



CASE FOR INVESTMENT

NOVEMBER 2019

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EXECUTIVE SUMMARY

Established in 1801, Springfield's story of prosperity began tied to agriculture, then publishing, automotive and a diverse cluster of metal working industries. Known early on for birthing the Kelly Springfield Tire Company, the Crowell-Collier Publishing Company and International Harvester, among others, Springfield has a rich history of accomplishment but isn't content to rest on its laurels. Like many industrialized communities in the Midwest, the last recession was a challenge to the local economy, and while the recovery has been slow, it has been steady.

Lessons learned in Springfield and Clark County since the recession have indeed created a dynamic economic development environment that is now supported by adaptable strategic thought leaders, who look at challenges as opportunities. In fact, for the first time in recent history, the ***EXPAND GREATER SPRINGFIELD 2024*** program, which is led by the Chamber, has secured the full support and cooperation of all the strong partner organizations in the City and County. As the lead economic development organization serving the region, the Chamber engages in collaborative, public-private partnerships with the goal to diversify the local economy and improve overall quality of life. By attracting and retaining high-wage jobs for the areas 135,000 residents and by connecting existing businesses to the resources they need to succeed, Springfield and Clark County have seen significant economic impact recently, with hundreds of new local jobs announced, millions in new capital investment, and local payroll too.

The community has the opportunity to capitalize now on this momentum and to achieve even more significant results for Greater Springfield and Clark County and its citizens. By recognizing that sustainable economic growth is not accomplished solely by a single line of command, but by the leveraged efforts of stakeholders, corporate and government partners, and economic development allies, we all have a significant role in achieving exceptional outcomes.

Over the next five years, the Chamber is proposing to concentrate its efforts on programs and activities to fulfill this mission, and take a bold next step through ***EXPAND GREATER SPRINGFIELD 2024, a \$4.1 million public-private initiative to accelerate economic recovery and prosperity***. Both measurable and accountable, this plan aligns financial and human resources to achieve synergy and exponential return on investment.

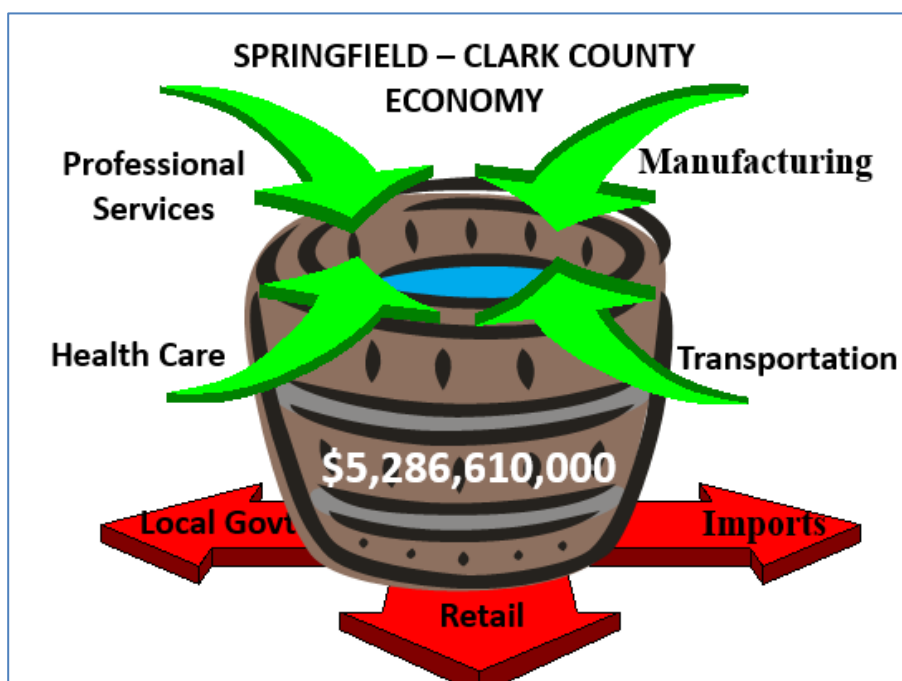
NATIONAL AND STATEWIDE CREDIBILITY

The Greater Springfield Chamber of Commerce has been in existence since 1897. Over those many years we have been recognized for outstanding leadership throughout the region and have a rich history of accomplishment. During the last seven years our collective efforts to grow the region's economy have paid big dividends such as:

- The facilitated attraction of 6,278 new primary jobs and 6,327 new secondary jobs
- The facilitated retention of 9,109 primary jobs
- Decreased 2012 unemployment from 14% to a July 2019 low rate of 4.0%
- New Capital investment of \$651,000,000
- An increase in annual Personal Income of \$545,646,000 (Source: Economic Strategy Professionals, LLC)

It would be nice if such growth and progress just happened, but neither the uptick in jobs, most recently through Topre America Corporation and Silfex, nor prospects for the future, appear magically. It takes committed leadership, broad buy-in, and tireless persistence from a dedicated, professional team like the Chamber has to make it happen.

