

TRANS

FORM

ING

OEDA ANNUAL SUMMIT
OCTOBER 18, 19, 20 2017

RENNAISSANCE HOTEL
COLUMBUS OHIO

COMM

UNITIES

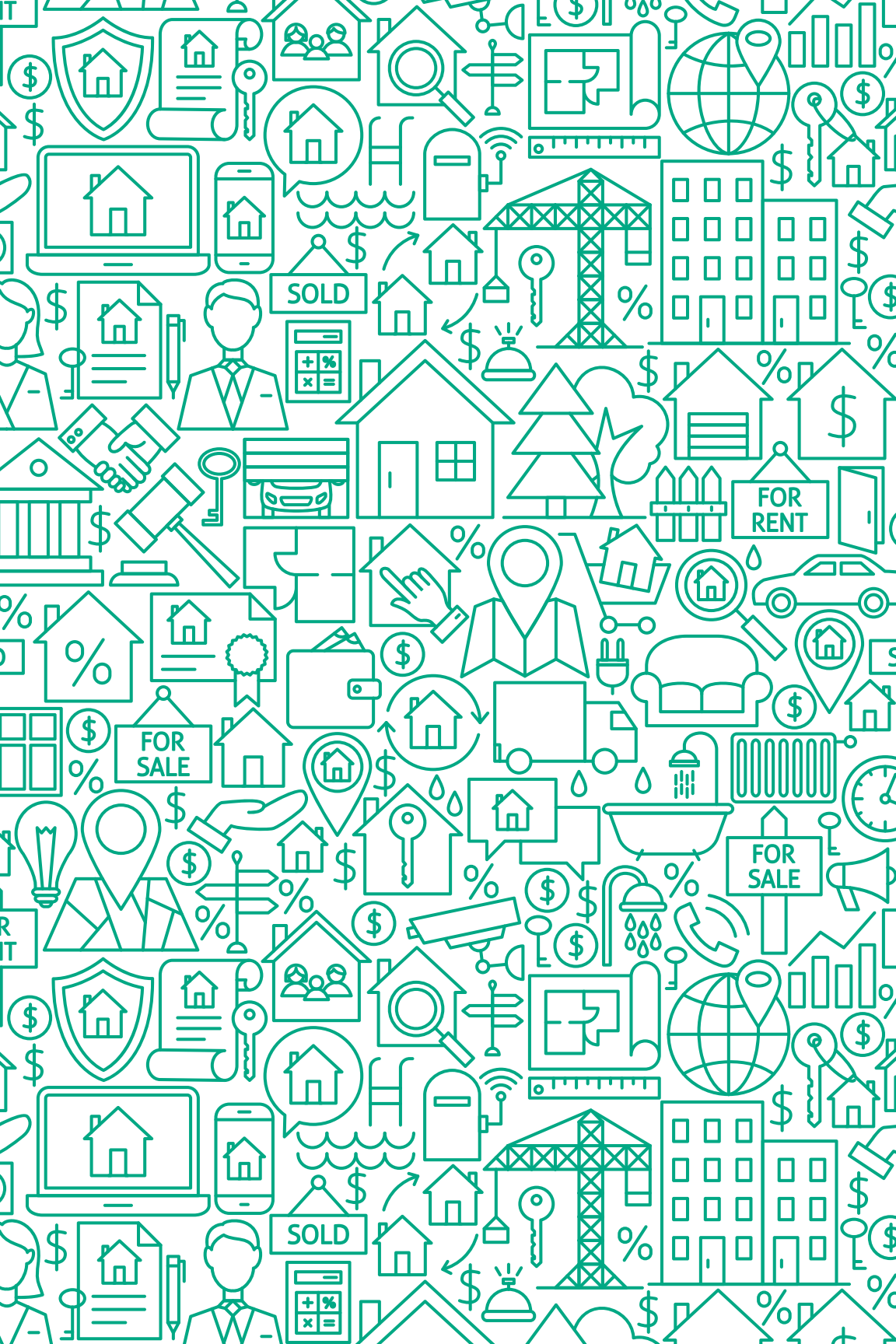


TABLE OF CONTENTS

Become an Authority	4
Wednesday's Agenda	8
Thursday's Agenda	14
Friday's Agenda	22
Our Partners	26
Up Next	30
Credit and Thanks	33



INTERNATIONAL
ECONOMIC DEVELOPMENT
COUNCIL

The Power of Knowledge and Leadership

The 2017 OEDA ANNUAL SUMMIT is recognized by the International Economic Development Council (IEDC) as a professional development event that counts toward recertification of Certified Economic Developers (CECd).

