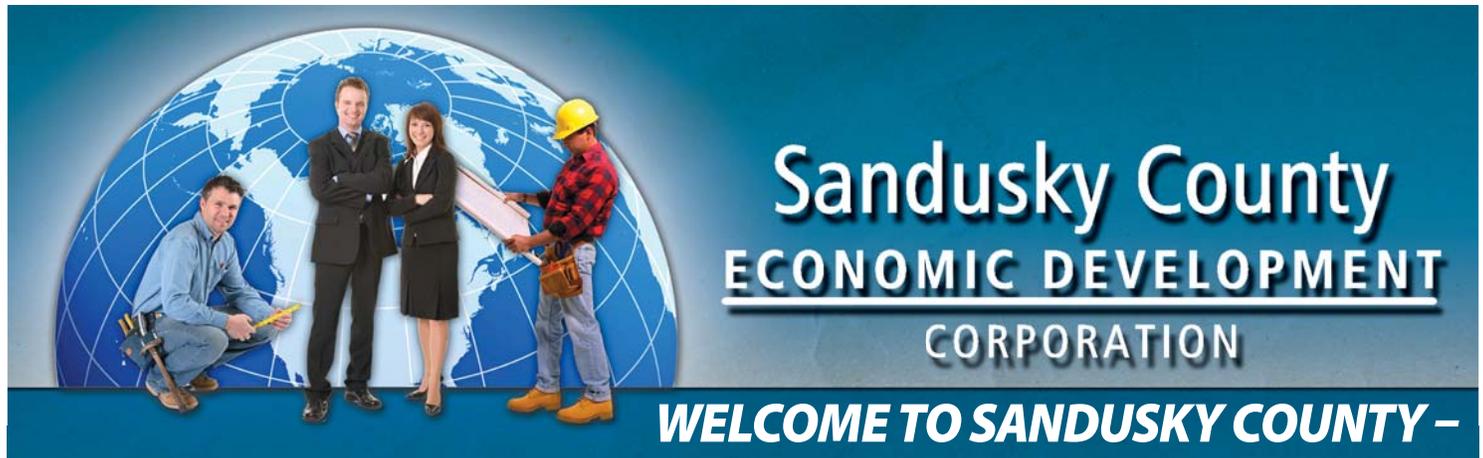




**Sandusky County**  
**ECONOMIC DEVELOPMENT**  
**CORPORATION**

***ANNUAL REPORT 2011***



**WELCOME TO SANDUSKY COUNTY –**

***A CAN DO County with a CAN DO ATTITUDE.***

## **INCREASED SUPPORT FROM PRIVATE SECTOR PROFESSIONALS**

The SCEDC Annual Report provides supporters with an update on the activities and progress of the organization during the past year.

The 2011 Annual Report has, again this year, taken on a second mission. It is being used to ask professionals in the area to increase their involvement and support for economic development efforts. Specifically, business and other professionals are being asked, not for money, but to: **Submit possible new Project Leads to SCEDC** when they learn of such information from Suppliers and Customers.

Participate in the Buy Lake Erie West program to find any new area Suppliers to replace Suppliers from outside of the region, but only when it improves the company's operations and profits.

New investment and new jobs will result.

### **Private Sector Funding**

A strategic initiative was undertaken by the Sandusky County Economic Development Corporation (SCEDC) to shift the organization's funding to significantly increase the amount of private sector dollars available for development. During 2009 and 2010, a fund raising campaign was undertaken that brought private sector companies throughout Sandusky County on board as investors for a five-year period. This initiative rose over \$1.3M of new private sector funding for SCEDC.

# NEW INVESTMENT AND NEW JOBS

The organization's performance during 2011 provides insight into the results that are being accomplished with this increased private sector funding.

During calendar year 2011, \$64.8M of new investment was placed in Sandusky County from projects in which SCEDC was involved. These projects resulted in the creation of over 220 new jobs for area residents. These projects also resulted in the retention of 1,921 existing jobs. The payroll and property taxes being provided to the County as a result of this new investment is coming at a critical time as public sector entities around the country face increasing budget pressures.