Furthermore, the Chamber's comprehensive role in growing the economy through New Business Attraction, Existing Industry Expansion and Small Business Growth provides the most effective means for business leaders to ensure efficiency and accountability. Illustrated here, wealth is created in communities when new money enters the economy. For instance, Tourists visit our area and don't require the services of our schools, police, or other infrastructure, yet spend their money in our hotels, restaurants and gas stations. Local manufacturers don't always sell to the local market; they sell across the world and the revenue comes back to Springfield. This new money is the fuel that ignites the small business economy, the backbone of the community, which accounts for 90% of all new jobs nationwide.



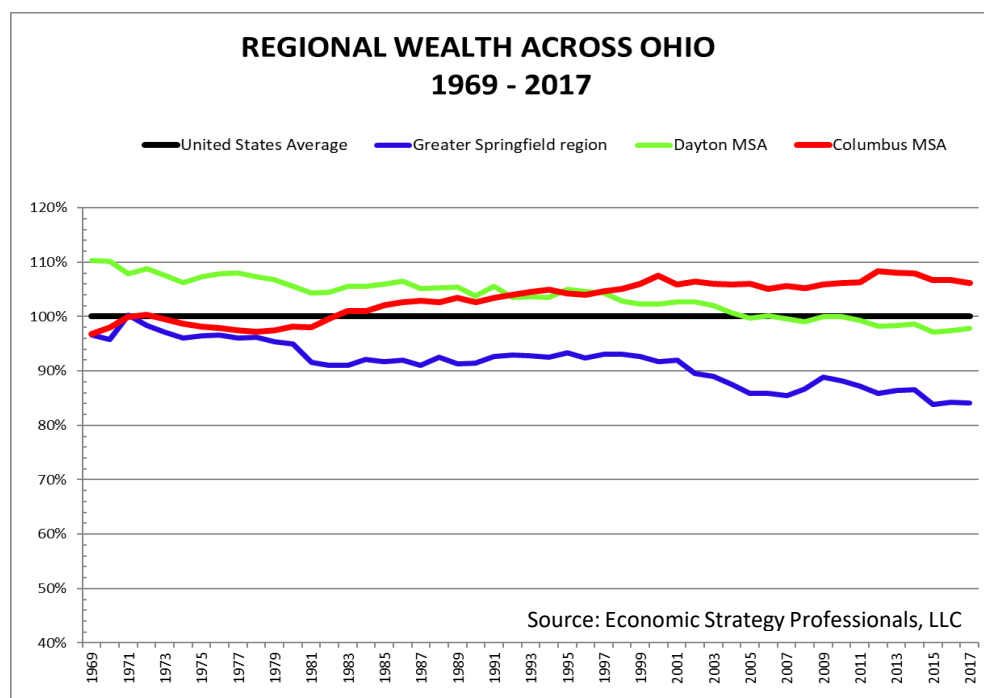
Source: Economic Strategy Professionals, LLC

A CLEAR CALL TO ACTION

In spite of tremendous positive strides by the Chamber and the Community Improvement Corporation (CIC) to market the area and successfully attract major companies like Topre America Corporation and Silfex, the Greater Springfield/Clark County population is still in decline, though at a reduced pace. In fact, the Dayton-Springfield MSA had the largest decline in median income of any MSA in the entire country¹, and were it not for the efforts of the CIC, the news would be much worse. However, not content to rest on their laurels, the CIC and Chamber realize they must do more to keep our residents from moving away, and simultaneously begin to attract skilled talent to move here. The issue is complex and requires all community leaders to be active participants, if the region is to transform from the inside out, top to bottom. Whether it's education, housing, or "opportunity" the Chamber and CIC are raising the issues to a level that can no longer be ignored, while providing transformative thought leadership to engage partners, collaborators and business leaders.