A man in a dark suit and glasses stands with his back to the camera, looking towards a modern building at night. The building has large glass windows and doors, some of which are illuminated from within. Two vertical strings of small, round lights hang in front of the building. The overall scene is dimly lit, with the primary light sources being the interior lights of the building and the decorative light strings.

Become an Authority

THE OHIO ECONOMIC DEVELOPMENT INSTITUTE
SETS YOU ON THE PATHWAY TO CERTIFICATION

The Ohio Economic Development Institute is a unique continuing education program designed to meet the specific needs of Ohio’s intermediate and advanced economic development professionals. Developed in partnership with JobsOhio and the Ohio University Voinovich School of Leadership and Public Affairs, the Institute offers high quality, state-specific continuing education opportunities.



OHIO
ECONOMIC
DEVELOPMENT
INSTITUTE



The state-specific curriculum is designed to prepare professionals and the organizations they serve to be successful and win in the highly competitive state and global economic environment. OEDI also serves as the pathway for achieving the Ohio Certified Economic Developer (Ohio CED) credential.

OEDI CORE COURSES & CAPSTONE

OEDI courses are not just for those professionals seeking certification. If you are looking to grow your knowledge in a certain subject area or stay abreast of the latest trends, programs, and tools, these OEDI core courses and electives are perfect for you:

Real Estate Development

Finance & Incentives

Site Selection And Site Development

Business Retention & Expansion

Certification Capstone*

*(Please note: The capstone course is only open to those who have completed all four core courses and are otherwise eligible candidates for certification.)

OEDI ELECTIVES

Electives offer education and training on the most critical, relevant, and timely issues impacting Ohio's economic development professionals. As such, new courses are always being developed and offered in person and on-line to make it as easy as possible for you to keep current and hone your knowledge in a specific subject area.

Electives are open to all and a great way to focus on the topics that are important to your work as economic developer. And, elective courses and trainings are a great way to meet the continuing education (CE) credit hours necessary for certification. Don't forget OEDA conferences and briefings like the Annual Summit and OEDA 360 also provide elective CE credit hours.

Elective offerings are always changing so be sure to check ohioeda.com and click on Programs to see the latest offerings. All currently scheduled professional development offerings, including electives, can be found on page 30 of this program.

Upcoming next are:

Understanding Economic Impact Analysis

December 7, 2017 (5 CE hours)

Electric Utilities & Economic Development I: Basics And Key Terminology

January 23, 2018 (1 CE hour)

Electric Utilities & Economic Development II: Incentives, Tools, & Resources

February 27, 2018 (1 CE hour)

OHIO CERTIFIED ECONOMIC DEVELOPER

The Ohio Certified Economic Developer credential is designed to demonstrate the depth and breadth of an individual's knowledge and their ability to apply that knowledge to the benefit of their community or organization. The Ohio CED also represents the professional commitment to advancing the Ohio economy and elevating the economic development profession.

The Ohio CED is a voluntary certification. To become a candidate for certification, an economic development professional must have successfully completed the Ohio Basic Economic Development Course or have three years of full time economic development experience.

EARNING CERTIFICATION

To become an eligible candidate for certification, an economic development professional must have successfully completed the Ohio Basic Economic Development Course or have three years of full-time economic development experience. To achieve certification, a candidate must successfully do all the following in a three-year period:

1. Complete all four of the OEDI Core Courses;
2. Complete a fifth OEDI Capstone Course; and
3. Complete an additional 24 hours of approved elective CE, 12 of which must be from OEDA.

