

# Crawford County Economic Development Roadmap

## *A Performance-Based Economic Development Strategic Plan*



### FINAL PLAN REPORT

December 20, 2004

Prepared for the  
Crawford County Economic Development Leadership Team

By Donald T. Iannone & Associates

*Crawford County's private and public sector leaders and citizens working together to strengthen the County's economic competitiveness and increase community prosperity.*

# Table of Contents

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Section:	Page
I. Leadership Team Signature Page	3
II. Purpose	5
III. Overall Objective and Operating Principles	10
IV. Work Process	14
V. Strategic Assessment Results	18
VI. Roadmap Strategic Directions: Vision and Mission	24
VII. Economic Vitality, Business and Job Development Component	27
VIII. Competitive Economic Development Environment Component	46
IX. Countywide Organizational Strategy. (Expanded after Dec. 1 meeting)	61
X. Implementation Schedule	88
XI. Technical Appendices	92
A. Economic Base Analysis Data	
B. Details from Action Team Meetings	



# I. Leadership Team Signature Page

# Leadership Team Signature Page

The members of the Crawford County Economic Development Leadership Team are pleased to indicate their support for the implementation of the Crawford County Economic Development Roadmap, which was developed under their leadership.



Commissioner Morris Waid, Crawford County (Co-Chair) \_\_\_\_\_

• Tom Lang, Chairman, Dad’s Pet Care Products (Co-Chair) \_\_\_\_\_

• Dr. Richard Cook, Allegheny College \_\_\_\_\_

• Jack Allston, NW Commission \_\_\_\_\_

• Dennis Frampton, C&J Industries \_\_\_\_\_

• Jeanne Moore-Yount, Meadville Tribune \_\_\_\_\_

• William DeArment, Channellock, Inc. \_\_\_\_\_

• Paul Huber, Seco/Warwick Corp. \_\_\_\_\_

• William Bragg, Wm. Bragg & Assoc. \_\_\_\_\_

• William Starn, Starn Tool & Mfg. \_\_\_\_\_

• Bob Sok, Abbatron, Inc. \_\_\_\_\_

• C.J. Tisi, Titusville Chamber \_\_\_\_\_

• Richard Winkler, Butcher & Winkler \_\_\_\_\_

• Mike Allyn, Titusville Redevelopment Authority \_\_\_\_\_

• Joe Carter, Carter Orthopedics \_\_\_\_\_

• John Anderson, Northwestern Rural Electric Coop. \_\_\_\_\_

• Gayle Knapp, Retired Insurance Executive \_\_\_\_\_

• Mark Turner, MAIC/CCDC CEO \_\_\_\_\_



## II. Purpose

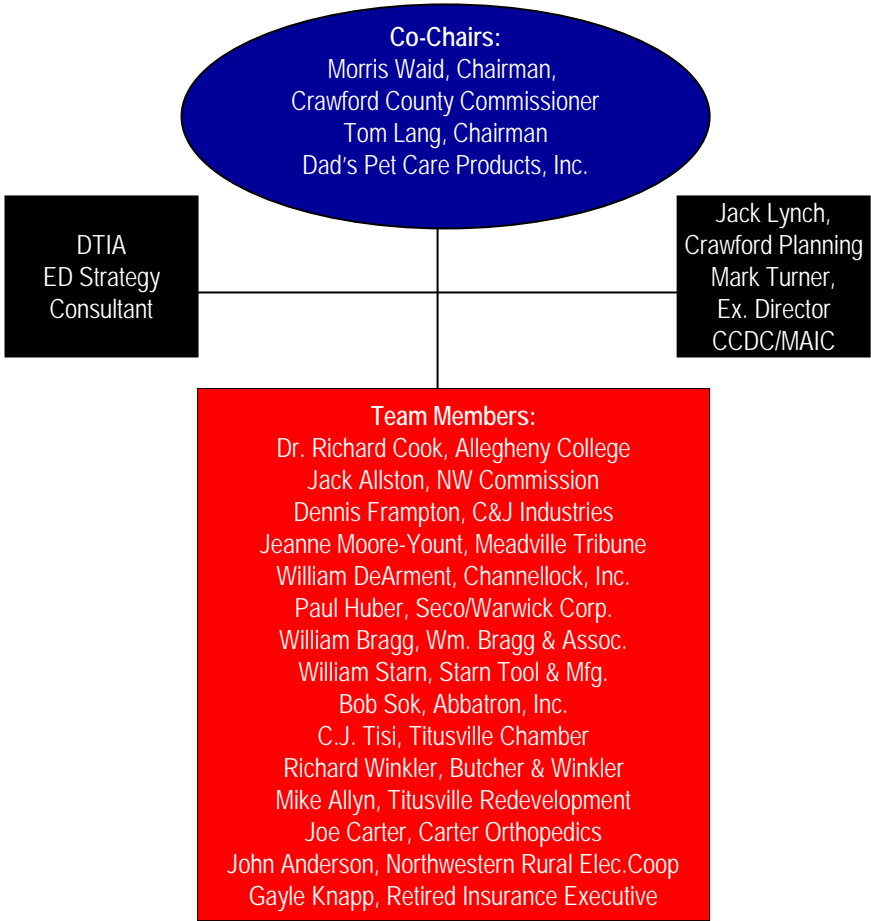
# Purpose

This report describes the final **Economic Development Roadmap** for Crawford County, Pennsylvania.

The process to create this roadmap was led by the Crawford County Economic Development Leadership Team (CCEDLT), which was formed in June 2004 to work with Donald T. Iannone & Associates (DTIA), a leading economic development consulting firm based in Cleveland, Ohio.

As background, the Crawford County Commissioners determined the need for a countywide economic strategy in the Spring 2004. Because of its experience in this area, DTIA was hired by the Commissioners to assist with the development of this strategy. The funding for the strategy development project was provided by the Crawford County Commissioners and the Northwest Pennsylvania Regional Planning and Development Commission.

## Crawford County ED Leadership Team

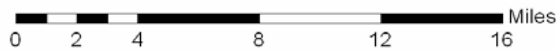


# Introduction

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- The economic development landscape in Crawford County is changing, and for the best. Since the Roadmap planning process started in July 2004:
  - The leadership of the Meadville Area Industrial Commission (MAIC) and the Crawford County Development Corporation (CCDC) have agreed to better coordinate their activities in the future by creating a new joint venture organization representing the two organizations.
  - Mark Turner, a highly seasoned economic development professional, has been hired as the President and CEO of the new Alliance.
  - The Northwest Commission has strengthened its regional economic development efforts through the adoption of a new organizational strategic plan. These efforts will make the NW Commission an even stronger partner for economic development in Crawford County.
  - Dialogue and communication about economic development issues has increased across Crawford County. For the first time in a long time, development officials from the eastern and western parts of the County are discussing how they can work together to advance the economic interests of the entire County.
  - With the Roadmap as a guide, Crawford County will increase its chances of a successful economic future. This plan document identifies the County's most pressing economic priorities and how local public and private sector officials will work together in addressing these priorities.
  - These are all positive developments and indicate that Crawford County is moving ahead.
  - **Note:** While everyone may not agree with all aspects of the Roadmap plan, we believe the plan represents the best interests of the County's economic base, its businesses, and citizens. ***The Crawford County ED Leadership Team is urged to vote at its January 2005 meeting to support the plan and its implementation over the next six months.***

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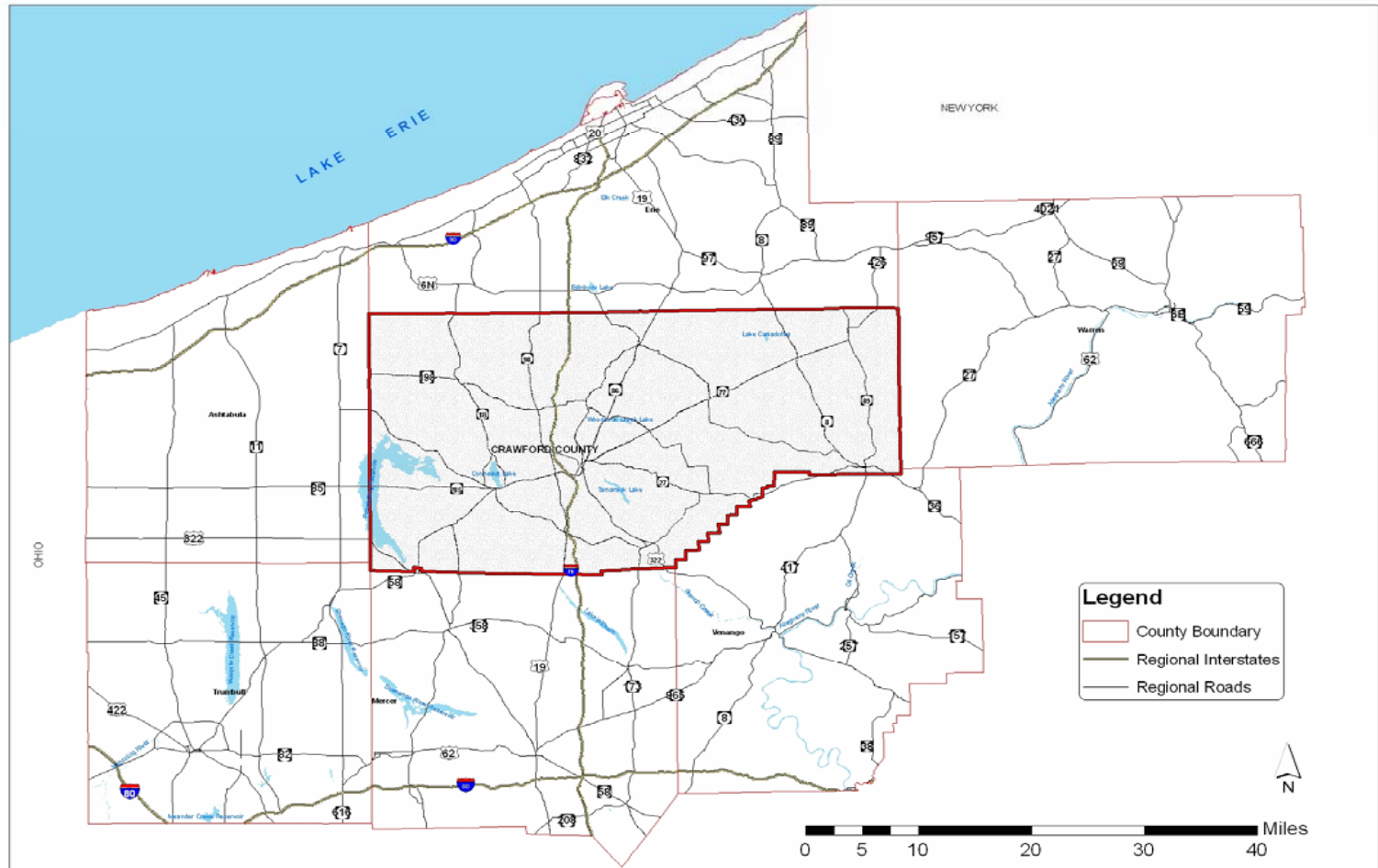


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# Surrounding Regional Map

## CRAWFORD COUNTY'S REGIONAL ECONOMIC CONTEXT



Source: Crawford County Planning Commission



## III. Overall Objective and Operating Principles

The Leadership Team set an overall objective for the planning process and the Team defined operating principles that it followed in achieving that overall objective.

# Overall Objective and Operating Principles

## Overall Objective

The Leadership Team adopted the following central objective and operating principles for its work at its July 2004 starting meeting:

"Our objective is to reach consensus in developing a unifying strategy, with measurable three year goals, to guide economic development in Crawford County."

*"We are here to get an important job done. Our job is to equip Crawford County with an agreed upon strategy to build new competitive advantage for business and industry and increase the prosperity of County residents." -- Tom Lang, Co-Chair*

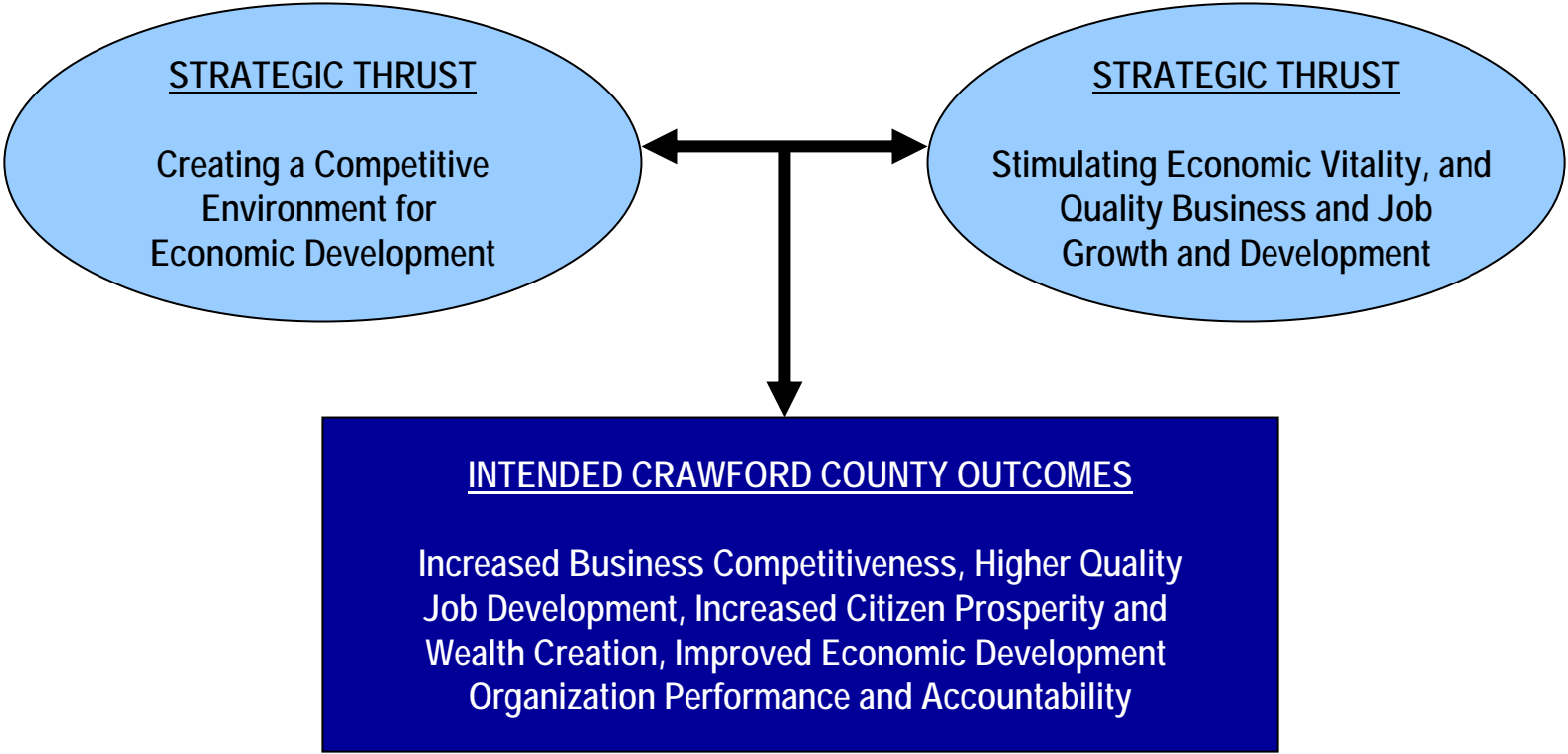
*"Crawford County has no choice except to work together in creating a future economic roadmap that guides our economic development efforts countywide. That plan must make all of us more performance-based and accountable in our work."  
– Commissioner Morris Waid, Co-Chair*

## Operating Principles

1. Countywide, total system view.
2. Limited agenda (Top 5 priorities/Next 3 years).
3. Performance and results driven.
4. Collaboration and teamwork.
5. Forward looking, and not focused on the past.
6. Private-public partnership.
7. Networks and not hierarchies.
8. Systems-thinking.
9. Decision-oriented.
10. Knowledge and information based.
11. Cost effective; efficient use of funds to the stakeholders.
12. Lack of duplication of services and all efforts.
13. Team approach to servicing the customer; one system from the customer's point of view and contact.

# Overall Strategic Plan Thrusts and Outcomes

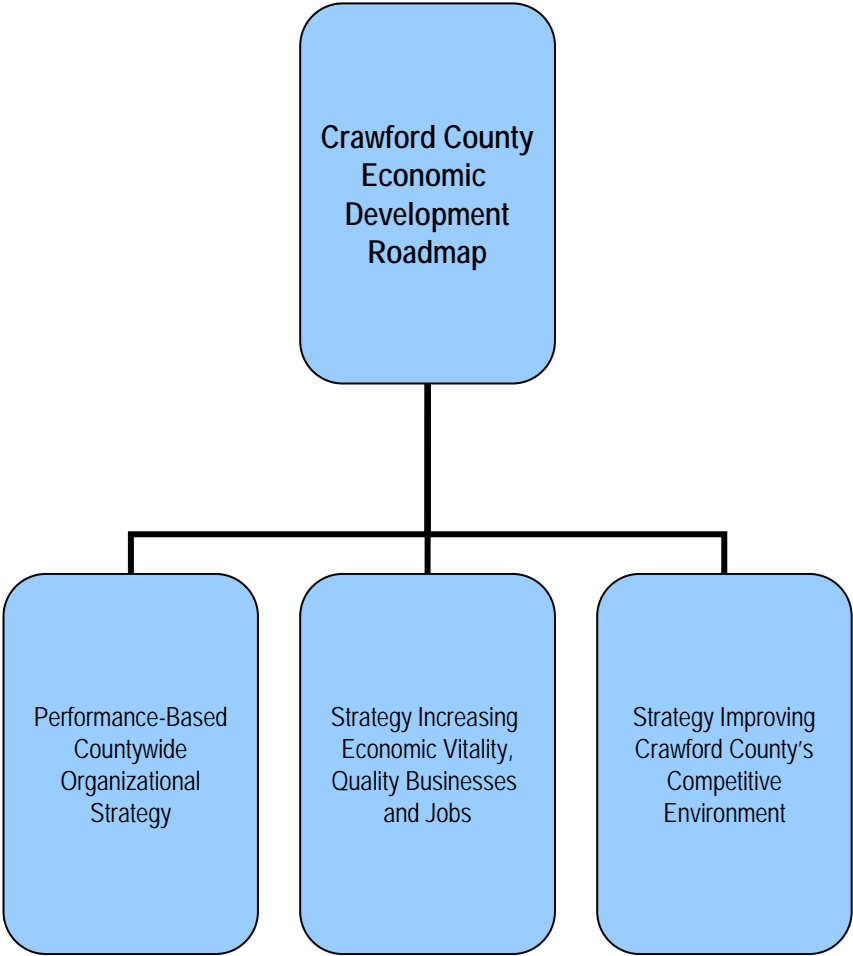
Crawford County’s future economic development hinges on future progress made in two strategic thrust areas: creating a competitive environment for economic development; and stimulating increased economic vitality, and quality business and job growth and development. The two thrusts go hand-in-hand in improving the County’s future economic outcomes.



# Leadership Team Recommends Limited Strategic Focus for Crawford County’s New Economic Development Plan

The Leadership Team has recommended that Crawford County’s first Economic Development Roadmap focus on a limited number of key economic development issues facing the County. In this way, Crawford County’s economic development organizations stand a greater chance of being successful. The Roadmap will focus on these three major issues:

- 1. Equip Crawford County with a collaborative, performance-based, and accountable organizational strategy for economic development.
- 2. Focus existing economic development resources and organizations on the most important priorities related to increasing the County’s overall economic vitality and its ability to create high quality businesses and jobs.
- 3. Focus existing economic development resources and organizations on the most important priorities related to increasing the competitiveness of Crawford County as a future location for high quality economic development.





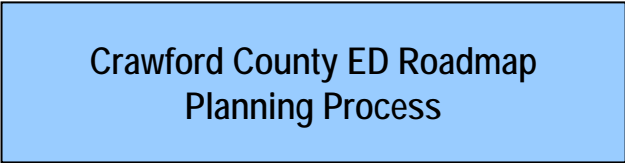
## IV. Work Process

Crawford County officials followed an efficient and systematic process to develop their ED Roadmap. They involved the County's key public and private sectors and the general public in this process. With their new plan in hand, Crawford County leaders are now prepared to advance a broad-based understanding of the new plan and gain the support, involvement, and resources needed to make the Roadmap a living reality. Quite importantly, local leaders understand that they must grow into their new plan in a realistic sense. They are prepared to do just this.

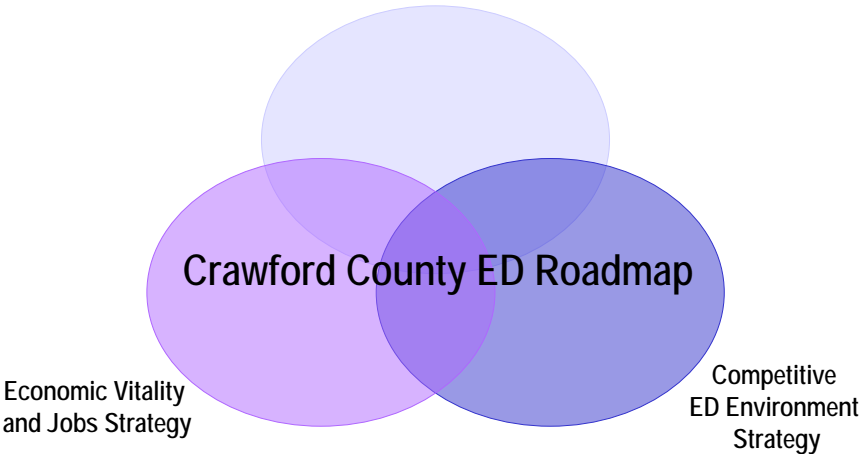
# Roadmap Work Process

## Key Action Steps

1. Crawford County Commissioners raised funding for the project from own sources and the NW Commission. June 2004.
2. DTIA selected as consultant to the project. June 2004.
3. Initial discussions by DTIA with key economic development groups about process design. June 2004.
4. Economic Development Leadership Team formed. June 2004.
5. Leadership Team meets on monthly basis to shape the plan, July 2005-January 2005.
6. DTIA completes strategic assessment, consisting of leadership surveys, review of existing plans and studies, stakeholder interviews, County business and economic trends research, area tours, and assessment of benchmark counties. June-September 2004.
7. Draft final plan prepared for in-depth review by the three action teams. November-December 2004.
8. Plan finalized, based upon Leadership Team and action teams' inputs. January 2005.
9. Adoption of the final Roadmap by the Leadership Team in the January-February 2005 timeframe, and plan reviewed with the general public at that point.
10. Implementation of the outcomes begins in early 2005.



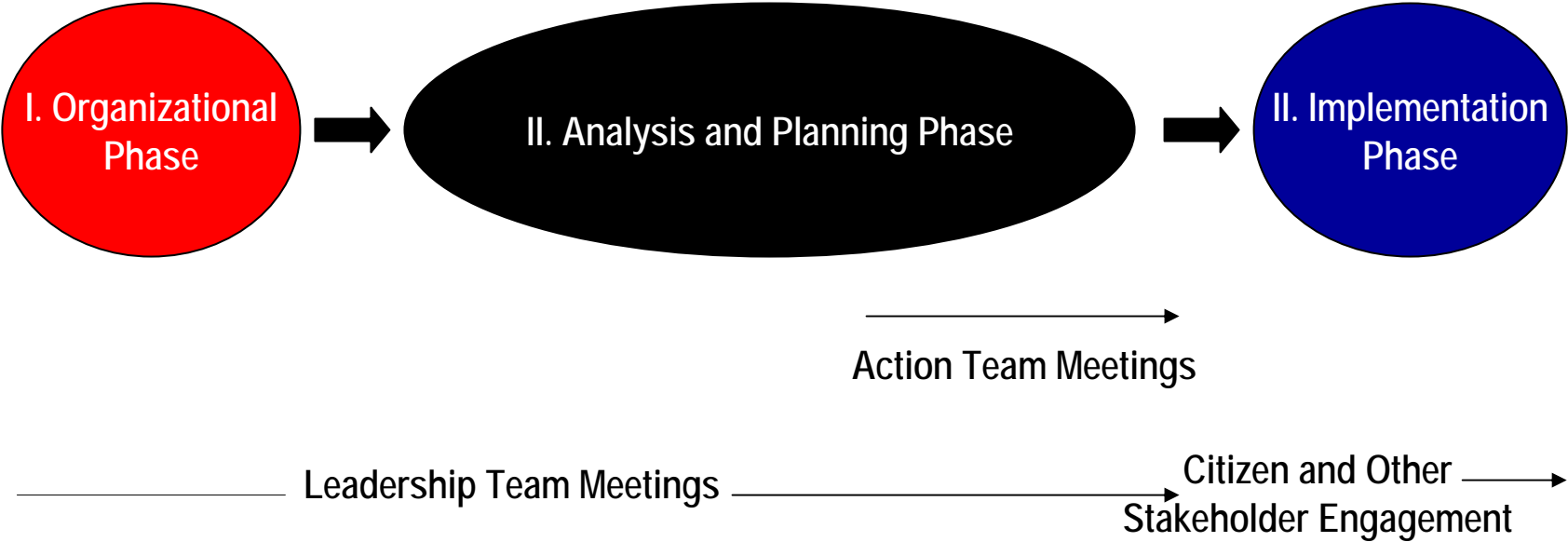
Performance-Based  
Organizational Strategy



# Work Schedule and Phases

June 2004.....July.....August.....Sept.....Oct.....Nov.....Dec.....Jan. 2005.....June

Once the planning phase has been completed in January 2005, Crawford County leaders are prepared to spend the next 6 months putting their plan into place. An action-orientation will be adopted during the implementation phase. Local leaders will begin "Doing" immediately.