DATA DRIVEN DECISION MAKING

The graph below depicts how Greater Springfield, Dayton and Columbus MSA's compare against the average US Per Capita income, a measure of wealth and to some degree, quality of life. It's illustrative of both the relative size of the local economy and expansion and contraction over fifty years. Indexed against US Average



Per Capita Income, this graph of area economies, confirms that Greater Springfield has recently stemmed the decline, and ***has an unparalleled opportunity to leverage this momentum and advance its competitive position against neighbors to the east and west.***

¹PEW Research Center Study

BUSINESS PLAN EXECUTIVE SUMMARY

In February 2019, Atlanta-based Convergent Nonprofit Solutions was hired to conduct confidential interviews with area leaders on the local economy, as well as a draft economic development proposal. To date, 60-plus confidential interviews have occurred, and this proposed Case for Investment is a reflection of those interviews and the extensive work of regional business leaders. Financial support was gauged, and leadership was identified to strategically lead **EXPAND GREATER SPRINGFIELD 2024**. Key executive committee members and stakeholders have reviewed the plan and with appropriate refinements have provided their approval and endorsement of four core areas critical to future success:

1. CULTIVATE THE LOCAL WORKFORCE

Missed opportunities are the bane of community progress. Being efficient with our resources not only means strong community partners will work cooperatively and efficiently, it means we will take every opportunity to maximize existing resources, and capitalize on our K-12 school system as well as the new students Clark State Community College and Wittenberg University attract.

2. BUILD THE ECONOMIC ENGINE

In the study of macroeconomics, two of the most consistent findings are that innovation drives economic growth, and small businesses create the vast majority of new jobs. Technically speaking small businesses create all jobs since large businesses start small too. The future of Greater Springfield, and all American cities, rests largely on how we adapt to and take advantage of technology, as well as how we nurture our own entrepreneurs with economic gardening tactics and strategies.

3. ENHANCE LIVABILITY

Without the addition of appropriate housing choices, the opportunity to grow our stabilizing population base will not come to fruition. This is a pivotal tipping point for the future of our area and we simply cannot afford to fail. However, as critical as housing options are, we cannot lose sight of downtown revitalization, health and wellness, or the outdoor narrative – all drivers for talent attraction.

4. ATTRACT TALENT

The number one factor for companies considering relocation since 1986 has been “Highway Accessibility” according to Area Development Magazine. However, in 2016, this factor was replaced by “Availability of Skilled Talent.” In Chicago alone, in just the past five years, 60 companies have relocated headquarters there, citing the need to “move to where the talent is” because they can “no longer afford to wait on the local community to supply it.” This trend is impacting cities across the nation and if Springfield fails to develop a pipeline of skilled workers, we will struggle to remain competitive.



EXPAND GREATER SPRINGFIELD 2024: FIVE-YEAR PLAN FOR PROSPERITY 2020-2024

GOAL I: CULTIVATE THE LOCAL WORKFORCE

1. ***Business Concierge*** – Providing a “one-stop” resource to connect employers with workforce solutions, training programs, community interaction, and resources is a key to success for Clark County. Institute Manufacturing Awareness days for 6th graders and up.
2. ***Student-to-Opportunity Concierge*** – Providing resources to connect local high school students to career opportunities is critical to overcoming the exodus of our youth. Clark County is awash with career opportunities. We need to make sure students understand the possibilities. Additional funding will provide resources for local school districts to connect students, faculty and businesses.
3. ***Internship Matching/Coordination*** – Companies in Clark County willingly provide High School and College Internships and although students in Clark County have an interest there often is a disconnect. Coordinating formalized paid and unpaid internship programs to ensure prevention of lost opportunities will be achieved through this campaign. Additional funding will provide resources for ensure students are aware of internship opportunities.
4. ***Research and Best Practice Resource Development*** – Stay current with workforce best practices and disseminate information to community leaders and human resource departments to enhance the competitiveness of our workforce.
5. ***ACT Work Ready Community & Aptitude Testing*** – Continue efforts to certify 100% of graduating High School Seniors from Clark County with portable credentials that highlight their employability. Additional funding will provide resources to evaluate student aptitudes and county-wide data to inform curriculum development and program offerings at local school districts.

GOAL II: BUILD THE ECONOMIC ENGINE

1. ***Retain and Expand Existing Businesses*** – 90% of all economic growth comes from existing businesses. Intensifying the work of the HITS (Hiring-Investing-Training-Space) Team will increase insights and problem solving and lead to enhanced business success.
2. ***Aggressively Pursue New Business Growth*** – Future prosperity must come, in part, from new business investment. Exposure and targeted marketing of Springfield-Clark County to carefully researched decision-makers in growing economic sectors is necessary to build the community’s economic base.

