COMMUNITY OF EXCELLENCE 2026

TOLEDO REGION

CONTENTS

CONTRIBUTING ORGANIZATIONS:

ProMedica

Toledo Regional Chamber of Commerce (TRCC)

The Regional Growth Partnership (RGP)

Bowling Green State University, Center for Regional Development

Toledo Port Authority

The United Way of Greater Toledo

LISC Toledo

YMCA of Greater Toledo

City of Toledo

Lucas County

Community Profile

P.1 Community Description: What are your community's key characteristics?

a. Community Environment
(1) Community Definition:

The Toledo Region COE Strategy covers the same geographic region as the Toledo Comprehensive Economic Development Strategy (CEDS) to ensure alignment across regional efforts and collaborations. This region is defined as three counties- Lucas, Ottawa, and Wood- located on the western basin of Lake Erie, bordering northwest Ohio and southeast Michigan. More than 600,000 people call the Toledo Region home, giving it all the attributes of a large cosmopolitan area while retaining the advantages of small-town atmosphere and charm. The Maumee River, the biggest tributary in the Great Lakes, with its distinct bend in the downtown core, is a defining feature of Toledo and the region.

Figure 1: The Toledo Region

Dubbed "Holy Toledo" due to the number of churches within the city limits, the phrase most commonly seen on signs as you enter into the city limits today is "You will do better in Toledo!"
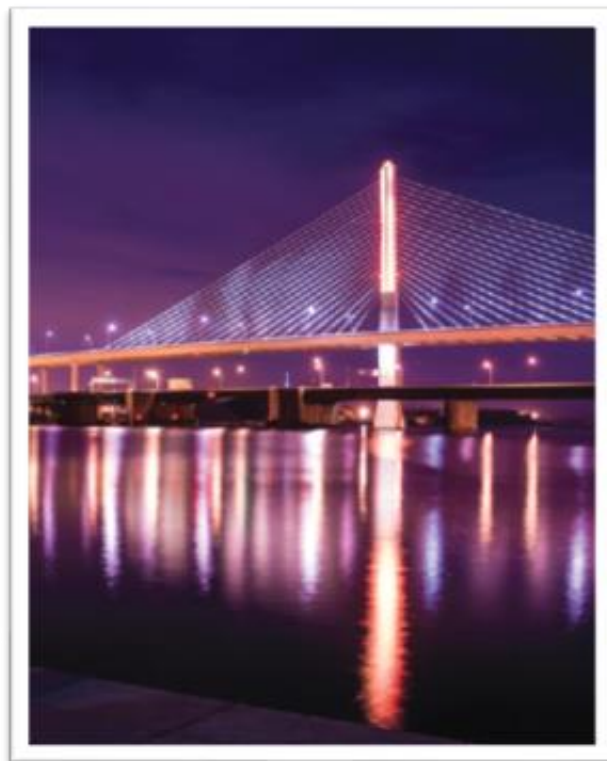
Photo 1: Veterans Glass City Skyway

The identify of Toledo is strongly rooted in the work ethic of its residents and the city's legacy as an early innovation hub. Toledo's close relationship to manufacturing and the automobile industry has meant it has had to endure the highs and lows of an economy tied to such a volatile industry including challenges related to outsourcing due to globalization and the increase of automation in production processes. These challenges have led to Toledoans developing a shared identity that is rooted in the ability of its people to adapt and build resiliency. Toledo's community identify is best summarized by the vision statement of the recently updated Toledo Region Comprehensive Economic Development Strategy (CEDS):

The Toledo Region is shaped by its people making an impact in their communities & is home to a resilient, innovative economy that attracts & values diverse ideas, talent,

lifestyles, & careers by utilizing our natural, cultural, human, and infrastructure strengths.

Throughout its history, the Toledo Region has demonstrated an ability to collaborate and innovate to improve the quality of life of its people. From early settlers who saw opportunity in the region's abundant natural resources as part of the Great Black Swamp to the development of an early manufacturing cluster in the late 1800s, northwest Ohio's location at the western basin of Lake Erie and on major routes to larger urban centers such as Chicago, Detroit, Cleveland, and Pittsburgh and proximity to Canada have made it an attractive place to live, work, and play.

hoto courtesy of Lenny Kuhne on Unsplash

Photo 2: Advanced Auto Manufacturing

The Toledo Region and its people have also shown their resiliency in the face of adversity. Following the economic downturn of the Great Depression, the region became an integral part of the nation's wartime effort during World War II and eventually the home of the Jeep, which was manufactured at the Willys-Overland plant. After the war, the region grew considerably as Toledo became

a hub for the manufacturing of automobiles and automotive glass and parts.

Because of the region's close ties to the automobile industry, the economic success of the Toledo Region has largely been driven by the demand and production of cars and trucks. The region saw a significant decrease in manufacturing jobs throughout the late 1990s and early 2000s, culminating with loss of significant auto-related jobs and companies following the 2008 Great Recession. From Q1 of 2001 to Q2 2009, the region lost over 22,000 manufacturing jobs (43%). However, since 2009, the region has added over 13,000 manufacturing jobs, demonstrating the resiliency of this critical sector in the region. At the same time, the region has taken advantage of its strategic location along several major interstates to become an emerging leader in the transportation and logistics industry and has built upon its historical roots as an automotive glass producer by becoming a hub for the production of solar panels.

Located just north of the intersection of Interstates 75 and 80/90 Toledo is strategically positioned on major highways connecting larger metro areas such as Detroit, Chicago, Pittsburgh, and New York. The city's location near the crossroads of these major interstates as well as several critical rail-lines and shipping lanes on Lake Erie has led to the continued development of manufacturing and supply chain related businesses as well as the recent emergence of a transportation and logistics cluster in the region with the arrival of an Amazon distribution center in the city and Prime Air at Toledo Express Airport. Today, Toledo is home to five Fortune 500 Company Headquarters including Owens Corning, O-I Glass, Dana, Welltower, and the Andersons

Figure 2: The Toledo Region Critical Transportation Infrastructure

INTERSTATES & U.S. HIGHWAYS

RAIL LINES

Figure 3: Toledo Region Population Change 2011-2021
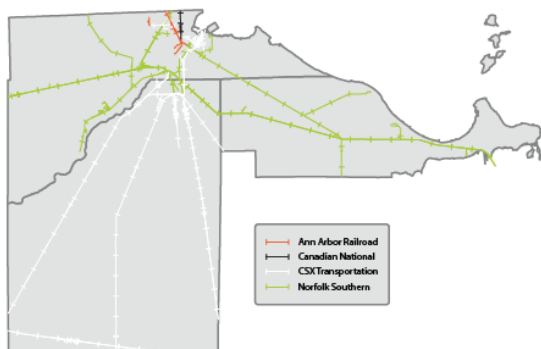
and remains the home of several automotive and glass manufacturing related businesses including Stellantis' (FCA) Jeep assembly plant.

Like many midwestern cities, Toledo has seen a decrease in its population over the past several decades. The City of Toledo hit its peak population in 1970 with 383,818 residents. As of 2021 the city of Toledo had a population of 270,024 and the 3-county region had a population of 589,854. Wood county saw modest population gains over the preceding decade while the other two counties and the region as a whole saw marginal population decline. *(See Figure 3)*

(2) Community Offerings

The community offers a diverse set of anchor institutions, and quality of life enhancing assets including a robust health care industry, diverse educational institutions, and a variety of cultural institutions. In alignment with the community's declining population and high poverty rate, the community also offers an

expanding and strengthening set of economic and workforce development organizations and programs. These programs and their work intersect with the many health and wellbeing assets as well as educational assets in the community. Through increased strategic alignment community assets from across categories have worked to increase community collaboration around identified challenges and shared priorities. The "relative importance" of the community's offerings provides some detail on the roles and contributions of each sector to the COE pillars and strategic priorities.

In Toledo and the surrounding region, place-based institutions like ProMedica, The University of Toledo, Bowling Green State University, Mercy Health, Toledo Public Schools, Toledo Museum of Art, The Toledo Lucas County Public Library, and others are recognizing the need for, and benefits of, investing in their communities to achieve enhanced economic and social outcomes. As a result, there has been significantly increased focus on the societal, and environmental factors that influence growth and community-level health and social outcomes. Toledo has emerged a national example of how the social services sector is connecting with community organizations and economic development to build capacity and provide additional services. A full listing of Community Offerings and People Resources is included in Appendix B.

(3) Residents

Given the size, demographic variance, and rural to urban mix of the Toledo Region there are many different resident groups. However, key constituencies can be categorized by county and population centers.

Photo 3: Kayaking with Toledo Metroparks

Lucas County is the most urban of the three that compose the Toledo CEDS and COE Region. It is the home of the City of Toledo which is the commerce center and home to many of the regions business headquarters and regional organizations. Toledo- Lucas County is more economically and racially diverse than the surrounding counties and as an urban center is more densely populated. Resident groups in Lucas County are largely represented through the county commissioners and city council districts. Resident groups are connected to these bodies and to the COE through neighborhood organizations and community champions at the neighborhood level- such as pastors and school board members.

Ottawa and Wood County are economically and socially linked to Lucas County and the City of Toledo in a myriad of ways. Many Toledo organizations hold chapters or extensions in both counties and many residents in the region may live in one of these

Photo 5: Levis Commons Perrysburg

counties but work in Toledo/Lucas County or vice versa. Resident groups in these counties are represented by county commissioners and county level organizations such as the Wood and Ottawa County Economic Development Associations. The resident groups in these counties are divided as urban, suburban, and rural. Wood County's largest urban center is Bowling Green which has a population of 31,000 and serves as the county seat and home to Bowling Green State University. Wood County is also home to Perrysburg Ohio, which is a city of 25,000 that is identified as a suburb of Toledo.

Photo 4: Howard Marsh Metro-Park

Ottawa County's largest urban center is Port Clinton which has a population of 40,000 and is home to a substantial lake-side tourism industry which includes a distinct sub-population of seasonal workers and residents.

(5) Regulatory Environment

The regulatory environment in the Toledo Region varies widely by industry, and county with many regulations subject to review by the state. Categories such as healthcare, building/construction, zoning, transportation, environment, safety, and others are regulated with the goal to strike a balance between economic growth and safety. Municipalities and Counties within the region have robust regulatory infrastructure to support this balance and provide for effective growth and development. This infrastructure includes the Toledo Lucas County Port Authority, Toledo Metropolitan Area Council of Governments (TMACOG, local development corporations, local zoning offices, the Ohio EPA, agricultural extension, County Health Departments, and more.

Ohio and the Toledo region are praised as having a business and development friendly environment and a regulatory and development infrastructure aimed at accommodating growth and expansion-while also maintaining a high quality of life and abundant natural beauty. The rural - urban mix of the region provides a variety of locations to accommodate a variety of business, housing, and recreational land uses without much conflict.

The region has been given the following accolades & rankings in recent years:

#1 Mid-sized cities for new business investment - Site Selection Magazine, 2021

#1 Best U.S. city for remote workers – Acorns + CNBC, 2020

#2 Best manufacturing region in the US -, 2020

#10 Cities with the lowest cost of living in America – Niche.com, 2020

P.2 Community Situation: What is your community's strategic situation?

The Toledo Region is seeing a mix of new development, and revitalization in some areas while simultaneously seeing population decline and business loss in others. Like many similar regions, Toledo is experiencing the effects of shifting living and working preferences. A strong indicator of future growth and prosperity in the region is revitalization of Downtown Toledo and adjacent neighborhoods. As the business and population center of the region, the health of the downtown and central city strongly effects the economic and social vitality of the region. For several decades Toledo saw marked decline and population exodus. In recent years this trend has reversed and today Downtown Toledo is on the cusp of a renaissance.

Current and planned developments, along with world-class institutions, have re-energized the core and have the potential to have a transformative effect on downtown and the Toledo region. Downtown Toledo benefits from high-quality assets, such as the Toledo Main Library, Fifth Third Field, the Huntington Center, Farmer's Market, and the Valentine Theater. Within a short distance from downtown, the Toledo Museum of Art and the Toledo Zoo are nationally recognized institutions that attract millions of visitors to the region. Also, nearby is The University of Toledo, which has an enrollment of over 20,000 students.

Photo 6: Fifth-third Field Toledo Mud Hens

Photo 8: Toledo Museum of Art

Several downtown neighborhoods are currently experiencing an influx of young entrepreneurs, residents, and visitors. The Warehouse District and Uptown have emerging retail corridors in St. Clair Street and Adams Street, respectively. Uptown is undergoing its own local arts-centered revitalization with the opening of Uptown Green and ProMedica's Market on the Green.

In addition to Hensville, planned, under construction and recently opened investments downtown include the continued development of the Warehouse District, a

new ProMedica headquarters that has brought 1,000 jobs downtown, Middle grounds Metropark, the Anthony Wayne Trail Gateway, and the Renaissance Hotel along the waterfront. These are all potentially transformative projects that a fundamentally reshaping the quality of life and attractiveness of the city and the region.

a. Competitive Environment

The Toledo region is home to an abundance of natural, human, economic, recreational, health, and educational assets that have led several organizations to rank Toledo as a top market in all the categories listed above in page 5 as well as the following among others:

#3 Best places for birdwatching in the United States – Lonely Planet, 2020

#4 Best city for first-time homebuyers – Money Geek, 2020

#3 Best city for average monthly cost of living – Move.org, 2019

#4 Most LGBT-friendly city to retire in – Senior Living, 2019

#8 Most popular city in the nation for millennial migration – National Association of Realtors, 2019

#1 Best minor league sports city – Livability, 2018

#2 Best city for work-life balance – SmartAsset, 2018

However, we have obstacles including infrastructure (roads, bridges, water), lack of educational attainment, population loss and outward migration, workforce development and talent retention, and redundancy in our non-profit sector.