MAINTAINING CERTIFICATION

Once certified, a person must complete 16 hours of approved CE each year, eight of which must be from OEDA, to maintain certification.

CERTIFICATION CAPSTONE COURSE

At the completion of all required courses, certification candidates will complete a final capstone project — a culminating experience that represents the application of multiple competencies into a final project specific to the community or communities in which the economic developer works. An ideal capstone project will integrate aspects of core courses (e.g., real estate, finance and incentives, site selection and development, business retention and expansion, etc.) to address a community need or economic development challenge. Flexibility will be provided to participants to ensure the project best meets their community's needs.

Suitable projects include, but are not limited to, the creation of site development improvement plan, the preparation and execution of a business retention and expansion strategy, or the evaluation of an economic or community development program within the developer's community. Capstone projects will be approved by OEDA and Ohio University and participants will work in partnership with an OEDA mentor on the project.

The 2018 capstone cohort start dates will soon be made available at our website. Click on Programs and Certified Economic Developer for more info.

Wednesday

9:00 REGISTRATION & CHECK IN

Woody Hayes Grand Ballroom Foyer, 2nd Floor

**10:00 WELCOME & OPENING SESSION: HOW I LEARNED
TO STOP WORRYING AND LOVE SOCIAL MEDIA**

Woody Hayes Grand Ballroom A B C

**Colleen Walton, Marketing Strategist, Brand Acceleration,
INC**

In Colleen's very popular presentation, she explains, in detail, how to effectively use social media for economic development. Specifically, she explains how audiences use social media, how and where to find effective content, and how to judge the best balance of promotional and non-promotional information. First presented at the Women's Economic Development Network, this presentation was a huge hit!

11:00 NETWORKING BREAK

**11:15 YOUR COMMUNITY, YOUR BROADBAND:
APPROACHES TO ACCESS**

Woody Hayes Grand Ballroom A B C

**Greg Dunn, Ice Miller, Partner – Broadband &
Telecommunications; Kip Wahlers, Ice Miller, Partner –
Municipal Finance; and Chris Magill, Ice Miller, Economic
Development Director**

Communities in Ohio come in all shapes & sizes, with varying resources and capacity to implement major changes. As broadband further establishes itself as an inevitable technology-

asset and economic development tool, it is important that each community understands the approach that is tailored to its specific resources and capabilities. Our team will overview key considerations, funding sources, best practices and opportunistic approaches to help your community get connected.

12:15 OEDA ANNUAL BUSINESS MEETING LUNCHEON

Woody Hayes Grand Ballroom A B C

1:30 CONCURRENT SESSIONS:

Try as you might, you can't be in three places at once. So you'll have to settle for choosing from one (and just one) of the following presentations:

◆ **DOWNTOWN DEVELOPMENT IN OHIO - THREE PERSPECTIVES**

Woody Hayes Grand Ballroom A B C

Hrishue Mahalaha, Senior Partner at Innovation Economy Partners; David Robinson, President of the Montrose Group; and Mike Rose, President of Washington Properties

Moderated by Harry Eadon, President/Executive Director, Economic Development and Finance Alliance

Rural, suburban and urban communities are all searching for ways to capitalize on Millennials' drive to live and work downtown. Ohio has a unique opportunity to capitalize on this trend and spur redevelopment even in struggling Downtown neighborhoods.

◆ **CREATING A RISING TIDE TO LIFT ALL BOATS - EMPLOYER TALENT ADVISING AS A WORKFORCE INNOVATION STRATEGY**

Woody Hayes Grand Ballroom D

Paul Herdeg, Development Administrator; Pete Bednar, Talent Advisor - Cuyahoga Co. Department of Development

Led by Cuyahoga County Executive Armond Budish's vision for economic development that creates opportunities for all, Cuyahoga County has transformed its economic development

department into a center of excellence with workplace innovation at its very core. This session will present Cuyahoga Co.'s strategic vision for linking economic development with workforce innovation, along with several case studies of actual private sector firms engaged with Cuyahoga Co. Preliminary results from Cuyahoga Co.'s unique talent advising service for businesses, branded as "SkillUp," will illustrate how an innovative approach to talent recruitment and advancement can create opportunities for public assistance recipients to not only gain employment, but advance to sustainable wage positions.