3. ***Enhanced Small Business Engagement*** – The vast majority of businesses in Clark County classify as “small business.” Increased collaborative education programming and outreach to support Clark County’s small business community is imperative.
4. ***Support Entrepreneurial Ecosystem Development*** - Places serving as incubators for creativity, innovation, and entrepreneurship have a greater chance of entrepreneurial success. EXPAND 2024 will seek to forge more intentional collaborations to ensure Clark County Entrepreneurs have the ecosystem for success. By helping businesses improve their organizations and the skillsets of their workforce, we are also helping business grow jobs and retain top talent. Additional Funding will provide resources to develop and implement our community’s version of Pensacola, Florida’s Entrecon.

GOAL III: ENHANCE LIVABILITY

1. ***Enhance Housing Opportunities*** – New job commitments have happened at unprecedented rates in the Clark County Community over the past 5 years. However, the full impact of new jobs is less if the jobs do not result in a population increase. The population will grow with an aggressive strategy to attract new and in-fill housing development throughout Clark County, as well as addressing downtown redevelopment, health and wellness, and outdoor living as amenities to housing.
2. ***Develop a "Welcoming Committee" for new business leaders/executives*** – The only way to maximize the impact of business growth is to make certain its leadership feels welcomed and “at-home” in Clark County. Hitching up the welcome wagon and being intentional with appreciation is an essential factor in establishing a strong community connection with businesses. Additional funding will allow for the purposeful engagement of community leaders and equipping them with resources to welcome new residents and businesses to Clark County.

GOAL IV: ATTRACT TALENT

1. ***Create a dedicated talent attraction program that builds upon the region’s livability narrative*** - Today’s emerging talent is choosing where they want to live before they are choosing their employer. This means we need to tell our story better if we hope to retain them or attract them here. This will be done through the creation of a marketing and talent attraction strategy that focuses on actions, activities, and tools that communicate with talent in targeted geographies and audiences. Additional resources will support talent attraction associated with the newly devised downtown programing, health and wellness, and outdoor activities.

2. **Connect local college students to Clark County** – Minimizing the “brain drain” can only be achieved through proactive efforts to engage students before they graduate and move away. Additional resources will be dedicated to our current college intern engagement program – *CareerSync*. Additional programming will include: facilitating networking and social events for local college students; connecting students with regional job opportunities; and engaging with the “captured student audience” at the 20 colleges and universities within a 45 minute drive of downtown Springfield, making sure they are aware of job opportunities and housing options in Clark County.
3. **Reverse the Commute** – Nearly 54% of Clark County’s workforce commutes to surrounding counties for job opportunities. Through a proactive, employer-led campaign, we will seek to reduce that number by 10% over the next five years through an aggressive outreach and marketing campaign.

EXPANDING OUTCOMES

Success with these proven strategies will create regional prosperity and a robust, thriving Greater Springfield/Clark County economy resulting in:

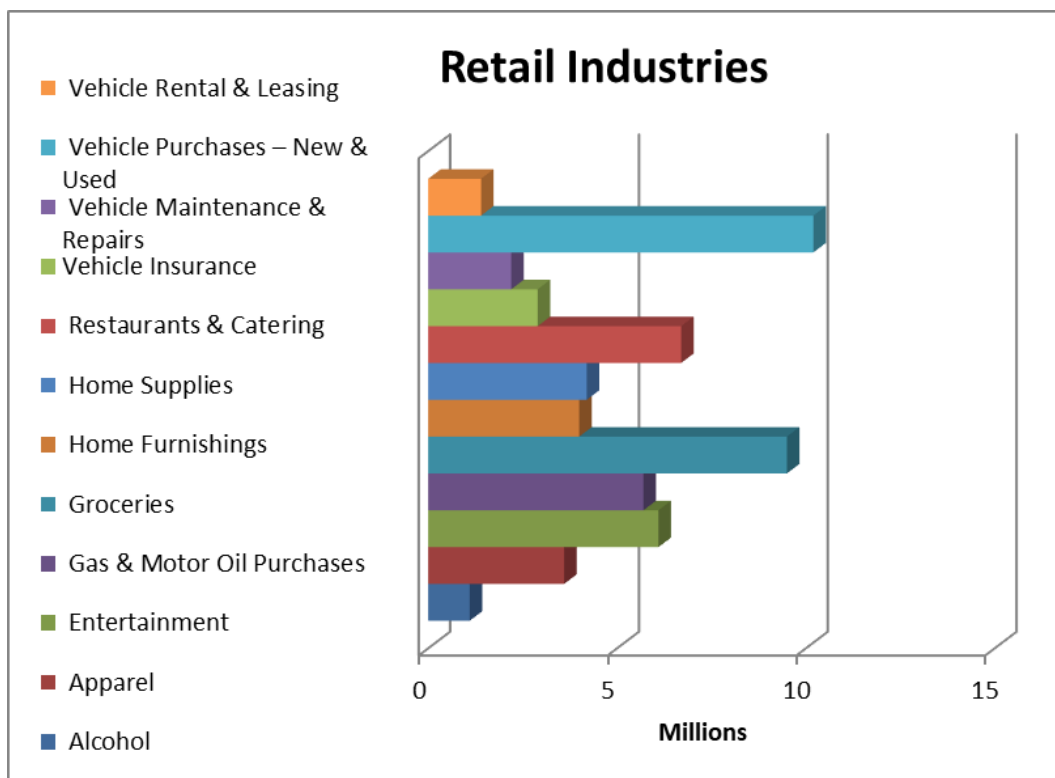
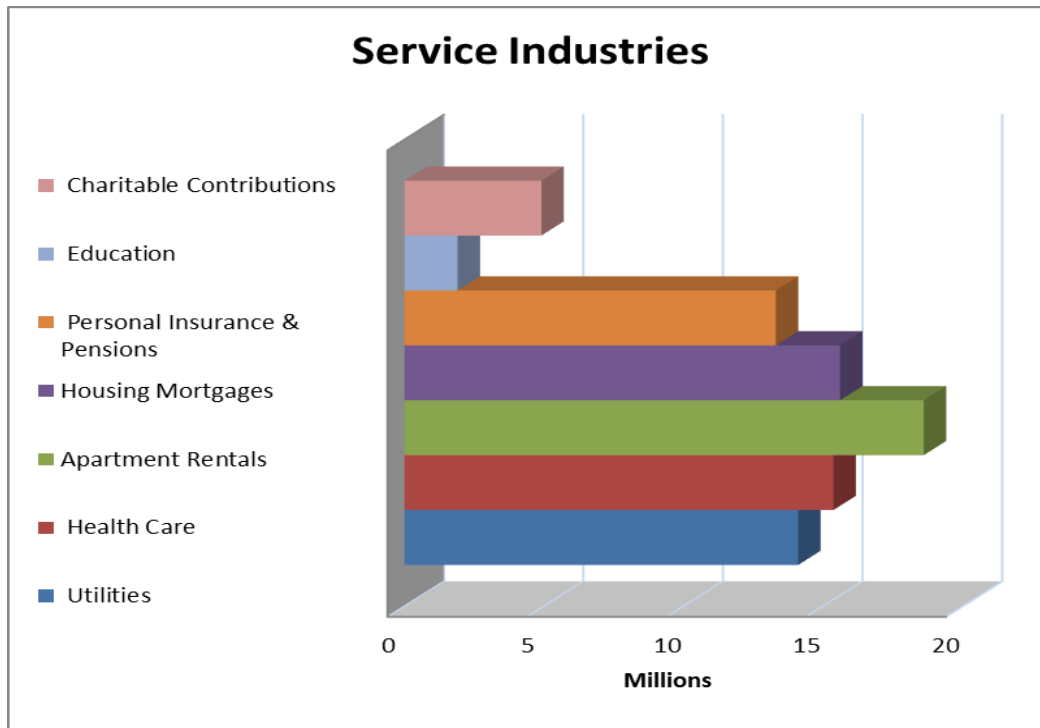
- Creation of 4,500 new primary jobs, representing a 12% increase over the past five years, in Agribusiness, Advanced Manufacturing, Professional Services, and Logistics and Distribution.
- Creation of 3,427 new secondary support jobs across a variety of industries.
- New Investment of \$450 million or more across the County.
- Increase in the 21-44 “talent” age cohort by 2% (approximately 1,200 people).

Utilizing nationally recognized regional multipliers, the Convergent Outcomes Lab™ has calculated this level of success will also:

- Generate \$332,055,048 million in Annual Payroll Earnings (\$887 million 2020-2024);
- Generate \$183,547,747 million in Annual Consumer Expenditures (\$410 million 2020-2024); a
- Increase Annual Deposits in area banks by \$28,692,431 million (\$82 million 2020-2024).