# Roles of Various Involved Groups

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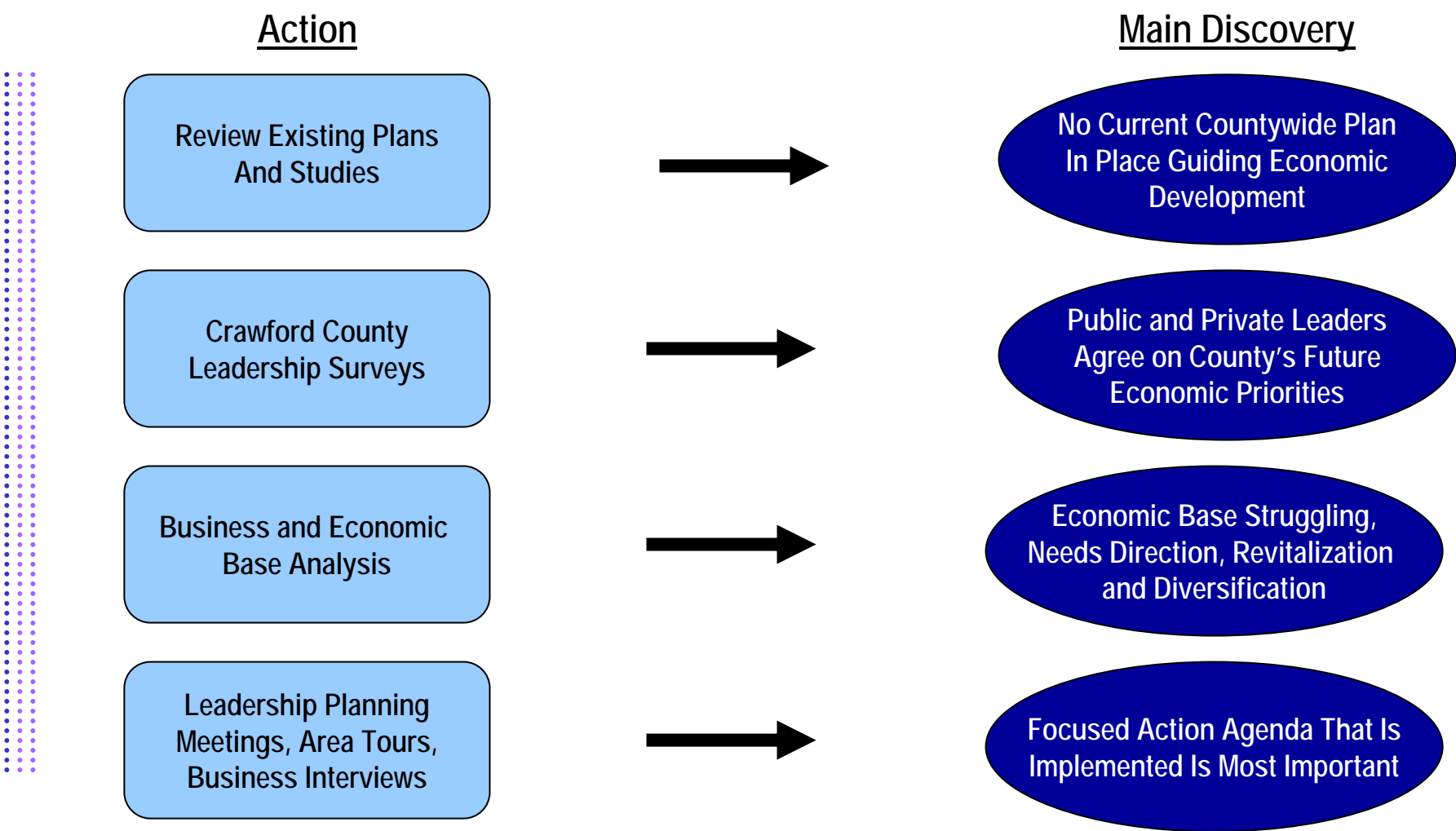
- **Leadership Team:** 18-member voluntary group that guided and advised the planning process, and will play a key role in helping Crawford County implement its ED Roadmap.
- **Action Teams:** 3 action-oriented teams that provided an intensive review of the Roadmap and provided in-depth guidance to how to make the plan a reality. The action teams will continue during the Implementation Phase to develop interest, understanding, and support for the Roadmap
- **Existing Local ED Groups:** Were involved in the planning process and will continue to play a role by implementing the Roadmap's various recommendations.
- **Crawford County Economic Development Progress Alliance:** New entity created as a new unifying ED vehicle by MAIC and CCDC. The new group's major focus will be direct assistance to businesses to encourage their retention, expansion, or attraction.
- **Crawford County Vision Team:** New entity created by the Roadmap to lead economic and business climate improvement, economic vitality, ongoing strategic planning, and ED public policy advocacy efforts in Crawford County.
- **Roadmap Funding Sources:** Crawford County Commissioners and the Northwest Pennsylvania Regional Planning and Development Commission.
- **Citizens:** Served as members of the Leadership Team and Action Teams and will be actively engaged about the plan during the Implementation Phase.
- **Donald T. Iannone & Associates:** Served as the professional facilitator of the planning process and provided key content for the three parts of the strategy.



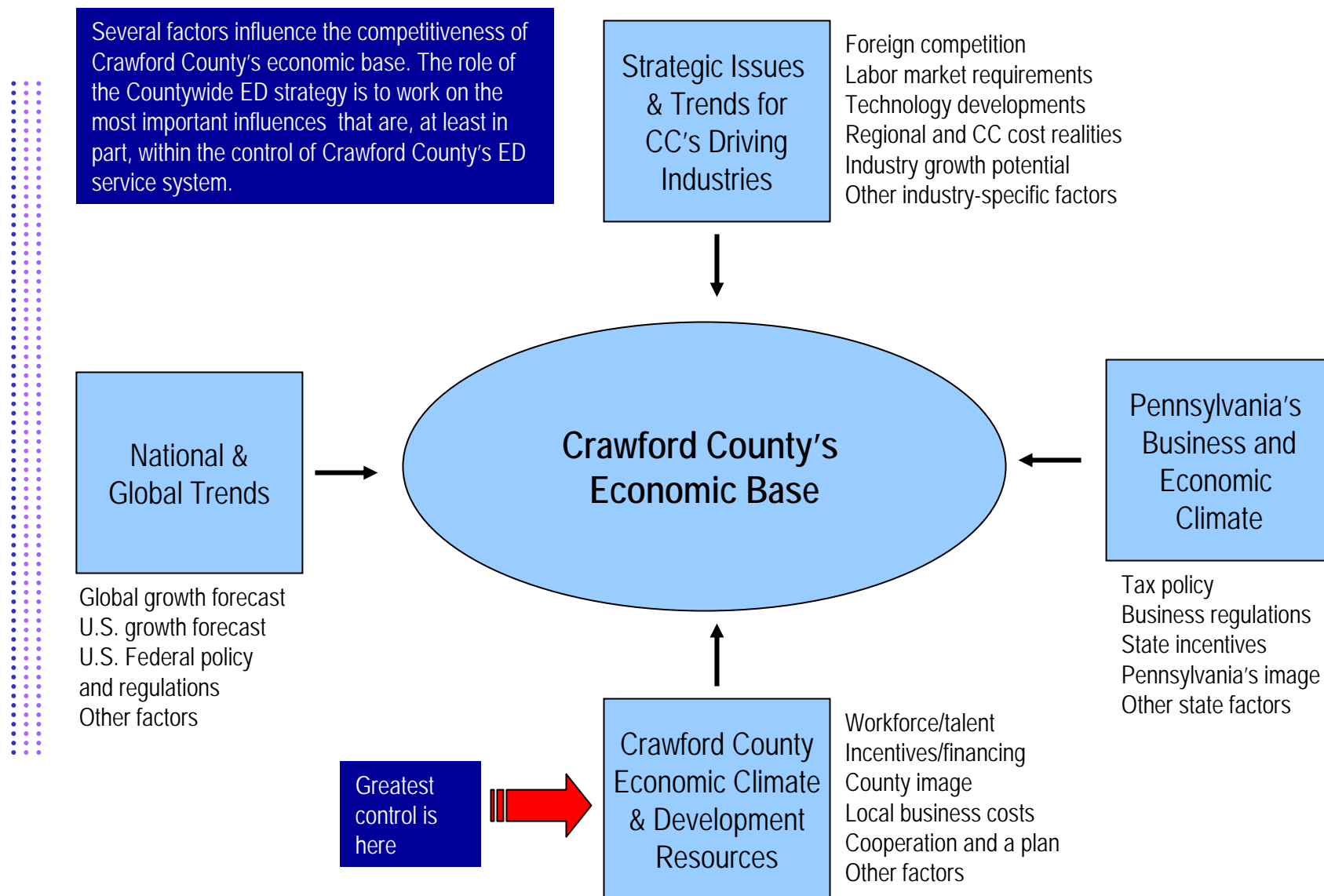
## V. Strategic Assessment

Crawford County's environment for economic development was assessed in a systematic way by Donald T. Iannone & Associates (DTIA), the Leadership Team, and the Action Teams. Key findings of this process are identified in this section of the plan. Additional details are contained in the Appendix to the plan and yet more details are found in separate analysis reports prepared by DTIA for the Leadership Team.

# Strategic Assessment: Overview Results

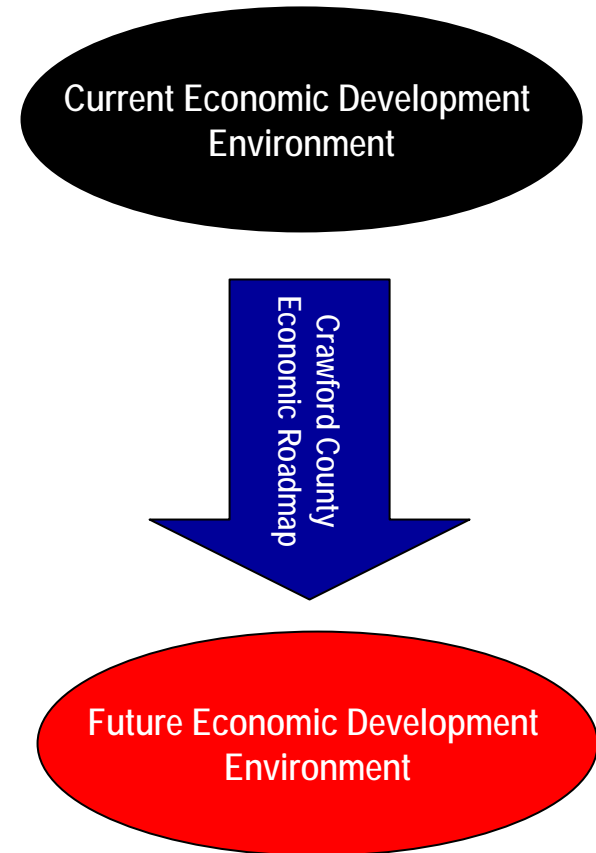


# Crawford County Economic Base Influences



# Crawford County's Starting ED Strategy Environment

- County economic base that remains reliant upon its existing manufacturing base and that is growing slowly in terms of businesses and jobs.
- Limited collaboration among economic development players within Crawford County.
- No unifying strategy to guide community level and countywide economic development efforts.
- Limited shared vision of the County's economic future and future growth potential.
- Several valuable economic development organizations (EDO's) that have some valuable assets and have made some progress in their work.
- Lack of systematic monitoring of ED organization and program performance. Results of local efforts are not clearly understood. Need for a better definition of the return on investment (ROI) of public and private economic development efforts across the County.
- A growing desire among local and countywide ED groups to work together and make a greater difference.
- Growing competition for ED opportunities from surrounding counties, and an increasing number of national and international locations.



# SWOT Highlights: Strengths and Weaknesses

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## Leading Strengths:


- Precision manufacturing capabilities. (Tool & die and other industries.)
- Skilled and motivated workforce.
- Strategic consumer and industrial market location.
- Interstate-79 access.
- Small town, rural character of the area.
- High quality of life locally and easy access to amenities in urban centers within two hours of Crawford County.
- Reasonable cost of living.
- Outdoor natural tourism resources.
- Land availability for future development.
- High quality higher education resources (Edinboro Univ., Allegheny College, Univ. Pittsburgh, Titusville).
- Highly experienced ED organizations serving Crawford County.
- Committed public and private sector leaders.

## Leading Weaknesses:

- Lack of a shared economic vision and plan to achieve it, which the Roadmap corrects.
- Weak coordination and teamwork for ED, which the Roadmap corrects.
- Insufficient entrepreneurship and slow growth of new businesses.
- Insufficient level of economic diversity, beyond manufacturing.
- Weak strategic relationships with business prospect sources, site locators, regional and state ED groups, which the Roadmap corrects.
- Limited infrastructure outside existing community boundaries.
- Weak business site location image in the marketplace.
- Weak linkages between among ED, government planning, workforce development, and educational advancement, which this plan corrects.

# SWOT Highlights: Threats and Opportunities

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## • Leading Opportunities:

- Growing existing precision manufacturing companies.
- Tourism development, especially natural resource and outdoor tourism.
- Agribusiness development, especially food products manufacturing and other agricultural development opportunities.
- Biomedical device manufacturing.
- Warehousing and distribution.
- Tourism-related businesses, including specialty retail, services, and hospitality.
- Small and mid-sized manufacturing companies in a wide range of consumer and industrial goods markets.
- Healthcare services, especially specialty out-patient services, and allied health fields.
- Self-employment by young professionals and transitioning older workers with skills.

## • Leading Threats:

- Slow overall population base growth, coupled with an aging population base.
- Slow overall workforce growth.
- Shrinking supply of qualified and skilled workers to support existing company growth.
- Continued outsourcing of manufacturing jobs overseas.
- Pennsylvania's current state business climate, including tax policies and regulations.
- Loss of existing talented young people to other areas.
- Limited telecommunications and high-speed Internet services.
- Parts of the County off I-79 face transportation disadvantages.
- Increased regional, statewide, national, and international competition for ED opportunities.



## VI. Roadmap Vision and Mission

This section identifies the vision and mission statements recommended by the Leadership Team. These are vital centering statements that define the economic future that Crawford County should work toward, and the mission of the Roadmap in helping Crawford County reach that desired future.



# Crawford County ED Roadmap Vision Statement

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Grow Crawford County as a high-quality location for people to live, work, and play, and where businesses can prosper and gain a competitive edge based upon quality, productivity, and innovation in today's global economy.

The vision statement defines the Roadmap's future expectations about economic development in Crawford County. The vision relates to the area, its communities, businesses, and citizens.

# Crawford County ED Roadmap Mission Statement

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Crawford County's Economic Development Roadmap defines the key action steps and tools that will help make businesses, local communities, and residents more competitive for high-quality economic development, increasing their long term prosperity and economic well-being.

The Roadmap gives special attention to accomplishing this mission in a performance-based manner so that economic development results and the value and return on investment of these results is clearly understood in Crawford County.



## VII. Economic Vitality Component

The Economic Vitality section of the Roadmap defines those priorities and actions that will be pursued by Crawford County's economic development leaders in stimulating increased business and job growth in the County over the next three years. The activities defined in this section relate, for the most part, to working with existing and new companies to encourage and assist them to expand, grow, and create next generation jobs in the County. Tourism and entrepreneurial development efforts may be addressed later under the Economic Vitality Component.

# Economic Vitality Improvement Goals

**Goal 1**

Strengthen the competitiveness of existing Crawford County businesses by offering new advantages and resources to these employers.

**Goal 2**

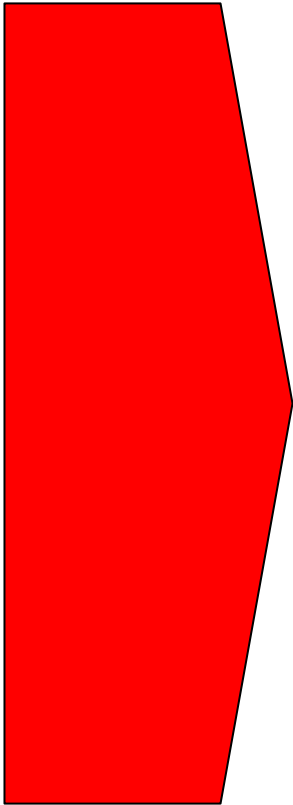
Attract selected new high quality businesses to Crawford County by offering new advantages and resources to these employers.

**Goal 3**

Stimulate and assist the growth of new business startups in growth industries in Crawford County by creating favorable conditions and resources for these new ventures.

**(Possible) Goal 4**

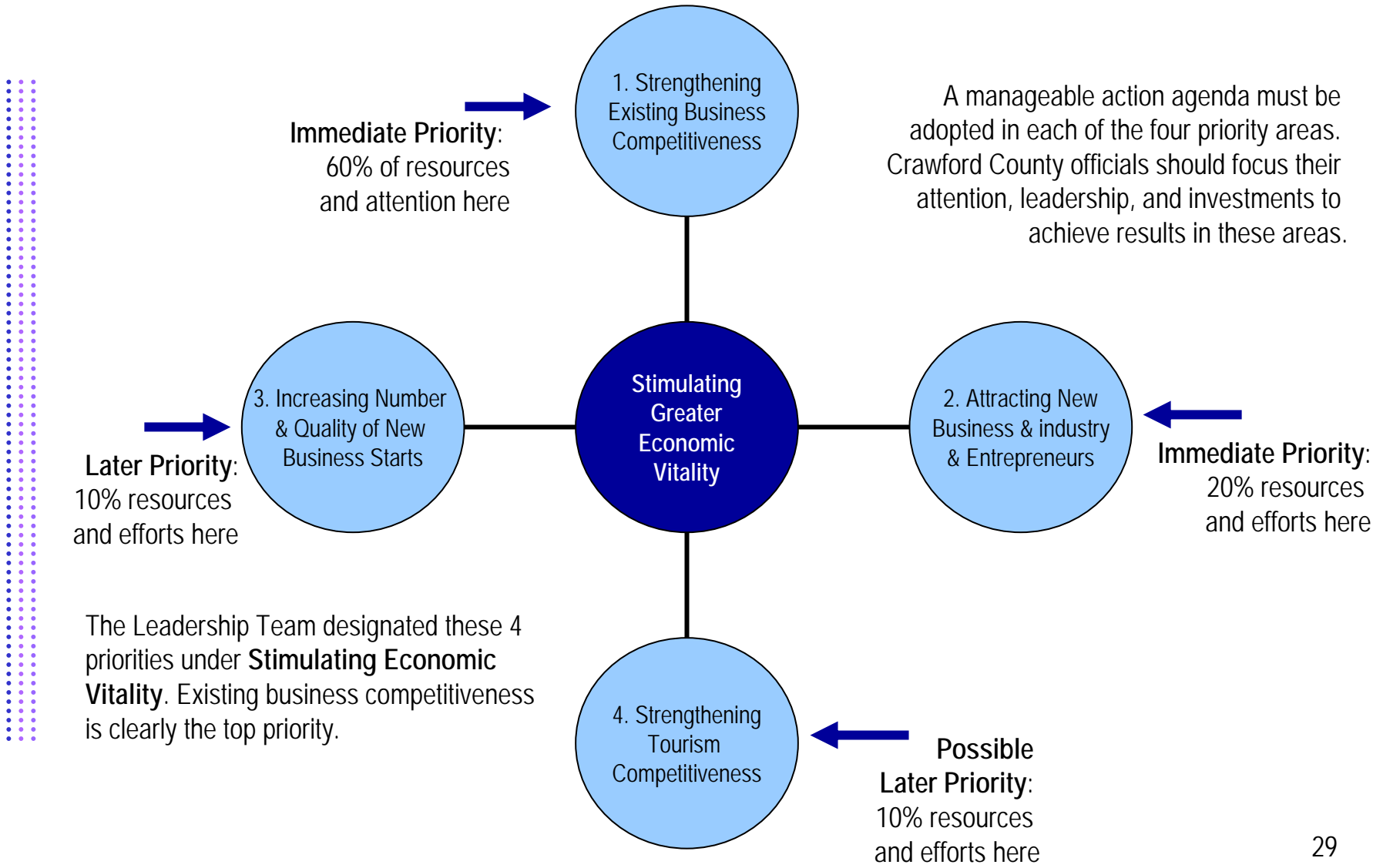
Attract new visitors to Crawford County to strengthen the economic contributions of the County's tourism sector.



**IMPACT**

Improved economic development results for Crawford County communities, businesses, and citizens.

# Strategic Thrust: Stimulating Economic Vitality



# Economic Vitality Performance Measures

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The following measures are suggested as **lead performance measures** for tracking the progress, effectiveness, and impact of the **Economic Vitality Component** of the Roadmap:

- Number of existing businesses successfully assisted.
- Business investment in new or expanded facilities, equipment, and machinery.
- Job quality, as measured by average annual pay level.
- Existing jobs upgraded.
- New jobs created.
- Existing jobs retained.
- New payroll generation.
- New local tax revenue generation.
- Number of new businesses successfully attracted.
- Number of new entrepreneurial starts assisted.
- Successful new startups that survive and grow in the County.
- Successful businesses assisted, jobs, payroll in Crawford County's target industries/clusters.
- Ratio of private business investment to public sector economic development investment.
- Number of ED projects completed in distressed or redevelopment areas.
- Number of visitors attracted to the County for tourism experiences.
- Local spending by visitors for tourism purposes.

# Leading Economic Targets for Growth

## Leading Opportunities:

- Target industries identified by the NW Commission as competitive growth sources for NW Pennsylvania (wood products, machinery, plastics, bio-industries, and warehousing and distribution.)
- Target industries/clusters identified by the NW Regional Center for Workforce Excellence.
- Growth-oriented precision manufacturing companies. (Tool and die, other precision manufacturing.)
- Tourism business sector, especially natural resource and outdoor tourism.
- Agribusiness development, especially food products manufacturing and other agricultural development opportunities.
- Biomedical device manufacturing.
- Warehousing and distribution, including companies active in transportation logistics.
- Tourism-related businesses, including specialty retail, services, and hospitality.
- Small and mid-sized manufacturing companies in a wide range of consumer and industrial goods markets.
- Healthcare services, especially specialty out-patient services, and allied health fields.
- Self-employment by young professionals and transitioning older workers with skills.

Even with an emphasis on target industry development, Crawford County should remain open to appropriate opportunities in any industry that can grow competitively in the County and produce viable economic benefits to the County.

# Economic Vitality: Major Action Strategies Summary



1. **Major Existing Employer Account Model (Top Priority):** Create a major employer account management system to augment the County's existing business retention and expansion effort. (Team initiative)
  - 50 most important accounts.
  - Strategic service relationship development.
  - Ongoing competitiveness plan.
  - Customer-service provider team.
2. **Targeted Business Recruitment (Second Priority):** Develop a new Countywide business recruitment program focusing on the County's top industry and business development opportunities. (Team initiative. Coordinated with NW Commission regional recruitment and marketing effort.)
  - Target industries. (Those defined in this report.)
  - Entrepreneurs.
  - Tourism sector.
3. **Economic Vitality Partnerships:** Work with major economic development, technology, workforce training, educational service providers to provide customized solutions to Crawford County's key industries (growth sources). (Team initiative)
  - Major existing business accounts (BR&E).
  - New business recruitment.
  - Tourism development (Possible priority later)
  - Entrepreneurial development.
4. **Tourism Development (Possible Priority):** Expand tourism business opportunities in Crawford County that align with the County's strengths and assets. Work to strengthen existing tourism development and expansion efforts.
  - Western Crawford County.
  - Eastern Crawford County.