The region has identified several key competitors for talent and workforce attraction including several similarly position Midwestern metro areas such as Buffalo, Akron, Grand Rapids, Fort Wayne, Indianapolis, Milwaukee, and Pittsburgh.

Comparative data on population (as exhibited in Figure 3) and income data as exhibited in Figure 4 show how the Toledo Region is fairing in comparison to these peers and competitors. Currently, as a region, only Pittsburgh is doing worse than Toledo in terms of population loss and only Buffalo is doing worse than Toledo in terms of median household income.

Figure 4: Peer Market Median Household Income (2019)
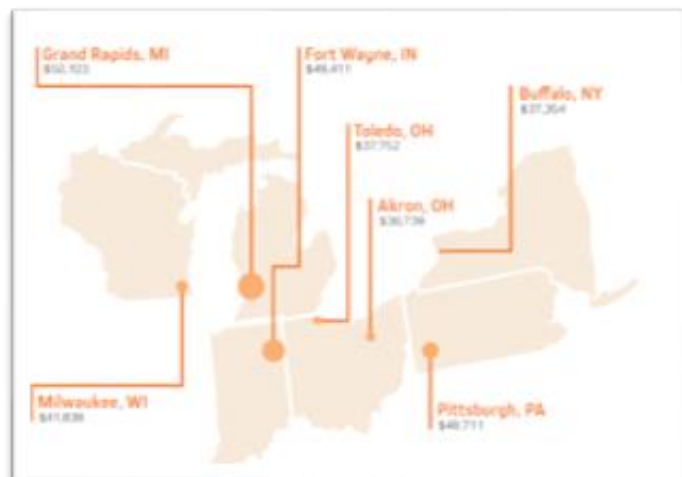
b. Strategic Context

(1)   Core Competencies

The Toledo Region has several "core competencies" or things that we do very well and continue to work to improve and do better. These include:

1. Leveraging community resources and natural assets to support growth.
2. Pivoting to meet changing market demand for goods and services.

3. Identifying areas for growth and improvement.
4. Developing and supporting non-profit, community, neighborhood, and business solutions to address community needs and issues.

(2) Challenges And Advantages

An economic analysis based on community data indicated key strengths and challenges for Toledo:

Strengths

- Healthcare sector growth is strong
- Corporate headquarters to several national / international companies

- Low cost of living and doing business

Challenges

- Toledo economy underperforming both Ohio and the United States
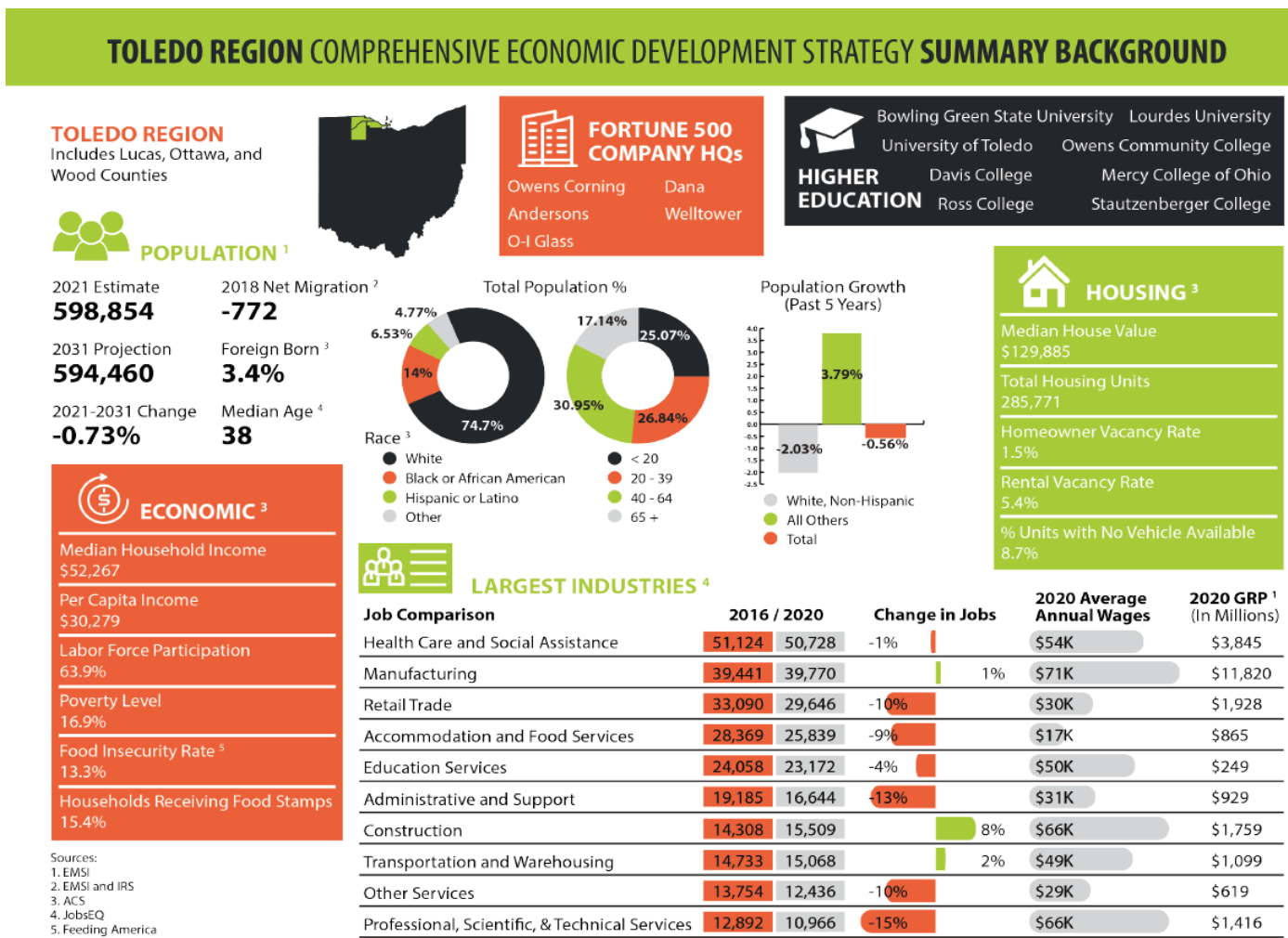- Auto manufacturing job growth short-term, but at risk long-term, due to automation
- Lower educational attainment caps number of high paying jobs and curbs income growth
- Population loss and out-migration

Figure 5: Toledo Region CEDS Data Summary

TOLEDO REGION COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY **SUMMARY BACKGROUND**

TOLEDO REGION
Includes Lucas, Ottawa, and Wood Counties

FORTUNE 500 COMPANY HQs
Owens Corning Dana
Andersons Welltower
O-I Glass

HIGHER EDUCATION
Bowling Green State University Lourdes University
University of Toledo Owens Community College
Davis College Mercy College of Ohio
Ross College Stautzenberger College

POPULATION [1]

2021 Estimate	2018 Net Migration [2]
598,854	-772
2031 Projection	Foreign Born [3]
594,460	3.4%
2021-2031 Change	Median Age [4]
-0.73%	38

Total Population %: 4.77%, 6.53%, 14%, 74.7%
Race [3]: White, Black or African American, Hispanic or Latino, Other

17.14%, 25.07%, 26.84%, 30.95%
< 20, 20 - 39, 40 - 64, 65 +

Population Growth (Past 5 Years): 3.79%, -2.03%, -0.56%
White, Non-Hispanic; All Others; Total

HOUSING [3]
Median House Value $129,885
Total Housing Units 285,771
Homeowner Vacancy Rate 1.5%
Rental Vacancy Rate 5.4%
% Units with No Vehicle Available 8.7%

ECONOMIC [3]
Median Household Income $52,267
Per Capita Income $30,279
Labor Force Participation 63.9%
Poverty Level 16.9%
Food Insecurity Rate [5] 13.3%
Households Receiving Food Stamps 15.4%

Sources:
1. EMSI
2. EMSI and IRS
3. ACS
4. JobsEQ
5. Feeding America

LARGEST INDUSTRIES [4]

Job Comparison	2016 / 2020		Change in Jobs	2020 Average Annual Wages	2020 GRP [1] (In Millions)
Health Care and Social Assistance	51,124	50,728	-1%	$54K	$3,845
Manufacturing	39,441	39,770	1%	$71K	$11,820
Retail Trade	33,090	29,646	-10%	$30K	$1,928
Accommodation and Food Services	28,369	25,839	-9%	$17K	$865
Education Services	24,058	23,172	-4%	$50K	$249
Administrative and Support	19,185	16,644	-13%	$31K	$929
Construction	14,308	15,509	8%	$66K	$1,759
Transportation and Warehousing	14,733	15,068	2%	$49K	$1,099
Other Services	13,754	12,436	-10%	$29K	$619
Professional, Scientific, & Technical Services	12,892	10,966	-15%	$66K	$1,416

1. Community Leadership

1.1 Community Excellence Group

Leadership: How do your leaders lead the community excellence group?

The Toledo Region Community of Excellence 2026 committee is comprised of representatives from all major segments of our community including Healthcare, Education, Economic Development, Community Development, Government, Infrastructure, Social Justice, and Arts and Recreation.

The Toledo COE Group is structured to include a governance council, operational team, working group (Macro-coalition), and community advisory coalitions (micro-coalitions). This stratification of roles is designed to support the community decision to build the Toledo Region COE framework and strategy around Workforce Development. Which serves as an umbrella for all other pillars of the Toledo Strategy.

Further, this distribution of roles ensures broad and inclusive, community engaged strategy building, while also maintaining the agility of a smaller decision body. There is also some overlap among the members of these bodies ensuring that there is fluid engagement of ideas and seamless organization of efforts.

The Toledo Region COE is built around a framework that embraces three central ideas: connection, communication, and collaboration. Under this framework the COE

Table 1: COE Committee Core Competencies

Member Organization	Core Competency	Community/ Stakeholder Connections
ProMedica	Health and Wellbeing, Community Development & Workforce Development - Connector, Collaborator, & Funder	Lucas, Ottawa, & Wood Counties Business Community, Non-profit Community, Development Community
Toledo Regional Chamber of Commerce	Workforce Development & Economic Development - Connector & Communicator	Lucas, Ottawa, & Wood Counties Business Community, Development Community
The Regional Growth Partnership (RGP)	Economic Development - Connector & Collaborator	Lucas, Ottawa, & Wood Counties Development Community, Business Community
Bowling Green State University, Center for Regional Development (CRD)	Economic Development & Community Development - Collaborator & Technical Assistance	Lucas, Ottawa, & Wood Counties Development Community, Non-profit Community
Toledo Port Authority	Economic Development - Connector & Collaborator	Lucas, Ottawa, & Wood Counties Development Community
The United Way of Greater Toledo	Community Development - Connector & Funder	Lucas, Ottawa, & Wood Counties Non-profit Community, Neighborhood / Resident Groups
LISC Toledo	Community Development & Workforce Development - Collaborator	Lucas, Ottawa, & Wood Counties Development Community
YMCA of Greater Toledo	Community Development & Health and Wellbeing, - Connector & Collaborator	- Lucas, Ottawa, & Wood Counties Non-profit Community, Neighborhood / Resident Groups
City of Toledo	Community Development - Connector, Communicator & Collaborator	- Lucas County/ City of Toledo Business Community, Non-profit Community, Development Community, Neighborhood / Resident Groups
Lucas County	Community Development - Connector, Communicator & Collaborator	- Lucas County/ City of Toledo Business Community, Non-profit Community, Development Community, Neighborhood / Resident Groups

is working to connect community coalitions and strategies, collect, compile, and share relevant data and metrics to track and communicate progress across community coalitions and organizations to support cohesive community level effects. The roles of the Toledo COE governance council, operational team, working group (Macro-coalition), and community advisory coalitions (micro-coalitions) are detailed below.

Governance Council

The Governance council consists of a diverse group of C-suite, VP, and Director level representatives from organizations working across the pillars including Healthcare, Education, Economic Development, Community Development, Government, Infrastructure, Social Justice, and Arts and Recreation. These members meet monthly to discuss the advancement of the COE strategy, share developments and progress around objectives, and to support regional collaboration and cooperation around objectives.

Operational Team

The operational team consists of a subset of the governance council that assists the council in advancing the work of the COE by facilitating the meetings of the working group, engaging micro-coalitions, engaging community, and collecting and sharing data on metrics and regional conditions.

### Working Group (Macro-coalition)

The macro-coalition is designed to be composed of high-level leadership from the core organizations coordinating workforce efforts across the region. This body is tasked with coordinating across regional strategies and initiatives to advance a shared workforce

development vision and set of regional objectives. This group meets monthly to continue coordinating, strategy building, implementation planning, and to work with the operational team on tool development and metrics tracking. The current scope of work for this group is outlined in the "Northwest Ohio Workforce Recovery and Resiliency Strategy". A copy of this strategy is included in this application as Appendix C.