PACE FINANCING: APPLICABILITY AND IMPACT

Woody Hayes Grand Ballroom E

Margaret Comey, Senior Counsel-Public Finance Group, Locke Lord LLP; and Caleb Bell, Partner, Bricker & Eckler, LLP

Utilizing special assessments to finance special energy improvements to a property provides municipal corporations and townships an additional economic development tool. ESIDs are energy special improvement districts that may be formed by municipal corporations or townships or may be utilized by those jurisdictions by entering into cooperative agreements with establish ESIDs that meet territorial requirements. Owners of real property within an ESID may petition the governing board of the jurisdiction to levy special assessments against their properties as a means to fund the cost of special energy improvements. This session will address the formation of an ESID and the steps to be taken to accomplish long term special assessment financing for energy improvements.

2:30 NETWORKING BREAK

2:45 OHIO – AN INSIDER’S PERSPECTIVE

Woody Hayes Grand Ballroom A B C

Matt Backiewicz, Dawson Personnel; Ken Burns, Spectrum Brands; Ellen Heinz, New Horizons Baking Company; Jamie Richardson, White Castle; Jeff Spridgeon, Wiretap; Steve Van Dyke, Tool Technologies

Moderated by Eric Burkland, President, Ohio Manufacturers’ Association.

3:45 NETWORKING BREAK

4:00 HOW DID WE GET HERE AND WHERE ARE WE GOING?

Woody Hayes Grand Ballroom A B C

Jason Hamman, President, The Hamman Consulting Group

Rapid technological advancements, shifts in consumer behavior and changing residential preferences are among the forces that are increasingly impacting corporate site selection decisions and the practice of economic development. A retrospective look at changes in the relative importance of site selection factors and project location trends will be provided, along with a discussion of emerging industry opportunities and their needs.

5:00 NETWORKING RECEPTION



Cityview Terrace, 4th floor

**Sponsored by the Ohio Council
Of Port Authorities**

A great way to expand your network and knowledge by meeting one-on-one with your colleagues in economic development! Take this additional opportunity to gather resources and contacts that can assist in making your community competitive!

6:30 DEPART





BECOME AN AUTHORITY

THE OHIO ECONOMIC DEVELOPMENT INSTITUTE GIVES
INTERMEDIATE AND ADVANCED-LEVEL PRACTITIONERS
OPPORTUNITIES TO PROVE YOUR KNOWLEDGE AND
SETS YOU ON THE PATHWAY TO CERTIFICATION

SEE THE ARTICLE ON PAGE 4 TO LEARN MORE



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DAY TWO

Thursday

8:00 NETWORKING BREAKFAST

Woody Hayes Grand Ballroom A B C

8:30 OHIO DEVELOPMENT SERVICES AGENCY UPDATE

Woody Hayes Grand Ballroom A B C

9:00 JOBSOHIO UPDATE

Woody Hayes Grand Ballroom A B C

10:00 NETWORKING BREAK

10:15 CONNECTING BUSINESS AND EDUCATION

Woody Hayes Grand Ballroom A B C

Ryan Burgess, Director, Governor's Office of Workforce Transformation; Chancellor John Carey, Ohio Department of Higher Education; and Dr. John Richard, Deputy State Superintendent, Ohio Department of Education

A skilled and productive workforce is key to Ohio's economic prosperity. The Ohio Department of Education, Governor's Office of Workforce Transformation, and Ohio Department of Higher Education are working collaboratively to address the skills gap, meet the needs of employers, and ensure student and job-seeker success. Please join us for an overview of the state's priorities to align business and education and prepare Ohioans for jobs today and tomorrow.

