



UPS advancing construction of \$153M logistics facility
page 8

Casa Villa constructing spec warehouse in Tecumseh
page 26



Access to Capital
and **SBA Funding**
for **Small Business**
page 15

Peloton to invest \$400M in Troy Township Company to create close to 2,200 new jobs in plant opening in 2023



Peloton to build first US plant in Troy Township in Wood County

Peloton Interactive, Inc. is planning to build its first US factory in northwest Ohio. After a rigorous selection process, Peloton selected Troy Township in Wood County for the site of Peloton Output Park (POP), a state-of-the-art factory that will be dedicated to producing Peloton's award-winning Peloton Bike, Bike+, and Peloton Tread starting in 2023. Peloton expects to break ground on the site later this summer. Throughout the multi-year development, Peloton will commit approximately \$400 million to the facility. The Ohio Tax Credit Authority (TCA) has approved a (...continued on page 27)

INSIDE THIS ISSUE:

- DEVELOPMENT NEWS 2
- SENIOR LIVING & SKILLED NURSING FACILITIES 9
- WORKFORCE DEVELOPMENT 12
- ACCESS TO CAPITAL GUIDE AND SBA FUNDING FOR SMALL BUSINESS..... 15
- REAL ESTATE 24
- CLASSIFIEDS 25

Endera acquisition for commercial EVs Acquisition will add 250,000 sf of space to increase production

Endera – a vertically integrated transportation technology company specializing in all-electric commercial vehicles, charging infrastructure, and software solutions – recently acquired Metro Titan, LLC, a school and shuttle bus manufacturing company in Ottawa, Ohio. The acquisition gives Endera the capability to deliver electric commercial vehicles in all 50 states, noted officials.

According to Endera, its acquisition of Metro Titan, LLC brings together the safest and most reliable Type A school bus in the industry offered by Titan Bus, LLC and the manufacturing reach of Metro (...continued on page 4)



Endera acquired Metro Titan, LLC in Ottawa, Ohio

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TBC renovating taproom in Tecumseh



Tecumseh Brewing Company is renovating its 6,000 square foot production site

Tecumseh Brewing Company (TBC) is renovating its 6,000 square foot production site and converting the front half into a taproom by adding a taprow to its walk-in cooler, expanding the restrooms to accommodate customers, adding tables, and utilizing its food truck (Truck D and Flavor Flav) as its on-site kitchen at its location at 105 East Russell Road in Tecumseh.

According to Kyle DeWitt, general manager and co-founder, TBC has over an acre of open field that it is opening as its biergarten. Eventually, TBC would like to add an outdoor play facility for families, additional outdoor (...continued on page 5)

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Conversational Capacity In Building A High-Performance Team



Matt Lauth

Leaders know the importance of conversational capacity – the ability to engage in open, balanced, non-defensive dialogue about difficult subjects and in challenging circumstances. It's a pivotal competence. A team's robust conversational capacity can address its toughest issues in a responsibly rigorous, non-defensive way. A team with anemic capacity, by contrast, can see its performance derailed by a trivial disagreement.

People and teams with high conversational capacity are distinguished by the ability to work in what conversation expert Craig Weber calls the "sweet spot" – that productive space where candor and curiosity are in balance and the conversations are open-minded, even-handed, evidence-based, and learning-focused. The best teamwork occurs in this sweet

spot – especially when up against tough issues and challenging situations. Learning flourishes when we're in the sweet spot; the risk of dysfunction goes up whenever we slip out of it.

It's Harder Than It Sounds – But while balancing candor and curiosity sounds simple in theory, it's surprisingly difficult in practice because, under pressure, we tend to drop one trait or the other. When a difficult issue hits the table, some people drop curiosity and stop listening, raise their voices, and argue past one another. Others drop candor and avoid issues, water down their points, and pretend to agree with one another.

High conversational capacity – the ability to balance candor and curiosity in situations where most people and most teams will lose balance, is particularly important for a team dealing with big challenges. Why? It increases their ability to lean into and learn from difference, to spark profound insights by exploring varying and conflicting points of view. In Craig Weber's book, *Conversational Capacity*, he explains that "it's people with different views who are more likely to spark an 'aha' moment – the experience of having a blind spot in our mental map of reality unexpectedly illuminated."

Adaptive Learning Isn't Cost Free – I also point out that these flashes of adaptive insight come at a cost: "The hitch, of course, is that it requires tremendous discipline to genuinely inquire into views that conflict with our own. Opposing ideas, particularly

about issues we care about, easily trigger our fight-flight reactions, leading us to argue our point or withdraw from the conflict." If we lack the capacity to stay in the sweet spot, in other words, we limit the value we can extract from different perspectives and experiences. A team with a low candor may provide a nice social experience, but it's not likely to provide the responsibly rigorous dialogue needed to help them deal with their tough challenges. In a group that lacks curiosity, on the other hand, members put their thoughts on the table, but they often advocate their views in a way that sparks more defensiveness than learning.