**Crown Battery made \$4M of new investment that added 38,000 square feet of space along with new equipment, creating 75 jobs.**



**Holiday Inn Express made a \$5M investment in a new facility that created 20 jobs.**

## Major projects that placed new investment in Sandusky County during 2011 include:

- Crown Battery — \$4M of new investment that added 38,000 square feet of space along with new equipment. 75 new jobs were created.
- Evergreen Plastics — \$7.7M of new investment that added 65,000 square feet of space and included \$5M for new equipment.
- Heinz NA — \$12.5M of new investment that resulted in 63 new jobs with the retention of 473 jobs.
- Holiday Inn Express- \$5M of new investment in a new facility that created 20 new jobs.
- L.F. Fultz & Son, Inc — \$6M of new investment in its Clyde Recycling Center adding 80,000 square feet of space.
- Terra State Community College — \$4.6M of new investment in Building D.
- TRIPS Transportation — \$2.7M of new investment in this facility that supports public transportation for the area.
- Vanguard-Sentinel Career Center — \$29M of new investment to construct a new facility with 70,000 square feet of space.
- Wahl Refractory Solutions — \$3M of new investment with the addition of 3,000 square feet of space that created 3 new jobs and retained 69.

# Strategic Plan – “The Change Maker”

The success with new investment and new job creation in 2011 was not only the result of bringing increased private sector funding resources to the organization, but also in the way this new funding is being deployed. A board of directors committee headed by Jeff Durham, vice president and general manager, Whirlpool – Clyde Division, has facilitated the development of the organization’s strategy plan that guides the deployment of the organization’s resources. The committee presented the new strategic plan at the December SCEDC Board of Directors Meeting where it was approved and implementation of the new plan began immediately. The strategic Plan has been titled as “The Change Maker”.

The new plan will increase emphasis on both new business attraction and also the recruitment of suppliers currently servicing businesses in the county.

When a local company learns of a new facility needed by a supplier, SCEDC will work with management to locate the supplier in close proximity. Often, significant cost reduction with inbound logistics and inventory carrying costs can be obtained for the local company that gets a supplier to locate closer to its facility. Other significant benefits to the operations are also obtained.

## Attracting Site Selectors

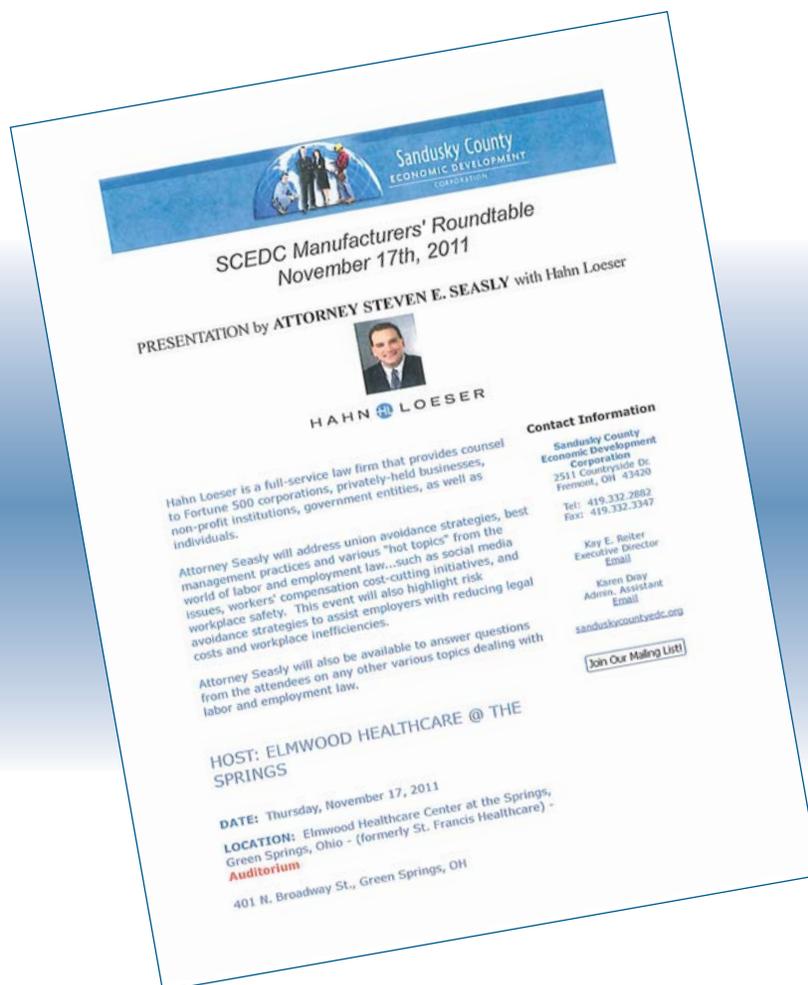
One of the strategic initiatives undertaken by the organization was the development and launch of a new web site for SCEDC. The organization started this work by conducting a focus group session with a number of site selection consultants. These professionals who work with clients to determine the location of new facilities or the expansion of existing operations provided valuable guidance. They stressed the critical importance of having information easily available. This information is used to enable them and their private sector clients to find available industrial properties and prepare financial, workforce and other analyses and subjective