11:15 NETWORKING BREAK

11:30

CONCURRENT SESSIONS

Hmm, decisions, decisions. Once you've made yours, please join us for one of the following presentations:



CONNECTING JOB-SEEKERS AND BUSINESSES THROUGH A COMMON LANGUAGE-SKILLS

Woody Hayes Grand Ballroom D

Rebecca Kusner, Chief Strategist, R4Workforce; Grace Heffernan, Project Manager, TalentNEO; Mike Longo, Director, Lorain County Workforce Development Agency; and Brenda Latanza, Director of Economic Development, Preble County Development Corp.

Across Ohio, communities are using creative ways to connect job-seekers to businesses using a common language-skills. These efforts dovetail with the work of the Governor's Office of Workforce Transformation, whose recommendation include that all Ohio Means Jobs centers begin using skill-scores and the Ohio Department of Job and Family Services has added skill-scores to all jobs posted on *ohiomeansjobs.com*. During this session, you will learn how three communities across Ohio are using skills-scores to promote economic development, increase success of local training programs, and better match job-seekers to businesses.



BOND FINANCE: WILL YOUR FINANCING BE TAXABLE OR TAX-EXEMPT?

Woody Hayes Grand Ballroom E

Todd L. Cooper, Esq., Partner, Locke Lord LLP

This session will focus upon important diligence to be undertaken to determine whether a project can be financed on a tax-exempt basis, or if a portion of the financing must be taxable. Todd will explain private use considerations and post issuance compliance requirements.



ECONOMIC DEVELOPMENT THROUGH PLACEMAKING AND CROWDGRANTING

Meeting Room 30, 3rd Floor

**Rob St. Mary, Director of Outreach, Patronicity; and
Katharine Czarnecki, Senior Vice President, Community
Development, Michigan Economic Development Corporation**

Since 2014, the Michigan Economic Development Corporation (MEDC) has worked with Patronicity, a civic crowdfunding platform, to create an innovative new concept in placemaking - called crowdgranting. By using a blending of traditional grants with crowdfunding, MEDC has offered communities across the state the opportunity to ask local residents, businesses, and even people living in other states or countries, to help make great public spaces possible. Join us for this session to learn about this unique approach.

12:30

**2017 EXCELLENCE IN ECONOMIC DEVELOPMENT
AWARDS LUNCHEON**



Woody Hayes Grand Ballroom A B C

Sponsored by Bricker & Eckler, LLP

The Ohio Economic Development Association's Annual Excellence Awards program recognizes the achievements of individuals and organizations in Ohio in the areas of economic and workforce development. Join us as we recognize excellence state-wide!

2:00

CONCURRENT SESSIONS

Again, the choice is yours. But with options like this you can't lose!



**ANCHOR-BASED STRATEGIES FOR SMALL AND
MID-SIZED COMMUNITIES**

Woody Hayes Grand Ballroom D

Allan Hooper, Downtown Strategies LLC

Classic anchor-leveraged development is the province of large cities and their dominant (typically non-profit) anchor institutions. Cleveland's own initiative with the Cleveland Clinic, University Hospitals, and Case Western Reserve University is an example. But small and mid-sized cities

typically lack these dominant anchors. However, there is a hybrid strategy born out of challenges faced by a mid-sized community underperforming in its ability to attract young talented workers. The strategy focused on private sector anchors (larger employers and legacy businesses) making commitments that would serve as catalysts for developers to invest in a more vibrant downtown. The glue to assemble this coalition was a shared-value proposition whereby these anchors stood to realize specific operational and competitive advantages by making their commitments to a more vibrant downtown. In less than two years, 150 new market rate apartments are in the pipeline, and the prospects of a growing resident millennial population downtown is stimulating others to become active in new restaurant and retail development.



BETTER TOGETHER – SUPPORTING REGIONAL BUSINESSES THROUGH POWERFUL PARTNERSHIPS

Woody Hayes Grand Ballroom E

Matt Falter, OBRN Project Director, Workforce Initiative Association, Canton, Ohio; Rich Delisio, PTAC Procurement Specialist, Ohio University, Ken Timmings, President, KTSDI, LLC., North Lima, Ohio; and Dave Wheeler, Director, External Affairs at American Electric Power & Chair of the Stark Tuscarawas Workforce Development Board

“Where can I source employees? Are there incentives available to help my business expand? How do I create a business plan? Is exporting my product a possibility? Where can I find skilled employees?” Business owners face these questions and many more on a daily basis. The Ohio Business Resource Network (OBRN) helps to connect businesses with resources that answer these questions through a single point of contact and at no charge. Since the OBRN expansion into 16 Ohio counties in July 2012, the network has assisted over 1,800 businesses access over \$11 million in local, state and federal workforce and economic development programs and incentives.