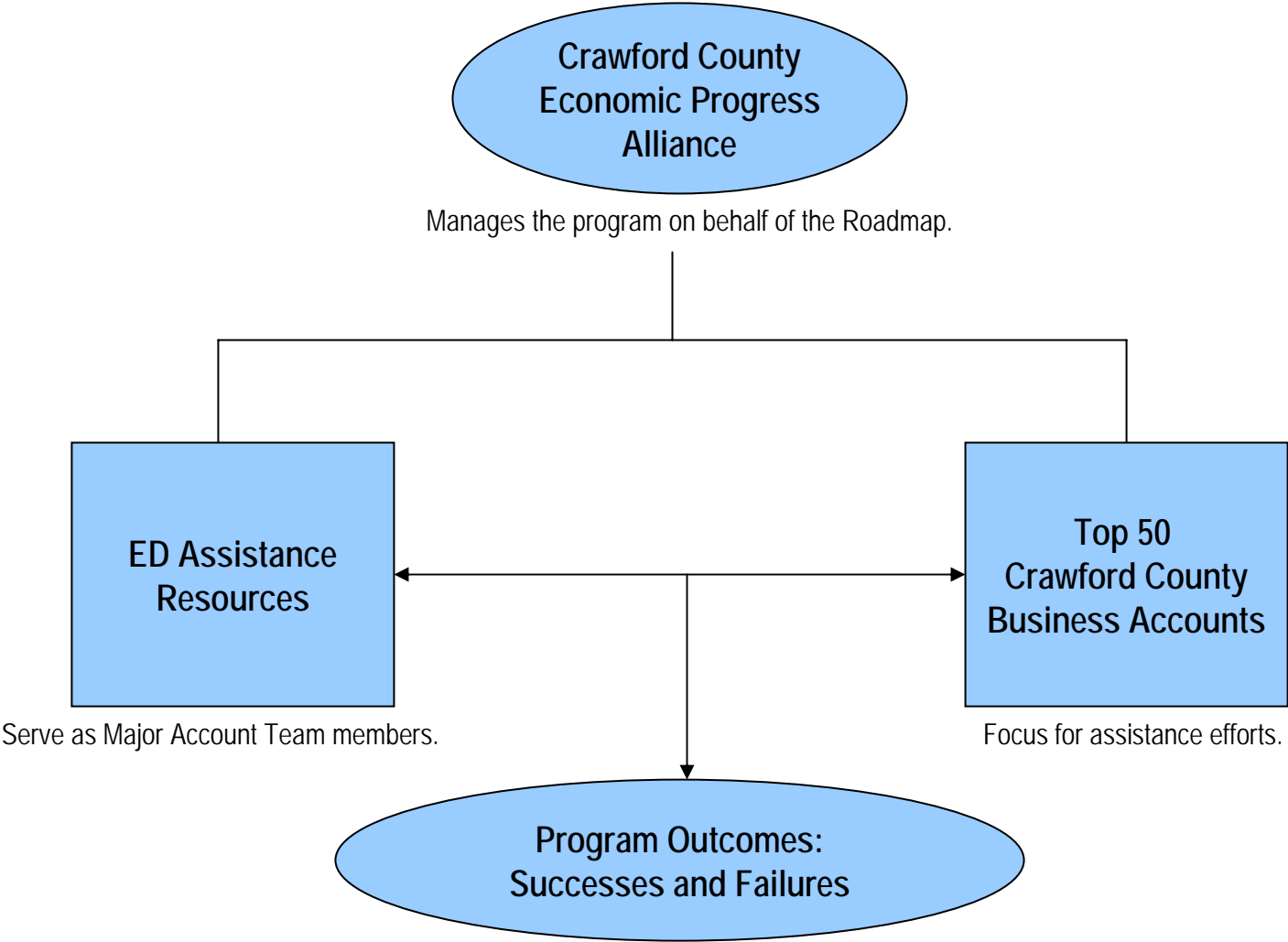


# Major Existing Industry Account Program\*

- **Overall Objective:** Provide Crawford County economic development officials with a systematic approach to setting priorities in delivering services to existing Crawford County companies. *The program would strengthen the earlier approach set in place with the Team Pa. Program. It would build upon that effort and take it one step beyond.*
- **Description:** The Existing Industry Major Account Program is a strategic response to the growth and competitiveness needs of Crawford County's major employers. The program would be guide existing business retention and expansion efforts across the County. The program would be conducted by a "Major Account Team."
- **Team Leader:** The Alliance.
- **Team Partners:** Titusville RDA; Team Pa. participants; utility service companies serving the County; workforce development organizations; technology assistance groups, local governments; financial and tax incentive program managers; and other deemed important.
- **Account Caseload:** 50 leading accounts identified on an annual basis by the Major Account Team. The caseload should include both companies in an expansion mode and those requiring retention assistance.
- **Account Selection Criteria:** While a final set of criteria would be set by the Team, here is a starting list to work with: 1) Importance to County economic base in terms of local employment, investment, payroll, and taxes paid; 2) Affiliation with the County's strategic (target) industry sectors; 3) Potential to spark future economic growth directly and indirectly; and 4) Ability of local ED organizations to successfully assist the employer.

\* Should be the first priority tackled by Crawford County officials.

# Major Existing Industry Account Program



# Major Existing Industry Account Program

- **Approach:** The program should be organized in five parts: 1) Initial Assessment: where the company's needs are assessed and ED service providers decide whether and how they can help; 2) Assistance Team Configuration: organize the partners that must be engaged in successfully addressing the employer's need; 3) Service Delivery: provide the actual services required in a high quality and timely manner. Provide whatever follow-up help needed; and 4) Evaluation of Impact: assess whether the intended outcomes were produced and determine the probability of success; and 5) Continued Monitoring: assess whether the company's needs are fully met and determine the need for additional assistance.
- **Management Model:** One person would be designated as the Major Account Manager to coordinate and manage the assistance efforts provided by service providers to each major account company. This person would be charged with overall client relations management. The manager would work closely with the assistance team and communicate effectively with all team members throughout the assistance process.
- **Proactive Solutions:** In addition to responding to client-defined needs and issues, the manager and his/her team would be expected to identify proactive and innovative solutions that could address the client's need. Creatively packaging of incentives, encouraging groups of businesses to work together, and presenting unique development opportunities to the employer should be considered in this regard.
- **Performance-Based:** All assistance efforts would be evaluated in terms of: 1) customer satisfaction; and 2) actual measurable outcomes in terms of the company's retention or expansion. It is expected that the company itself would designate key personnel who would be committed to working on solutions to the company's problem or opportunity.
- **Budget Range:** \$200,000 per year. (\$600,000 over three years.) Funding would include some current funds committed to existing business retention/expansion and additional funds.

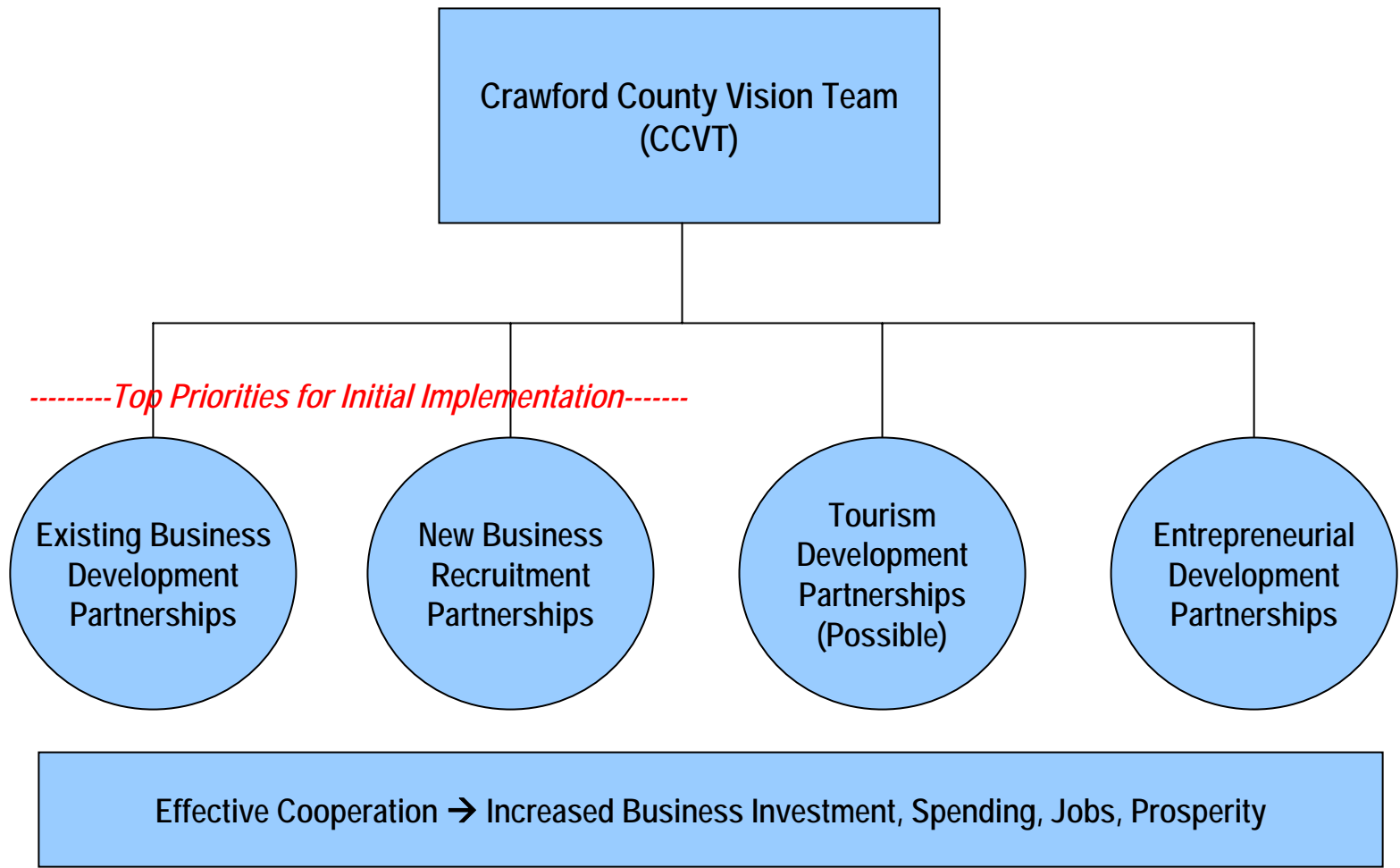
# Major Existing Industry Account Program

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- **Performance Measures:**

- Twenty (20) of the top 50 major accounts assisted in the next year.
- Outcome of the assistance effort: 1) fully successful; 2) partially successful; or 3) unsuccessful. At least 50% should be fully successful and 25% should be partially successful.
- Customer satisfaction. At least 80% of assisted accounts should be fully satisfied, 20% should be partially satisfied, and 0% should be unsatisfied.
- Business investment in new or expanded facilities, equipment, and machinery.
- Ratio of private business investment to public sector economic development investment.
- Job quality, as measured by average annual pay level. (Greater than \$12.00 per hour.)
- Existing jobs upgraded.
- Existing jobs retained.
- New jobs created.
- New payroll generation.
- New local tax revenue generation.
- Note: Performance baselines for the other metrics beyond the first three should be set after 12 months of operation.

# Economic Vitality Partnerships



# Economic Vitality Partnerships

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- **Overall Objective:** Strengthen Crawford County's ability to work collaboratively with its major public and private sector partners to achieve the Economic Vitality goals of the Roadmap plan.
  - **Description:** Economic Vitality Partnerships (EVPs) should be created by the Roadmap's leadership team. These partnerships would solidify cooperation among the key economic development, workforce, technology, education, and planning organizations and gain these groups' support and assistance in implementing the major recommendations of the Economic Vitality part of the Roadmap plan.
  - **Lead Entity:** Crawford County Vision Team (CCVT).
  - **Key Partners:** The Alliance, Crawford County Commissioners, Crawford County EDA, Titusville RDA, Regional Center for Workforce Excellence, Crawford County Convention and Visitors Bureau, Northwest Commission, and all other key organizations asked to assume a role in implementing a part of the Roadmap plan.
  - **Partnership 1: Existing Business Retention and Expansion:** The Alliance, Titusville RDA, Team PA, Crawford County Commissioners, NW Commission, key technology and workforce assistance groups.
  - **Partnership 2: New Business Recruitment:** The Alliance, Titusville RDA, Crawford County Commissioners, NW Commission, utilities actively working on business recruitment, and key workforce and technology assistance groups.

# Economic Vitality Partnerships

- **Partnership 3: Entrepreneurial Development:** The Alliance, Crawford County Commissioners, Small business development center (SBDC) in Erie, SBDC office in Titusville, any local college or university with an active role in helping entrepreneurs, Northwest Commission. *(To be pursued after first two partnerships are in place.)*
- **Partnership 4 (Possible): Tourism Development:** Crawford County Convention and Visitors Bureau (Lead), Crawford County Commissioners, Titusville Chamber of Commerce, Meadville Area Chamber of Commerce, State tourism agency, NW PA regional tourism groups, various local groups within Crawford County working on tourism development.
- **Approach:** In each of the EVP areas, memoranda of understanding (MOUs) should be developed to guide how the identified organizations will work together to achieve their assigned goals under the Roadmap. In each case, the MOU should be converted into a team work plan defining what each player will contribute to the partnership. Performance measures should be defined in the MOU ensuring that the involved groups are committed to working together to achieve measurable results. Partners should also define what resources they will contribute to the partnership.
- **Timing:** A 3-month period should be allowed for developing the first 2 of the 4 partnerships. This process should commence in January and be concluded by the end of April 2005.
- **Key Action Steps:** The new CCVT should convene the parties for each partnership and conduct a working session to define the terms of each partnership agreement. Each partnership group would then be asked to define the details of its partnership agreement. Once these details have been defined, a proposed MOU and work plan would be presented to the CCVT for review and approval. Once approved, implementation would begin immediately.

# Economic Vitality Partnerships

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- **Performance Measures:**
  - Specific metrics are defined under each program area (existing business, new business, tourism, and entrepreneurial development.) These should be included in the MOU for each Economic Vitality Partnership.
  - The general success of each partnership should be evaluated annually by the CCVT and the members making up each partnership. The following metrics should be examined in this regard:
    - Quality of working relations and cooperation among partners.
    - Effectiveness in achieving goals.
    - Adequacy of funding.
    - Extent to which each partner honored its commitments.
    - Openness and receptivity to new ideas and work strategies.
- **Budget Range:**
  - \$50,000 for 1<sup>st</sup> year to create partnerships and \$20,000 per year in years 2 and 3. These are new funds that do not currently exist.

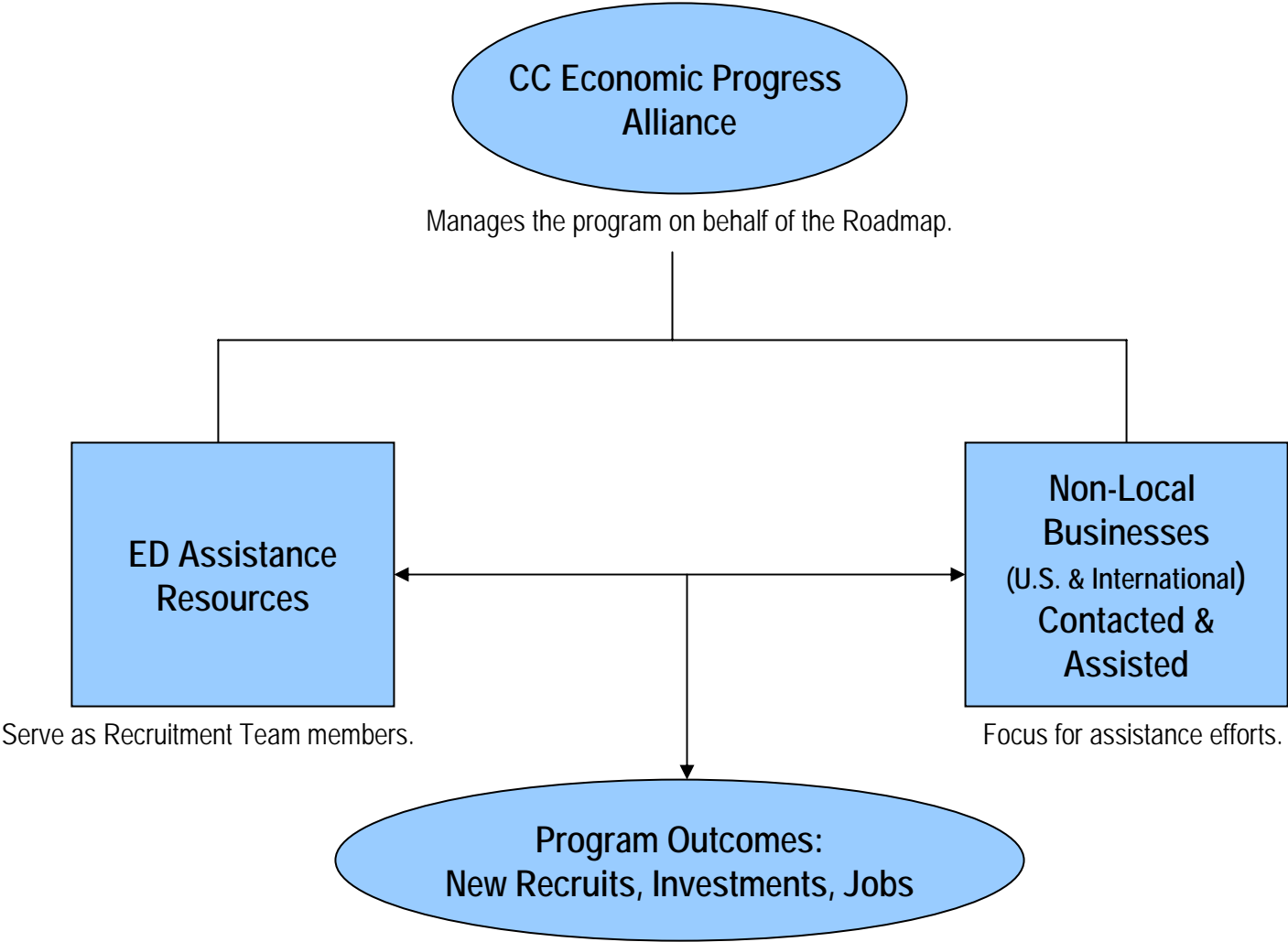


# Targeted Business Recruitment

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- **Overall Objective:** Increase new investment in business facilities and jobs by non-local companies in Crawford County. A special emphasis should be placed on increasing investment in the Roadmap's target industries.
  - **Description:** Work directly and indirectly with new companies to invest in Crawford County, giving special attention encouraging investment in to Crawford County's target industries.
  - **Lead Partner:** The Alliance.
  - **Key Partners:** Titusville RDA, Crawford County Commissioners, NW Commission, utilities actively working on business recruitment, and key workforce and technology assistance groups.
  - **Approach:** Crawford County should approach new business recruitment in partnership with the NW Commission to leverage its resources in this arena. Wherever possible, the Alliance should participate as a member of the NW Commission's Regional Marketing Team. The Alliance should also work on its own to develop and follow-up on new investment leads that are appropriate for the County.
  - **Existing Industrial Base Linkages:** The Alliance should contact existing Crawford County companies to identify possible new business investment leads, such as supplier to existing companies and other companies that a local business CEO or manager knows about and believes might be appropriate for local development.

# New Business Recruitment



# Targeted Business Recruitment

- **Key Recruitment Strategies and Tools:**
  - **Direct contacts** with individual companies that may be making a business investment.
  - **Indirect contacts** with companies making investments through third-party organizations, such as the site selection consultants working for businesses, PA Dept. of Economic and Community Development, Team PA, NW Commission, utility companies working with business prospects, and other relevant groups.
  - **Prospect Development Missions:** To both US and international cities to contact companies about investment opportunities in Crawford County. Two or three of these missions should be planned each year. To the extent possible, these should be conducted as part of a regional business contact mission organized by the NW Commission.
  - **Trade and Industry Shows:** Participation in 2 relevant industry and trade domestic and/or international shows should be considered. One should be CoreNet Global, which is the industry association of site location consultants and corporate real estate professionals. One other should be identified by the Alliance, in consultation with the NW Commission.
  - **Direct Mail Program:** The Alliance and its partners should embark on a direct mail campaign with a target list of 200 US and international businesses that are growth-oriented and are considered to be a likely investment prospect for NW PA and Crawford County over the next 1-2 years.
  - **Web-Based Marketing:** The Alliance should fully adopt the IEDC Site Selection Data Standards and create an easily updatable data portal for site location consultants and companies exploring their business site selection needs. Active marketing of the website should occur to ensure that existing and out of town companies are aware of the site and make effective use of it. These efforts should be coordinated with the web-marketing efforts of the NW Commission.

# Targeted Business Recruitment

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- **Performance Measures:**
  - Number of qualified investment leads generated.
  - Number of new businesses successfully attracted.
  - Business investment in new or expanded facilities, equipment, and machinery.
  - Job quality, as measured by average annual pay level. (\$12.00 per hour and higher jobs.)
  - New jobs created.
  - New payroll generation.
  - New local tax revenue generation.
  - Ratio of private business investment to public sector economic development investment.
  - Number of ED projects completed in distressed or redevelopment areas.
  - Successful businesses assisted, jobs, payroll in Crawford County's target industries/clusters.
  - Note: Performance baselines should be set on the basis of the first year of program operations.
- **Budget Range:**
  - \$100,000 per year. (\$300,000 over 3 years) (Does not include marketing materials costs.) Only a small part of this funding currently exists. These are new funds for the most part.

# Other Economic Vitality Strategies

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- It will take 6 months to set the Roadmap into place, and local officials will have their hands full in the next 12 months in operating their two new business development programs: 1) existing business development; and 2) new business development.
- The tourism development and entrepreneurial development partnerships should be set up after the existing and new business partnerships are in place and operating. Tourism development should be pursued once the new existing and new business development initiatives are in place. Entrepreneurial development should be undertaken after the stepped up tourism development effort is in place.
- The CCVT should work through its strategic development partnership agreements (formal written agreements to cooperate) to support the efforts of other groups giving leadership in these areas.
- In each case, a MOU would exist defining how these groups will work together in achieving greater results in these areas.
- The Crawford County Convention & Visitors Bureau would assume the lead in the Tourism area if this area is added later.
- CCVT should help to serve as the “leadership conduit” between these two areas (tourism and entrepreneurship) and the other priority areas (retention and expansion, and recruitment) described in the Roadmap plan.
- CCVT should be willing to re-evaluate its role in these two areas if future circumstances require it.



## VIII. Competitive Environment Component

*This section of the Roadmap identifies a set of priorities for strengthening Crawford County's economic development and business climate. The top priority concerns are: 1) countywide marketing for economic development; 2) strengthening financing resources for economic development; 3) making the County's workforce more competitive for future growth; and 4) taking state public policy action to strengthen local economic development. Two other priorities are addressed by this section of the Roadmap: 1) downtown development; and 2) infrastructure development prioritization by local governments (working with the Crawford County Council of Governments [COG]).*

# Competitive Environment Improvement Goals

## Goal 1

Strengthen Crawford County's workforce to meet the local growth needs of existing and new employers.

## Goal 2

Strengthen Crawford County's overall ability to finance economic development, including the creation of a sustainable funding strategy to implement Roadmap recommendations.

## Goal 3

Strengthen the marketing of the County as a business location for high-growth and value-added companies and jobs.

## Goal 4

Contribute to public policy efforts that strengthen the state's overall business climate, and in so doing improve Crawford County business competitiveness

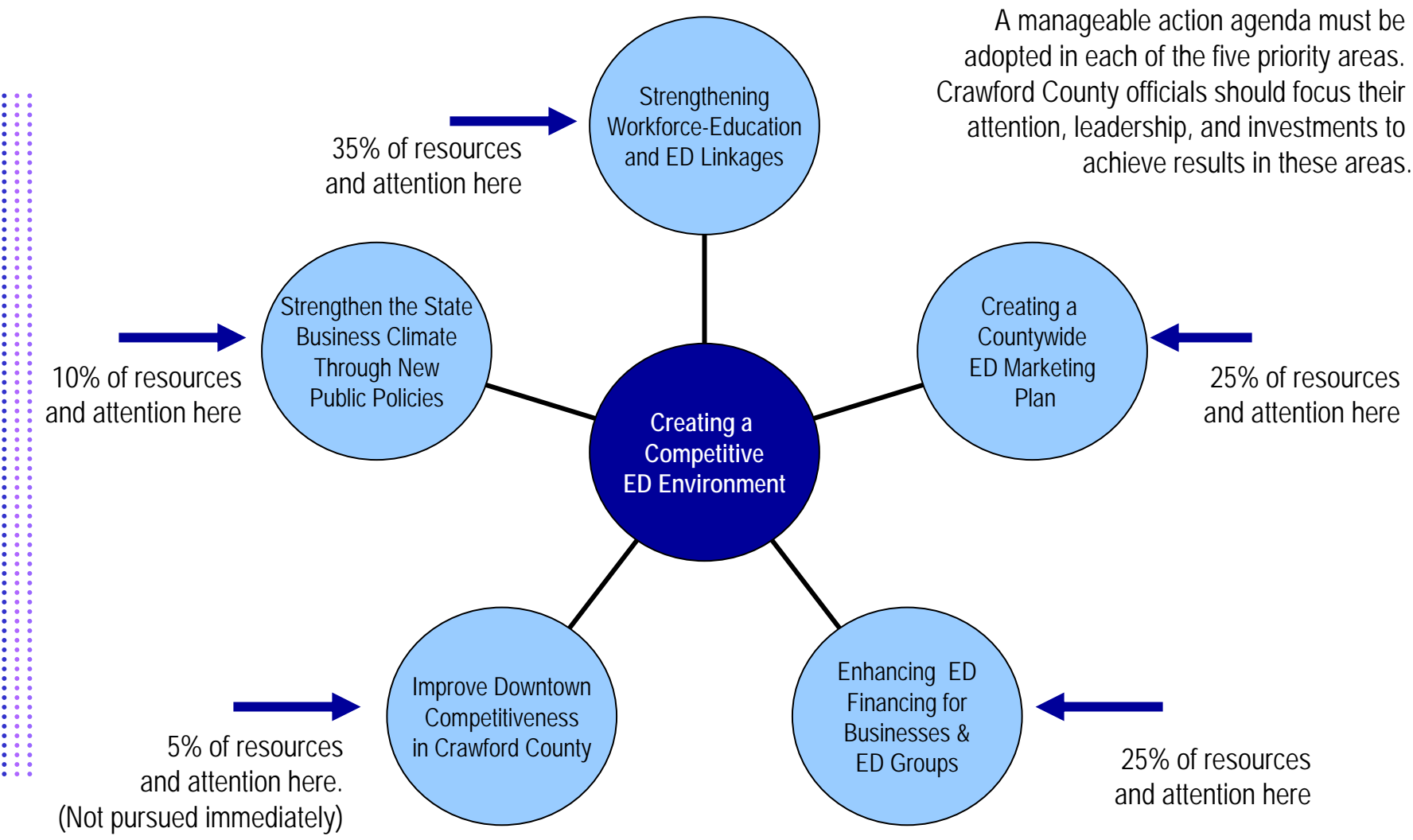
## Goal 5

Strengthen the marketing and development of the County's downtown areas as places to work, live, and play.

## IMPACT

Improved economic development results for Crawford County communities, businesses, and citizens.

# Strategic Thrust: Creating a Competitive Environment





# Competitive Environment Performance Measures

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The following measures are suggested as **lead performance measures** for tracking the progress, effectiveness, and impact of the Competitive Environment Component of the Roadmap:

- **Workforce, Education-Economic Development Priority:**
  - New partnerships formed to advance the connection between workforce development, education, and economic development.
  - Workers trained and employer and public sector dollars invested in the training.
  - Incumbent worker skill upgrading.
  - Educational attainment (degree and non-degree, certifications issues).
  - Jobs created and upgraded in Crawford County's target industries.
  - Quality jobs created in the County (\$12.00 per hour or greater.)
- **ED Financing Priority:**
  - Ratio of private investment to public investment in business projects.
  - State and Federal dollars attracted to Crawford County ED projects.
  - Number of existing and new businesses assisted with ED financing tools.
  - Investments in new successful entrepreneurial ventures.
  - Jobs created and retained through use of ED available finance tools.
  - Investments in businesses in redeveloping areas.
  - Strengthening the long term budgets of Crawford County's lead ED organizations.