By focusing on the future in a deliberate and collaborative way, **EXPAND GREATER SPRINGFIELD 2024** will play a critical role in pushing the entire region past the proverbial tipping point, ensuring future growth, strengthening livability, and helping to create a sustainable and broadly beneficial economy for all citizens of the region. **EXPAND GREATER SPRINGFIELD 2024** is now seeking investors and community leaders that share in its vision of economic growth and prosperity, one where a “rising tide lifts all boats.”

ANNUAL RETURN ON INVESTMENT



MEASURE WHAT MATTERS

| Metric | Five-Year Goals |
|--------------------------------------|-------------------------------------|
| Job Growth | Create 4,500 primary jobs |
| Job Growth | Create 3,427 secondary jobs |
| Investment | \$450 million |
| Earnings | \$332,055,048 annual total earnings |
| Annual Consumer Expenditures | \$183,547,747 |
| Web Traffic and Relocation Inquiries | 15% increase year over year |
| Attract Talent | 2% increase in 21-44 age cohort |

There's a saying in the economic development industry to "measure what matters, because what gets measured gets done." As can be seen with the goals above, local leaders have put economic growth at the forefront in Greater Springfield. The 60-plus interviews conducted confirm these aspirations, and desire to develop a robust strategy to grow the Greater Springfield/Clark County economy. Among the findings:

- The Chamber and CIC hold clear Asking Rights™ with targeted existing and potential investors throughout the county. Current investors and potential investors acknowledge the achievements and credibility of the organization and recognize the value created by moving partner resources in a singular direction.
- 90% of the potential investors recognize the Chamber's purpose and are aware of results achieved over the past five years. This demonstrates that there is an excellent awareness of the economic development activities and the Chamber's role in the community. Greater Springfield/Clark County has experienced tremendous recruitment success recently and many interviewees applaud the leadership of the Chamber in the recruitment of Silfex and Topre.
- It is believed by some respondents that consideration of a combined/merged effort would create the necessary efficiencies, synergy, and economies of scale necessary for success, as well as be complementary to the Expand 2024 Campaign.

INVESTOR COMMUNICATIONS

As a foundational component of this plan, the Chamber will provide investors with a source of reliable information on the regions' economic development progress, challenges and opportunities. The Chamber will create a separate market intelligence vehicle that pushes out data-driven analysis of the regional economy and market dynamics, and establishes an objective voice for accurate information. Finally, the Chamber will develop an annual report card that shows economic development progress, similar to the example shown on below.

2012-2019 SCORECARD

PROGRAM STRATEGIES

- ✕ Business Retention & Expansion
- ✕ Business Attraction
- ✕ Real Estate Development
- ✕ Marketing
- ✕ Workforce

PrimeOhio II

was completed providing 182 acres of shovel ready industrial land adjacent to I-70.



Nextedge

was acquired by the CIC and became home to the Ohio/Indiana UAS Center and Speedway, Corporate HQ expansion.



\$2.4 Billion
New Business Output



9,109

Jobs Retained

(Goal = 5,000)



\$651M

Investment

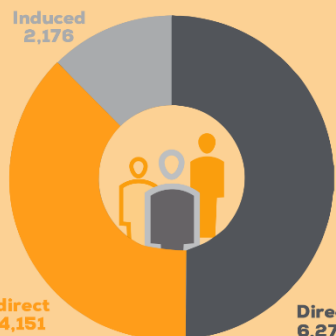
(Goal = 250M)



Total New

Jobs: 12,605

Indirect
4,151



Direct
6,278

Return on Investment

Every Dollar Invested in Expand Greater Springfield 2012-2019 returned \$590 in Economic Output generated by local businesses.



\$1



\$590.47



1,494

Companies Assisted

(Goal = 500)



www.expandgreaterpringfield.com



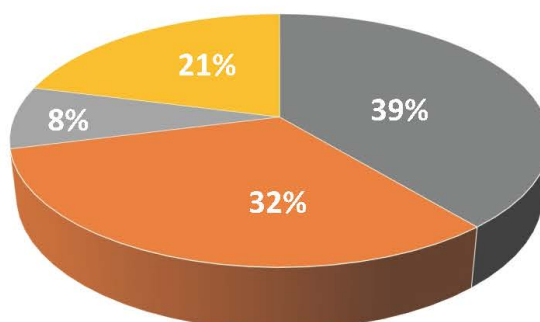
PROGRAM BUDGET AND RETURN ON INVESTMENT

EXPAND2024 BUDGET

| Strategy | Annual | 5 Year |
|-------------------------------|------------------|--------------------|
| Cultivate the Local Workforce | \$323,302 | \$1,616,511 |
| Build the Economic Engine | \$265,274 | \$1,326,368 |
| Enhance Livability | \$66,318 | \$331,592 |
| Attract Talent | \$174,086 | \$870,429 |
| Total Expense | \$828,980 | \$4,144,900 |