This presentation will be a panel discussion focusing on how the model can help local economic development professionals partner more closely with local workforce development boards

partner more closely with local workforce development boards to implement an effective and proven regional business service delivery strategy. The federal Workforce Innovation & Opportunity Act of 2014 requires stronger working relationships between workforce and economic development, education and training providers, as well as sector partnership initiatives — all of which are currently underway with the OBRN concept and model. The presentation will also discuss the OBRN interstate strategy, currently underway to address the workforce and economic needs of areas in Pennsylvania and West Virginia impacted by the downturn in the coal industry.



TAPPING INTO DATA FOR WORKFORCE SUCCESS: HOW OHIO ANALYTICS SUPPORTS OHIO'S BUSINESS NEEDS AND WORKFORCE GOALS

Meeting Room 30, 3rd floor

**Joshua Hawley, Director, Ohio Education Research Center;
Keith Ewald, Project Manager, Office of Workforce
Development, ODJFS; Ryan Burgess, Director, Governor's
Office of Workforce Transformation; and Kristin Harlow,
Research Associate, Ohio Education Research Center**

**Moderated by Erin Joyce, Associate Director, Ohio Education
Research Center**

Learn about Ohio Analytics, an administrative data partnership supporting education and workforce research priorities of Ohio's public agencies. Ohio Analytics supports Ohio business needs and workforce goals by creating research products and tools that support business and economic development. This session will include a facilitated panel discussion among partners from the Ohio Department of Job and Family Services; the Governor's Office of Workforce Transformation; and the Ohio Education Research Center at The Ohio State University.

The session will also include a demonstration of one of Ohio Analytics products — Ohio's Workforce Supply Tool — which provides critical information about Ohio's talent supply and workforce features in key occupations.

3:00 NETWORKING BREAK

**3:15 PERSPECTIVES OF THE EFFECTS OF HEROIN ON A
COMMUNITY - A PANEL DISCUSSION**

Woody Hayes Grand Ballroom A B C

**Mark O’Brien, Policy Director, Addiction Policy Forum;
Jeremy Gordon, Ford Sharonville Transmission Plant; Doug
Adkins, City Manager, City of Middletown.**

**Moderated by Paul Brehm, Economic Development Director,
City of Forest Park**

The effects of heroin on communities across the state and nation are devastating and reaching epidemic proportions. The continued rise in use of these drugs, coupled with a variety of existing workforce issues are becoming increasingly noticeable. Join us for a discussion of how communities are dealing with this and hear from employers on the issues that this has created.

4:25 SPEED NETWORKING

Woody Hayes Grand Ballroom E

If you’re new to OEDA or economic development in Ohio and you preregistered for this session, please join us for a fast-paced, energy-filled networking opportunity with experienced economic developers from across the state. Here’s how it works:

- Each one-on-one networking sessions lasts three minutes. Use this time to introduce yourself and learn more about your partner’s career in ED.
- At the end of three minutes, you’ll move along to the next ED professional and repeat the process.
- At the end of 45 minutes, we’ll break for a networking reception that will include drinks and appetizers.

We’re sorry, but because of the structure of this event and our need to pair new professionals with industry veterans, we are only able to admit those who preregistered.

6:00 DEPART



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SAVE THE DATES!