# Competitive Environment Performance Measures

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The following measures are suggested as **lead performance measures** for tracking the progress, effectiveness, and impact of the Competitive Environment Component of the Roadmap:

– **ED Marketing Priority:**

- Public and private sector dollars invested in a coordinated Countywide marketing program.
- New investment leads generated by the marketing effort.
- New investments made by existing and new companies in Crawford County as a result of the marketing effort.
- Job creation by expanding and newly located firms in Crawford County.
- Positive change in the perception of Crawford County as a competitive business location by local and external business leaders.
- Impact on the retention and attraction of “talent” to the County. Existing talent retained and new talent attracted to the area. (Including the retention of local college and high school graduates.)
- Overall ROI from the marketing program on an annual basis to key public and private sector stakeholders funding the program.
- Positive “earned” media received in local, regional, statewide, and national media about economic development in Crawford County.
- Marketing website visits and usage by businesses and others.

# Competitive Environment Performance Measures

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- 
- **Downtown Development Priority:**
    - Public and private sector dollars invested in downtown areas.
    - New investment leads generated.
    - New investments made by existing and new companies in Crawford County's downtowns.
    - Job creation by expanding and newly located firms in Crawford County's downtown.
    - Positive change in the perception of Crawford County's downtown areas.
    - Increase in tourism visitors to the County's downtowns, and increased spending by these visitors.
  
  - **Public Policy Action Priority:**
    - Success in setting an agreed upon state business climate improvement priorities by Crawford County leaders.
    - Success in getting new policies adopted that improve the state's business climate and so doing increase the competitiveness of Crawford County companies.
    - Ability to increase state funding to Crawford County for infrastructure, economic development, and education.

# Competitive Environment: Major Action Strategies

- 
1. **Countywide Marketing Strategy:** Prepare a coordinated marketing strategy to support the County's new business development efforts with existing business, new businesses, entrepreneurs, and tourism. (Team initiative. Coordinated with NW Commission regional marketing)
    - Existing business.
    - New businesses (Out of town).
    - Entrepreneurs.
    - Young talent.
    - Tourism.
  2. **Quality Job Creation Incentives:** Introduce new criteria for all existing public incentives programs to give companies greater incentive benefits for upgrading the pay and skill levels of existing jobs and creating new high quality jobs in the County. (Team initiative)
    - KOZ.
    - State development programs.
    - Regional finance programs.
    - Workforce grants.
    - Real estate related tools.
    - Other tax incentives
  3. **Workforce-Education Alliance for Economic Development:** Re-align all public and private sector workforce, education, and services focused on enhancing the County's human resources. (Team initiative)
    - Regional WIB services.
    - PMI.
    - Other state and Federal programs.
    - Private training initiatives.
    - Local college and university HR initiatives.

# Competitive Environment: Major Action Strategies

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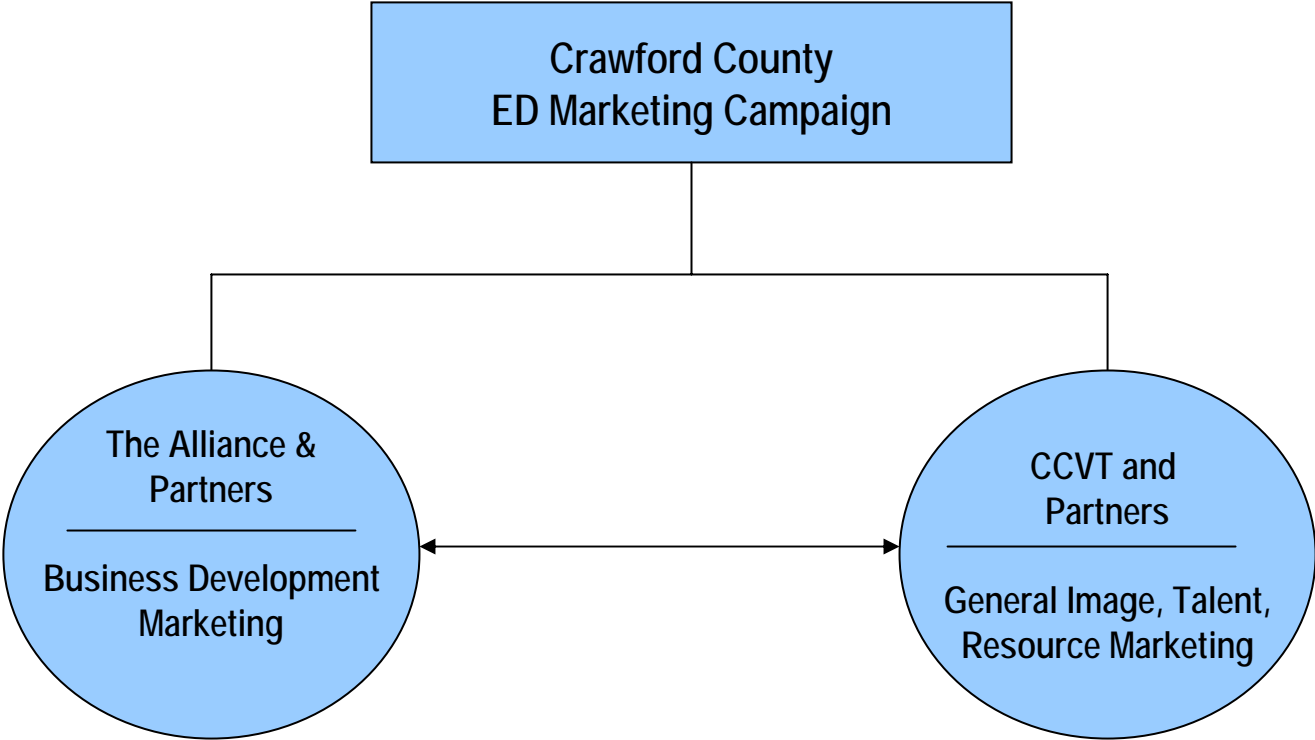
- 
4. **Public Policy Action Agenda:** Strategies to be identified once the first three Competitive Environment Component initiatives have been set in motion. Key priorities are to:
    - Change state legislation improving the statewide business climate for economic development.
    - Increase state funding to Crawford County for infrastructure development, economic development, and other related purposes.
  
  5. **Downtown Development (Not Pursued Immediately):** Strategies to be identified once the first three Competitive Environment Component initiatives have been set in motion. Key priorities are to:
    - Increase business investment in the downtown areas.
    - Increase tourism visitors and related spending in downtown areas.
    - Improve the physical and technology infrastructure of downtown areas.
    - Increase housing for residents, college students, and young adults in downtown areas.

# Countywide ED Marketing Strategy

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- Overall Objective:** Improve the image and perception of Crawford County as a competitive location for economic development, with special attention to marketing to increase the number of existing business expansions, new business locations, and new business venture startups, retain existing and attract new talent to the County, and increase the number of visitors to the County for tourism purposes.
- Description:** Create and implement an ongoing economic development marketing program that achieves the overall objective described above.
- Lead Organization:** Overall: Crawford County Vision Team (CCVT). Business Development Marketing Lead: The Alliance. Broader Image, Talent, and Resource Marketing Lead: Futures Coalition.
- Key Partners:** The Alliance, Crawford County Commissioners, Titusville RDA, NW Commission, and other key ED players operating ED marketing programs within the County.
- Top Priorities:** In order, marketing to support: 1) Existing business expansion; 2) new business recruitment; 3) young talent retention and recruitment (as a workforce issue); 4) new enterprise startup, especially in key technology industries; and 5) tourism development.
- Approach:** The marketing strategy should be approached in the following steps: 1) form a countywide marketing council, representing the key ED interests of the County; 2) prepare a 3-year marketing plan that reflects the priorities identified above; 3) devise a funding and implementation strategy for the marketing program; 5) secure the necessary resources for the plan and begin implementation; 6) results should be tracked monthly and quarterly and an annual performance report prepared for stakeholders.
- Budget Range:** \$100,000 per year (\$300,000 over 3 years.) These are new funds that do not exist.

# Countywide ED Marketing Strategy



# Countywide ED Marketing Strategy

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- Business Development Marketing Priorities:** 1) Ensuring existing businesses are well-informed about available services to help them grow and expand; 2) helping new businesses from outside the area to understand the opportunities for them to develop a “presence” in Crawford County; and 3) helping existing and new entrepreneurs understand the opportunities for them to start new local businesses.
- Image, Talent, and Resource Marketing Priorities:** 1) Improving the perception by local and non-local companies and key 3<sup>rd</sup> party groups (media, site consultants, associations, etc.) about the County as a place to do business; 2) convincing existing talented young people to remain in the County and improving the perception by non-local talent of the advantages of living and working in the County; and 3) improving the understanding of the County’s key resources and amenities to support economic development. This includes the County’s colleges and universities, its communities, and its natural, artistic, and cultural assets.
- Key Tools and Strategies:** 1) Central marketing website for the County with links to local and regional partners; 2) public and media relations strategy aimed at increasing earned media; 3) limited regional advertising within NE Ohio-Western NY-NW and SW Pennsylvania area; 4) marketing team that contacts external businesses; 5) trade show and prospect source city visits; 6) On-campus and off-campus marketing to local college students; 7) new integrated print marketing materials. (Avoid the glossy trap!); 8) Web-based marketing (work with NW Commission on its new initiative in this area; and 9) Crawford County Ambassadors Program to involve County leaders in marketing the County.
- Timeframe:** Work on the marketing strategy should begin in February 2005. An appropriate marketing strategy should be completed and adopted by early summer 2005. A small to fall launch of the program should be considered.



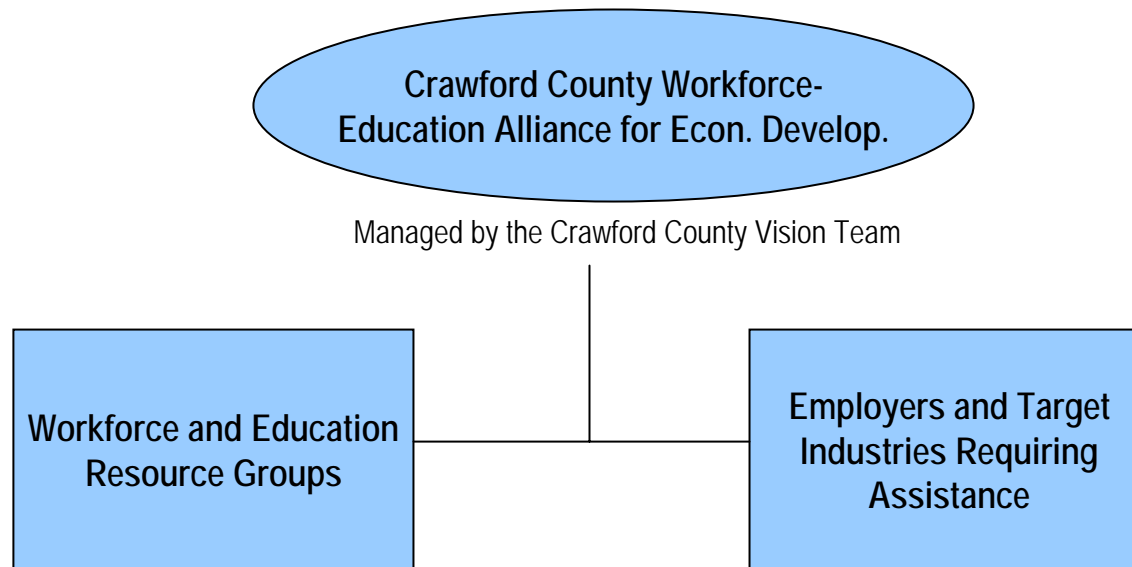
# Workforce-Education Alliance for Economic Development

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- Overall Objective:** Improve the coordination and focusing of key workforce development and educational program resources on the top economic development needs and opportunities of Crawford County.
- Description:** Create an ongoing program that actively engages and involves Crawford County's leading workforce development and educational organizations in developing stronger solutions to the County's short and long-term economic development challenges and opportunities.
- Lead Entity:** Crawford County Vision Team (CCVT).
- Key Partners:** Center for Regional Workforce Excellence, PMI, Edinboro University, Allegheny College, University of Pittsburgh at Titusville, local school districts, The Alliance, Titusville RDA, other key workforce and economic development partners
- Top Priorities:** 1) Improving the partnering and delivery of innovative and effective workforce and educational solutions to Crawford County's Top 50 major business accounts; 2) developing the supply of future skills required to grow the County's target industries; 3) improving the marketing of Crawford County based upon its workforce skills and human talents; 4) retaining and attracting young talent to Crawford County; and 5) improve the image and perception of Crawford County workforce services as a source of competitive advantage to companies.
- Approach:** 1) Recruit an advisory team to oversee and guide the initiative; 2) engage key stakeholders and gain their involvement in the program; 3) develop a program plan that reflects the priorities of the Roadmap; 4) launch the program and begin to deliver services; 5) track results monthly and quarterly with an annual report card to stakeholders.

# Workforce-Education Alliance for Economic Development

- Target Industries:** Those identified in the Roadmap. Examine the work by the Regional WIB (Center for Regional Workforce Excellence) on regional industry clusters.
- Service Delivery Teams:** Create teams of service providers to work with the County's top 50 employers and companies in its target industries.
- Timeframe:** Work on the program should begin the February-March timeframe and a plan should be in place by end of summer 2005.
- Budget Range:** \$150,000 for planning and program development and operations in the first 18 months. Includes some WIB funds and new funds to be raised.

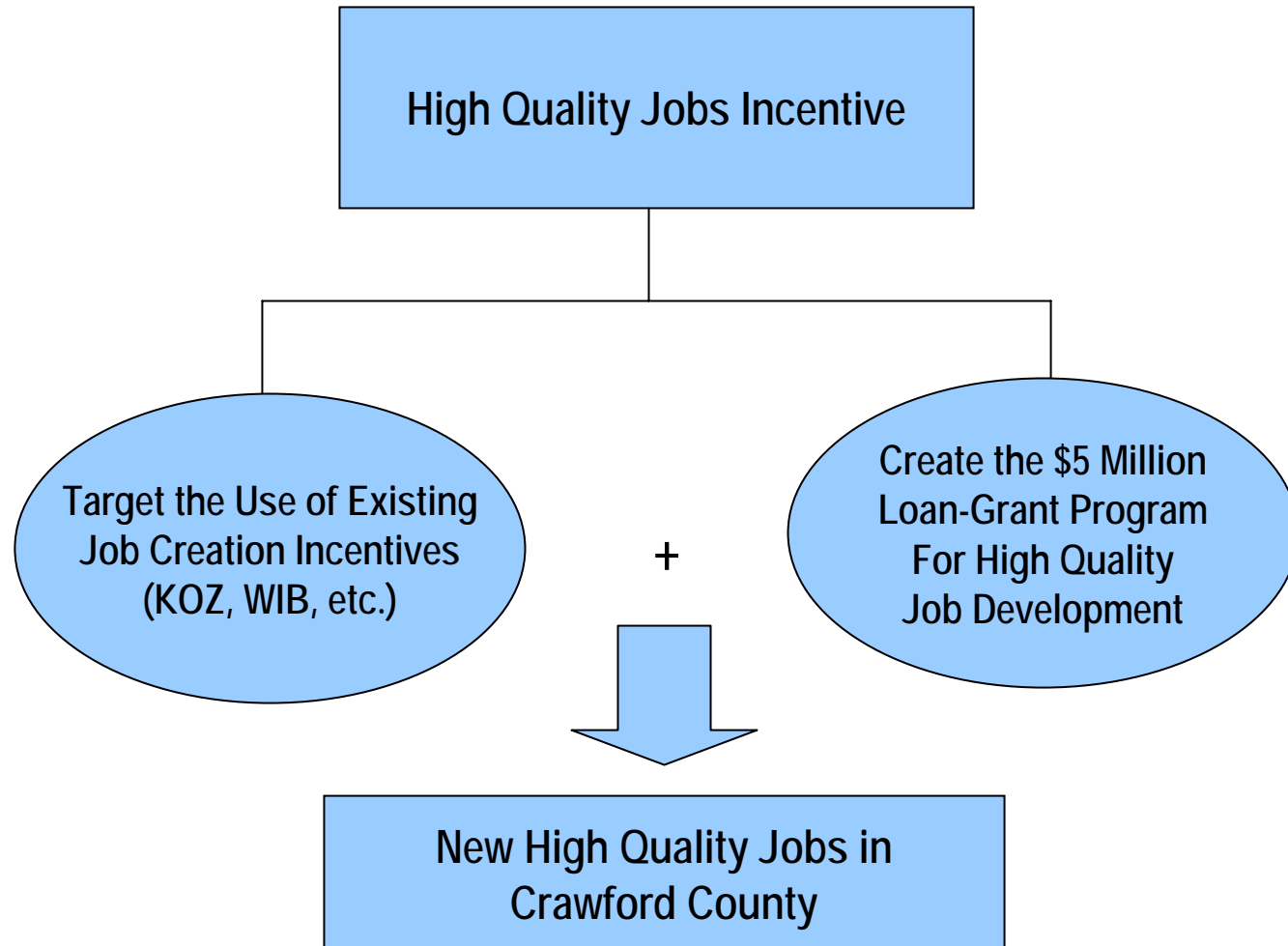


# High Quality Jobs Incentive Strategy

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- Overall Objective:** Increase quality job creation in Crawford County, especially in its most important industry sectors.
- Description:** Motivate and reward existing and new companies to create more high quality jobs (\$12.00 per hour and higher) in the County through a new incentive package that couples existing ED incentives with a new workforce incentive.
- Lead Entity:** Crawford County Vision Team.
- Key Partners:** The Alliance, PMI, Regional Center for Workforce Excellence, County Commissioners, Titusville RDA, local colleges and universities.
- Top Priorities:** 1) Stimulating greater high quality job creation by existing companies; 2) attracting new employers that are likely to create new high quality jobs; 3) creating new technology-based ventures that create high quality jobs in the County.
- Approach:** 1) Form a special task force to devise a strategy for the incentive package that includes existing and public sector incentives (WIB, KOZ, etc.) and the new local incentive tool; 2) devise the strategy and gain buy-in from key stakeholders; 3) test with local companies and make refinements based upon feedback received; and 4) launch the strategy.
- New Incentive Proposal:** Using funds raised through a joint bond issue of the Crawford County Commissioners, the Crawford County RDA, and the Titusville RDA, create a \$5 million combined loan and grant program to support high quality job creation in the County. This fund would be used in conjunction with other available incentives to induce companies to invest in high quality jobs in the County. ½ of the funds would be provided as a no-interest loan to companies and the other ½ as a grant to qualified employers.

# High Quality Jobs Incentive Strategy



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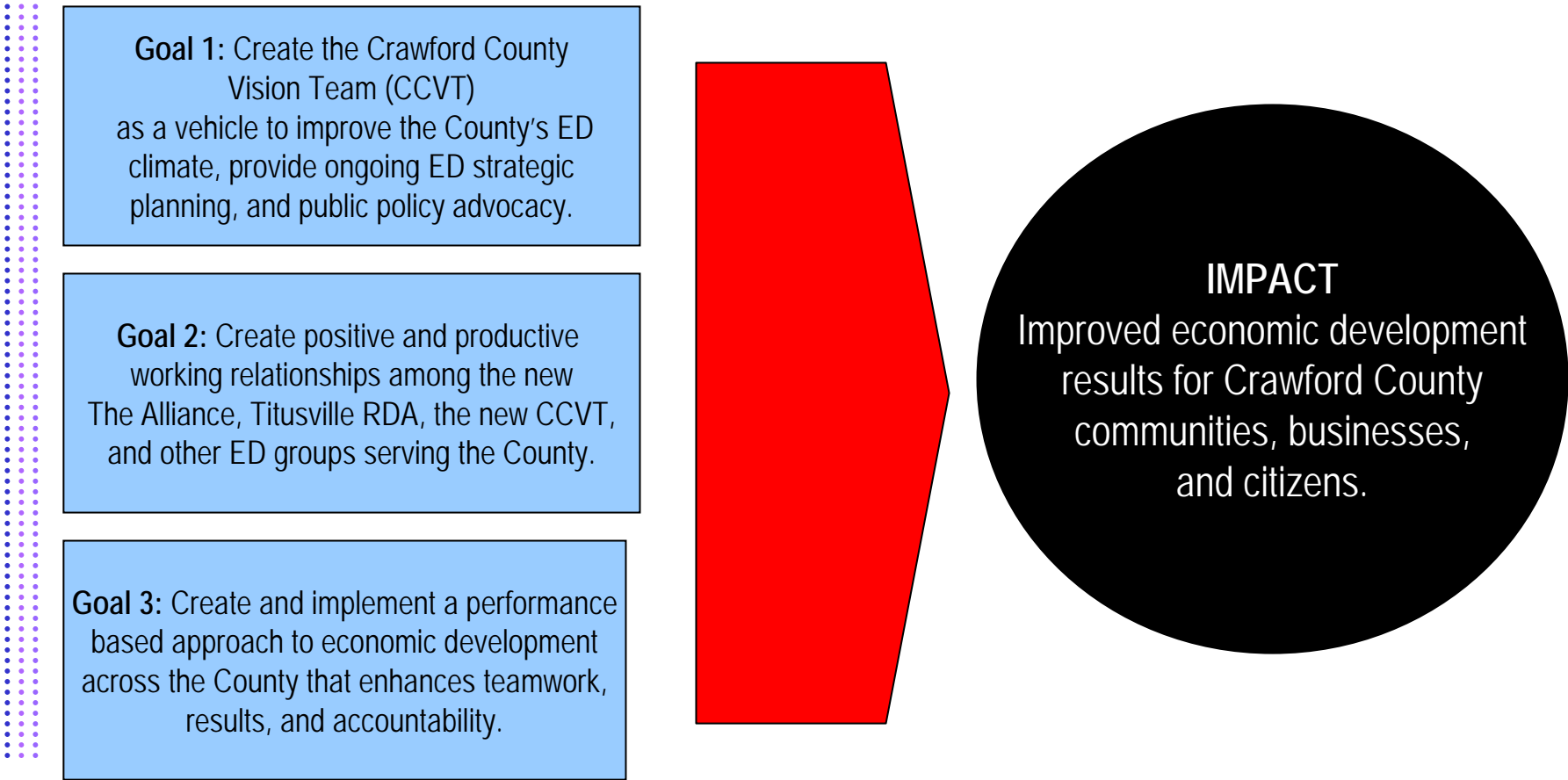
# IX. Organizational Strategy Component

# Existing Organizational Conditions Assessment



1. Crawford County is served by a large number of economic development organizations (EDO's), which can be categorized into three service area groupings:
  - County-level organizations serving the entire County, (Example: Crawford County Government, Crawford County Convention and Visitors Bureau).
  - Organizations serving only a sub-area (city, town, borough, etc.) of the County, (Example: MAIC, Titusville Redevelopment).
  - Regional, state, Federal organizations serving the County, (Example: NW Commission).
2. Some of these EDO's, especially CCDC, MAIC, County Government, and local redevelopment authorities, have very significant assets (financial tools, land, buildings, infrastructure, etc.) for economic development.
3. Current economic development efforts are not well coordinated, nor are they guided by a shared strategic plan. Limited partnerships and collaboration exist presently.
4. The public sector (County, local government, workforce development organizations) and the public sector (private non-profits, chambers, utilities, etc.) currently do not share a common set of values, working principles, and priority agenda for economic development.
5. Current ED efforts give greatest attention to: industrial development; existing business development; financial incentives; redevelopment projects; and real estate recycling and revitalization.
6. Limited attention is currently being given to: marketing; new business recruitment; entrepreneurial development; strategic planning for economic development; coordinating workforce and economic development.

# Organizational Strategy Goals



# Major Countywide ED Groups: Current Roles

Economic Development and Related Organizations (Planning & Comm. Develop)	Key Economic Development Roadmap Priorities						
	Workforce	Marketing	Finance	Business R&E	Business Recruit.	Entrep. Develop.	Tourism
Crawford County CV Bureau	No	No	Yes	No	No	No	Yes
Crawford County Planning	No	No	No	No	No	No	No
Craw. Co. Ind. Dev. Authority	No	No	Yes	No	No	No	No
Craw. Co. Redevelop. Authority	No	No	Yes	No	No	No	No
Northwest Commission	No	Yes	Yes	Yes	Yes	No	No
Penn. Electric	No	Yes	No	Yes	Yes	No	No
Team PA, West (MAIC)	No	Yes	No	Yes	Yes	No	No
NW PA Ind. Resource Center	Yes	No	No	Yes	No	No	No
Regional WF Excellence Center	Yes	No	Yes	No	No	No	No
Allegheny College	Yes	No	No	No	No	Yes	No
Edinboro University	Yes	No	No	No	No	Yes	No
NW Penn. Rural Electric Co-op	No	Yes	No	Yes	Yes	No	No
Crawford Co. Agric. Extension	No	No	No	Yes	No	No	No
Precision Mfg. Institute (PMI)	Yes	No	No	Yes	No	Yes	No

Note: Only roles related to the Crawford County ED Roadmap are identified.



# Major Meadville Area ED Groups: Current Roles

Economic Development and Related Organizations (Planning and Community Development)	Key Economic Development Roadmap Priorities						
	Workforce	Marketing	Finance	Business R&E	Business Recruit.	Entrep. Develop.	Tourism
Crawford Co. Dev. Corp.	No	No	Yes	Yes	No	No	No
Meadville Area Ind. Comm.	No	Yes	Yes	Yes	Yes	No	No
Meadville/ W-CC Chamber	No	No	No	No	No	No	Yes
Meadville Redevelop. Authority	No	No	Yes	No	No	No	No
Meadville Redevelop. KOZ	No	No	Yes	Yes	No	No	No
Craw. Co. Ind. Park KOZ	No	No	Yes	Yes	No	No	No
Meadville City Planning & Dev.	No	No	No	No	No	No	No

Note: Only roles related to the Crawford County ED Roadmap are identified.