Community Advisory Coalitions (Micro-coalitions)

The micro-coalitions include the many organizations and programs working and delivering services in the employer services, workforce development, advancement, attraction, retention, and support spaces from across the region. The current list of micro-coalition participating organizations includes 162 offices, organizations, and programs. The micro-coalitions model adopted the macro-coalition in 2022 is included below.

Figure 8: Northwest Ohio Workforce Micro-Coalitions Model
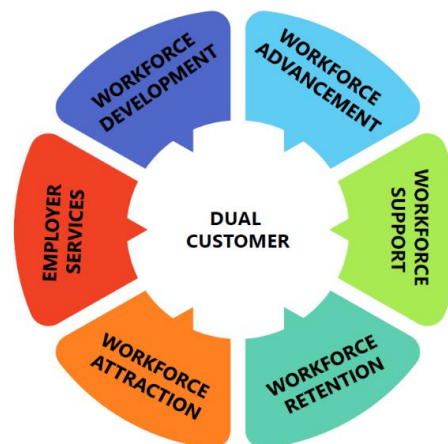
a. VISION and VALUES

The Toledo regional COE group has refined and revised the mission, vision, and values for the group and the COE strategy through an

iterative, reflective process that included many COE stakeholders, member organizations, and community feedback. This iterative process ensures that the COE mission, vision, and values reflect the focus of the group, and the direction of the work based on critical feedback from the community.

The Toledo COE group initially identified 6 pillars of focus for the Toledo COE Strategy including Workforce Development, Economic Development, Education, Health and Wellbeing, Culture, Arts, Recreation, and Amenities, and Diversity Equity and Inclusion. Feedback from the community identified workforce as the greatest area of need for the COE to address. The Toledo Regional COE group designed the umbrella strategy to focus on workforce as the central pillar of the COE strategy and to tie other community pillars in through workforce efforts. The mission, vision, and values of the group reflect this.

The mission and vision of the Toledo Region COE group are focused on improving quality of life and inclusive opportunity in our community. This focus is supported by the umbrella strategy that targets a holistic approach to workforce development encompassing education, health and well-being, community attractiveness, art, recreation, and culture- with particular attention to advancing diversity, equity, and inclusion across all these areas as a necessary condition for advancing this mission.

The group relies on adherence to adopted values to support ethical decision-making across the COE governance structure and to ensure group cohesion to the mission. Embedded in these values is the understanding that all aspects of this work are to be collaborative, community focused, responsive to community input and needs, inclusive, and growth focused. These values

Figure 7: Toledo Region COE Umbrella Structure
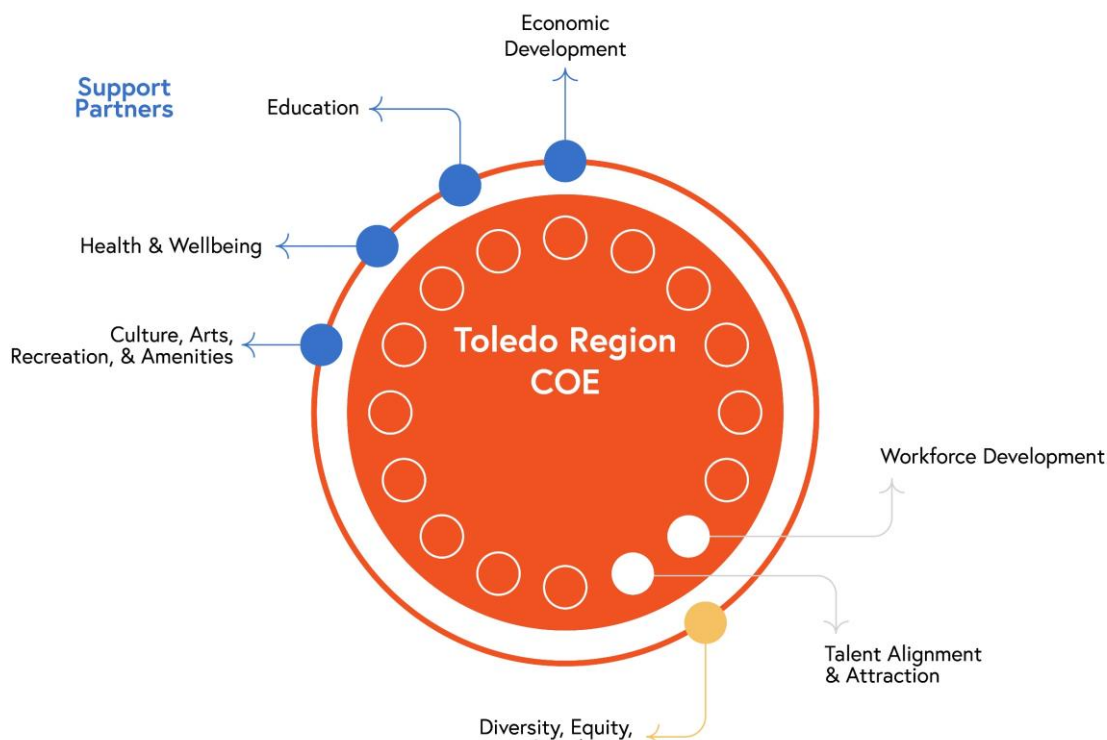
reflect the shared professional norms of the governance council members and their organizations. Each member of the governance council, operations team, and macro-coalition comes to the strategy as both a community member and as a representative of their organization and their profession. The conduct of all members is held against these expectations and ensures that the work of the COE group will be transparent, values driven, and community focused.

b. Communication

As a collaborative, voluntary organization the Toledo Regional COE Group maintains order and directs efforts through the allocation of functional roles among the group rather than a formal leadership structure. Communication lines follow the functional structure with the governance council serving as a connector of networks, resources, and individuals. This group, being composed of a broad group of cross-sector leaders from across the community has extensive access to knowledge about strategies, initiatives, and investments being made in all areas of development and need. As such this group has a unique ability act as a trusted connector and communicator across regional efforts.

The operations team (and other overlapping members) work to facilitate two-way communication between the governance council and the macro-coalition/working group. The operations team and working groups also engage with residents and community groups directly as they perform their business functions across economic, workforce, and community development. In addition to this operational communication, these groups also engage in very intentional two-way communication (interviews, surveys, town-halls, etc.) with resident and stakeholder groups as they produce and assess strategic initiatives.

This communication and information gather is then looped back to the Governance Committee through the monthly meetings and COE strategic conversations. The next communications goal for the Toledo COE is the launch the data and strategy website, Toledodata.com, that will house community data and metrics around strategic initiatives. This will bolster and streamline this communication process further.

Table 3: Toledo COE Mission, Vision, and Values
Mission
To enhance the quality of life in our community by fostering collaboration across sectors to develop and retain a diverse, inclusive, top talent workforce and a holistic workforce strategy that encompasses the collaboration of education, health and well-being, arts, and culture.
Vision
A community where everyone can thrive.
Values
• Collaboration • Inclusive Growth • Forward Thinking • Learning and Responsive

c. MISSION and PERFORMANCE

Mission alignment and performance tracking for the Toledo COE is supported by the development of a set of community-level indicators that have been selected to

benchmark community progress on objectives. The Toledo COE Strategy is building on systems that are in already in place and through coordination and robust data collection and sharing to develop a more consistent and transparent community development plan. As we curate and aggregate the data, these metrics are being compiled into dashboards that will live on a publicly accessible website Toledodata.com and be continually updated by the BGSU Center for Regional Development as part of a grant from the USEDA and the EDA University Centers Program.

These data points serve the functions of both collaborative performance benchmarking and prioritizing community action. Community organizations and coalitions can utilize this data to track progress on shared goals and implement performance improvement and outcome measurement systems. These data can also indicate areas of improvement over time and areas in which more action and attention is needed.

This will create an environment for success by allowing more functional and effective systems and strategies to be prioritized. The dashboards will be composed of compound measures that examine conditions that underlies all the pillars of community success including poverty, employment, household income, education, Jobs training, housing, transportation, indicators of community quality, and indicators of resident health and well-being, among other things.

The specifics of the dashboard are described in Section 4: Measurement, Analysis, and Knowledge Management.

Photo 9: Toledo Loves Love Mural in Uptown

1.2 Governance and Societal Responsibilities

Societal Contributions

Societal well-being and benefit are at the very core of the Toledo Coe Strategy and Governance Structure. The members of the COE governance committee come to the table as leaders in organizations who are committed to community development, enhancement, and well-being. These leaders have volunteered to join and support the COE effort to increase the effectiveness and cohesion of their collective efforts in order to advance the mission of their own organizations as well as the COE.

As the COE Strategy and participating organizations have grown and evolved over time, the benefits of the strategy have begun to emerge, and interim or preliminary outcomes can be linked to this effort.

A list of these outcomes is included here. Greater discussion of outcomes, impacts, and social benefits is provided in Section 7: Results.

Table 4: Toledo COE Interim Outcomes List

> o   *Development of the Toledo Workforce Coalition and the Workforce Recovery and Resiliency Strategy.*
>
> o   *Greater economic development focus on workforce across the 3-county region.*
>
> o   *Implementation of the Ohio to Work Program through LISC Toledo.*
>
> o   *Greater development of the Workforce Supports and Resources through the 211 program -United Way of Greater Toledo.*
>
> o   *Greater engagement between community organizations around data resources, data sharing, and data needs.*
>
> o   *Preliminary work to develop and Economic Development District (EDD)for the Toledo Region.*
>
> o   *Partnership between the Lucas County Public Library, City of Toledo, Lucas County, and BGSU CRD to develop a Digital Access and Inclusion Plan for the Toledo Region to support workforce development, education, healthcare access, and social support access.*

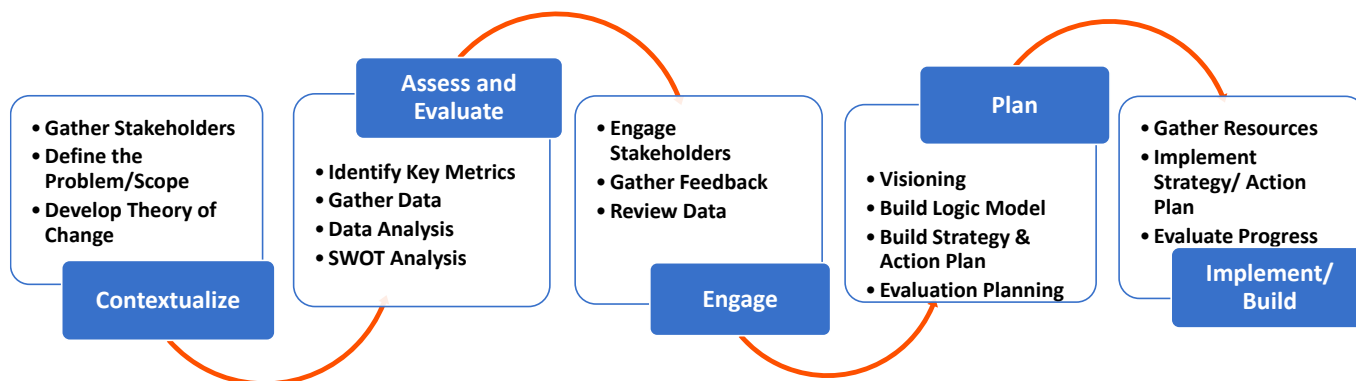**Photo 10: Middlegrounds Metropark, Toledo Ohio**

2. Community Strategy

2.1 Strategy Development

a. Strategy Development PROCESS

Figure 9: Process Flow to Develop Community Strategic Plan

Contextualize
- Gather Stakeholders
- Define the Problem/Scope
- Develop Theory of Change

Assess and Evaluate
- Identify Key Metrics
- Gather Data
- Data Analysis
- SWOT Analysis

Engage
- Engage Stakeholders
- Gather Feedback
- Review Data

Plan
- Visioning
- Build Logic Model
- Build Strategy & Action Plan
- Evaluation Planning

Implement/ Build
- Gather Resources
- Implement Strategy/ Action Plan
- Evaluate Progress

As a core area of development for the community, the Toledo COE Committee has identified Workforce recovery and resilience as an area of strategic focus. Engaging with leadership from all sectors including the communities anchor institutions, this work is well underway. Though work continues around all pillars, workforce was identified as an important area of strategic focus for several reasons. As detailed in the community profile, median income, and education rates in Toledo lag in comparison to peer cities. As a result of these trends the macro and micro coalitions around workforce are robust and well-coordinated. Additionally, community feedback around the COE strategy for the Toledo Region identified Workforce Development as the most important focus area for this effort. Finally, expanded funding opportunities around economic recovery and

resiliency provided a unique opportunity to leverage the resources needed to launch a largescale strategic initiative around workforce. Though members of the workforce macro and micro coalitions have been working toward developing pieces of a broader strategy in recent years, this opportunity allowed the COE group along with these coalition members to tap into the momentum and of taking advantage of the resources available. The objective of building a workforce strategy to address longstanding community needs and create economic and social resilience has become a focal point of community efforts.

The COE strategic planning process for Toledo involves a broad array of community stakeholders including key community leaders and groups, residents, and other customers affected by the COE strategy. This process includes participants both inside and outside of the COE Governance Committee and subsidiary working groups to ensure a holistic and inclusive approach that minimizes blind

spots and seeks to build community resilience through coordination.