OEDA360: A STATE ECONOMIC DEVELOPMENT BRIEFING

March 7, 2018
Renaissance Hotel
Downtown Columbus

2018 ANNUAL SUMMIT

October 17-19, 2018
Renaissance Hotel
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DAY THREE

Friday

8:00

BREAKFAST & GENERAL SESSION:

DATA IS GOOD BUT INSIGHTS ARE BETTER: HOW TECHNOLOGY IS BEING HARNESSSED BY ECONOMIC DEVELOPERS TO DRIVE LOCAL BUSINESS GROWTH

Woody Hayes Grand Ballroom A B C

Dave Parsell, Co-founder and CEO of LocalIntel

The current economic development playbook tells you to put a community profile online with demographics, available real estate and other content typically required by site selectors. Sounds familiar, right? Well, it's time for a rethink. This approach is fine for a handful of site selectors, but not the 29 million small businesses who generate over 75% of new jobs in North America. The fact is the assistance small businesses require from economic development professionals is very different than those of site selectors. As a result, the needs of small businesses may be overlooked and communities may miss out on job creating opportunities.

In this session, Dave Parsell will draw on extensive research to discuss what small businesses really need from economic development professionals to start, expand and thrive.

Participants will get a glimpse into the future of economic development and learn:

- Why insights matter more to businesses than data.
- How innovative municipalities of all sizes are using next-generation technology to support small businesses.
- How the latest advances in big data, machine learning and artificial intelligence will help economic development professionals support local business growth.

9:15

NETWORKING BREAK

9:30 OPEN MIC MORNING

Woody Hayes Grand Ballroom A B C

In this session, you will hear from (and learn from) your colleagues in economic development as they share their stories — successes, failures, challenges, best practices, etc.

After each short presentation, there will be time for Q&A from the audience.

10:30 NETWORKING BREAK

10:45 RIGHT-TO-WORK VS. NON RIGHT-TO-WORK STATE: DEFINITIONS, DIFFERENCES, AND DEBATE

Woody Hayes Grand Ballroom A B C

**Amy Hanauer, Executive Director, Policy Matters Ohio;
Greg Lawson, Research Fellow at the Buckeye Institute; and
Michelle Comerford, Project Director, Biggins Lacy Shapiro & Company**

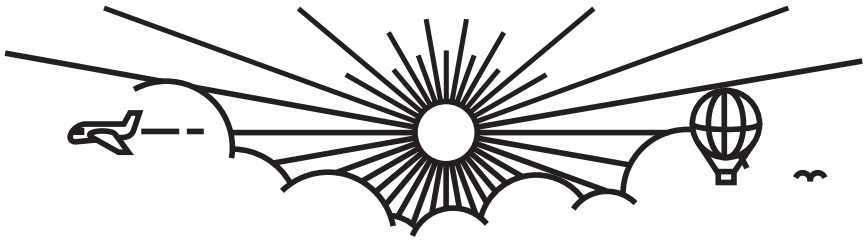
Moderated by Nate Green, Partner, Director, Economic Development, The Montrose Group, LLC

What impact, if any, would Right to Work have on new jobs, wages, capital investments, or overall economic development competitiveness for Ohio? Join us for this general session and hear perspectives from the panelists about possible impacts of right-to-work policies.

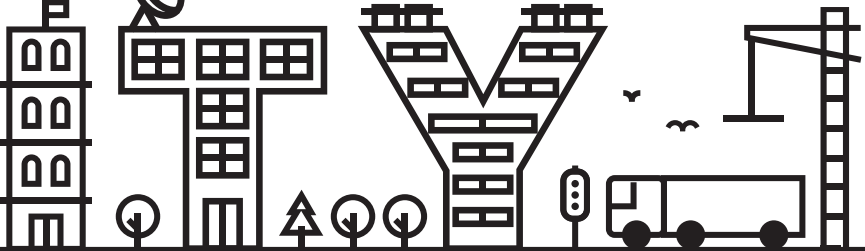
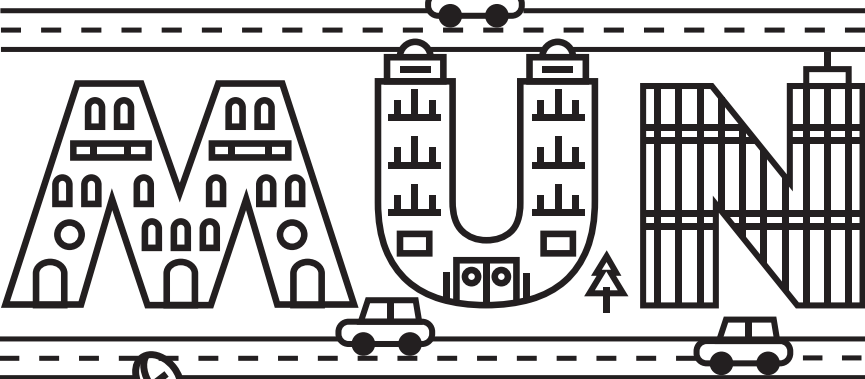
11:45 SUMMIT CLOSING REMARKS