# Major Titusville Area ED Groups: Current Roles

Economic Development and Related Organizations (Planning and Community Development)	Key Economic Development Roadmap Priorities						
	Workforce	Marketing	Finance	Business R&E	Business Recruit.	Entrep. Develop.	Tourism
Titusville Redevelop. Authority	No	Yes	Yes	Yes	Yes	Yes	No
Titusville Ind. Develop. Authority	No	No	Yes	Yes	Yes	Yes	No
Titusville Industrial Fund	No	No	Yes	No	No	No	No
Titusville Chamber	No	Yes	No	Yes	Yes	No	Yes
Titusville Area Business Assn.	No	Yes	No	No	No	No	No
City of Titusville	No	No	Yes	No	No	No	No
Gannon Sm. Bus Center (Tville.)	No	No	No	No	No	Yes	No
Univ. of Pittsburgh, Titusville	Yes	No	No	No	No	No	No

Note: Only roles related to the Crawford County ED Roadmap are identified.

# Major Cambridge Springs Area ED Groups: Current Roles

Economic Development and Related Organizations (Planning and Community Development)	Key Economic Development Roadmap Priorities						
	Workforce	Marketing	Finance	Business R&E	Business Recruit.	Entrep. Develop.	Tourism
Cambridge Springs Ind. Dev. Corp.	No	No	Yes	Yes	No	No	No
Cambridge Bus. Center (NW Rural Elec. Co-op) (KOEZ)	No	Yes	Yes	Yes	Yes	No	No

Note: Only roles related to the Crawford County ED Roadmap are identified.

# Major Greenwood Township Area ED Groups: Current Roles

Economic Development and Related Organizations (Planning and Community Development)	Key Economic Development Roadmap Priorities						
	Workforce	Marketing	Finance	Business R&E	Business Recruit.	Entrep. Develop.	Tourism
Keystone Reg. Industrial Park	No	No	No	Yes	No	No	No

Note: Only roles related to the Crawford County ED Roadmap are identified.

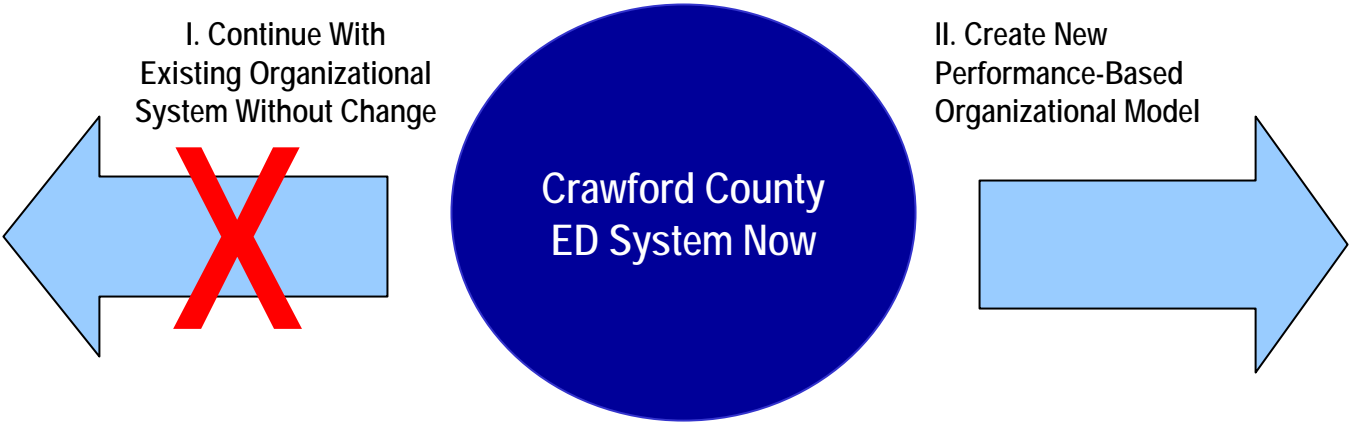
# Major Conneaut Lake ED Groups: Current Roles

Economic Development and Related Organizations (Planning and Community Development)	Key Economic Development Roadmap Priorities						
	Workforce	Marketing	Finance	Business R&E	Business Recruit.	Entrep. Develop.	Tourism
Conneaut Lake Business Assoc.	No	No	No	Yes	No	No	Yes

Note: Only roles related to the Crawford County ED Roadmap are identified.

# Two Overall Organizational Strategy Options

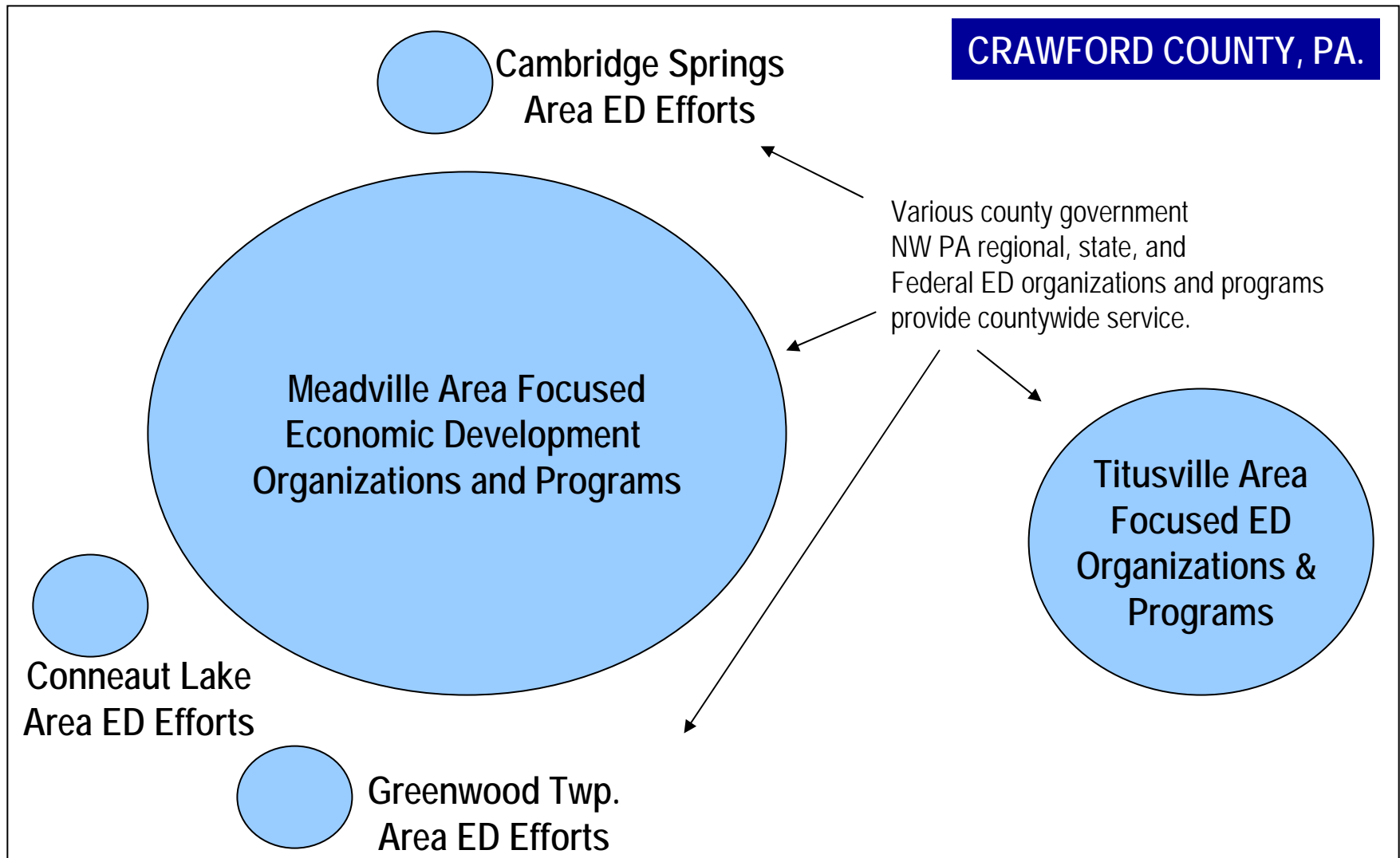
Option II is a Change-Making Model, offering the ability to fully achieve proposed new Crawford County ED Priorities, Values, And Operating Principles. **This is a Workable Choice!**



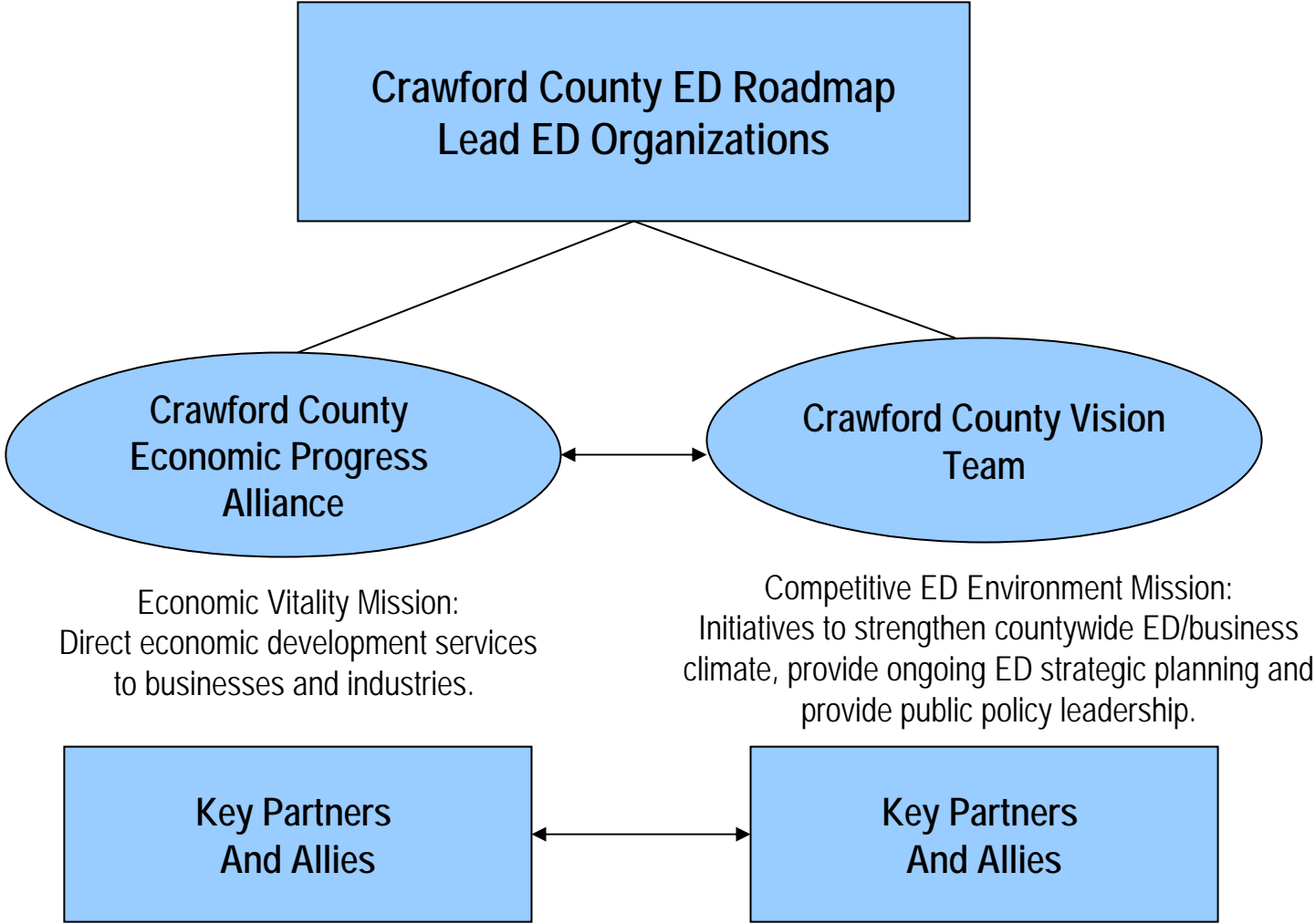
**Option I** is the Status Quo Model. This model fails to support the proposed new Crawford County ED Priorities, Values, And Operating Principles. **Not a Good Choice!**

# "Status Quo" Organizational Option

**CRAWFORD COUNTY, PA.**

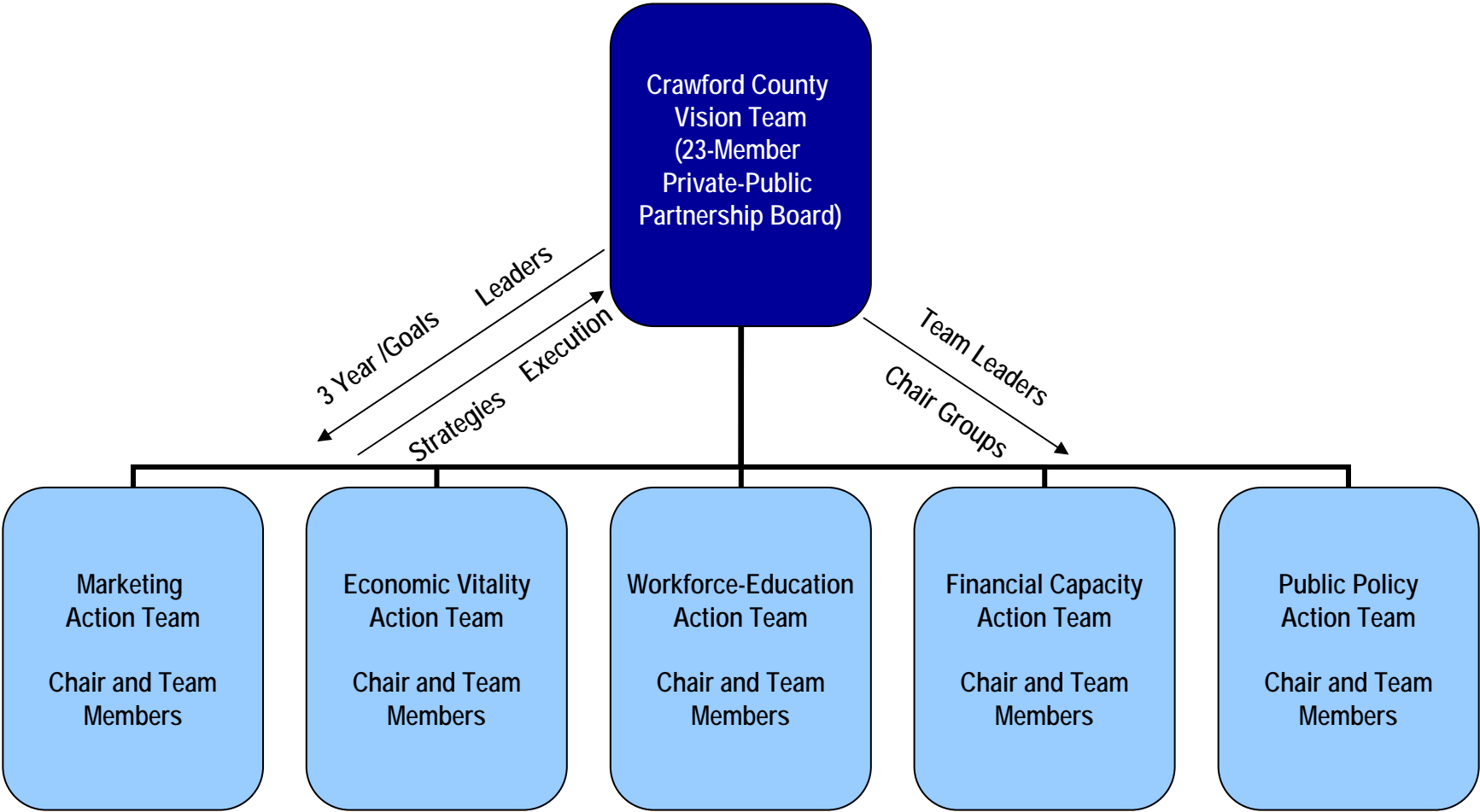


# Performance-Based Countywide ED Organizational Option





# Crawford County Vision Team (CCVT) Organization Chart



# Marketing Action Team

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**Goal:** Develop and implement a countywide economic development marketing strategy focused on high value and high quality opportunities.

**Prioritized Strategies:**

1. Form a countywide marketing council representing the key ED interests of the County
2. Prepare a three year marketing plan that reflects the top priorities: existing business expansion, new business recruitment, young talent retention and recruitment, new enterprise startup (especially in key technology industries), and tourism.
3. Devise a funding and implementation strategy for the marketing program
4. Implement the plan and track progress against approved measures

# Economic Vitality Action Team

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**Goals:** Strengthen the economic development process to: 1) retain and grow existing businesses; 2) attract new quality employers; and 3) increase successful new business startups.

## **Prioritized Strategies:**

1. Develop and manage a major existing account program for the top fifty impact businesses for the County.
2. Develop economic vitality partnerships to provide customized solutions to Crawford County's key growth industries.
3. Develop and implement a county wide targeted business recruitment plan aligned with Crawford County's key strengths, growth industries, and the NWC regional plan.

# Workforce-Education Action Team

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**Goal:** Strengthen the County’s workforce to meet the needs of today and tomorrow’s skill sets and abilities.

**Prioritized Strategies:**

1. Re-align all public and private sector workforce, education, and services focused on enhancing the County’s human resources.
2. Introduce new criteria for all existing public incentives programs to give companies greater incentive benefits for upgrading the pay and skill levels of existing jobs and creating new high quality jobs in the county.
3. Eliminate all redundancies in the system county wide and maximize the available training resources for maximum benefit of the County.

# Financial Capacity Action Team

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**Goal:** Provide funding to achieve approved goals and strategies, and create new competitive incentives to assist business investment in Crawford County.

**Prioritized Strategies:**

1. Determine the funding needs based on the three year goals of the CCVT countywide teams
2. Work with the private and public sectors to develop the funding sources to meet the three year needs.
3. Develop a list of prioritized options for securing long term discretionary funding for Crawford County ED purposes in future years.

# Public Policy Action Team

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**Goal:** Improve Crawford County’s business climate by getting new public policies implemented at the local, County, state, and Federal levels.

**Prioritized Strategies:**

1. Prioritize the current policy and programmatic disconnects at local, county, state, and Federal level and develop an action plan to change the climate
2. Increase state and Federal funding to Crawford County for infrastructure development, economic development, and for the planning and management of the Crawford County Economic Development Road Map.

# CCVT Legal Structure Considerations


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1. Capable of receiving and using both public and private sector (including individual charitable gifts) funding.
2. Capable of making grants and loans to other organizations.
3. Capable of entering into legal contracts to serve the purposes of its mission and goals.
4. Qualified for tax-exempt status under Pennsylvania law.
5. Voluntary association of private citizens (not a legislated governmental entity.)
6. Suited to perform the specific roles and responsibilities defined within the Roadmap plan.
7. Capable of assuming new roles and responsibilities as defined by its Board of Directors.
8. Capable of protecting the legal rights of its board, any staff (if hired), any agents, representatives, including private contractors and consultants.
9. Capable of adopting formal organizational bylaws which it operates by and can modify at the decision of its Board of Directors.
10. Accountable and performance-based organization that operates under open meeting laws.

Legal counsel advice will be sought regarding the best nonprofit corporation form to achieve these purposes.

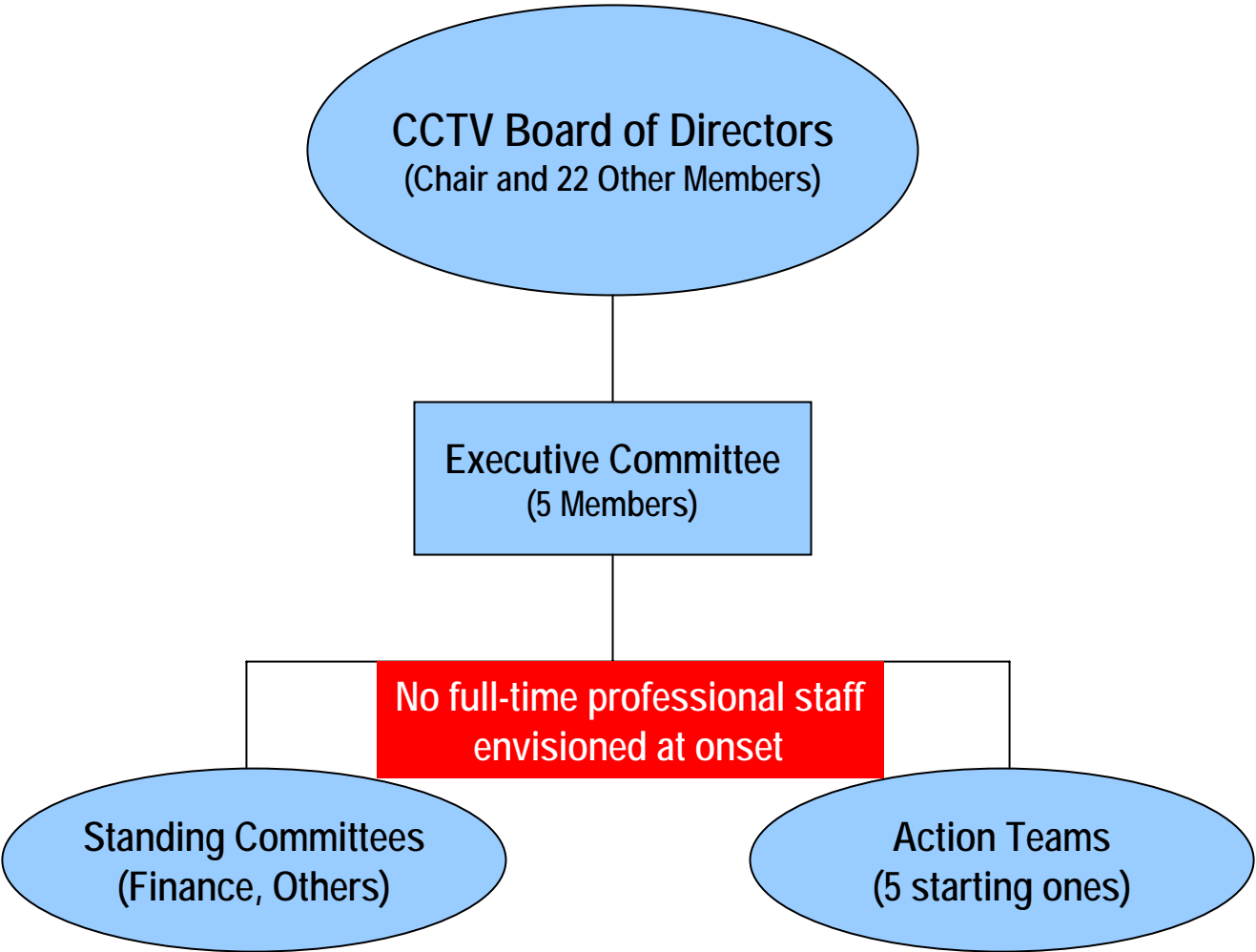
# Crawford County Vision Team (CCVT) Organizational Roles

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- 1. Acts as the keeper of the Crawford County ED Roadmap vision.
  - 2. Sets overall direction for the Competitive Environment and Economic Vitality Components of the Roadmap.
  - 3. Prepares and ensures that all Crawford County ED organizations operate in a performance-based manner that supports the Roadmap's vision and goals.
  - 4. Informs and educates state and local government about public policies and strategies that can strengthen business and job development competitiveness.
  - 5. Builds capacity of ED, workforce, and other development-related organizations to work cooperatively to achieve the Roadmap goals.
  - 6. Engages in ongoing strategic planning for countywide economic development.
  - 7. Raises funds to support strategic initiatives linked to the Roadmap.
  - 8. Engages and educates the general public about economic development priorities and issues.
  - 9. Builds special working actions teams to plan, initiate, and evaluate economic development programs and initiatives. Defines and selects the leadership for these teams.
  - 10. Monitors trends and conducts and commissions research on special ED issues of importance to Crawford County.
  - 11. Helps the public and private sectors to set future economic development investment priorities.
  - 12. Organizes and sponsors technical and leadership development programs to increase the capacity of local ED organizations to perform successfully.




# Crawford County Vision Team (CCVT) Committee and Action Team Structure



# Crawford County Vision Team (CCVT): Action Teams Direction

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1. All action teams are appointed and led by the CCVT Board.
  2. Action teams are chaired by a CCVT Board members.
  3. Membership of the action teams should combine CCVT leadership and subject matter experts for the group's mission.
  4. Both ongoing and ad hoc action teams can be organized by the Board. As the strategic direction of the CCVT shifts, it is expected that the focus of attention of the working groups will also shift.
  5. The action teams play only an advisory role to the Board.
  6. Each action team formed will be given strategic direction from the CCVT Board on priorities. The first five action teams: Marketing, Workforce/Education, Financial Capacity, Public Policy, and Economic Vitality, will be expected to work with the goals, strategies, and performance measures defined in the current Roadmap plan.
  7. Action teams will be required to define any staffing or consultant needs they foresee. Expenditures on these services must be approved by the CCVT.

# Crawford County Vision Team (CCVT): Stakeholder Representation, Service Terms, and Meetings

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## Representation:

- At least 5 members of the Crawford County ED Leadership Team should serve on the board.
- Leadership stature membership.
- Geographic areas: 14 from Western Crawford County, 7 from Eastern Crawford County, and 2 regional representatives.
- Stakeholder Groups: 16 from Business, 5 from Government, and 2 from Education.
- Business Sectors: Manufacturing, Services, Technology, Entrepreneurial/Small Business, Tourism, and Agriculture.
- Adequate balance among members by race/ethnicity, gender, and age generation.