Over the years leaders have had many people and teams openly admit to this problem. "I love this group, we get along really well, but we're not getting into each other's business nearly hard enough. We tend to play it safe." Other groups suffer from the opposite problem. A team leader recently bemoaned the roughshod nature of his group's interactions. "It's a strong-minded group and the afternoon discussions get really heated. Some of my colleagues get tired of it. We've had a lot of turnover." Many other groups experience both problems at once, with a few members dominating discussions while other members of the team lay back and barely participate at all.

In Summary – To sum up, a high-functioning team is an impressive thing to behold but it's not an easy thing to create. The first challenge is getting a bunch of smart, experienced, committed people seated around the table. The second challenge is ensuring the group has the capacity to access and learn from the knowledge, experience, and perspective of its members when it counts. It doesn't do any good to have a lot of really smart people around the table if you can't put all their intelligence and experience to good use.

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Endera

...Continued from page 1

Worldwide, LLC, a US manufacturer of cut-away shuttle and paratransit buses.

“We are excited to headquarter our manufacturing in Ohio where we can continue to grow and add more jobs to the local community, which is quickly becoming known as the Silicon Valley of electric vehicles,” said Todd Harman, president of Endera. “With so much local electric vehicle talent and over 250,000 square feet of dedicated manufacturing space on a one million square foot campus, we project to have the capability to produce tens to hundreds of thousands of vehicles in the near future.”

From its Ohio-based facility, Endera will manufacture electric Type A school buses, shuttle buses, and paratransit vehicles for the



Endera will headquarter its manufacturing in Ohio

Department of Transportation (DOT), health-care, airport, university, corporate, municipal, and last-mile transportation industries – all built on electrified Ford and Chevrolet chassis. Endera’s employee base will double in size as a result of the acquisition and it will gain

specialized technicians with years of dedicated shuttle bus manufacturing experience, noted company officials.

“Endera’s commitment to creating and delivering dependable and industry leading electric vehicles now includes the all-electric

school bus industry, which is a large and dynamic industry that’s ripe for electrification,” said John Walsh, founder and CEO of Endera. “Through Endera’s acquisition of Metro Titan, LLC, we will continue our efforts to provide commercial electric vehicles with smart technology, improve our environment, as well as lowering total cost of ownership for school bus fleets.”

Endera is a vertically integrated transportation technology company specializing in commercial electric vehicles, charging stations, and software solutions. The company designs American-made electric vehicles and provides transportation and energy services that leverages leading technologies and American manufacturing. With one of the lowest total costs of ownership over other commercial electric vehicle offerings, Endera provides sustainable solutions that rival its fossil fuel counterparts in price, technology, longevity, profitability, and service, noted the company.

Ohio Machinery Co. opens new Perrysburg facilities

Ohio Machinery Co. has completed the construction of its new campus housing Ohio CAT, The Cat Rental Store, and Ohio Peterbilt on a nearly 40-acre property off of Eckel Junction Road in Perrysburg. This marks the completion of the company’s largest building project investment to date.

According to the company, increased business activity in northwest Ohio has necessitated a larger facility in the Toledo market. The company is optimistic about continued growth in Wood County, and it looks forward to providing

its customers with enhanced customer service through increased personnel and enhanced capabilities offered by the new facilities.

Ohio CAT, the authorized and exclusive Caterpillar Dealer in Ohio, northern Kentucky, and southeastern Indiana, is now located at 13017 Eckel Junction Road. The new facility includes a 65,250 square foot building comprised of shop space, a parts warehouse, and office space for Ohio CAT’s machine sales, rental, parts, and service personnel. Other equipment-related space includes an 8,300 square

foot wash building and a 5,940 square foot cold storage structure. This expansive new facility provides much-needed space to better serve customers and house The Cat Rental Store fleet, noted the company.

In addition, Ohio Peterbilt, the company’s on-highway Peterbilt truck dealership, will be housed in a new 68,642 square foot building adjacent to Ohio CAT at 13015 Eckel Junction Road, with 26 service bays, each equipped to service CNG (compressed natural gas) vehicles, and a 7,400 square foot cold storage structure.

This facility represents a significant investment and an upgrade to its former Perrysburg location, both in footprint and services offered. Ohio Peterbilt will offer new and used truck sales as well as complete, bumper-to-bumper truck service, and access to over 16,000 unique part numbers. The new Ohio Peterbilt location will be co-located with the Power Systems Division of Ohio CAT and will offer engine and generator parts and service as well as generator, temperature control, and air compressor equipment rental.

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TBC

...Continued from page 1

live music options, and continue with its outdoor events such as Oktoberfest, Backyard Olympics, etc.

“Our downtown pub is made up of two combined storefronts, and over the years our continued growth has led to a customer logjam. Our craft food kitchen has continued to grow to the point where we had to expand brew production off-site to accommodate the growing kitchen operation. Within a few months of our grand opening in 2015, we established our production site about a mile away,” explained DeWitt. “With the downtown pub becoming more and more busy, we had a glaring need for more downtown pub space or we could open the unused portion of our production site, so we began moving in that direction, only to accelerate our efforts once COVID-19 changed our operation and our capacities became restricted. TBC began over six years ago as a shared brewpub concept of myself and business partner / brewer Tim Schmidt.”