The strategy process used by the Toledo COE committee ensures innovation through broad participation in decision making and the adoption of best practices. These practices include robust problem assessment through data collection and analysis efforts, peer assessment and benchmarking to identify and learn from external innovation, and collaboration across community sectors efforts in address community needs holistically.

The strategy development process designed to complete the Workforce initiative is an example to the careful consideration given to the diversity of perspective, knowledge, experience, and skills need to do this work most effectively. In this case the Regional Workforce Coalition serves as the macro-coalition and process steering committee, while also serving as liaison to the COE Governance committee. Using the COE Strategic objectives around workforce members of the Governance Committee joined to be co-applicants and on an EDA grant to fund a 2-year strategy development process. The applicants are now serving as the" operations team" to execute the grant and facilitate the development of this robust strategy and action plan.

The resource provided by the grant allow the Workgroup to conduct data collection, data assessment, and broad community engagement with micro-coalitions working in the workforce space. The development of a series of workforce related tools is also being funded by this grant. These tools will be discussed in section 7: Results. The strategy building process being deployed for the

Workforce Recovery and Resiliency Strategy is detailed in the graphic above in Figure 9.

b. STRATEGIC OBJECTIVES

A series of Strategic Objectives have been identified for COE Workforce Strategy and for each of the other identified pillar areas as they intersect with workforce. For each of these sets of objectives a set of current initiatives and partners has been identified and a list of community level indicators / metrics for tracking progress around those objectives has been identified. Utilizing the connection, communication, and collaboration framework that is the backbone of the Toledo COE process, the COE Governance Committee is working to connect these strategies, collect relevant data and metrics, and help to compile and track progress across efforts.

Snapshots for each strategic pillar are included in figure 10 on the next page.

2.2 Strategy Implementation

a. ACTION PLAN Development and DEPLOYMENT

Action planning around the workforce strategic objectives is still underway and will not be complete until November 2022. Action plans around shared objectives between workforce development and other pillars are imbedded in the strategies being deployed by other community coalitions established prior to COE development in Toledo. As the Workforce Recovery and Resiliency Strategy is completed and action plans are created intentional integration with these existing and emerging action plans will be a priority to ensure alignment of efforts and elimination of potential conflicts or duplication.

b. ACTION PLAN Modification

Action plans will be modified to meet the changing community and organizational environment. It is expected that developments will occur that will shift priorities or resources along COE objectives. Metrics monitoring and periodic strategy review and update will ensure that action plans remain nimble and effective.

Figure 10: Pillar Snapshots Toledo Regional COE

Workforce Development

CULTURE, ARTS, RECREATION, AND AMENITIES

Shared Objectives:

We seek to support and leverage the region's artistic, cultural, and recreational amenities to improve the overall quality of life, attractiveness, and population retention of the region.

Metrics of Success:

- **Increase Talent Attraction and Retention**
- **Economic Opportunities for All**
- **Population Retention**
- **Increased Sense of Place**

Shared Initiatives:

- NW Ohio Workforce Strategy
- CEDS
- Toledo Arts Commission- Goal Miners Initiative
- Toledo Arts Commission Placemaking Program
- Toledo Lucas County Digital Equity Strategy

Diversity, Equity, Inclusion, and Social Justice

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Workforce Development

Education

Shared Objectives:

We seek to improve the strength of the regional workforce by facilitating the development of regional data to inform investment in education, training, and workforce development efforts.

Metrics of Success:

- **Increase Talent Alignment and Retention**
- **Economic Opportunities for All**
- **Increased HS Graduation Rate**
- **Increased Pre-school Enrollment**

Shared Initiatives:

- NW Ohio Workforce Strategy
- CEDS
- Toledo Arts Commission- Goal Miners Initiative
- Toledo Lucas County Early Headstart
- Toledo Public Schools Hubs Strategy
- Toledo Lucas County Digital Equity Strategy

Diversity, Equity, Inclusion, and Social Justice

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Workforce Development

Economic Development

Metrics of Success:
- **Increase Talent Attraction and Retention**
- **Economic Opportunities for All**
- **Population Retention**
- **Increased Sense of Place**
- **Housing Availability**
- **Household Income**

Diversity, Equity, Inclusion, and Social Justice

Shared Objectives:

We seek to improve economic prosperity and inclusive prosperity across the region by better coordinating workforce efforts and better understanding the impacts of current workforce initiatives in increasing economic opportunity and access.

Shared Initiatives:
- NW Ohio Workforce Strategy
- CEDS
- Toledo Arts Commission Placemaking Program
- Toledo Lucas County Digital Equity Strategy

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Workforce Development

Health and Wellbeing

Metrics of Success:
- **Longevity Average Life Span**
- **Decreased Infant Mortality**
- **Increased Belonging - Mental Health**
- **Economic Opportunities for All**
- **Attract Living Wage Jobs**

Diversity, Equity, Inclusion, and Social Justice

Shared Objectives:
We seek to improve the health and wellbeing of residents by acknowledging the Social Determinants of Health and supporting community efforts to address SDoH factors such as workforce development, economic opportunity, and access to education.

Shared Initiatives :
- NW Ohio Workforce Strategy
- County Community Health Assessment, County Health Improvement Plan
- Stronger Pathways to Infant Vitality

10

3. Residents and Other Customers

3.1 Customer Expectations

a. Listening to Residents and Other CUSTOMERS

As described in Section 2: Strategy, the Toledo Region COE framework and strategy are built on engaging community stakeholders and coalitions through collaboration across community initiatives. The operations team and working groups engage with residents and community groups directly as they perform their business functions across economic, workforce, and community development. In addition to this operational communication, these groups also engage in very intentional two-way communication (interviews, surveys, town-halls, etc.) with resident and stakeholder groups as they produce and assess strategic initiatives.

This communication and the information gathered is then looped back to the Governance Committee through the monthly meetings and COE strategic conversations. In this way the interests and feedback of residents and customer groups are being integrated into strategic decisions in a continual, systematic, and efficient manner.

b. Resident and Other CUSTOMER Segmentation and Program/Service Offerings

The COE strategy identifies. engages, and supports residents and customers from the lens of Workforce Development. The COE Workforce Strategy, and the offerings included therein, seek to provide greater workforce inclusion, diversity and equity, workforce ecosystem support, innovation, growth, and improved collaboration and coordination of services. These goals were derived from the strategy development

process that relies on input from organizations that serve residents and customers directly. These goals are further informed my regional data, such as BLS data, requests for service from the United way 211 system, and survey data from various community organizations (such as the Toledo Arts Commission and Public Schools).

Because the Toledo Region COE Strategy is built around shared objectives between Workforce Development and the other pillars (Diversity, Equity & Inclusion, Economic Development. Education, Health and Wellbeing, and Culture, Arts, Recreation, And Amenities) and the work of the other pillars is managed by independent community coalitions, resident groups are identified and engaged in a myriad of different ways and using diverse mechanisms. Coalitions and organizations working in these spaces identify resident groups and appropriate offerings based on their range of services, geography, and community need. The COE Committee considers all these factors when assessing data and feedback to inform the workforce strategy.

The workforce strategy is built on regional data that identifies resident groups, geographies, sectors, and industries of importance to the goals of the strategy. This includes survey data collected from the "micro-coalitions" which include 162 organizations and programs working and delivering services in the employer services, workforce development, advancement, attraction, retention, and support spaces from across the region. In creating the Logic Model upon which the workforce strategy is built the micro-coalitions were asked to identify their target constituencies, those populations that they serve well, and those populations that

they think are not well served. This data helped the Working Group to identify which groups further engagement should be directed toward. Snapshots of this survey data are included in Tables 4, 5 and 6

Table 5: Survey Data on Populations Served (2021)

Q4 - Who do you currently serve well?
Who benefits most from your work in the community?

#	Answer	%
2	People with low work skills, lower education	10.95%
1	Economically/financially disadvantaged population	10.22%
4	The under-employed	9.49%
16	Businesses	9.49%
10	Workers without transportation	8.03%
5	People with disabilities	8.03%
6	The re-entry/post-incarceration population	6.57%
7	People leaving rehabilitation/drug addiction treatment	5.84%
11	Workers in need of childcare	5.84%
14	Veterans	5.11%
17	Service-sector employers	5.11%

Table 6: Survey Data on Populations Served (2021)

Q5 - Who would you like to serve better in the future?

#	Answer	%
1	Economically/financially disadvantaged population	12.94%
2	People with low work skills, lower education	10.59%
10	Workers without transportation	10.59%
16	Businesses	10.59%
4	The under-employed	9.41%
9	Immigrants	9.41%
11	Workers in need of childcare	9.41%
14	Veterans	9.41%
5	People with disabilities	8.24%
6	The re-entry/post-incarceration population	8.24%
3	People with technical or trade skills, through certification	7.06%
7	People leaving rehabilitation/drug addiction treatment	7.06%

Table 6: Survey Data on Populations Underserved (2021)

Q6 - Which populations are being overlooked or underserved in NW Ohio?

#	Answer	Count
6	The re-entry/post-incarceration population	12.94%
5	People with disabilities	10.59%
10	Workers without transportation	10.59%
7	People leaving rehabilitation/drug addiction treatment	9.41%
9	Immigrants	8.24%
4	The under-employed	8.24%
2	People with low work skills, lower education	8.24%
1	Economically/financially disadvantaged population	7.06%
11	Workers in need of childcare	7.06%
13	People with skills outside of the region (talent recruitment)	6.57%
14	Veterans	2.92%

3.2 Customer Engagement

a. Resident and Other CUSTOMER Relationships and Support

Due to the Design of the Toledo COE Framework and approach to Community engagement key relationships are with the organizations that both serve as part of the COE structure and those that operate as part of the community coalitions that are working in the non-workforce pillars. These organizations, champions, and community leaders serve the role of conduit and informant between the work of the coalitions and that of the COE. The COE Governance Committee, Operation Team, and Working Group build and nurture these relationships through mutual information and resource sharing, and through coordination and collaboration around shared goals.

Because in many ways the Toledo Region is quite small there is a substantial degree of overlap between work and leadership from

one sector to the next and often many of the same actors and organizations end up at the table to address any given community-level concern or action. This overlap creates opportunity for broad resident and customer outreach and understanding if well utilized. Alternatively, it can lead to stagnation of thought and circular approaches. The Toledo COE Strategy seeks to incentivize leveraging this as an opportunity by assisting in the coordination of strategies and initiatives to reduce redundancy and by providing new, current, and relevant data points to share and explore across sectors.

b. Determination of CUSTOMER Satisfaction and ENGAGEMENT

Satisfaction or Dissatisfaction with the Toledo Region COE Group and Strategy has not been formally assessed. As a volunteer collaboration, perhaps the best indicator of satisfaction at the current juncture is the continued willingness of community leaders and organizations to participate in and contribute time and resources to the effort.

The Toledo COE depends on the good will of members and community coalitions to continue this work and to gather community feedback, inputs, and data. The collaboration and partnership of community coalitions, champions, and stakeholders is the greatest resource and asset of the Toledo COE and as such trust in this effort and the people leading it is our most valuable currency.

In the future, as the Workforce Strategy and the shared objectives with the other community pillars moves forward success and community satisfaction can be gauged in the data. The impacts of the work, if successful, should be reflected in our employment data, income data, equity data, population

change, health data, and quality of life metrics.

If the Toledo COE is successful or community will see the realization of our mission and vision and overall satisfaction and well-being will increase in residents and organizations across the community.

Since the Toledo Region began the COE journey several comparative measures have been identified and tracked to compare our progress and performance with other communities. These measures include comparisons on population change (see figure 3), comparisons of employment and labor market participation, comparisons of wage and income (see figure 4), and comparisons on health outcomes including infant mortality, life expectancy, and compound measure of well-being.