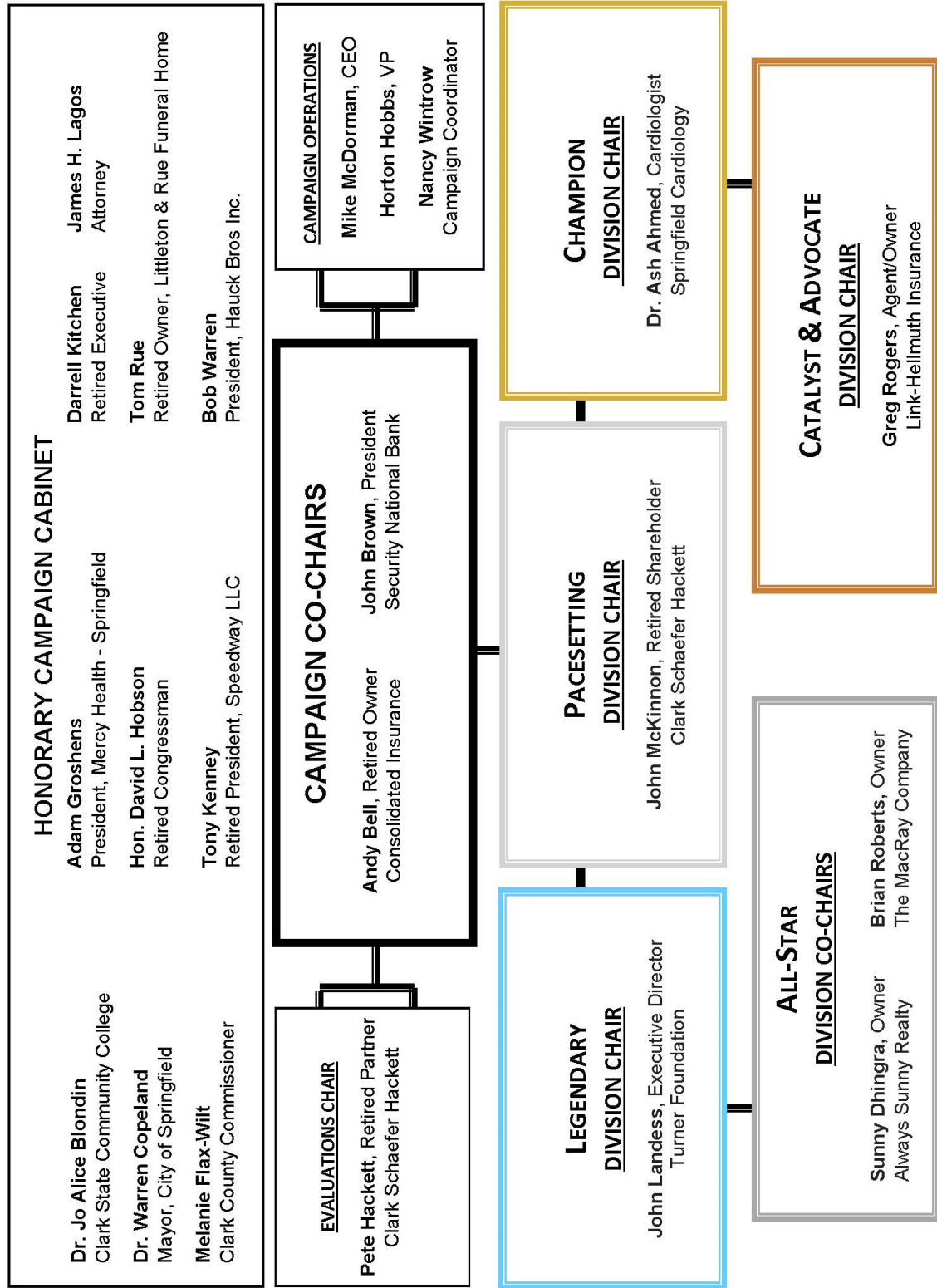
| ANNUAL BUDGET DETAIL | |
|--|-------------|
| Goal I: Cultivate the Local Workforce – 39% | |
| Business Concierge | 35% |
| Student-to-Opportunity Concierge - NEW PROGRAM | 30% |
| Internship Matching/Coordination - NEW PROGRAM | 15% |
| Research and Best Practice Resource Development | 10% |
| ACT Work Ready Community & Aptitude Testing - PARTIALLY NEW PROGRAM | 10% |
| | 100% |
| Goal II: Build the Economic Engine – 32% | |
| Retain and Expand Existing Businesses | 45% |
| Aggressively Pursue New Business Growth | 15% |
| Enhanced Small Business Engagement - NEW PROGRAM | 35% |
| Support Entrepreneurial Ecosystem Development - NEW PROGRAM | 5% |
| | 100% |
| Goal III: Enhance Livability – 8% | |
| Enhance Housing Opportunities | 40% |
| Develop a "Welcoming Committee" for new business leaders/executives - NEW PROGRAM | 60% |
| | 100% |
| Goal IV: Attract Talent – 21% - NEW PROGRAM | |
| Dedicated Talent Attraction Program | 15% |
| Connect Local College Students to Clark County | 5% |
| "Reverse the Commute" campaign to retain workers in Clark County | 80% |
| | 100% |