Woody Hayes Grand Ballroom A B C

Dan Evers, 2017 OEDA President, and Chris Xeil Lyons, OEDA President-Elect



T R A N S F O R M Y O U R





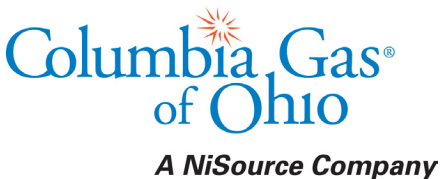
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Up Next

EXPAND YOUR KNOWLEDGE WITH OEDA'S
PROFESSIONAL DEVELOPMENT OFFERINGS

Found the Annual Summit useful? Be sure to save the date for these courses and mark your calendar. For more information about these courses and programs, visit ohioeda.com and click on 'Programs'. And once you've selected the courses you would like, click on 'Attend An Event' to register.

Please note, registration for all courses may not be available at this time. Be sure to check OEDA's website regularly to get the latest.

2017 EVENTS

12.7.17 **UNDERSTANDING ECONOMIC IMPACT ANALYSIS**

Qualifies as OEDI Elective, 5 CE hours.

December 7, 2017

Ohio University Integrated Education Center, Dublin, Ohio

10 a.m.-3 p.m.

2018 EVENTS

1.23.18 **ELECTRIC UTILITIES & ECONOMIC DEVELOPMENT I: BASICS AND KEY TERMINOLOGY**

Part one of a two-part series, participants are strongly encouraged to take both courses but not required. Qualifies as OEDI Elective, 1 CE hour.

January 23, 2018

1:30-2:30 p.m.

Webinar

2.27.18 **ELECTRIC UTILITIES & ECONOMIC DEVELOPMENT II: INCENTIVES, TOOLS, AND RESOURCES**

Part two of a two-part series, participants are strongly encouraged to take both courses but not required. Qualifies as OEDI Elective, 1 CE hour.

February 27, 2018

1:30-2:30 p.m.

Webinar

- 3.7.18 OEDA360:
A STATE ECONOMIC DEVELOPMENT BRIEFING**
Qualifies as OEDI Elective, 5 CE hours.
March 7, 2018
Columbus Downtown Renaissance Hotel
- 3.15.18 REAL ESTATE DEVELOPMENT**
An OEDI Core Certification Course.
March 15-16, 2018
Ohio University Integrated Education Center, Dublin, Ohio
- 4.10.18 OHIO BASIC ECONOMIC DEVELOPMENT COURSE**
Offered in Partnership with IEDC.
April 10-13, 2018
- 5.10.18 SITE SELECTION & SITE DEVELOPMENT**
An OEDI Core Certification Course.
May 10-11, 2018
Ohio University Integrated Education Center, Dublin, Ohio
- 7.19.18 FINANCE & INCENTIVES**
An OEDI Core Certification Course.
July 19-20, 2018
Ohio University Integrated Education Center, Dublin, Ohio
- 9.20.18 BUSINESS RETENTION & EXPANSION**
An OEDI Core Certification Course.
Sept. 20-21, 2018
Ohio University Integrated Education Center, Dublin, Ohio
- 10.17.18 2018 ANNUAL SUMMIT**
Qualifies as OEDI Elective, 15 CE hours.
October 17-19, 2018
Columbus Downtown Renaissance Hotel

A special thanks to all of our 2017 Annual Summit Partners whose generous contributions helped make this year's conference better than ever.

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