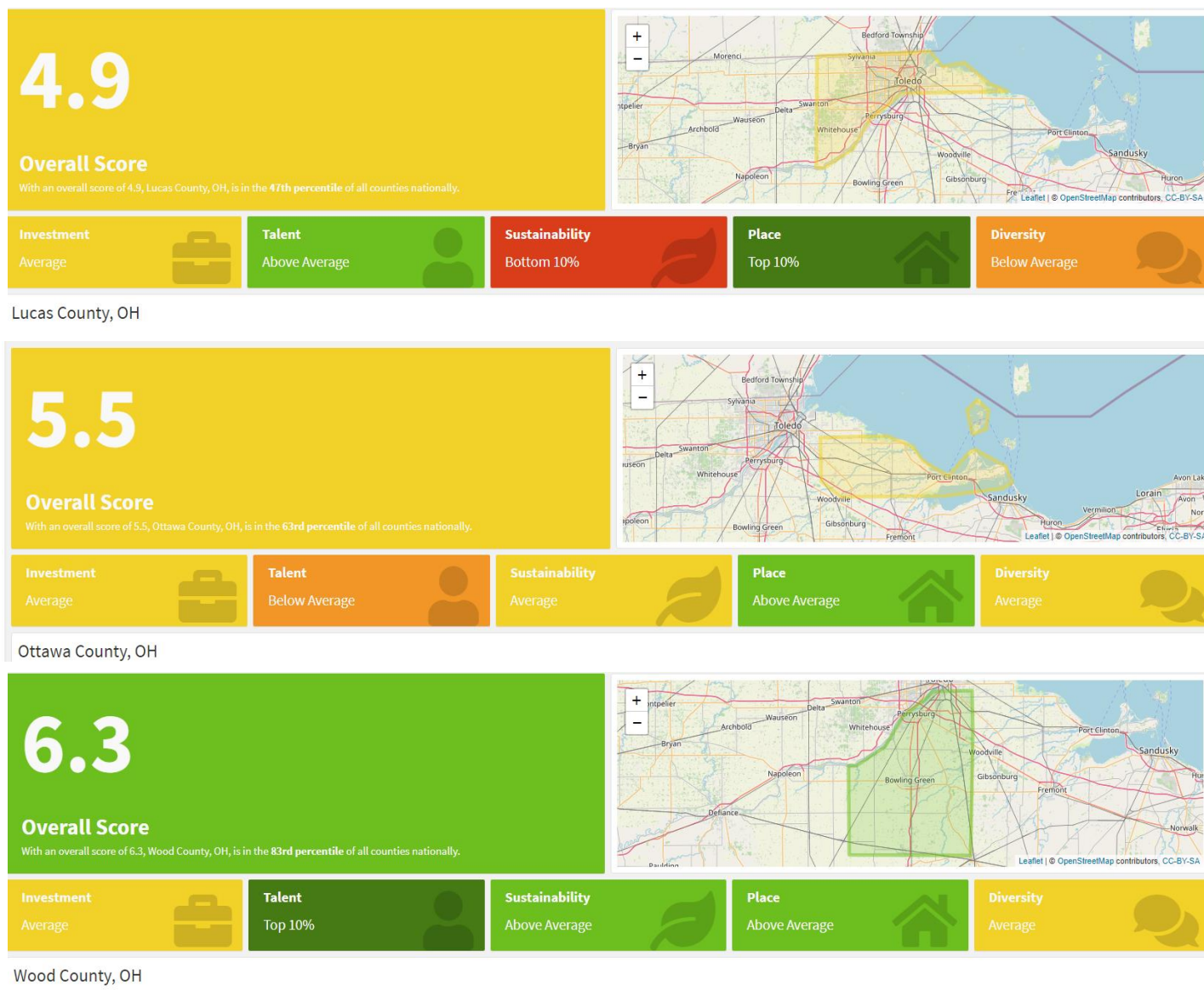**Table 7: Gallup Community Well-being Index 2017**

In 2017 we adopted the Gallup Community Well-being index score to assess our comparative community satisfaction to our peers. Though we will continue to track this score, we will also be utilizing the Fourth Economy Community Index which provides

Fourth Economy Community Index

county level scores on Investment, Talent, Place, Diversity, and Sustainability. Given our COE mission and strategic focus on Workforce Development, Talent Attraction, and Inclusive Growth this index provides a more comprehensive picture of our success in meeting these targets and our comparative standing against peers and aspirants. This index will be built into the Toledodata.com dashboard for public tracking.

Figure 8: Toledo Region Fourth Economy Community Index Scores 2022

4.9
Overall Score
With an overall score of 4.9, Lucas County, OH, is in the **47th percentile** of all counties nationally.

Investment	Talent	Sustainability	Place	Diversity
Average	Above Average	Bottom 10%	Top 10%	Below Average

Lucas County, OH

5.5
Overall Score
With an overall score of 5.5, Ottawa County, OH, is in the **63rd percentile** of all counties nationally.

Investment	Talent	Sustainability	Place	Diversity
Average	Below Average	Average	Above Average	Average

Ottawa County, OH

6.3
Overall Score
With an overall score of 6.3, Wood County, OH, is in the **83rd percentile** of all counties nationally.

Investment	Talent	Sustainability	Place	Diversity
Average	Top 10%	Above Average	Above Average	Average

Wood County, OH

4. Measurement, Analysis, and Knowledge Management

4.1 Measurement, Analysis, and Improvement of Community Performance

a. PERFORMANCE Measurement

As described in Section 2, the Toledo COE Strategy is building on systems that are in already in place our community to develop a more consistent and transparent community development plan. Central to this process is the coordination and alignment of efforts through data collection, sharing, and analysis.

As the Workforce Recovery and Resiliency Strategy is being built and action plans are created, intentional integration with existing and emerging action plans around the other community pillars is the priority to ensure alignment of efforts. The pillar snapshots in figure 10 exhibit this integration and identify shared metrics to be included in the COE / Workforce Dashboards. Metrics for each Pillar integrate *Communities of Excellence*-National Metrics to enhance Toledo Region COEs
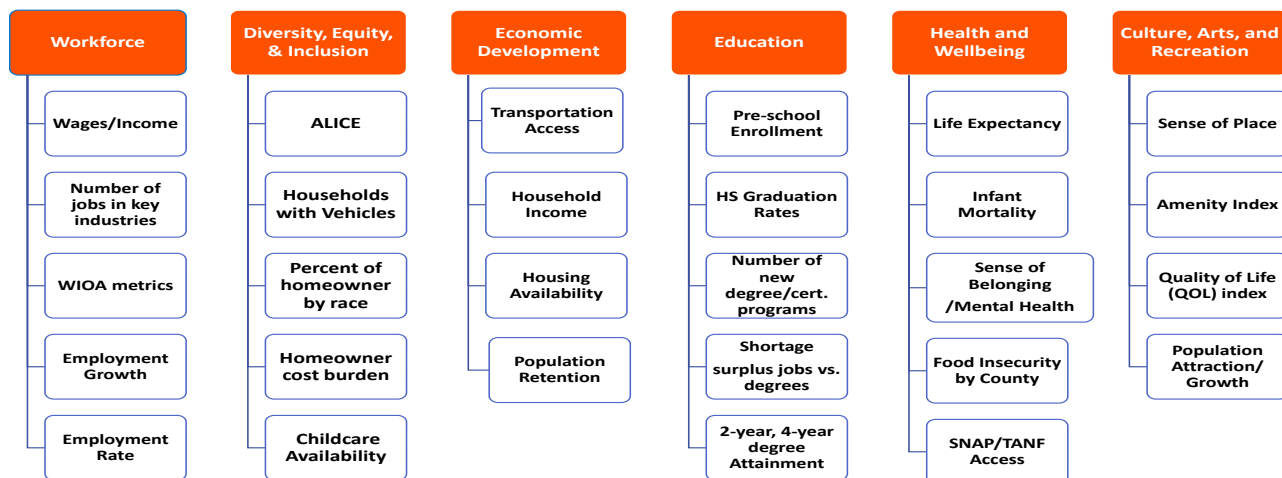
ability to compare with peers and self-assess. Identification of indicators for each pillar is still in progress as the COE Governance Committee continues to work on aligning with existing and emerging action plans being championed by community coalitions across the region. The current selection of metrics for each pillar are included in Figure 9. As additional strategies are integrated and objectives aligned, metrics will be added or revised.

b/c. PERFORMANCE ANALYSIS, Review, and PERFORMANCE Improvement

As the Toledo COE operations team works to curate and aggregate these data, metrics are being compiled into dashboards that will live on a publicly accessible website , Toledodata.com, and be continually updated by the BGSU Center for Regional Development (CRD) as part of a grant from the USEDA and the EDA University Centers Program.

These data dashboards will serve several ends for the Toledo COE, affiliated organizations, community partners, and stakeholders. Firstly, they will allow the COE to benchmark progress

Figure 9: Toledo COE Cross-pillar, Community Level Performance Metrics

Workforce	Diversity, Equity, & Inclusion	Economic Development	Education	Health and Wellbeing	Culture, Arts, and Recreation
Wages/Income	ALICE	Transportation Access	Pre-school Enrollment	Life Expectancy	Sense of Place
Number of jobs in key industries	Households with Vehicles	Household Income	HS Graduation Rates	Infant Mortality	Amenity Index
WIOA metrics	Percent of homeowner by race	Housing Availability	Number of new degree/cert. programs	Sense of Belonging /Mental Health	Quality of Life (QOL) index
Employment Growth	Homeowner cost burden	Population Retention	Shortage surplus jobs vs. degrees	Food Insecurity by County	Population Attraction/ Growth
Employment Rate	Childcare Availability		2-year, 4-year degree Attainment	SNAP/TANF Access	

on collective goals over time. Additionally, community organizations and coalitions can also utilize these data to prioritize community actions and resource allocations, and to implement performance improvement systems.

The Toledodata.com website will be home to both the strategic documents, and the data metrics and dashboards used to benchmark progress on the objectives outlined in these strategies. This will ensure public accountability and access to strategies, metrics, and progress reports. The site will include the COE Strategy, Workforce Recovery and Resilience Strategy, and the Toledo Region CEDS. The outline for the site that is being developed in included in Appendix D. The "one stop" approach to housing regional strategies and data is designed to increase efficiency in progress tracking and data access. This will create an environment for success by allowing more functional and effective systems and strategies to be prioritized.

4.2 Information and Knowledge Management

The data that will be used to compose the dashboards and housed on the Toledodata.com website will be complied curated and updated by the Bowling Green State University Center for Regional Development, which is the EDA University Center for Northwest Ohio. As an EDA University Center, the CRD has significant data resources including access to high quality data products such as Emsi Burning Glass, Chmura Jobs EQ, Metopio, and Implan. In addition to these data resources CRD has a myriad of Data analysis and visualization software tools such as SPSS, Tableau, and

ArcGIS. Finally, the CRD employs highly qualified data analysts and graphic visualization specialists who have the skills and knowledge to gather, assess, curate, and accurately and effectively display data products for public consumption and use.

Conversations are ongoing among COE organizations to determine how additional data and strategic resources may be leveraged and included in the metrics, dashboards, and website. For example, could agency or programmatic data that indicates community need and demands for service ,such as United Way 211 data, be included?

Figure 10: Toledo Region CEDS Performance Metrics

PERFORMANCE METRIC	UPDATE FREQUENCY
LABOR FORCE PARTICIPATION RATE	MONTHLY
CHANGE IN LOCATION QUOTIENTS FOR TARGETED INDUSTRIES	QUARTERLY
JOB CREATION IN TARGETED INDUSTRIES	QUARTERLY
PER CAPITA INCOME	QUARTERLY
EARNINGS PER JOB	QUARTERLY
PERCENT OF STUDENTS FROM 3 CO. AREA	SEMESTERLY
CHANGE IN FUNDS/PROGRAMS FOR ENTREPRENEURS & SMALL BUSINESS OWNERS	ANNUAL
FEDERAL & STATE INVESTMENT IN ROAD, RAIL, & WATER PROJECTS	ANNUAL
PORT OF TOLEDO ACTIVITY & INVESTMENT	ANNUAL
PRIVATE INVESTMENT IN GREENFIELD & REDEVELOPMENT PROJECTS	ANNUAL
ENPLANEMENTS & CARGO ACTIVITY AT REGIONAL AIRPORTS	ANNUAL
INCREASE IN NET MIGRATION TO TOLEDO REGION	ANNUAL
INCREASED EDUCATIONAL ATTAINMENT & SKILL DEVELOPMENT	ANNUAL
NUMBER & PERCENT OF LOCAL STUDENTS WHO REMAIN FOLLOWING GRADUATION FROM HIGHER ED	ANNUAL
COLLEGE GRADUATION GROWTH PER CAPITA (1, 5, 10 YEARS)	ANNUAL
CERTIFICATE ATTAINMENT	ANNUAL
NUMBER & PERCENT OF MINORITY EMPLOYEES	ANNUAL
NUMBER OF FOREIGN-BORN RESIDENTS & EMPLOYEES	ANNUAL
GDP PER CAPITA	ANNUAL
HOMEOWNERSHIP RATE	ANNUAL
POVERTY RATE	ANNUAL
NUMBER & AMOUNT OF OPPORTUNITY ZONE PROJECTS	ANNUAL
NET BUSINESS STARTS & EXPANSIONS BY EXISTING BUSINESSES	TO BE DETERMINED

5. People Resources

5.1 People Environment

A. Community Excellence Group CAPABILITY and CAPACITY

The Toledo Region Community of Excellence 2026 is a voluntary organization that invites community leaders from across sectors and across the three-county region to come together to discuss regional conditions, needs, and initiatives, and to build collaborative strategies to align community and regional efforts.

The Toledo COE is designed to offer a platform for leaders to collaborate to improve the region in ways that are beneficial to the community, residents, and the organizations leading this work. By maintaining a voluntary status and collaborative leadership design the Toledo Regional COE ensures an environment that is supportive and empowering to member organizations.

The Toledo COE Governance Council is comprised of representatives from all major segments of the community including Healthcare, Education, Economic Development, Community Development, Government, Infrastructure, Social Justice, and Arts and Recreation.

As described in section 1, the Toledo COE Group is structured to include a governance council, operational team, working group (Macro-coalition), and community advisory coalitions (micro-coalitions). This distribution of roles ensures broad and inclusive, community engaged strategy building, while also maintaining the agility of a smaller decision body. There is also some overlap among the members of these bodies ensuring that there

is fluid engagement of ideas and seamless organization of efforts.

As the Toledo COE has continued to build out strategy and develop objectives and metrics across the community pillars, the group has been engaged in conversations about capacity and representation. Discussions continue to consider who is at the table, how sectors and counties are represented, and how the group meets the knowledge, connection, and resource needs of the strategy.