BUDGET ALLOCATION



- Cultivate the Local Workforce ■ Build the Economic Engine
- Enhance Livability ■ Attract Talent

CAMPAIGN CABINET LEADERSHIP TEAM



CHAMBER BOARD OF DIRECTORS

EXECUTIVE COMMITTEE

| | | | | |
|---|--|--|--|---|
| Tom Sothard Chairman Senior Advisor <i>Konecranes</i> | Michael McDorman President/CEO <i>Chamber of Commerce</i> | James H. Lagos Past Chair Attorney/Partner <i>Lagos & Lagos, PLL</i> | Sunny Dhingra Vice Chair CEO/Broker <i>Always Sunny Realty</i> | John McKinnon Secretary/Treasurer Shareholder <i>Clark, Schaefer, Hackett & Co.</i> |
|---|--|--|--|---|

DIRECTORS

| | | | | |
|--|--|--|---|--|
| Dr. Jo Alice Blondin President <i>Clark State Community College</i> | John Brown President <i>Security National Bank</i> | Daren Cotter CFO <i>The Turner Foundation</i> | Nick Demana Co-Owner <i>Benjamin Steel</i> | Dr. Michael Frandsen President <i>Wittenberg University</i> |
| Mary Garrick VP of Brand/Creative <i>Upward Brand Interactions, LLC</i> | Cathy Maus Business Development <i>ARC Staffing Solutions</i> | Dean Myers IT <i>Kroger Corporation</i> | Brad Pepper SVP <i>Topre America Corporation</i> | Glenn Plumbly SVP/COO <i>Speedway LLC</i> |
| Brian Roberts CEO <i>The MacRay Company</i> | Arlin "Par" Tolliver Executive Director <i>SMHA</i> | Col. Bernie Willis Owner <i>Bunyan Enterprises, LLC</i> | | |

YOUNG PROFESSIONALS & BOARD MENTEEES

| | | | |
|---|--|---|---|
| Andrew Barlow Owner <i>KB&P Financial Partners</i> | Anthony Fisher <i>Dayton Business Technology High School</i> | Scott Greene Agent <i>Elliot Insurance</i> | Eric Powell Owner <i>KB&P Financial Partners</i> |
|---|--|---|---|

CIC BOARD OF DIRECTORS

| | | | | |
|---|---|--|---|--|
| James H. Lagos Chairman (CIC) Partner <i>Pine Harbour Investment Company, LLC</i> | Michael McDorman Secretary (CIC) President/CEO <i>Chamber of Commerce</i> | Dr. David Estrop Vice-Chairman (CIC) Commissioner <i>City of Springfield</i> | John McKinnon Treasurer (CIC) Shareholder <i>Clark, Schaefer, Hackett & Co.</i> | Dr. Warren Copeland Mayor <i>City of Springfield</i> |
| Sunny Dhingra CEO/Broker <i>Always Sunny Realty</i> | Melanie Flax-Wilt Commissioner <i>Clark County</i> | Lowell McGlothin Commissioner <i>Clark County</i> | Tom Sothard Senior Advisor <i>Konecranes</i> | Richard Lohnes Alternate (County) Commissioner <i>Clark County</i> |
| Rob Rue Alternate (City) Commissioner <i>City of Springfield</i> | | | | |

EXPAND 2024

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**AN ONGOING, PUBLIC-PRIVATE ECONOMIC AND WORKFORCE
DEVELOPMENT INITIATIVE THAT ACTIVELY SEEKS OUT FORWARD-
THINKING BUSINESSES AND VISIONARY ENTREPRENEURS.**