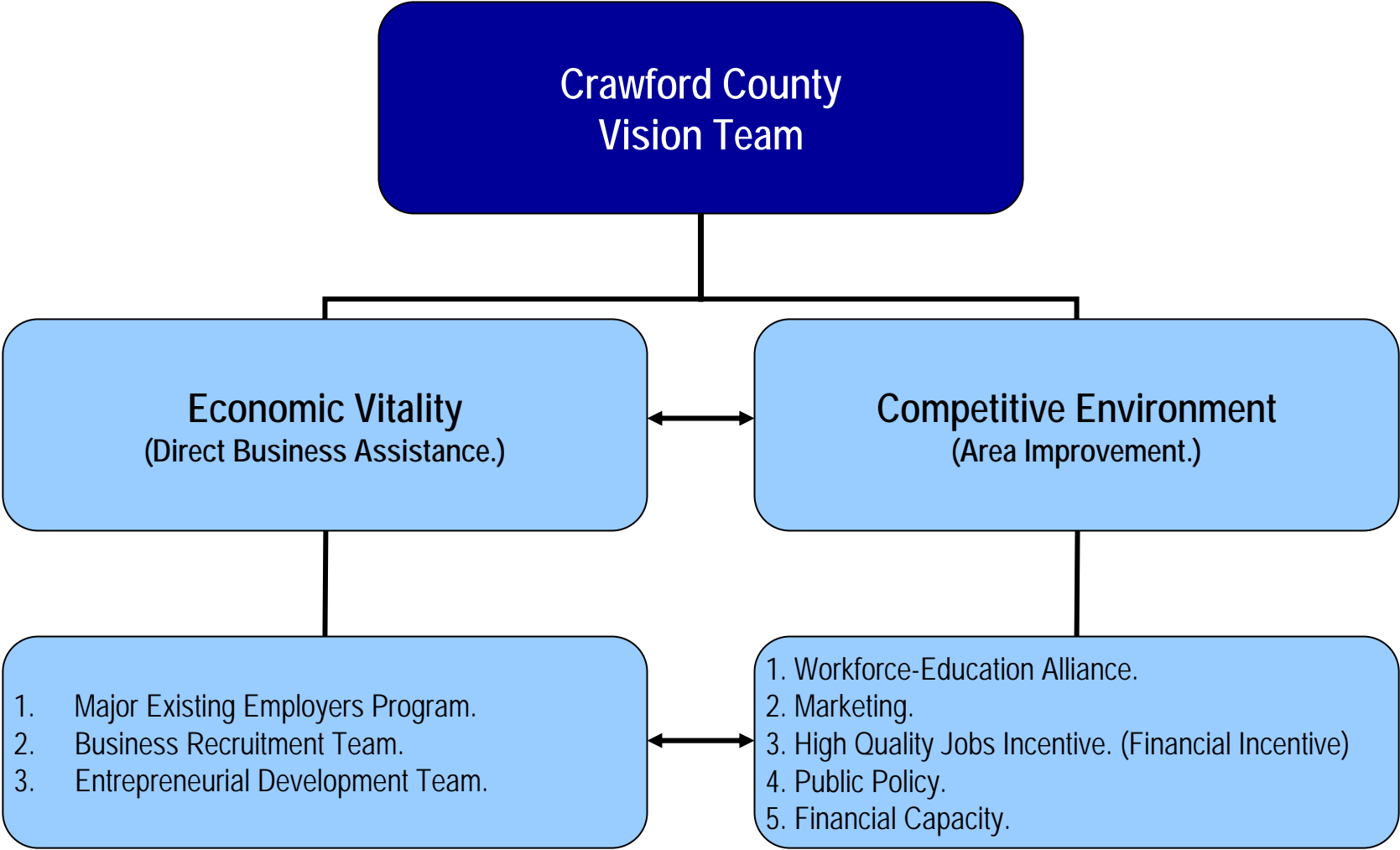
## Service Terms:

- Two-year terms, with no more than three consecutive terms.
- Each member has a Board compact defining specifically what the member will contribute in terms of time and service during his or her tenure.

## Meeting Schedule:

- Quarterly meetings of the whole Board.
- Monthly and as needed meetings of Executive Committee.
- Meetings open to the public and media.

# Functional Area Responsibilities Chart



# Organizational Strategy Performance Measures

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The following measures are suggested as **lead performance measures** for tracking the progress, effectiveness, and impact of the Organizational Strategy Component of the Roadmap:

- For the most part, the CCVT and its partners will be judged by the metrics identified under the Economic Vitality and Competitive Environment components of the Roadmap.
- Ability to encourage and assist in building new countywide capacity to support economic development.
- Ability to build the performance teams to accomplish the Roadmap goals, objectives, and performance measures that relate to each team.
- Ability to sustain credibility and support from its stakeholders, and involve them in its work. This should include the general public.
- Ability to develop as a well-recognized leader for countywide economic development in Pennsylvania and eventually nationally.
- Ability to form dynamic new strategic relationships and partnerships with local, regional, and state resources to help Crawford County achieve its Roadmap goals and objectives.

# What Does Performance-Based Mean?

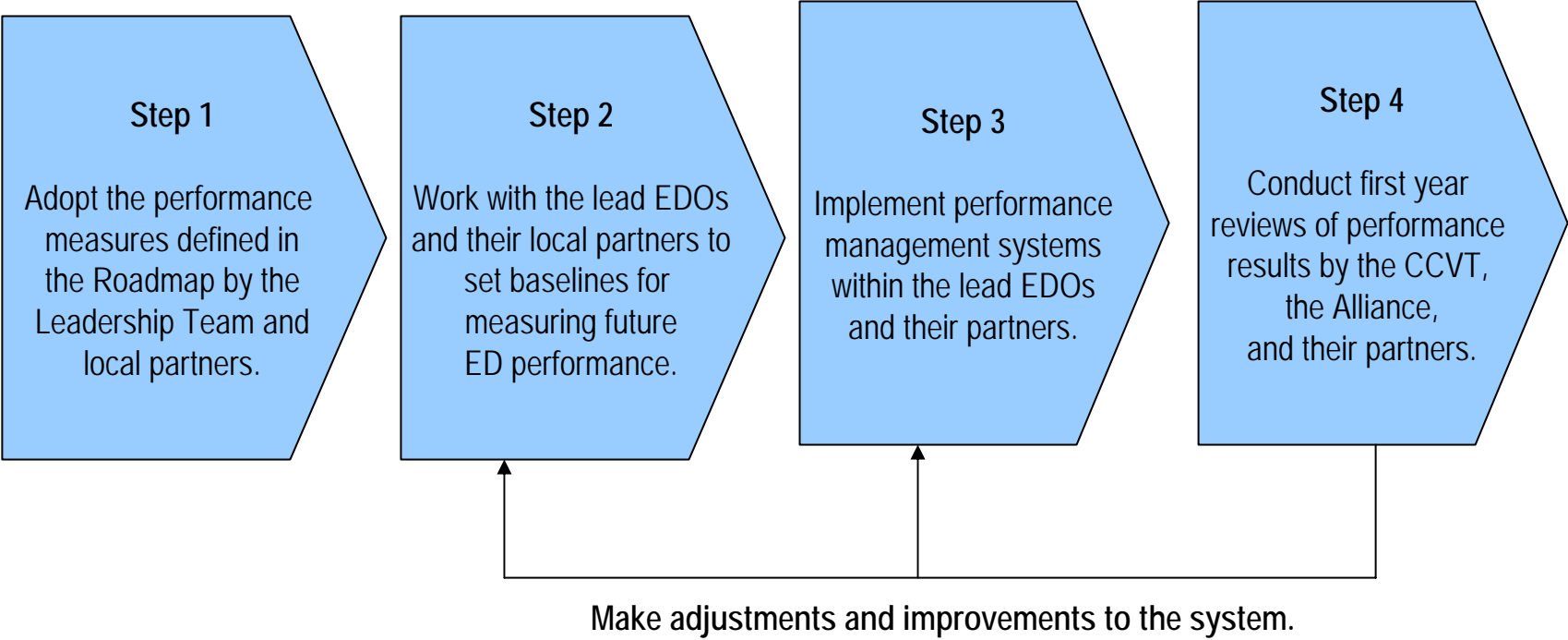
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1. In the context of the Roadmap, it means that economic development efforts can be monitored and measured on an ongoing basis in terms of their:
  - Progress.
  - Effectiveness.
  - Impact
2. It means that all EDO's in Crawford County associated with the Roadmap plan will adopt more performance-based approaches to economic development, ensuring that the Roadmap's progress, effectiveness, and impact can be measured on a regular basis in the future.
3. It means that Crawford County EDO's will establish baselines for building future performance-based work efforts. These baselines will enable ED stakeholders assess whether the Roadmap is having its intended impact over time.
4. It means that Crawford County EDO's will adopt defined performance measures to gauge their progress and effectiveness in developing businesses, jobs, income, tax base, and other measures of economic vitality and growth.

# Approach to Creating a Performance-Based System for Crawford County Economic Development

*Performance-based management is a vehicle for continuous improvement by Crawford County's countywide and local EDO's. The County should plan to grow into its system over time.*

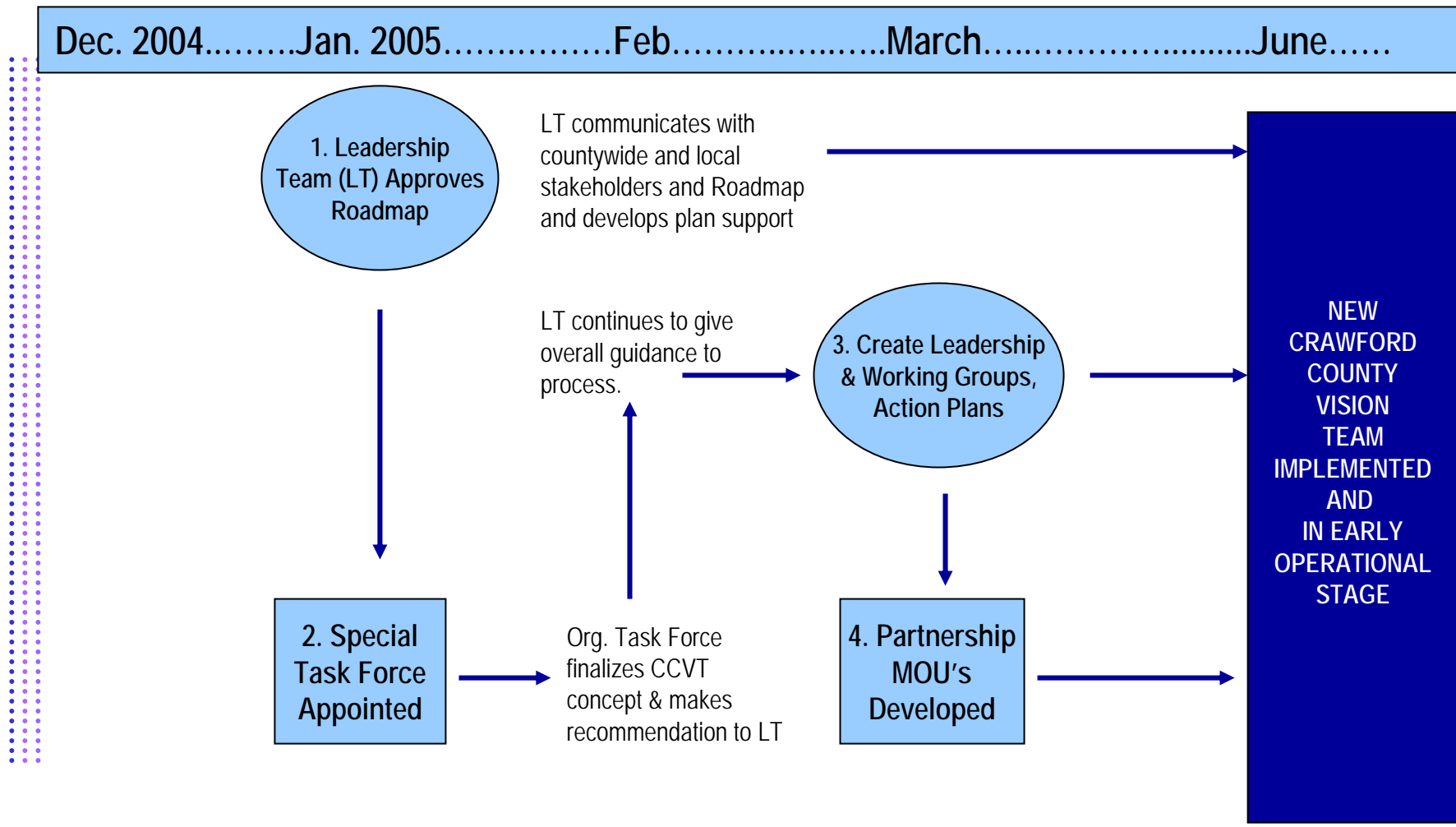


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# X. Implementation Schedule



# Proposed Process for Creating the Crawford County Vision Team




# Implementation Plan Steps

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1. The Roadmap should be implemented under the guidance of the Crawford County Vision Team (CCVT). An Implementation Task Force will ensure this occurs effectively and efficiently.
2. The proposal to create the new CCVT will be reviewed with private legal counsel to ensure that the proper legal form for incorporation is adopted.
3. The Crawford County Commissioners are exploring the feasibility of providing a \$30,000 grant to fund a part-time administrative project manager to provide short-term staffing support to the CCVT Implementation Task Force.
4. The Crawford County Commissioners have requested DTIA to provide some limited advisory support to the CCVT during its implementation phase.
5. The final Roadmap document, once adopted by the Leadership Team will be posted to the County Commissioners website for public distribution. A separate website for the new CCVT is envisioned, which will be created during the implementation phase.
6. One of the first implementation actions will be to develop a strategy to communicate with the general public and key local and state economic development stakeholders about the Roadmap to gain their inputs and support.

# CC-ED Roadmap Budget Summary



1. Major Existing Account Initiative	\$200,000/year (\$600,000 over 3 years)	Shift of existing committed BR&E funds plus new funds (WIB, County)
2. Economic Vitality Partnerships	\$50,000/1 <sup>st</sup> yr (\$20,000 Years 2 and 3)	County bond issue and private sector
3. New Business Recruitment	\$100,000/year (\$300,000 over 3 years)	County bond issue and private sector
4. Marketing	\$100,000/year (\$300,000 over 3 years)	County bond issue and private sector
5. Workforce/Education Initiative	\$150,000/first 18 months	Regional WIB, private sector, County Government, State Govt.
6. CC Vision Team Operating Budget	\$100,000/year (\$300,000 over 3 years)	County bond issue and private sector
7. Sub-Total	\$700,000/first year (~\$1.6 mil over 3 years)	
8. High-Quality Jobs Incentive	\$5 million fund	County bond, & possible support from Craw. RDA & Titusville



# XI. Appendices

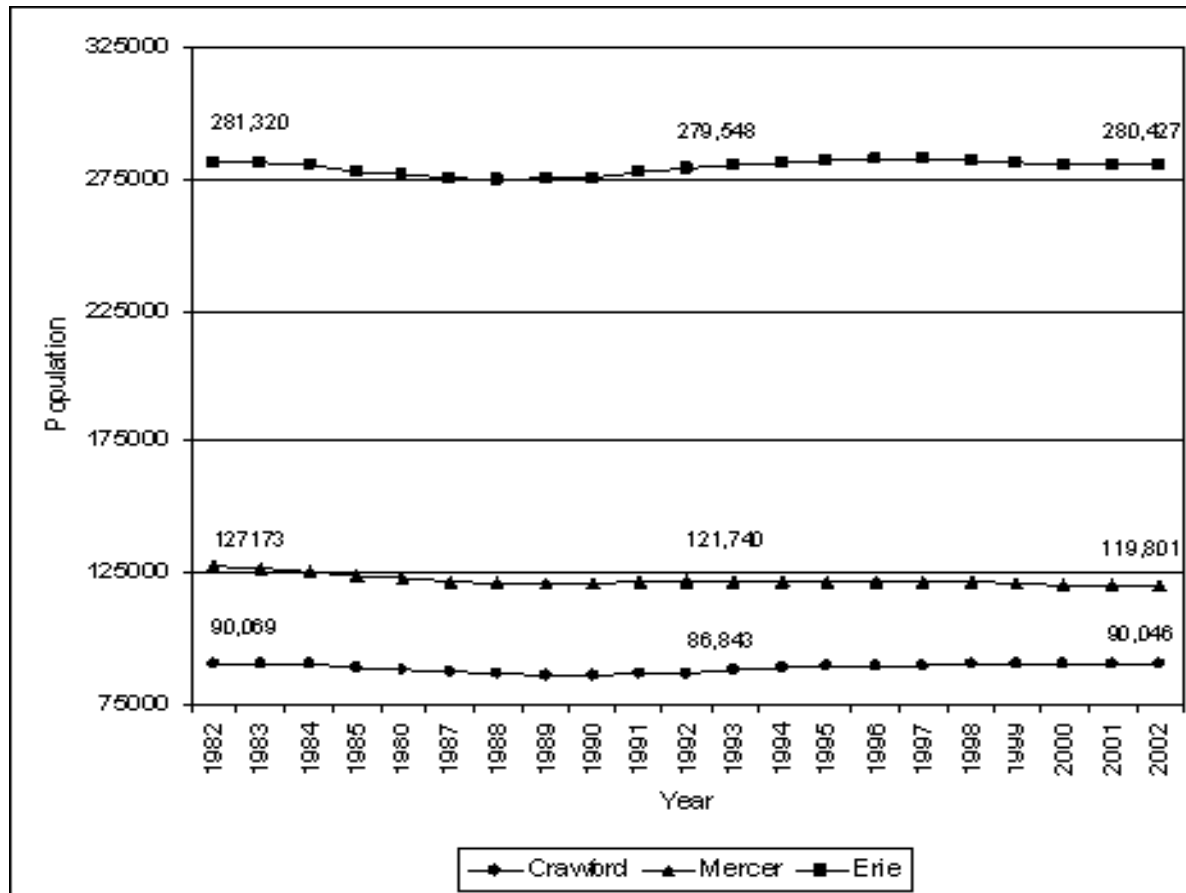
This section contains supporting data used in the construction of the Roadmap. Most of the data in the appendix comes from the Crawford County Economic Base Analysis Report prepared by DTIA. A summary of the key points of the joint action teams meeting is also included here as a source of future implementation guidance.

# Economic Base Analysis Data

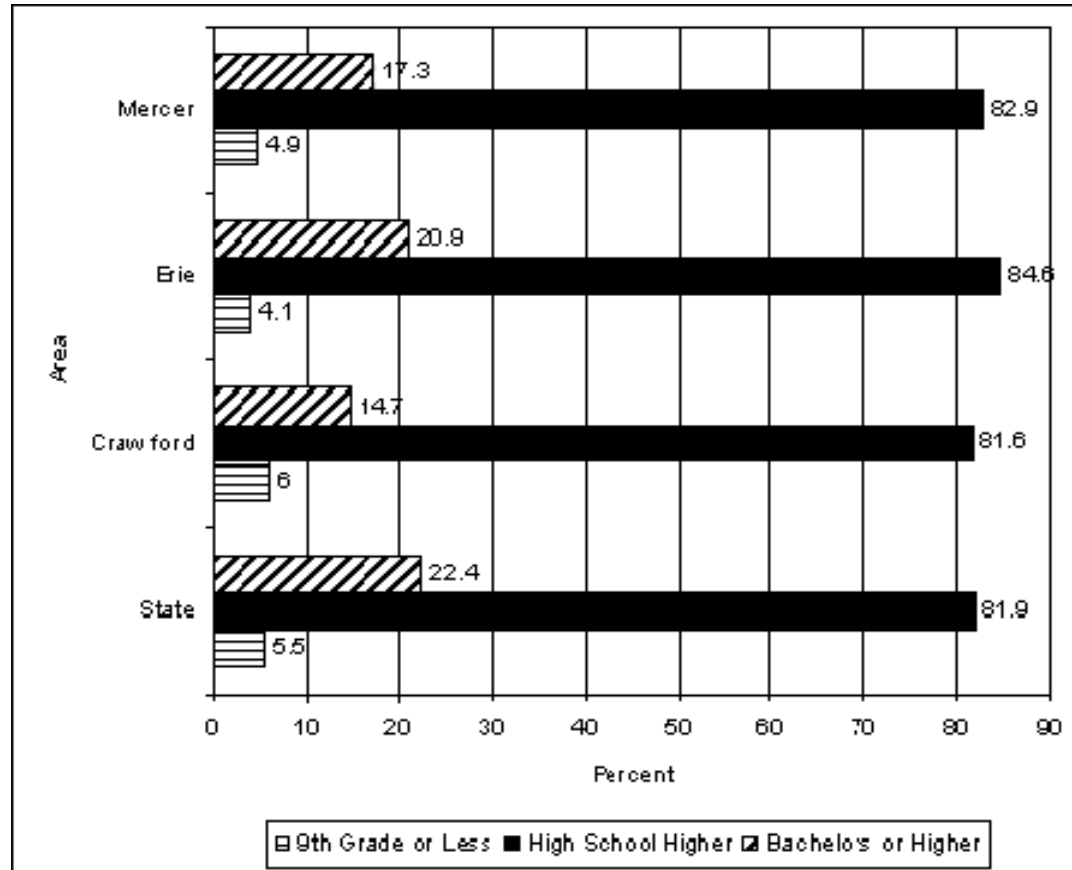
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## Appendix A

# Crawford County Population Growth



# Crawford County Educational Attainment



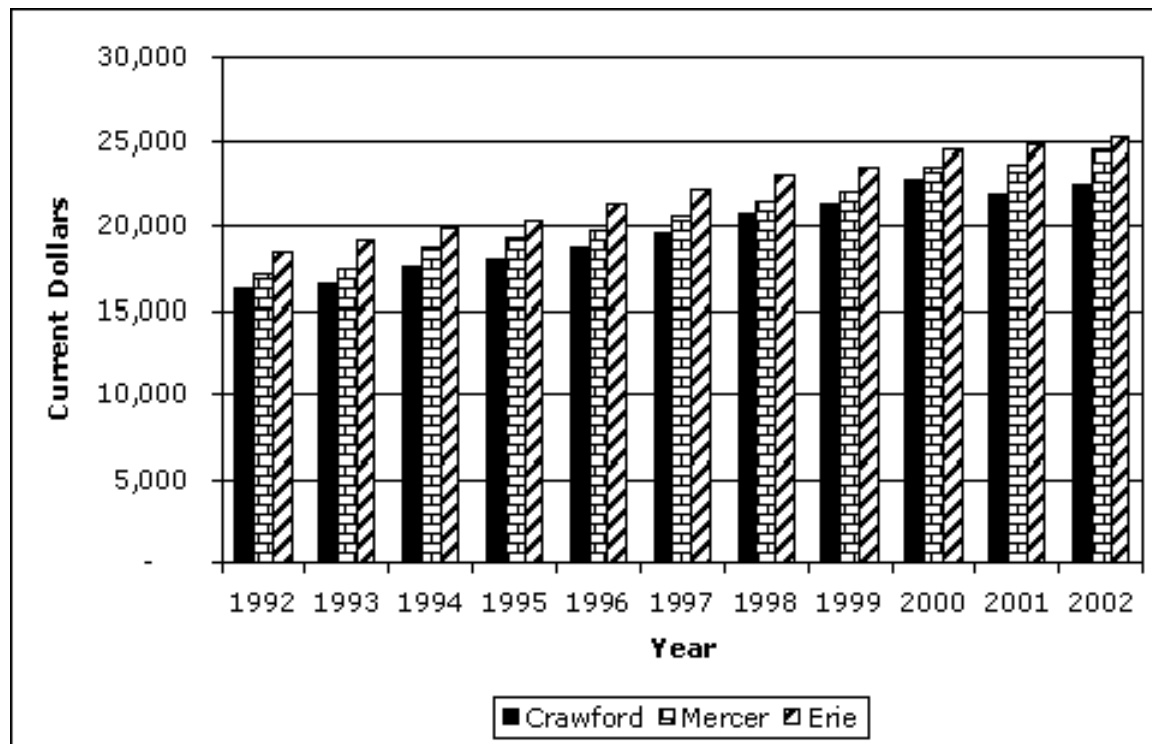
# Crawford County Educational Attainment

County	Workforce				Farm		Home-	White		Blue	Service	Unemp	Unknow
	Total Grads	To College	Non-degree	Non degree	Worker	maker	Military	Collar	Collar	Worker			
Crawford													
1997- 2001	3458	2150	1308	110	24	34	180	57	448	232	32	191	
Percent	100.0	62.2	37.8										
Erie													
1997- 2001	13132	9117	4015	496	39	72	689	325	837	751	192	614	
Percent	100.0	69.4	30.6										
Venango													
1997- 2001	2967	1848	1119	133	6	15	181	35	194	180	176	199	
Percent	100.0	62.3	37.7										