When thinking about people resources, capacity, and capabilities we return to the Toledo COE framework and processes. The Toledo COE framework focuses COE efforts on **connecting** organizations and initiatives, **communicating** strategy, sharing data, and **collaborating** with coalitions to move conversations and action plans forward. Resultingly, our processes focus on collecting information and data, curating that information, identifying areas of collaboration and synergy, and sharing information and data to facilitate further communication and collaboration.

To make this process work the organizations that comprise the Toledo COE Governance Committee need to be well connected, known and trusted by community organizations and stakeholders, and have the voice and influence to facilitate widespread collaboration.

Further because the Strategy focuses on Workforce Development and the pillars of the COE cover all major aspects of community life these leaders need to be influential and

Figure 11: Workforce Related Programs Active in the NW Ohio Workforce Recovery and Resilience Strategy

knowledgeable in all sectors on the community and economy.

The capacities and capabilities needed at the operations, and working group level include knowledge, expertise, and community connections specific the strategic focus (workforce) and pillar areas. Additionally, those working at the operations level – currently the Toledo Regional Chamber of Commerce and the Center for Regional Development—need the tools and capacity to assist both the Governance Council and the Working Groups with grant writing, strategy building, tool development, and public engagement. Other more specialized forms of production are contracted out – such as website development.

Organizations and members are invited to participate in the various COE bodies based on their community position, and expertise. Organizations and members are attracted to the work of the COE because they see the need for this collaboration and understand the value of the time commitment to create and maintain these collaborations to break cycles of stagnation and create lasting change in Toledo. Workforce development is a compelling priority in the Toledo Region due to the widespread and highly visible effects of poverty, neighborhood distress, and low economic mobility in our community.

Member commitment to the mission and values of the Toledo COE are essential to doing this work. The Toledo COE is committed to a collaborative, inclusive, forward thinking and community engaged process and all members are expected to contribute to this process.

b. Community Knowledge

Community knowledge and understanding of the COE is an area of improvement for the Toledo COE. The sharing of data and strategies via the Toledodata.com website is expected to elevate community recognition of the effort and the work that is happening. However, the group acknowledges that this is a limited way of engaging the broader community. Discussion is ongoing among the Governance Council about ways to improve the visibility and understanding of the effort. Some interim efforts to increase information sharing include the development of a one-

pager and slide deck that cover the COE structure, function, process, and the Workforce Strategy as a means of sharing information with community organizations, coalitions, and businesses.

Members of the Toledo COE Governance and Operations Team also look to other COE communities and other regional initiatives for best practices and high performing processes to inform the way we approach the work and community outreach. For example, the CEDS process outlined by the Economic Development Administration (EDA) offers a useful framework for broad-scale, community -level strategy building and engagement.

5.2 Community Engagement

Community Engagement is integral to the Toledo COE process and the strategy building process adopted for the development of the NW Ohio Workforce Recovery and Resilience Strategy. As indicated in Section 2: Strategy, the Toledo COE governance committee spent a great deal of time and effort engaging community level conversations and stakeholder engagement when deciding how to approach and focus the Toledo COE Strategy. Direct community feedback informed the Toledo COE to focus on Workforce Development. COE focus was needed because Workforce Development was an area in which collaboration and coordination was lacking and in which there was not a strong community coalition already leading and organizing the work, as in the other community pillars.

The Toledo COE continues to engage the community to advance the strategy and fulfill its mission. Ongoing community engagement has several objectives:

1. To fulfill the community participation and engagement needs of the Workforce Recovery and Resilience Strategy, including data gathering for workforce organization, and residents.

2. To continue to connect and synthesize community-level strategies and initiatives in the other pillar areas, and to connect the workforce strategy with education, economic development, health and wellbeing, and culture, arts, and amenities.

3. To continue to inform the community of the COE Strategy and to gather stakeholder feedback on the COE work, strategy, and future priorities.

a. Assessment of ENGAGEMENT

The Toledo COE's engagement work is assessed based on the representation of stakeholders, quality of engagement, and information/data derived from the work. The Toledo COE uses public engagement for a myriad of purposes, as exemplified above. The value and effectiveness of engagement efforts is dependent on the objective of the engagement and the outcomes. For the Toledo COE, engagement efforts are focused on informing the group of community needs and ensuring community understanding of the COE.

In information gathering representation of stakeholders is key and the determination of the appropriate engagement methodology is based on obtaining good representation and

useful data – often this is a survey or interviews. The COE has leveraged the survey resources of members and community partners to conduct electronic surveys and paper surveys. For example, the CRD conducted an electronic survey of Workforce Coalitions across the region to inform and support logic model building and strategy development in for the Workforce Recovery and Resilience Strategy. To ensure good representation a comprehensive list of collation members was compromised by the working group to include 162 different organizations across the 3-county region. In a different example, the Toledo Arts Commission (A Member Organization) conducted a paper survey of Toledo youth from the central city to better understand workforce needs from the perspectives of (16-24) year-olds. This data was provided to inform and bolster the Workforce Strategy building process. These are just two examples of the ways in which community input and stakeholder representation have been sought by the Toledo COE.

For information sharing and feedback the COE group has utilized public and community meetings as the best platform. These meeting include meetings hosted by the COE Governance Committee for the purpose of information community members and stakeholder organizations of the COE work as well as meeting held by member organizations and partners in which COE representatives were invited to share information about the COE, the work that is happening, and the ways in which those stakeholders can support and participate in the work of the COE.

b. Community Excellence Group Culture

The Culture of the Toledo Regional COE is defined by the voluntary structure and the values of the group. As a voluntary organization that depends on collaboration and connection to both do its work, and to further the work of the community, a culture of collaboration and communication is essential to the group. The Toledo COE Governance Committee is comprised on only executive level members to ensure that those at the table can speak clearly and candidly on behalf of their organizations. This ensures transparency and encourages honest feedback across the group. As a group tasked with identifying high level priorities and leveraging community and organizational buy-in this transparency and honesty is critical.

The culture in the operations and working group is equally collaborative and communicative with the focus here being on productive development of tools and strategy. Here the focus is on inclusive participation, problem solving, and consensus building around actionable strategic objectives and implementation plans. This inclusive and collaborative culture is enforced by the operations team that sets clear meeting objectives and facilitates the discussion to ensure efficient use of everyone's time.

6. Community Operations

6.1 Community Excellence Group Work Processes

The Toledo Region COE is built around a framework that embraces three central ideas: connection, communication, and collaboration. Under this framework the COE is working to connect community coalitions and strategies, collect, compile, and share relevant data and metrics to track and communicate progress across community efforts, and collaborate with community coalitions and organizations to support cohesive community level effects. COE member organizations and stakeholders all play a critical role in each of these processes.

CONNECTION: The Toledo Region COE strives to increase community cohesion and coordination by facilitating connections between community leaders, coalitions, organizations, and champions. Connecting community leaders from across sectors to develop and merge strategies, collect, compile, and share relevant data and metrics

COMMUNICATION: The Toledo Region COE strives to increase community cohesion and coordination by facilitating communication across community sector and the region. This communication is aimed at coordination, information, and data sharing, and using metrics to track and communicate progress across community efforts.

COLLABORATION: The Toledo Region COE strives to increase community cohesion and coordination by facilitating collaboration among community coalitions and organizations to support community level problem solving, action, and performance measurement.

PROCESS IMPROVEMENT: The Toledo Region COE approaches process improvement as a continuous aspect of the COE work. Based on feedback from past applications, and stakeholder and member feedback the group has identified several areas form further process development and improvement. Every meeting the group dedications a portion of time to revisions on one of these areas of process or governance.

Throughout the past year the Toledo COE group has made significant progress in refining processes, expanding participation, and clarifying roles. Process review and refinement will continue as the strategy evolves and the group receives further feedback.

EFFECTIVENESS: The Toledo Region COE approaches the assessment of effectiveness of its own processes and partnerships as it does for community efforts—by reviewing results. As the Workforce Strategy develops and the processes therein are reviewed the group is analyzing what worked well and produced desired results and what could be improved. The group has identified some ways in which the strategy building process could have been reordered to be more efficient and some helpful exercises that were not included in the original design – such as ecosystem mapping and logic model building- that have proven to be very effective.

INNOVATION: The Toledo Region COE is committed to forward thinking and innovation in their approach to community strategy, problem solving, and internal process and approaches. This spirit of innovation is embedded in the COE Toledo's Values. Innovation is supported by looking to best practices, examples for other communities,

case studies, and new literature. The members of the COE Governance Committee, as leaders in their sectors and their fields, continually seek out innovation and progressive approaches.

Photo 11: Solheim Cup Communications Team

6.2 Community Safety and Resilience

a. Safety and RESILIENCE

Each organization that participates in the Toledo Region COE plays an important role in community safety and resilience, from healthcare provision to infrastructure development, to connecting residents directly to social services. For the purposes of the Toledo Region COE the focus on safety and resilience for our community is about creating an environment where residents and families have opportunity and access to good jobs, wages, and the support services they need to keep these jobs. As our pillar snapshots and community indicators suggest the connection between workforce development and community safety and resilience are intrinsic.

We know that a community that is experiencing growth and revitalization offers better access to all essential needs from

wages to safer housing, more resilient neighborhoods, better fire and police protection, better environmental safety, and better schools etc.

The greatest threat to resilience and safety in our community is the further loss of population that leads to emptying storefronts, abandoned neighborhoods, blight, and lost opportunity for the residents left behind. Statistical correlations to these losses and increases in poverty, violence, and drug abuse are well understood and documented. There are few Midwestern cities that have not seen these trends firsthand, and Toledo is no exception.

There are community organizations and coalitions in the Toledo Region working to address each of the threats listed above and many members of the COE structure in the Toledo Region are involved in these efforts as well. The focus of the COE Strategy on Workforce Development is to take a proactive approach to addressing one of the most tangible root causes of these community threats. By addressing the essential concern of Workforce Development and to think critically about the intersections of Workforce with Diversity, Equity and Inclusion, Economic Development, Education, Health and Wellbeing, and Community Quality (Culture, Arts, Recreation, and Amenities).

In accordance with our mission, the Toledo COE is stepping back and asking: "*What is it that brings people to this community, keeps them here, and sustains them so that they can thrive here?" How do we ensure that we create a community where EVERYONE can THRIVE?*

7. Results

7.1 Community and Process Results

What are your community and process effectiveness results?

Societal well-being and benefit are at the very core of the Toledo Coe Strategy and Governance Structure. The members of the COE governance committee come to the table as leaders in organizations who are committed to community development, enhancement, and well-being. These leaders have volunteered to join and support the COE effort to increase the effectiveness and cohesion of their collective efforts in order to advance the mission of their own organizations as well as the COE.

As the COE Strategy and participating organizations have grown and evolved over time, the benefits of the strategy have begun to emerge, and interim or preliminary outcomes can be linked to this effort.

7.2 Customer-Focused Results

The first set of impactful results that have emerged from the Toledo COE Strategy are in the improved programs and services among COE organizations. Three workforce program and services expansions that have come to fruition are:

- The Toledo Region Workforce Development Coalition – This working group meets monthly to work on developing strategy, and tools to enhance workforce development across the 3-county region.

- Implementation of the *Ohio to Work* Program through LISC Toledo. This program helps unemployed and underemployed workers find jobs quickly with a mix of job training, tools and resources.

- Connection to workforce supports and resources are now available to Toledo Region residents through the 211 program -United Way of Greater Toledo

Photo 12: Toledo Warehouse District

7.3 People Resource Results

Impactful results have also come from adopting and sharing COE processes with COE organizations, partners, and community groups. Two practices that are being widely adopted due to the influence of the COE Toledo are a focus on data driven results, and a greater collaborative problem solving across community coalitions.

Greater engagement between community organizations around data resources, data sharing, and data needs has been seen in a variety of areas from the Public Schools engaging in Program Evaluation of their Community Schools Model, to the Arts Commission Engaging in Survey Work with Youth and commissioning and Economic Impact Analysis. Across the community people are sharing their story in data and collecting stakeholder data to assess their programs and offerings. An example of this from a COE member is the launch of the *Data*

Democratization Project by The United Way of Greater Toledo. This project provides data literacy education to United Way funding recipients and partners.

Greater collaborative problem solving across community coalitions is also happening as organizations, neighborhood groups, and residents come together to address community level issues. An Example of this is Toledo Digital Equity Coalition. This is a partnership between the Lucas County Public Library, the City of Toledo, Lucas County, and BGSU CRD to develop a digital access and Inclusion plan for the Toledo Region to support workforce development, education, healthcare access, and social support access.

Photo 13: Souk Toledo, Warehouse District

7.4 Leadership and Governance Results

The Toledo COE Governance Committee and Operations Team has seen the benefits of leadership in many community facets. COE leadership has inspired the development of better regional infrastructure to support collaboration and processes that embrace community level decision making and

problem solving. This includes the development of the NW Ohio Workforce Recovery and Resilience Strategy, that serves as the umbrella strategy for implementing the COE framework in the Toledo Region. Additionally, this collaboration has provoked preliminary work to develop and Economic Development District (EDD)for the Toledo Region. This infrastructure will allow the Toledo Region to compete for National development and recovery funds and assist the Region in harnessing opportunities for regional growth and asset development.

7.5 Financial and Strategy Results

The greatest financial outcome of the Toledo COE is the award of a $560K grant from the US EDA to complete the Workforce Recovery and Resilience Strategy -which is the core COE initiative in Workforce Development. These resources have allowed the organizations on the operations team to support full-time staff to work on facilitating and developing the Workforce Strategy, collecting and compiling workforce data, developing data tools and digital tools including the Toledodata.com website.