assessments in order to make a site selection decision. They advised during the focus group session that this work is done 24/7 and that often economic development and community websites are accessed for this information.

The site selection consultants highlighted a number of key information areas that included economic incentives, education resources, workforce data, and supply chain options.

The new SCEDC website and its underlying Industrial Property SCOUT system was developed using the guidance from these site selection consultants.



## Aiding Local Manufacturers

Manufacturing will continue to drive the regional economy and SCEDC's strategic initiative to assist the growth and development of local industrial operations is a critical part of the organization's activities.

The agency will continue its involvement with and support of the Sandusky County Manufacturers' Roundtable. This group of over 40 manufacturers located in the County will continue to meet four times a year. The networking and association that its members have obtained from each other has provided important value. The plant tours that are conducted following each session have become a source of insight and new solutions to members faced with issues in their own operations.

Each meeting includes a program session that is determined by the manufacturer members. One of the sessions during 2011 enabled the members to meet with senior leadership from Club Car, LLC. The speaker provided a presentation titled "How you can get big fast and do it successfully."

An upcoming session will provide members access to Paul Zito who formerly headed the European operations located in Belgium for the Ohio Department of Development. His topic is "How to succeed in international business without trying." Zito is currently with the Regional Growth Partnership and is spearheading an effort to increase foreign investment in Northwest Ohio.

## Economic Gardening

Another strategic initiative called Economic Gardening was launched during 2011. This program is being implemented jointly with Ottawa County Improvement Corporation (OCIC) and Edward Lowe Foundation. It involves an effort to work primarily with and assist second-stage companies. These are businesses that have grown past the startup stage but have not grown to maturity. They generally have revenues between \$1 million and \$50 million.



Gail Coe, president and CFO of Capitol Aluminum and Glass, has participated in an "economic gardening" pilot project.

The program works with these established companies to assist them in setting new initiatives for additional growth. This may come from opportunities identified from markets they are not currently servicing, product alternatives that result in new customers, changes in their operations that increase business activity, and other options that an outside project team develops for the participating companies.

This strategy is aimed at supporting established businesses already in the County and obtaining new investment and new jobs from the increased growth that these companies obtain from this program.

To assist this initiative, students from Terra Community College will be producing a video to highlight the results from two of the participating companies. This video will be used to recruit new businesses to the program.

## Supplier Recruitment

One of the major strategic initiatives set by the organization is to win new investment and new jobs by recruiting suppliers that are currently servicing companies with facilities in the County. With the support of businesses with operations in Sandusky County, SCEDC has been successful at obtaining significant new investment and new jobs from the location of new supplier facilities in close proximity to a major customer already in the area. An example in 2011 was the completion of the construction of an addition to Revere Plastics Systems in Clyde, Ohio's existing facility. The company is a supplier to Whirlpool's operations in Clyde.



Heinz NA made \$12.5M of new investment, resulting in 63 new jobs and the retention of 473 existing jobs.

# SCEDC Leadership

The State of Ohio has initiated major changes in the way it conducts economic development. Under the Kasich administration, a new organization was created called JobsOhio and many development activities in the State have been privatized and placed within this new private sector entity.

The major changes undertaken with JobsOhio have required SCEDC to spend significant time and effort to assist the transition to this new approach and to support new demands on the agency's limited resources.

The privatization of economic development activities in the State provides a new opportunity to conduct development business to better support the needs of clients in the private sector.

SCEDC has made changes to its own leadership. Michael Winthrop, president and CEO of The Bellevue Hospital is now the chairman of the board for the organization. Phil Rudolph Jr. has been installed as the Secretary for the board.