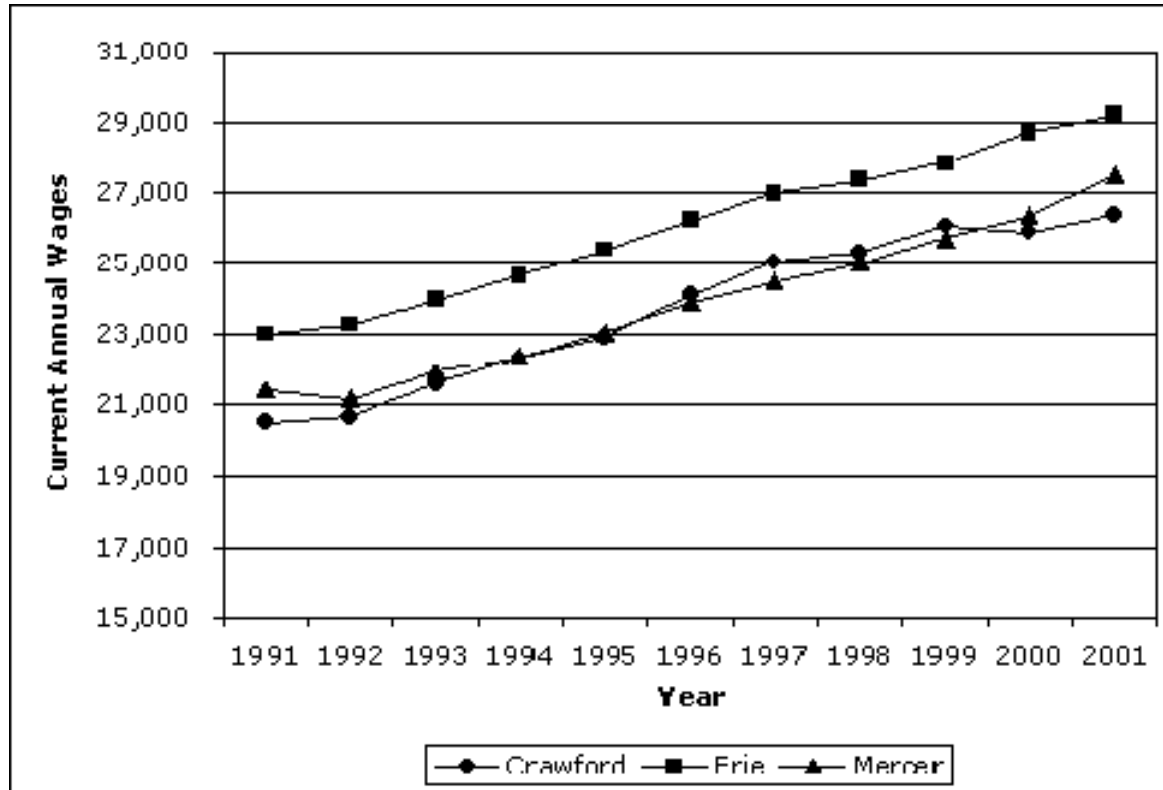


# Crawford County Per Capita Income

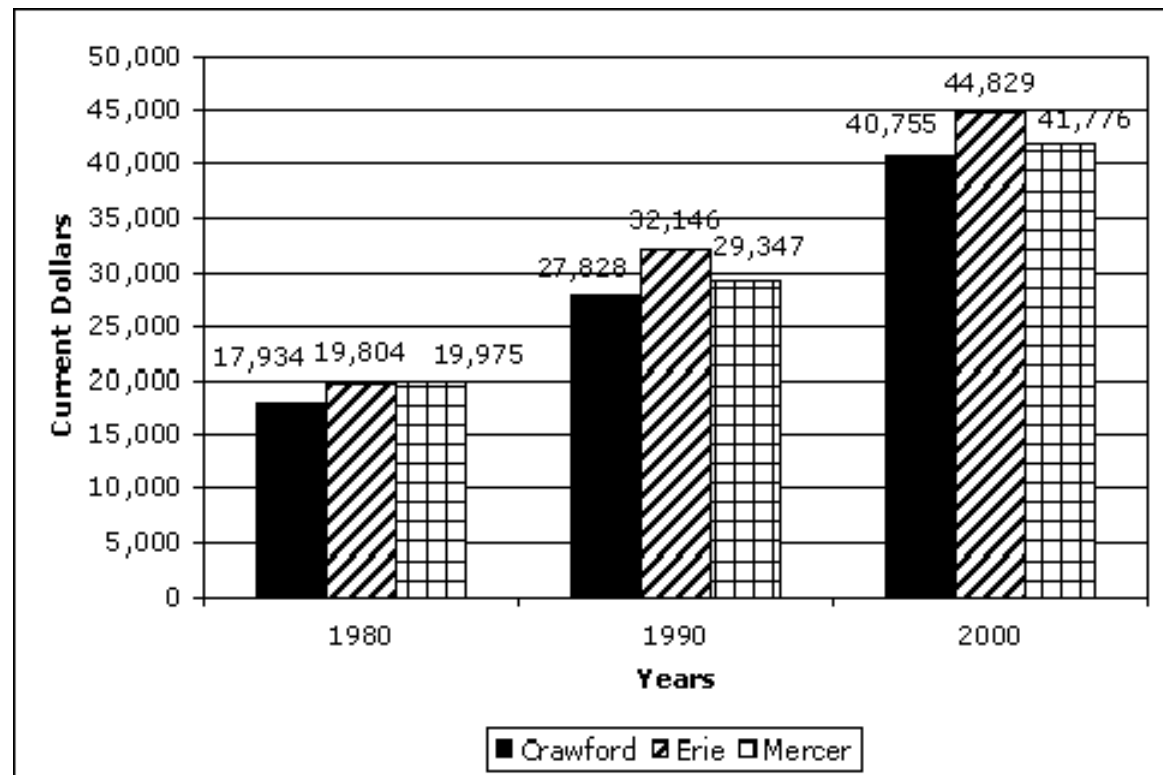
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# Crawford County Average Wages Per Jobs



# Crawford County Average Wages Per Jobs



# Changes in Sources of Personal Income in Crawford County

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Source	County	1992	1997	2002	% Change
<b>Transfers</b>					
	Crawford	298,311	361,329	487,576	63.4
	Mercer	444,660	559,822	726,059	63.3
	Erie	896,601	1,103,729	1,440,923	60.7
<b>Dividends</b>					
	Crawford	233,776	295,279	319,033	36.5
	Mercer	371,888	450,753	488,475	31.4
	Erie	865,491	1,175,494	1,160,838	34.1
<b>Earnings</b>					
	Crawford	932,516	1,168,394	1,246,620	33.7
	Mercer	1,401,781	1,623,667	1,919,285	36.9
	Erie	3,989,498	4,725,651	5,303,087	32.9

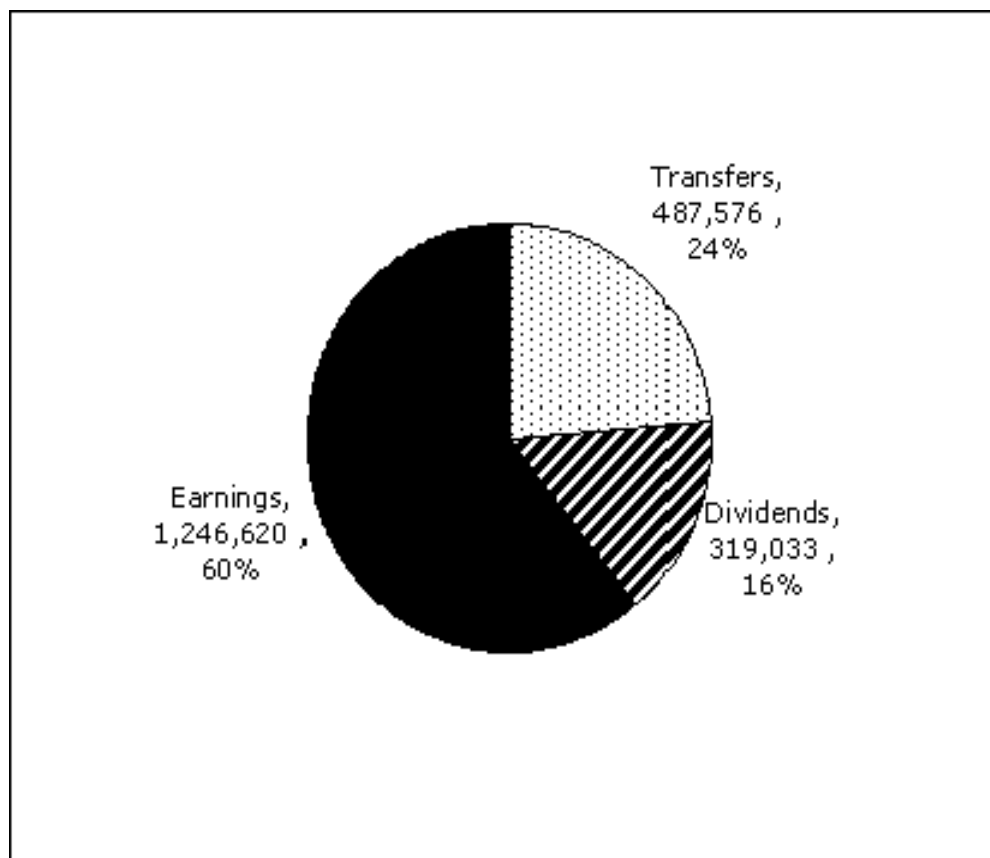
# Crawford County Personal Income Shift

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Source	County	1992	1997	2002	% Change
<b>Transfers</b>					
	Crawford	298,311	361,329	487,576	63.4
	Mercer	444,660	559,822	726,059	63.3
	Erie	896,601	1,103,729	1,440,923	60.7
<b>Dividends</b>					
	Crawford	233,776	295,279	319,033	36.5
	Mercer	371,888	450,753	488,475	31.4
	Erie	865,491	1,175,494	1,160,838	34.1
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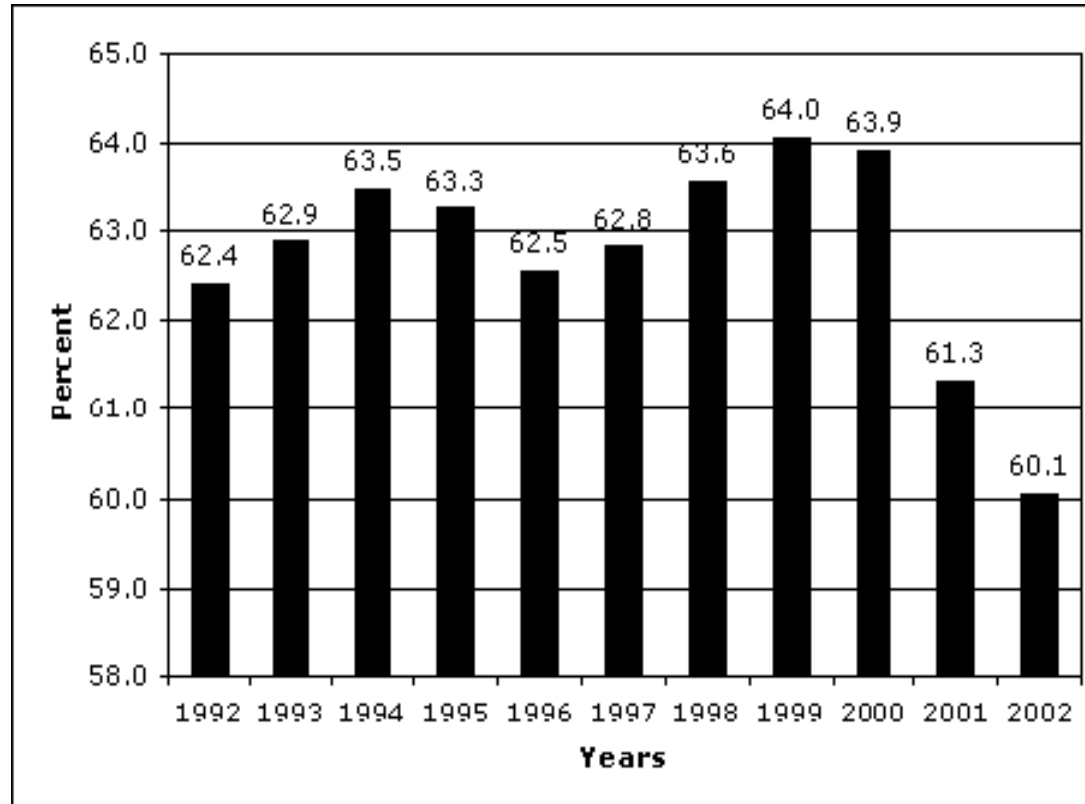
# Crawford County Personal Income Sources

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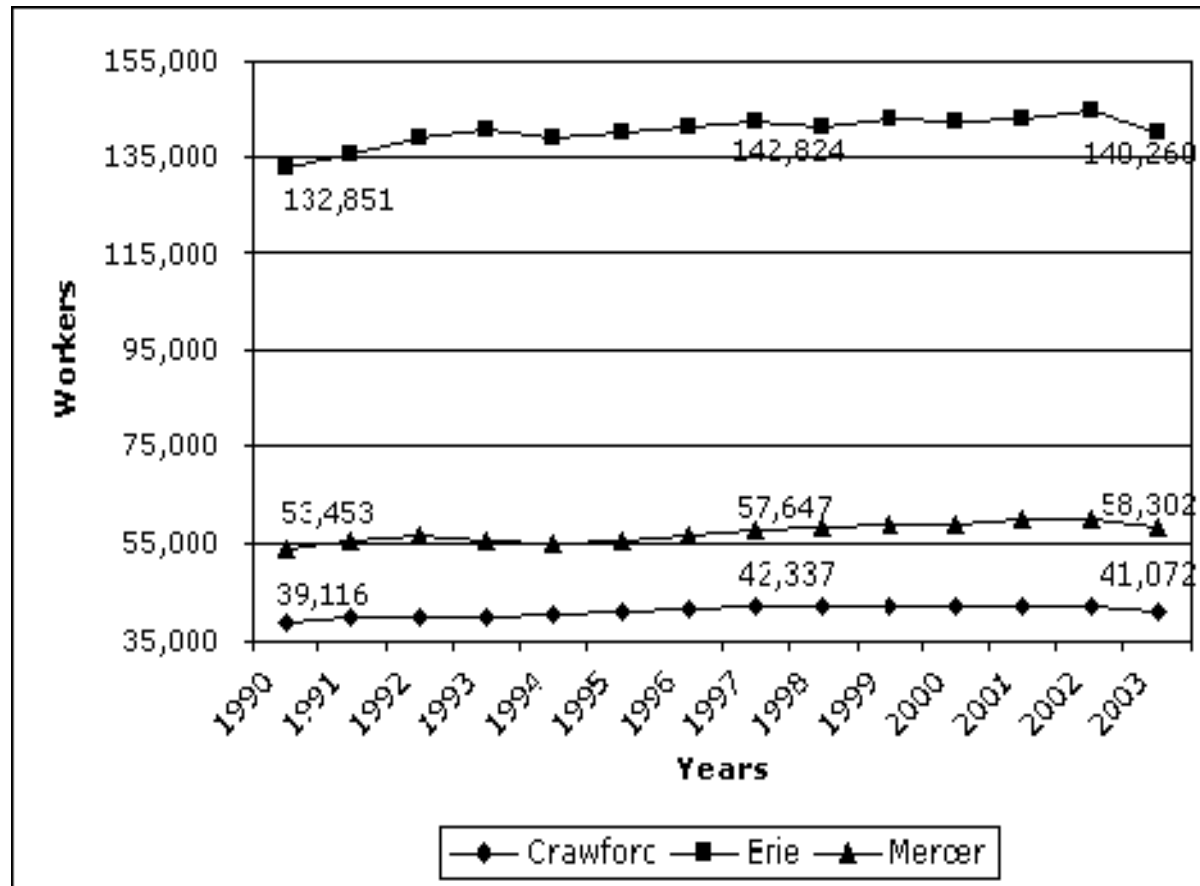


# Crawford County Per Capita Net Earnings as Percent of Per Capita Income

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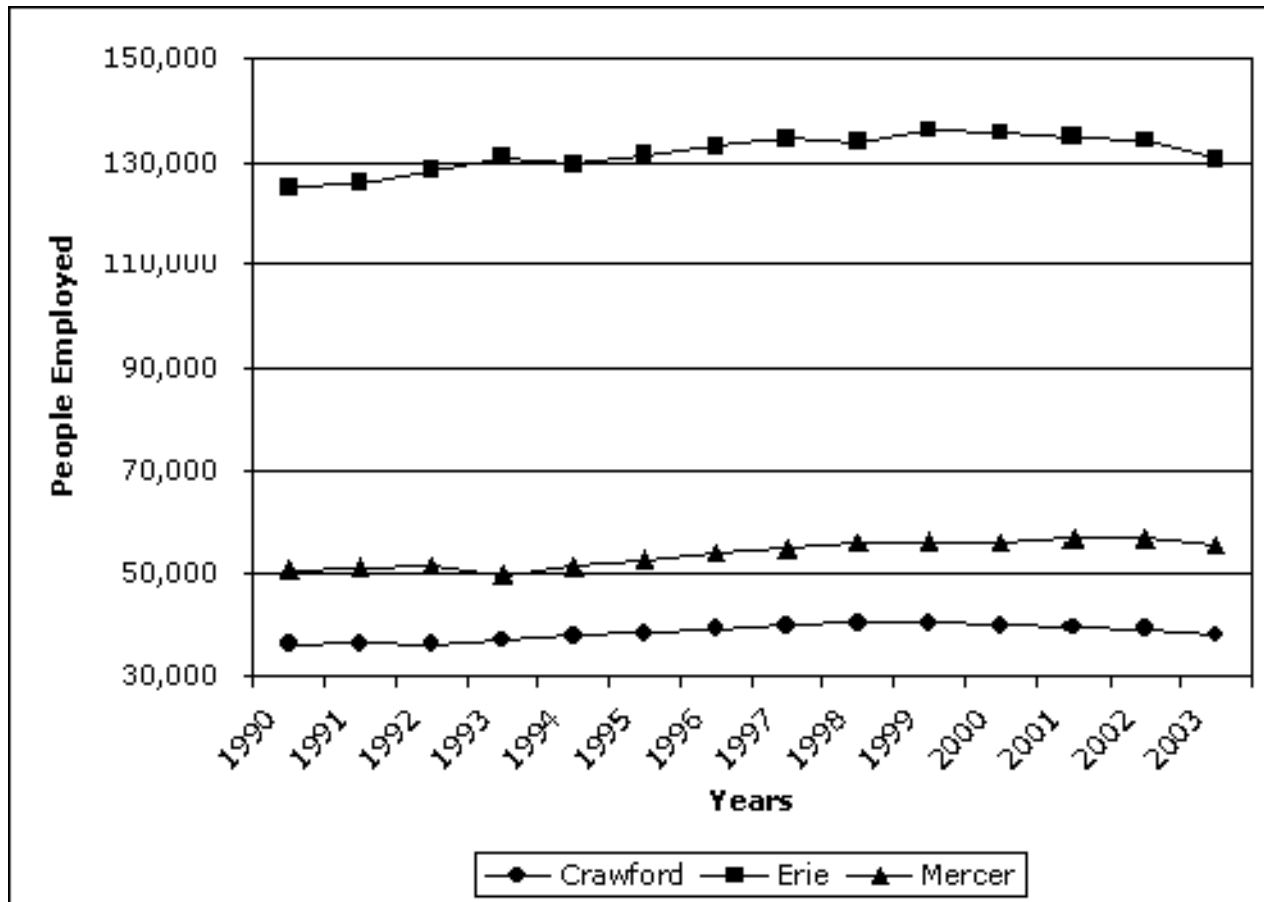


# Crawford County Workforce Growth

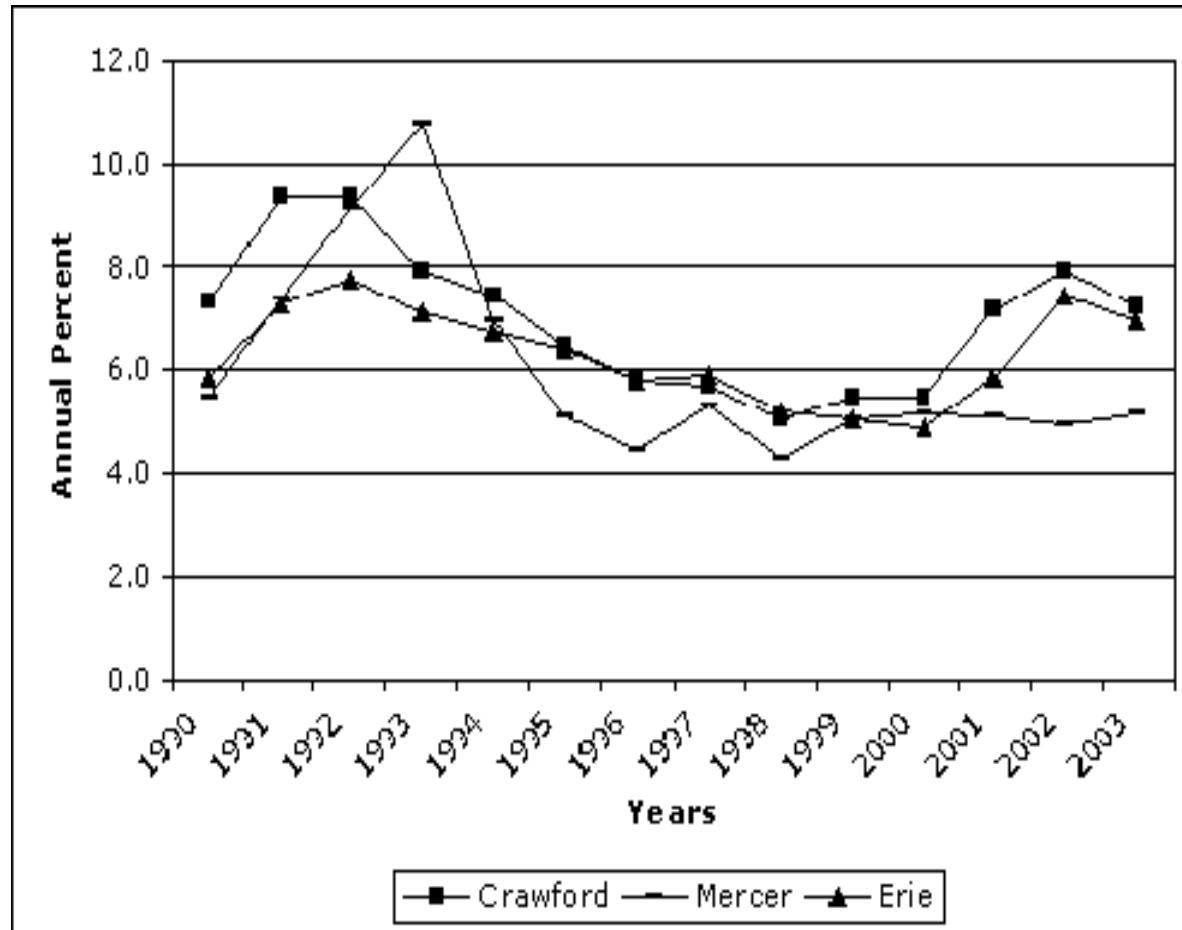




# Crawford County Employed Residents



# Crawford County Unemployment Trends



# Crawford County Worker Commuting Patterns

County of Work	1970	1980	1990	2000	1970%	1980%	1990%	2000%
Ashtabula, OH	308	515	587	644	1.0	1.5	1.7	1.7
Crawford, PA	24,004	28,373	27,806	30,179	80.3	82.2	79.4	77.6
Erie, PA	1,587	2,539	3,390	4,351	5.3	7.6	9.7	11.2
Mercer, PA	822	1,185	1,198	1,393	2.7	3.4	3.4	3.6
Venango, PA	359	757	687	882	1.2	2.2	2.0	2.3
Other	2,815	1,345	1,373	1,422	9.4	3.0	3.9	3.7
Totals	29,895	34,514	35,041	38,871	100.0	100.0	100.0	100.0

Residence County	Number	Percent
Crawford Co. PA	30,179	84.4
Venango Co. PA	2,105	5.9
Erie Co. PA	1,262	3.5
Mercer Co. PA	1,172	3.3
Other	1,036	2.9
Total	35,754	100.0

# Crawford County Industry Employment, 1992-2000

Industry Sector	1992	1993	1994	1995	1996	1997	1998	1999	2000	Average Employ	Percent Chg. 1999-2000
Farm employment	1,663	1,735	1,748	1,768	1,741	1,809	1,763	1,764	1,813	1,755	9.0
Ag services, forestry, fish	333	580	474	414	467	525	680	826	815	588	144.7
Mining	346	334	321	257	262	305	303	324	330	310	(4.6)
Construction	2,222	2,180	2,184	2,127	2,137	2,224	2,460	2,419	2,460	2,288	10.7
Manufacturing	8,939	9,033	9,403	10,035	10,110	10,508	10,562	10,606	10,657	9,989	19.2
Transp, public utilities	1,413	1,418	1,413	1,495	1,494	1,456	1,509	1,557	1,546	1,477	9.4
Wholesale trade	1,155	1,155	1,013	903	961	958	1,010	1,048	1,030	1,033	(5.6)
Retail trade	6,534	6,633	6,852	7,021	7,038	7,182	7,279	7,503	7,346	7,043	12.4
Finance, insur, real estate	1,765	1,447	1,722	1,663	1,642	1,582	1,718	1,726	1,851	1,682	3.7
Services	10,777	11,066	11,553	11,558	11,821	12,060	12,731	13,088	13,474	12,016	25.0
Government	4,291	4,469	4,612	4,618	4,688	4,751	4,790	4,782	4,944	4,663	15.2
Total Employment	39,453	40,071	41,235	41,919	42,352	43,360	44,810	45,653	46,336	42,875	17.4

# Crawford County Industry Employment, 2001-2002

Industry Sector	2001	2002	Chg. 2001-02
Farm employment	1,787	1,796	0.50
Forestry, fishing	623	511	(1.93)
Mining	374	372	(0.53)
Utilities	134	131	(2.24)
Construction	2,560	2,576	0.63
Manufacturing	8,796	7,909	(10.08)
Wholesale trade	883	385	0.23
Retail trade	5,050	5,028	(0.44)
Transportation and warehousing	1,184	1,139	(3.80)
Information	453	467	3.09
Finance and insurance	1,057	1,074	1.61
Real estate and rental and leasing	844	1,020	20.85
Professional and technical services	1,402	1,466	4.56
Management of companies	41	44	7.32
Administrative and waste services	1,650	1,796	8.85
Educational services	1,070	1,081	1.03
Health care and social assistance	5,188	5,349	3.10
Arts, entertainment, and recreation	825	367	5.09
Accommodation and food services	2,869	2,746	(4.29)
Other services, except public admin	3,143	3,162	0.60
Government	4,930	4,903	(0.55)
Totals	44,863	44,422	(0.98)

# Crawford County Business and Industry Profile

Prepared for Crawford County Economic  
Development Strategic Plan Leadership  
Team

September 29, 2004

By Donald T. Iannone & Associates

# Introduction

- This presentation provides an overview of major business and industry sector trends in Crawford County, PA.
- The profile was prepared as background for the new Crawford County Economic Development Strategic Plan.
- Data Note: The analysis is based upon Marketplace data, which is derived from the Dun & Bradstreet database. Because of confidentiality reasons, detailed Pennsylvania ES-202 data was not available to permit a useful analysis of County industry trends. (Only single year profile data were available.)