The broader, community- level, financial impacts of the Toledo COE are not yet quantifiable as we are just starting to see preliminary strategy implementation and tool development. Future financial impacts of the COE, if successful, will be reduced cost burden and increased efficiency in service delivery and coordination of workforce development services as well as increased resident incomes as a product of better job access and improved job placement.

Appendix A: Glossary of Abbreviations

BGSU- Bowling Green State University

BGSU CRD- Bowling Green State University, Center for Regional Development, EDA University Center for Northwest Ohio

CEDS- Comprehensive Economic Development Strategy

COE- Communities of Excellence 2026

EDA- United State Economic Development Administration

EDD- Economic Development District

HCNO- Hospital Council of Northwest Ohio

RGP- Regional Growth Partnership. The JobsOhio Partner for northwest Ohio

SDoH- Social Determinants of Health

TLCPL- Toledo Lucas-County Public Library

TRCC- Toledo Regional Chamber of Commerce

TREIC- Toledo Racial Equity and Inclusion Council

Appendix B: Toledo Region Community Offerings and People Resources

1: Community Offerings

Category	Offerings
Health & Wellbeing	• 7 acute care hospitals • Behavioral health centers • Cancer treatment centers • Community health clinics/FQHC • Urgent care centers • Child welfare services • Area Office on Aging • Public Health Office • Transitional housing programs
Education	• 4 public universities • school districts • Srivate elementary and high schools • Charter schools including Toledo School for the Arts • 3 community college • Trade schoolss • Employment centers • 1 Financial Opportunity Center
Community – Arts & Recreation	• Affordable housing • Toledo Museum of Art • Toledo Zoo • Toledo/Lucas County Library system • Imagination Station • Professional and collegiate sports • 18 parks • 12,000 acres • Ethnic diversity
Economic & Workforce Development	• Regional Growth Partnership • Toledo-Lucas County Port Authority • Toledo Regional Chamber of Commerce • ConnecToledo • Downtown Toledo Improvement District • Lucas County Department of Planning and Development • City of Toledo Economic and Business Development • NextTech (regional entrepreneurial service provider) • LaunchPad Incubation at The University of Toledo • ProMedica Innovations • LISC

2: People and Organizational Resources

Agency/Group/Organization	Agency/Group/Org. Type	Strategic Contributions
Lucas County Metropolitan Housing Authority	PHA	Housing need assessment Public housing needs Market analysis
Toledo Lucas County Homelessness Board	Services-Homeless	Housing need assessment Homelessness strategy Homeless needs Market analysis
AIDS Resource Center Ohio	Services-Persons with AIDS	Housing need assessment Homelessness strategy Homeless needs Market analysis
Department of Economic and Business Development	Economic development	Economic development
OhioMeansJobs – Lucas County	Services – Employment	Economic development
Toledo Regional Association of Realtors	Housing Business Leaders	Housing need assessment Market analysis
Fair Housing Center	Housing Fair Housing	Housing need assessment Public housing needs Fair housing
Mental Health and Recovery Services Board	Services – Persons with disabilities Health	Housing need assessment Public housing needs Homeless needs Market analysis
Lucas County Board of Developmental Disabilities	Services Housing Persons with disabilities	Housing need assessment Public housing needs Market analysis
City of Toledo – Division of Housing and Neighborhood Development	Housing	Housing need assessment Market analysis

3: Community Assets Engaged in Program and Service Delivery - COE Strategic Pillars

Shared Program or Service	Health & WellBeing	Education	Economic & Workforce Development	Community – Arts & Recreation
Hospital Council of Northwest Ohio Pathways Hub	X			
Financial Opportunity Center			X	
Toledo Public Libraries		X		X
Toledo Public Schools		X		
Toledo School for the Arts		X		
Toledo Zoo & Aquarium				X
Automation industry, including Jeep manufacturing			X	
Glass industry			X	
Toledo Museum of Art		X		X
University of Toledo		X		
Imagination Station		X		X
Toledo Metroparks	X			X
ProMedica, Mercy Health, University of Toledo Medical Center, St. Luke's	X			
Lourdes University		X		
University of Toledo College of Medicine and Life Sciences and ProMedica	X	X		
Community colleges		X		
Toledo Area Regional Transit Authority				X
Toledo Express Airport			X	
Toledo Mud Hens and Toledo Walleye professional sports			X	X
Toledo Lucas County Health Department	X			
LISC Toledo			x	
AmeriCorps				X
Regional Growth Partnership			X	
Toledo-Lucas County Port Authority			X	
ConnecToledo			X	
Downtown Toledo Improvement District			X	
Toledo Regional Chamber of Commerce			X	
NextTech			X	
University of Toledo LaunchPad incubation program			X	

4: Suppliers, Partners, and Collaborators by COE Strategic Pillars

Suppliers, Partners, and Collaborators	Role
Health and WellBeing ProMedica, Mercy Health, UTMC, St. Luke's Hospital; Academic Medical Center; HCR ManorCare: Paramount Health Insurance and other health insurance companies; HCR ManorCare and other long-term care facilities; Harbor behavioral health and other mental health services; Rehabilitation; Provider Networks; Hospital Council of Northwest Ohio; Northwest Ohio Health Hub; Toledo/Lucas County Public Health department; YMCA Toledo Police Department, Neighborhood Watch Groups, Toledo Fire Department	• Identify health improvement priorities. • Increase public awareness and understanding of the determinants of health, disease, and disability, and the opportunities for progress. • Provide measurable objectives and goals that are applicable at the national, state, and local levels. • Engage multiple sectors to take actions to strengthen policies and improve practices that are driven by the best available evidence and knowledge. • Identify critical research, evaluation, and data collection needs. • Working in partnerships with the community, preserve life, and promote joint problem solving for safe, secure neighborhoods.
Economic Development / Workforce Development City of Toledo Economic and Business Development, Regional Growth Partnership, ConnecToledo, Downtown Toledo Improvement District, Heritage Ohio, International Downtown Association, , State of Ohio/Jobs Ohio, , Toledo Local Initiatives Support Corporation, Toledo Regional Chamber of Commerce; NextTech; LaunchPad Incubation program; ProMedica Innovations; LISC; AmeriCorps; Fifth Third and Huntington banks	• Create a community with a high quality of life and access to economic opportunity for all of our residents. • Enhance local and regional business and tech growth opportunities. • Increase opportunities for innovation. Attract investors in innovations. • Provide and assist with the development of quality affordable housing, collaborates with community partners to support quality of life initiatives and programs.
Infrastructure and Transportation Resources TMACOG , Lucas County Department of Planning and Development, Toledo-Lucas County Port Authority	• The Port of Toledo is home to 14 marine terminals that collectively handle over 10 million short tons of cargo each year. You can take a virtual tour of the seaport by visiting www.tourtheport.com. • Over 50% of all North American industrial markets are within a one-day drive from the Port of Toledo. • The Port of Toledo supports over 7000 jobs and has an annual economic impact exceeding $1B on the community.

	• The Port of Toledo has full seaway draft enabling vessels up to 740' in length and 78' in width to call upon our terminals. • The Port of Toledo has a full-service shipyard with two dry docks measuring 805' and 550' respectfully. • Cleveland Cliffs recently opened a hot briquetted iron production facility at the Port of Toledo's Ironville terminal. This $1B+ investment is the largest development project at any Great Lakes seaport in recent history. • The National Museum and Col. James M. Schoonmaker museum ship are located within the Port of Toledo. • • The Port of Toledo's general cargo facility offers on-dock rail, indoor storage, foreign trade zone status, and modern material handling equipment including tow, Liebherr 280 mobile harbor cranes, a Liebherr 500 mobile harbor crane, and a Mantsinen RB 200 Material Handler.
Education University of Toledo, Academic Medical Center, Lourdes College, community colleges, Toledo Public Schools, Toledo School for the Arts, Toledo/Lucas County Public Library; Toledo Museum of Arts	• Provide the highest-level educational opportunities for our residents. • Attract the best and the brightest. • Reduce brain drain from our communities.
Community – Arts & Recreation Toledo Museum of Art; Arts Commission of Greater Toledo; Metroparks Toledo; Downtown Toledo; Toledo Zoo & Aquarium; Toledo Symphony; Toledo Mudhens and Toledo Walleye; Toledo Public Library; TMA Block Party; Summer Concert Series; Music Under the Stars; community festivals; Art Loop; Toledo MOMENTUM; neighborhood associations; LISC Toledo' AmeriCorps; faith-based leaders; YMCA, Boys and Girls Club; Community Foundation; Goodwill; United Way	• Create a community with a high quality of life for all residents. • Build on the strong community traditions.

Appendix C: Northwest Ohio Workforce Recovery and Resiliency Strategy

NW Ohio Workforce Strategy and Recovery Plan- Phase 1 Summary

Project Overview:

Project Goal: To develop a workforce strategy and recovery plan for Northwest Ohio (Fulton, Lucas, Ottawa, Wood Counties)

Strategy and Recovery Plan Objectives:

- Create a regional ecosystem around workforce initiatives characterized by strategic collaboration, coordination of efforts, streamlined processes, information sharing, and data-informed decision making.
- Create tools and processes to facilitate information sharing and data access.
- Build a high-level, regional strategic plan (goals, actions, targets, and measures) that will:
  - bridge strategic efforts already underway (or in development) in each county
  - identify synergies and opportunities for collaboration
  - facilitate collective goal attainment, and progress monitoring

Process: To achieve these objectives a process consisting of 9 tasks (broken into 4 phases) has been developed and constitutes the scope of work funded by the EDA. The projected is scheduled to be completed by May 2023. A breakdown of the phases, tasks, and timeline for each phase is included in the figure below.

Four Phases of the Strategy Development Process

Phases	Tasks	Projected Completion
1. Contextualize and Inventory	1	October 2021
2. Assess and Evaluate	2-6	August 2022
3. Plan	7	November 2022
4. Build	8-9	May 2023
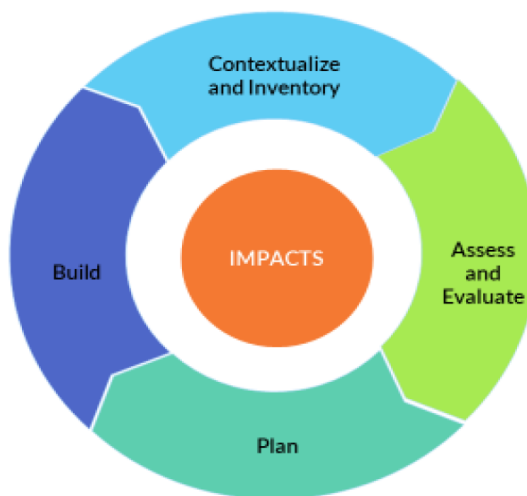
Phase 1 Contextualize and Inventory:

Summary:

Phase 1 included 9 tasks aimed at contextualizing and creating shared understanding of the workforce ecosystem in the four-county region and inventorying the data use and needs of the participants in the workforce network. Because data-informed decision making is so central to this process a key component of phase 1 was assessing data use and availability in the region. Phase 1 included all the following:

- The establishment of a framework for network participation in this project.

- An inventory of workforce programs, initiatives, and organizations in the 4-county region.

- The compilation and sharing of the strategies and plans driving the work in these organizations and programs.

- The establishment of a set of desired outcomes and impacts to be achieved or furthered through this strategy and its execution.

- An inventory of the metrics and data collected, used, and needed by workforce organizations and programs in the region.

- The identification of a core set of metrics linked to the identified outcomes and impacts that will be put into dashboards, made publicly available, and continually updated.

Network Participation:

Establishing a framework for network participation included the development of a macro-coalition that will serve as the steering committee for the project and a series of micro-coalitions that represent the core aspects of workforce services and needs in the region. The macro-coalition will drive the strategy building process and bring pieces to the micro-coalitions via survey and other forms of engagement as they are developed for feedback.

A. Macro-coalition

The macro-coalition is comprised of community, economic, and workforce development leaders throughout the four-county region. The macro-coalition is responsible for the following commitments as detailed in the project scope of work:

- Identify success metrics

- Asset mapping/database development

- Audit existing studies, identify areas of overlap and collaboration

- Identify and assess best practices and models for strengthening collaboration and network efficiency

- Identify and promote funding efficiencies

- Identify new funding sources

- Strategy development with project partners (BGSU CRD, RGP, and JobsOhio)

- Coordination with COE advisory Committee

On top of these commitments the macro-coalition is responsible for attending and participating in project steering meetings, identifying micro-coalition members, and engaging them in the strategy, and ensuring the development of a collective regional voice.

B. Micro-coalitions

The micro-coalitions are composed of the programs, organizations, and groups that are currently contributing and doing the groundwork. At the beginning of this project, the BGSU team presented a model of the micro-coalition. After deliberation and review of the original model with the macro-coalition, the BGSU team applied researched best practices to the recommendations made by the macro-coalition. The final form of the micro-coalition model is pictured here, and their descriptions are below.

Workforce Development - Construct and establish linkages with employers in the private sector, public sector, non-profit organizations, and community-based organizations. Organize training providers and employer partnerships. Connect employers and training providers with qualified, possible trainees and employees. Training can include soft, hard, and industry specific skills. Training should result in the obtainment of an industry-recognized certificate upon completion.