*Thanks to Jeff Woitha  
for serving as  
SCEDC president  
for the past 3 years!*

## 2011 OFFICERS

**President**  
**Jeff Woitha**  
President, Carbo Forge

**1st Vice President**  
**Jeff Durham**  
VP, Whirlpool Corporation – Clyde Division

**2nd Vice President**  
**Bruce Schrader**  
President, Clyde Tool & Die

**Secretary**  
**Michael Winthrop**  
President/CEO, The Bellevue Hospital

**Treasurer**  
**Jeff Geary**  
VP in Charge of Commercial Lending, Croghan Colonial Bank

**Past President**  
**Thomas Kern**  
CEO, Style Crest Products

## 2011 BOARD OF DIRECTORS

**James Clark**  
VP of Machine Division,  
Atlas Industries, Inc.

**Rich Harman**  
Mayor,  
Village of Woodville

**William Hammer**  
Township Trustee,  
Sandusky Co. Township Trustee Association

**Mark Egbert**  
Vice President,  
The Old Fort Banking Company

**Daniel Polter**  
Sandusky County Commissioner

**Michael Winthrop**  
President/CEO,  
The Bellevue Hospital

**Jeff Woitha**  
President,  
Carbo Forge, Inc.

**Carolyn Farrar**  
Vice Mayor,  
City of Clyde

**Jeff Crosby**  
Safety Service Director,  
City of Bellevue

**Jeff Durham**  
Vice President,  
Whirlpool Corporation-Clyde

**Jeff Geary**  
VP in Charge of Commercial Lending,  
The Croghan Colonial Bank

**Mark Rogers**  
Senior Plant Manager,  
Heinz, NA

**Hal Hawk**  
CEO and President,  
Crown Battery MFG, Inc.

**Greg Gerwin**  
Mayor,  
Village of Gibsonburg

**Reggie Strauss**  
Area Manager,  
FirstEnergy Ottawa

**Dr. Marsha Bordner**  
President,  
Terra Community College

**Michael Jay**  
Economic Development Director,  
City of Fremont

**Thomas Kern**  
CEO,  
Style Crest Products

**Joseph Reilly**  
VP/General Manager,  
Martin Marietta Magnesia Specialties

**Phil Rudolph, Jr.**  
Vice President Business Division,  
Rudolph/Libbe

**Bruce Schrader**  
President,  
Clyde Tool & Die

**Holly Stacy**  
President/CEO,  
Chamber of Commerce of Sandusky County

## SCEDC STAFF

**Kay E. Reiter**  
Executive Director

**Karen Dray**  
Administrative Assistant

**Pamela Moore**  
Receptionist/Clerk

# Year End Fiscal Report

As of December 31, 2011 the Corporation realized a net profit for the year plus again retired another 25% of the obligation associated with the 2010 capital campaign. Satisfactory levels of cash reserves continue to be maintained by the Corporation for normal operating expenses. Overall campaign pledges continue to be honored by the investors with minimal defaults.

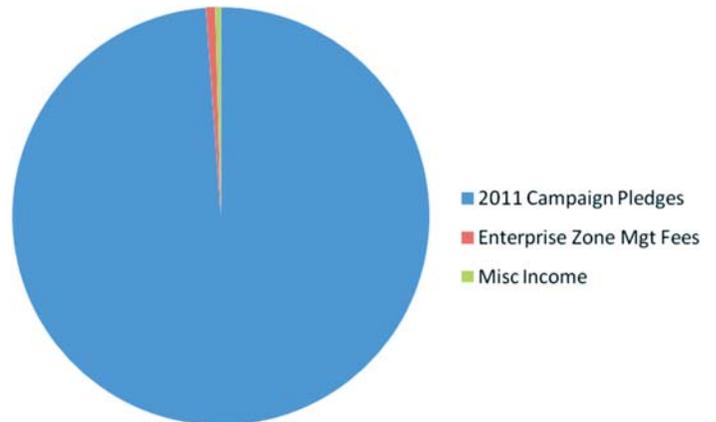
As Treasurer, I am pleased to report that 2011 was a successful year financially for the Corporation and the Organization continues to be well funded for the near future.

Respectfully submitted,



Jeffrey L. Geary,  
SCEDC Treasurer

**Sandusky County  
Economic Development Corporation  
Total 2011 Income:  
\$238,629**



**Sandusky County  
Economic Development Corporation  
Total 2011 Expenses:  
\$206,038**