# Major Highlights

1. Crawford County is a significant center for business and employment within NW Pennsylvania.
2. A total of 4,274 businesses exist in the County, which employ 34,700 people.
3. Services account for 36% of both County businesses and employment.
4. Manufacturing accounts for 10% of County businesses and 24% of employment.



# Major Highlights

5. Services account for 37% of total County businesses, Retail Trade another 17%, and Manufacturing and Agriculture each account for 10% of total County businesses.
6. Healthcare Services is the County's largest industry employer, accounting for nearly 4,000 jobs (11.5%) of total employment.
7. Industrial Machinery, Plastics, and Fabricated Metal Products are the 3 largest manufacturing industries in the County.
8. Several governmental, educational, and nonprofit industries employ a significant number of people in the County.

# Major Highlights

9. At a detailed industry level, Tool and Die, Plastics, Hand and Edge Tools, and Woodworking Equipment are major manufacturing industries.
10. Within Services, Eating Places, Healthcare and Nursing Facilities, Grocery and Department Stores are major employers.

# Major Highlights

11. 40% of the County's businesses have been in business 21 years or longer.
12. Another 26% of the County's businesses fall into the 11-20 years in business category.
13. The remaining 34% of County businesses have been in business for 10 years or less.
14. Only 7% of the County's businesses have been in business for 3 years or less.

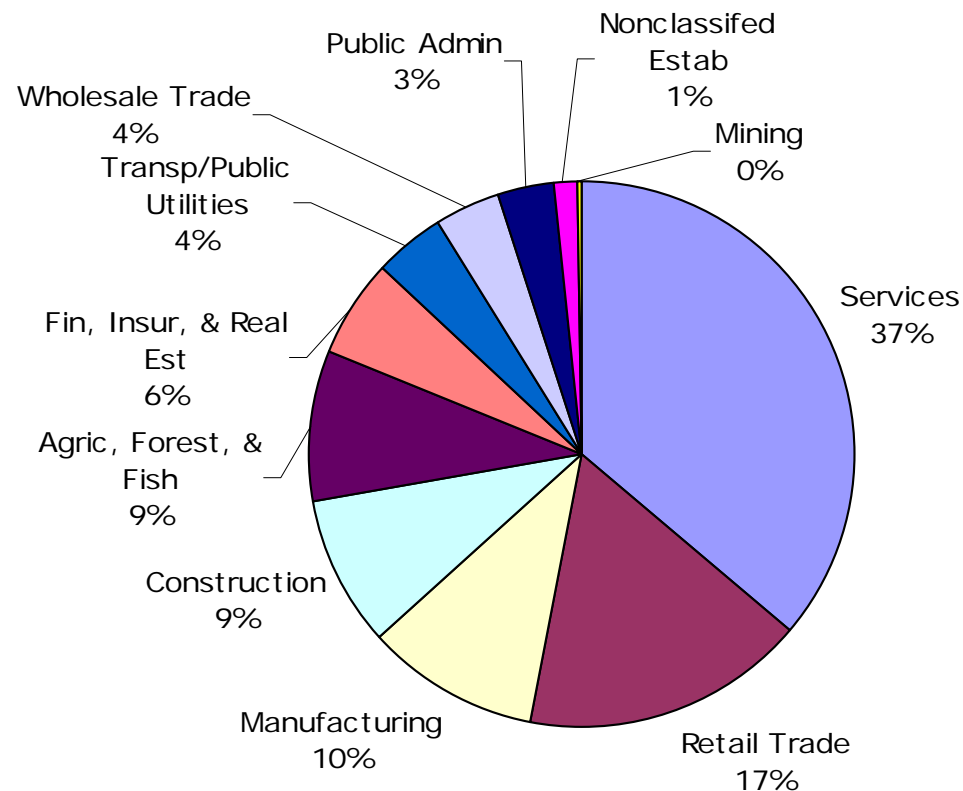
# Major Highlights

15. One-third of the County's manufacturers have been in business for 21 years or more.
16. 90% of the County's manufacturers have less than 50 employees.
17. 47% of all County manufacturing jobs are located in Meadville. Another 15% are located in Saegertown, and 10.5% are in Titusville. Together, these 3 communities account for 73% of the County's total manufacturing jobs.

# Crawford County Major Industry Profile, 2004

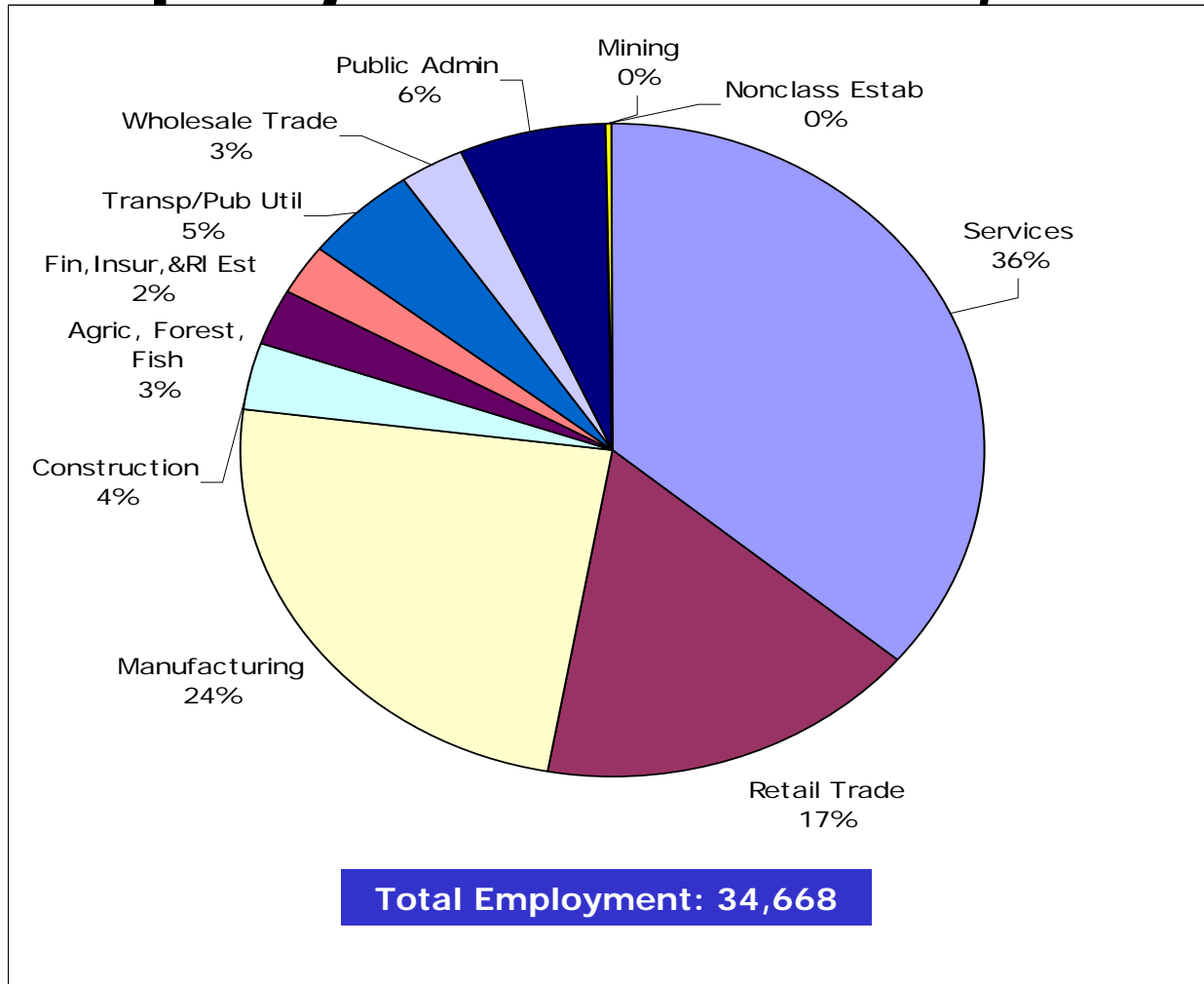
Major Industry Group	Total Businesses	% Total Business	Total Employ	% Total Employ
Services	1,543	36.1	12,507	36.1
Retail Trade	719	16.8	5,832	16.8
Manufacturing	441	10.3	8,288	23.9
Construction	385	9	1,216	3.5
Agriculture, Forestry, and Fishing	377	8.8	964	2.8
Finance, Insurance, and Real Estate	250	5.8	864	2.5
Transportation and Public Utilities	183	4.3	1,755	5.1
Wholesale Trade	160	3.7	976	2.8
Public Administration	143	3.3	2,181	6.3
Non-Classified Establishments	59	1.4	3	0.0
Mining	14	0.3	82	0.2
TOTALS	4,274	100	34,668	100.0

# Crawford County Business Establishments, 2004



**Total Businesses: 4,274**

# Crawford County Industry Employment Shares, 2004



# Crawford County's Largest Industry Employers

Two-Digit SIC Industry	Businesses	% Businesses	Employment	% Employment
Health Services	244	5.7	3,990	11.5
Educational Services	89	2.1	2,767	8.0
Industrial and Commercial Machinery and Computer Equipment	186	4.4	2,656	7.7
Rubber and Miscellaneous Plastic Products	33	0.8	1,857	5.4
Eating and Drinking Places	159	3.7	1,731	5.0
Social Services	112	2.6	1,335	3.9
Fabricated Metal Prdcts, Except Machinery & Transport Eqpmnt	35	0.8	1,222	3.5
Food Stores	59	1.4	961	2.8
Membership Organizations	247	5.8	929	2.7
Miscellaneous Retail	219	5.1	846	2.4
General Merchandise Stores	22	0.5	839	2.4
Business Services	170	4.0	761	2.2
Automotive Dealers and Gasoline Service Stations	109	2.6	748	2.2
Executive, Legislative & General Government, Except Finance	55	1.3	710	2.0
Justice, Public Order, and Safety	34	0.8	703	2.0
Construction - Special Trade Contractors	244	5.7	692	2.0
Wholesale Trade - Durable Goods	112	2.6	611	1.8
Lumber and Wood Products, Except Furniture	59	1.4	581	1.7
Personal Services	186	4.4	547	1.6
Engineering, Accounting, Research, Management & Related Svcs	98	2.3	513	1.5

Note: Includes public and private sector industries with 500 or more jobs in the County in 2004. (2-digit SIC industries)



# Crawford County's Largest 2-Digit SIC Private Industries

Two-Digit SIC Industry	Businesses	% Businesses	Employment	% Employment
Health Services	244	5.7	3,990	11.5
Industrial and Commercial Machinery and Computer Equipment	186	4.4	2,656	7.7
Rubber and Miscellaneous Plastic Products	33	0.8	1,857	5.4
Eating and Drinking Places	159	3.7	1,731	5.0
Fabricated Metal Prdcts, Except Machinery & Transport Eqpmnt	35	0.8	1,222	3.5
Food Stores	59	1.4	961	2.8
Miscellaneous Retail	219	5.1	846	2.4
General Merchandise Stores	22	0.5	839	2.4
Business Services	170	4	761	2.2
Automotive Dealers and Gasoline Service Stations	109	2.6	748	2.2
Construction - Special Trade Contractors	244	5.7	692	2.0
Wholesale Trade - Durable Goods	112	2.6	611	1.8
Lumber and Wood Products, Except Furniture	59	1.4	581	1.7
Personal Services	186	4.4	547	1.6
Engineering, Accounting, Research, Management & Related Svcs	98	2.3	513	1.5

Note: Includes only **private sector** industries with 500 or more jobs in the County in 2004.  
(2-digit SIC industries)

# Crawford County's Largest 4-Digit SIC Industries, 2004

4-Digit SIC	Industry Description	Businesses	% Businesses	Employment	% Employment
8211	Elementary and secondary schools	55	1.3	1,898	5.5
5812	Eating places	123	2.9	1,580	4.6
3544	Special dies, tools, jigs, and fixtures	110	2.6	1,254	3.6
8062	General medical and surgical hospitals	4	0.1	1,246	3.6
3089	Plastics products, nec	27	0.6	1,215	3.5
8051	Skilled nursing care facilities	7	0.2	917	2.6
5411	Grocery stores	36	0.8	838	2.4
5311	Department stores	4	0.1	735	2.1
9111	Executive offices	47	1.1	653	1.9
3545	Machine tool accessories	13	0.3	594	1.7
8322	Individual and family services	57	1.3	582	1.7
8221	Colleges and universities	11	0.3	577	1.7
8011	Offices and clinics of medical doctors	105	2.5	559	1.6
3423	Hand and edge tools, nec	4	0.1	516	1.5
8661	Religious organizations	167	3.9	454	1.3
4311	U.S. postal service	18	0.4	419	1.2
3084	Plastics pipe	3	0.1	397	1.1
7011	Hotels and motels	25	0.6	392	1.1
3462	Iron and steel forgings	6	0.1	389	1.1
8351	Child day care services	32	0.7	371	1.1
2421	Sawmills and planing mills, general	21	0.5	362	1.0
8082	Home health care services	7	0.2	348	1.0
7389	Business services, nec	67	1.6	340	1.0

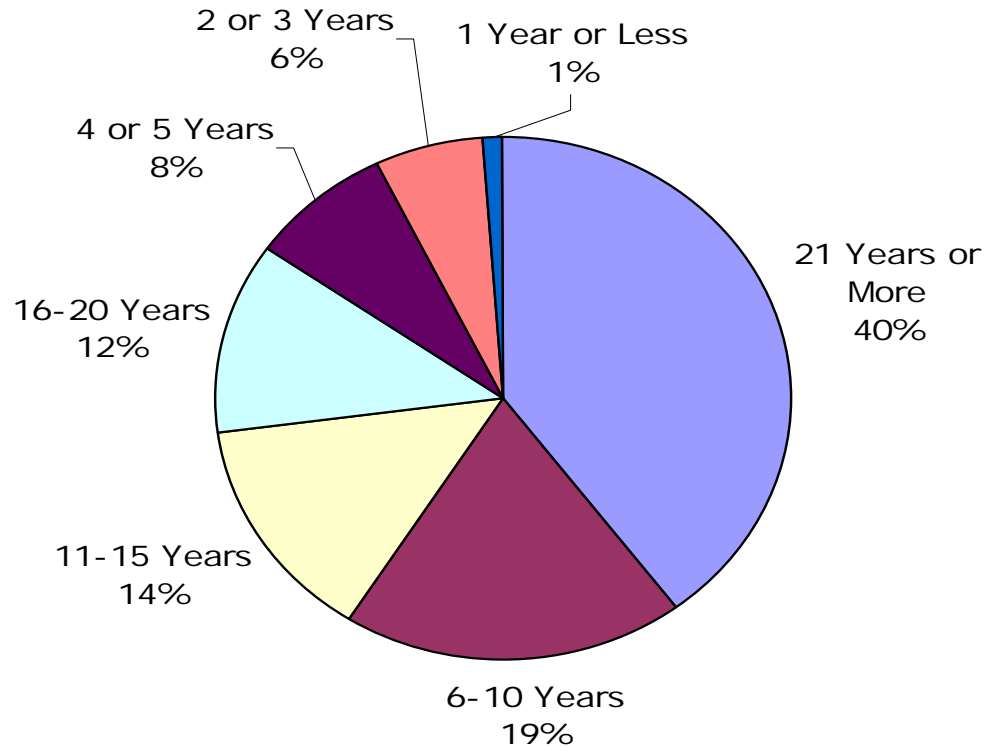
Note: Includes industries with 1% or greater share of total County employment.

# Crawford County's Largest Private 4-Digit SIC Industries, 2004

4-Digit SIC	Industry Description	Businesses	% Businesses	Employment	% Employment
5812	Eating places	123	2.9	1580	4.6
3544	Special dies, tools, jigs, and fixtures	110	2.6	1254	3.6
8062	General medical and surgical hospitals	4	0.1	1246	3.6
3089	Plastics products, nec	27	0.6	1215	3.5
8051	Skilled nursing care facilities	7	0.2	917	2.6
5411	Grocery stores	36	0.8	838	2.4
5311	Department stores	4	0.1	735	2.1
3545	Machine tool accessories	13	0.3	594	1.7
8011	Offices and clinics of medical doctors	105	2.5	559	1.6
3423	Hand and edge tools, nec	4	0.1	516	1.5
3084	Plastics pipe	3	0.1	397	1.1
7011	Hotels and motels	25	0.6	392	1.1
3462	Iron and steel forgings	6	0.1	389	1.1
2421	Sawmills and planing mills, general	21	0.5	362	1.0
8082	Home health care services	7	0.2	348	1.0
7389	Business services, nec	67	1.6	340	1.0

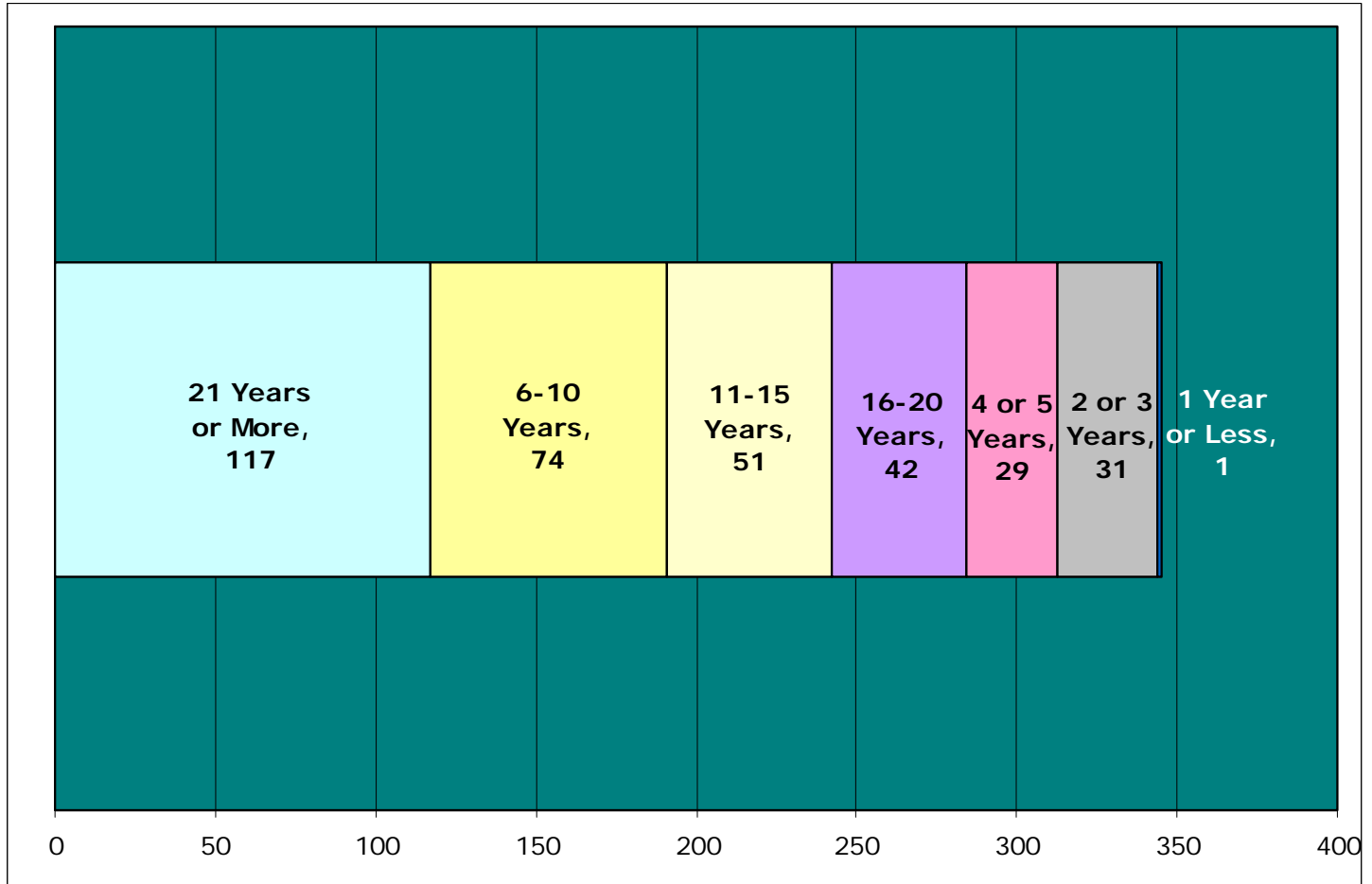
Note: Includes only **private** industries with 1% or greater share of total County employment.

# Crawford County Businesses by Years in Business

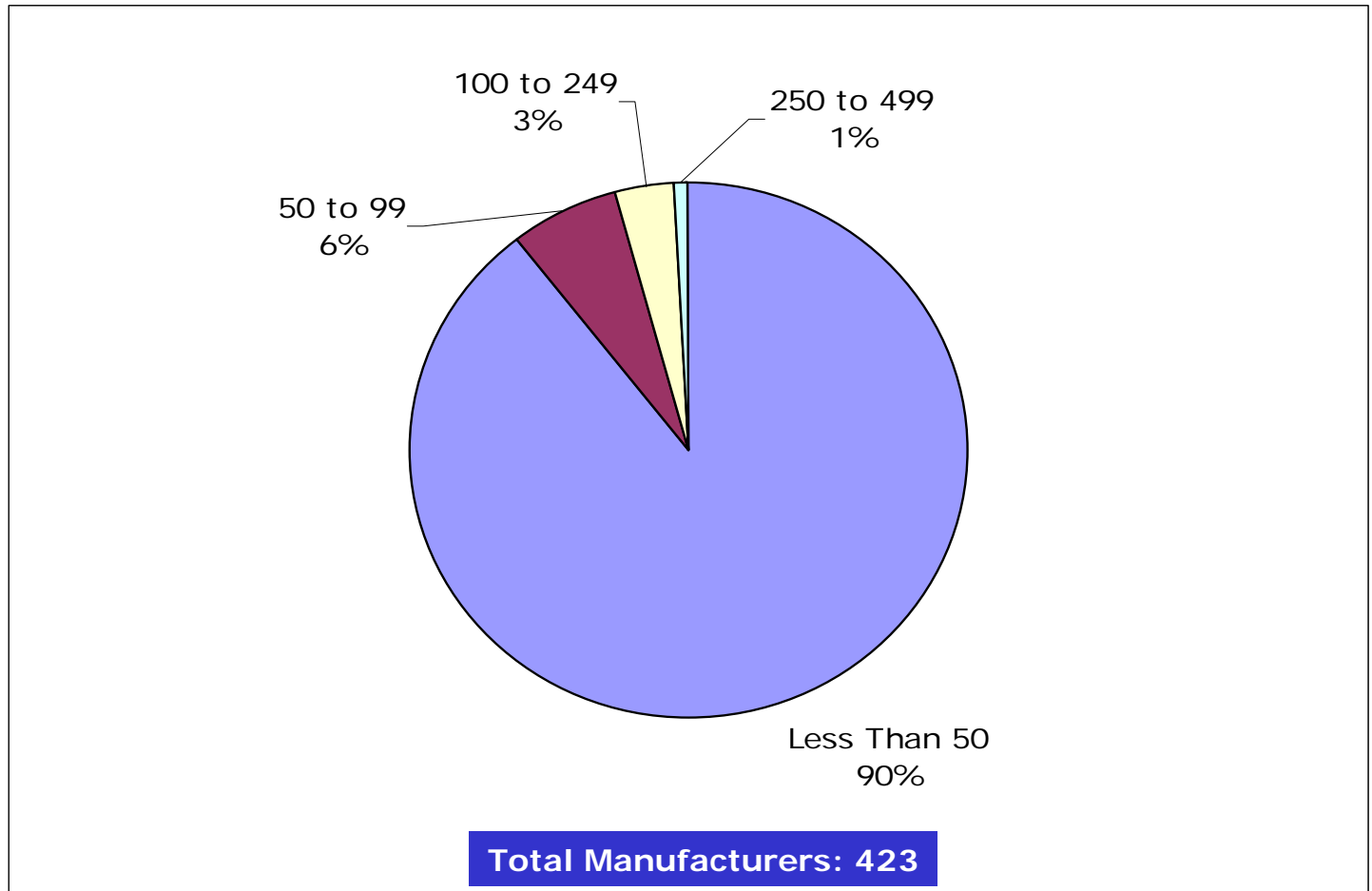


**Businesses With Known Ages: 2,843**

# Crawford County Manufacturers, by Years in Business



# Crawford County Manufacturers, By Employment Size, 2004



# Manufacturing Employment by Crawford County Zip Code, 2004

Zip Code	Community	Employment	County Share %
16335	Meadville	3,856	47.0
16433	Saegertown	1,256	15.3
16354	Titusville	887	10.8
16314	Cochranton	688	8.4
16403	Cambridge Springs	403	4.9
16424	Linesville	286	3.5
16316	Conneaut Lake	175	2.1
16406	Conneautville	168	2.0
16434	Spartansburg	157	1.9
16327	Guys Mills	93	1.1
16435	Springboro	79	1.0
16111	Atlantic	51	0.6
16404	Centerville	40	0.5
16110	Adamsville	35	0.4
16131	Hartstown	6	0.1
16422	Harmonsborg	1	0.0
16440	Venango	24	0.3
<b>TOTAL</b>		<b>8,205</b>	<b>100.0</b>

# Project Consultant Contact Information

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