Workforce Advancement - Workforce and career advancement allows for employees to train, learn, develop, and progress within an organization. Workforce advancement provides employees with an ongoing mechanism to enhance their skills and knowledge that can lead to the mastery of their current jobs, promotions, and transfers to new and or different places.

Employer Services - Activities that assist employers with their employment needs. Services may include customized training, pre-hire services, screening, referral of qualified applicants, and labor market information.

Workforce Attraction - Ensure that employees receive appropriate compensation, benefits, work-life balance, recognition, and development of career opportunities. Not only do these rewards help attract new employees, but they also work to motivate and retain current employees.

Workforce Retention - Retention depends on the targeting of good jobs, better up-front training and job matching, appropriate and effective supports (such as childcare and transportation),

plus financial incentives for firms and employees, changes in the practices of internal labor markets, and peer supports and mentoring.

Workforce Support - Aims to minimize work disruptions and absenteeism and improve workers' financial stability by offering confidential and customized support when life issues interfere with work. Provide support services directly or through a coordinated response. Such services include childcare, wraparound, services, and transportation assistance for trainees and employees.

Dual Customer - Meeting the needs of both employers and jobseekers. Employer driven workforce development means valuing employers as a main part of program design, operation, using their expertise to design criteria, and using instructors from industry for training. Workforce development programs are also paying more attention to the customer side of their programs. Rather than concluding services for a client who has been placed in a job, successful programs are working to foster a sense of membership that entails a longer-term commitment and engagement with the organization.

Outcomes and Impacts:

To focus the strategy building process and begin building data dashboards the next task of the macro-coalition was to establish a preliminary set of desired outcomes and impacts to be achieved or furthered through this strategy and its execution. This process began with a set of discussions aimed at identifying shared goals among the macro-coalition members and parceling those out as desired community level impacts and long-term outcomes of the strategy. This process was facilitated by framing the discussion with two questions:

1. *If the NW Ohio Workforce network were really effective, what impacts would be produced in 10 years?*

2. *What changes are necessary to create the community and population-level impacts you desire?*

The long-term outcomes and community level impacts identified through this process are:

Long-term Outcomes:	Community Level Impacts:
Cohesive regional voice	Strong Regional Collaboration
Youth Alignment	Aligned Efforts
Utilize and integrate existing strategies	Prosperous /Resilient Economy
Dig deep /broaden the conversation	Attractive Region
Adopt a more critical perspective on jobs	Right-skilled workers
Regional data Hub/ information space	Increased Talent Availability
Continuously updated and accessible data	Accessible Pathways to Opportunity
Increase network efficiency and avoid redundancy	Financial Opportunities/ Growth opportunities for all
Coordinate and collaborate better with JobsOhio and other partners	A diverse and inclusive workforce

Micro-coalition Survey

To solidify strategy goals and gain a greater understanding of the regional workforce assets and capabilities for data cultivation and sharing, a survey was collaboratively constructed by the macro-coalition and distributed to micro-coalition members. The survey asked participating micro-coalition members the following:

- To provide feedback on the list of identified impacts and outcomes for the strategy
- To identify the populations they serve best, and who they believe is currently underserved, or needs to be better served
- How they currently harvest and utilize data in their work
- What data metrics would be helpful to them in advancing their work
- How they perceive their current data capabilities, and what barriers impact their ability development and use data in their work

Once the survey was constructed in Qualtrics, the macro-coalition had time to review and recommend changes to the survey. After the recommended changes were made, the survey was sent out to all currently identified micro-coalition members. Below are the responses and distribution of the survey.

Distribution Channel	Audience Size	Surveys started, not Completed	Responses	Completion Rate
Invite Over Email	32	10	10	100%
Anonymous Link	N/A	N/A	21	N/A
Totals:	32	10	31	N/A

Metrics Model Building:

After review of the survey data and feedback the macro-coalition further refined the impacts and outcomes for the strategy (goals) and identified some data metrics or indicators that can be used to gauge progress on each of the goals. Where possible the long-term outcomes and changes identified by the macro and micro-coalitions were linked to the goals. Further refinement of goals, linked outcomes, and success metrics will occur as the participants continue with the strategy building process.

The current iteration of strategy goals, outcomes, and metrics are included below. Metrics highlighted in orange have been identified as good candidates for dashboard build out in the next phase of the project. The others were deemed to need further development and refinement or may not be measurable in a dashboard format at this time. Each goal is also accompanied by a list of micro-coalitions flagged as key participants in further developing the strategy around that goal.

Micro-coalition Survey

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NW Ohio Workforce Strategy and Recovery Plan- Phase 1 Summary

Goal 1: Attractive Region

Long-term Outcomes and Changes:
Tied to Goals 4&5 (Resilient and Prosperous Economy & Growth Opportunities for all)

Metrics:
- Housing
- Transportation
- Cost of living
- Quality of life index
- Availability of education and training programs
- Cultural amenities
- Natural amenities
- Community aesthetic, character, and culture of growth and revitalization
- Availability of appealing jobs/industries

Key Micro-coalitions:
- Workforce Advancement
- Workforce Retention
- Workforce Attraction
- Employer Services

Goal 2: Increased Talent Availability

Long-term Outcomes and Changes:
- Youth alignment
- Educational alignment- better connection between employers, economic development, and educational institutions/programs
- Tied to Goal 1 (Attractive Region) and Goal 6 (Growth Opportunities for all)

Metrics:
- Educational/training capacity- programs and seats in programs
- Data on degree and certification numbers
- Population migration data –workers
- GDP per capita
- Metrics for Goals 1&6

Key Micro-coalitions:
- Workforce Development
- Workforce Advancement
- Workforce Support
- Workforce Retention
- Workforce Attraction

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NW Ohio Workforce Strategy and Recovery Plan - Phase 1 Summary

Goal 3: Right-skilled Workers

Long-term Outcomes and Changes:
- Better understanding of sector needs for talent– projecting into the future
- Clearer picture and enhancement of talent pipelines
- Clearer picture of industries and jobs that are attractive to the regional workforce (including generational nuance)

Metrics:
- Data on regional workforce needs and deficits by sector and trade
- Data on projected industry/ sector growth in the region
- Educational data - formal education, certificates, training programs
- Skills inventory

Key Micro-coalitions:

- Workforce Advancement
- Workforce Attraction
- Employer Services
- Workforce Development

Goal 4: Prosperous & Resilient Economy

Long-term Outcomes and Changes:
- High participation – optimal employment rate
- Tied to Goals 1,5,&6 (Attractive Region, Strong Regional Collaboration, Growth Opportunities for all)

Metrics:
- Employment/unemployment rates
- Business development and job growth data
- Regional income data
- Metrics for Goals 1,5,&6

Key Micro-coalitions:

- Workforce Development
- Workforce Advancement
- Workforce Support
- Workforce Retention
- Workforce Attraction
- Employer Services

Goal 5: Strong Regional Collaboration

Long-term Outcomes and Changes:

- Aligned efforts
- Cohesive regional voice
- Coordination and collaboration across workforce network
- Increase network efficiency and avoid redundancy
- Utilize existing strategies and integrate local strategies regionally
- Create regional data hub/information space
- Continuously updated data

Metrics:

- Create benchmarks during strategy development
- Potential indicators - joint events held, joint grant applications, joint projects and programs, etc.

Key Micro-coalitions:

- Workforce Development
- Workforce Advancement
- Workforce Support
- Workforce Retention
- Workforce Attraction
- Employer Services

Goal 6: Financial Prosperity & Growth Opportunities for All

Long-term Outcomes and Changes:

- Accessible pathways to opportunity
- A diverse and Inclusive workforce
- Dig deep/broaden the conversation

Metrics:

- Information on transportationaccess
- Housing availability
- childcare availability
- Demographic data ofregion
- Economic disparity indicators
- Diversity and inclusion indicators
- Demographic data of those served by programs (age, gender, race, ethnicity)
- Sub-populations data i.e.,re-entry population, rehabilitation and recovery population, differently able workforce
- "Map" of program and organizational initiatives around inclusion and serving diverse populations

Key Micro-coalitions:

- Workforce Development
- Workforce Advancement
- Workforce Support
- Employer Services

Phase 2 Assess and Evaluate:

Phase 2 includes tasks 2-6 and is projected to run from October 2021 - August 2022. The tasks for phase 2 and their associated timelines are depicted in the project Gantt chart below.

Tasks	2021								2022												2023				
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
1 Identification of Metrics	■	■	■	■	■	■																			
2 Analysis of Workforce Data, Benchmarks, and Trends						■	■	■																	
3 Development of Northwest Ohio Workforce Development Dashboard							■	■	■	■	■														
4 Development of Asset Map and Workforce Calendar							■	■	■	■	■														
5 SWOT Analysis											■	■	■												
6 Research Best Practices from Similar Situated Regions													■	■	■										
7 Planning Session and Strategy Identification															■	■	■	■							
8 Develop Draft Northwest Ohio Workforce Development Strategy and Recovery Plan and Seek Public Comment																			■	■					
9 Finalize Northwest Ohio Workforce Development Strategy and Recovery Plan																						■	■	■	■

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Appendix D: Toledodata.com Website Blueprint

Elements:

Site Name: Toledo Region Data and Resource Hub

- o Alternative Wording =→ Planning , information, data, collaboration

Visual /Image: "high tech" map – something that says "technology + geography"

Menu: Drop Down – Top

1. **About the Hub** → Purpose and origin story
2. **CEDs**
3. **Toledo Region COE** → Purpose and origin story, Strategy, Metrics
4. **Workforce Recovery and Resilience** → Data, Workforce Calendar, All the Plans
   - o (Pin in it: Regional Planning and Plans?)
5. **Idea Hub** → Collaboration Space
6. **Contact** → CRD + EDD?

Website Map:

- **About:**
  - o Page 1) Text
    - ▪ Purpose:
      - • Inform Regional Strategy
      - • Inform Regional Collaboration
  - o
    - ▪ Logos/List of organizations
    - ▪ Photos (Regional)
- **CEDS:**
  - o Page 1) Landing
    - ▪ Photo, text, PDF embedded
  - o Page 2) Plan Story map
  - o Page 3) Committee
  - o Page 4) Dashboard
- **Toledo Region COE**
  - o Page 1) Landing
    - ▪ Photo, text, PDF embedded
  - o Page 2) Strategy Story map
  - o Page 3) Committee
  - o Page 4) Dashboard
- **Workforce Recovery and Resilience :**
  - o Page 1) Landing

- ▪ Photo, text, PDF embedded
  - o Page 2) Plan
  - o Page 3) Committee
  - o Page 4) Asset map
  - o Page 5) Dashboard
  - o Page 6) Calendar
- **Idea Hub:**
  - o Page 1) Blog
    - ▪ photo, intro, posts
    - ▪ How do we share info in a useful way?
    - ▪ Blog → sharable info, social media friendly, quarterly → data update
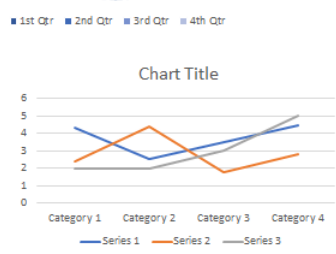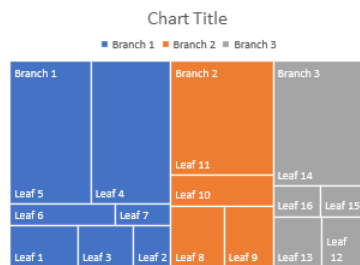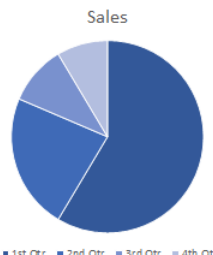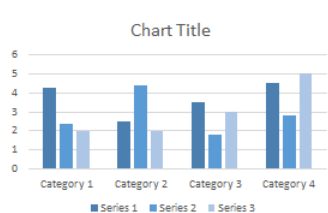- **Contact:**
  - o Page 1) Text, fill form, photo

Workforce

Landing page:

- Scorecard with trends on select metrics from each dashboard (Picture 8)
- Lefthand menu with dashboard names

Workforce Dashboards Construction

Population:

- o Migration
- o Total population
- o Age
- o Racial demographics
- o Gender
- o Immigration*
- o Language

Labor Force:

- o Participation rate
- o Total in force
- o Re-entry (Recidivism – WIOA)
- o SNAP/TANF
- o Employment Growth
- o Unemployment rate

Talent and Skill Development:

- o 2 year, 4 year degrees
- o Attainment rates
- o WIOA metrics
- o Location Quotient
- o Number of jobs in key industries

- o Number of new degree/certificate programs
- o Shortage/surplus jobs vs. degrees
- o High school
  - ▪ (K-12, pre-k?)

Quality of Life:

- o COL
- o Housing availability/cost
- o Commute times
- o Quality of Life (QOL) index
- o Public Transit →
  - ▪ Equity
  - ▪ Jobs Access via public transit
- o Amenity index

Resilient Economy:

- o Wages/Income
- o Poverty Rate
- o New business applications
- o GDP per capita
- o Total Establishments
- o Leakage
- o Commuters
- o Building Permits

Equity (Equitable Access):

- o Households with vehicles
- o ALICE (paycheck to paycheck)
- o Percent of homeowner by race
- o Homeowner cost → burdened
- o Childcare Availability → Quality
- o Food insecurity by county