TBC had already begun utilizing the location as a makeshift taproom at the beginning of the pandemic. TBC installed the taprow, began upgrading several areas of the dining area, added tables, and launched the food trucks.

“We hope to finish renovating the

bathrooms by end of May, and parking lot addition by mid-summer,” said DeWitt.

Craig Spiegel handled the renderings for the renovated facilities, and TBC is utilizing several local contractors with the team comprised of several customers and supporters who work in the trades.



Tim Schmidt, head brewer and cofounder, and Kyle DeWitt, general manager and cofounder of Tecumseh Brewing Company

“We just dove in feet first to get the site operational, which it has been since June. Several of the earlier projects were installing the taprow, adding furniture, upgrading our roll-up door main entrance, and creating the industrial park taproom atmosphere,” explained DeWitt. “However, the restroom renovation is the largest internal project, then the parking lot and privacy fence afterwards are the final phases. We’re also going to paint the building and continue to upgrade the aesthetics as we go. Ultimately, we’d like to add a prep and production kitchen to the site to allow for separation of menu creation and food

production between food truck, downtown pub, and production site pub.

“This will also allow for Truck D to become more mobile, while keeping both sites operational from a craft food standpoint. Currently, we are jam-packed at our downtown pub with prep for multiple operations in the same location. Given that we are a craft kitchen, that prides ourselves on in-house menu creation and execution, our limited space to do so has become a challenge,” he added.

According to DeWitt, TBC’s entire brewhouse operation is visible from the dining room. Truck D and Flavor Flav is its food truck and offers a unique menu every week, differing from the downtown pub craft menu to provide variety. TBC has also added a couple canners to provide more brew-to-go options, with both canners housed at the production site.

“All TBC craft brews and ciders that are available at the pub will also be offered at the production site,” said DeWitt. “Our food truck is an ever-evolving concept of craft food comprised of artisan burritos, street tacos, tostadas, and empanadas”

DeWitt noted that the project has resulted in a few jobs, and as TBC adds more dates to its schedule, the company will add more crew. TBC has also increased its management team to assist with its operational objectives.

“When we are all set on-site with all renovations, we’ll have added almost a dozen jobs by expanding into the production site

and loading up the food truck schedule,” said DeWitt.

The taproom is located within an industrial park in south Tecumseh, which DeWitt said the community hasn’t experienced yet.

“Many great breweries have utilized the concept, and when we looked at our production site, we realized we could do it as well. Pairing the site with our food truck ideas was a no-brainer in an effort to open up more craft food and brew pairing concepts, while executing these ideas within the confines of our existing properties. The pandemic nudged our long-term plans into the immediate, so thankfully we had the vision already planned out and the food truck already in the process of getting licensed when COVID-19 hit,” concluded DeWitt.

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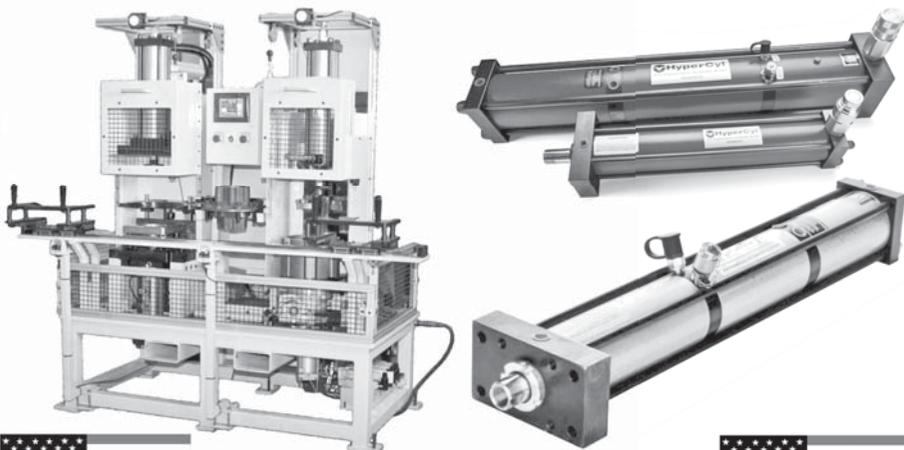
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Area IT Service Providers

Listed by Year Locally Established

	Employees	Year Locally Established	Top Local Officer	Services Offered*	Operating Systems
Virtual Technologies Group Maumee & Lima	60	1962	Tom Allen	App Dev; DR; Cloud Svcs; INTG; Virtualization/VDI; Security; Design/Build Network Solutions; Software Design/Dev; Web Maint; Remote/Onsite; VoIP; Merchant Svcs/CC Processing; Surveillance Monitoring	Win; Chrome OS; Unix; VMware; Linux
Buckeye Broadband Toledo	500+	1965	Geoff Shook	INTG; Security; DR; Cloud Svcs; Design/Build Network; Remote/Onsite Svcs; VoIP; Telephony; Merchant Svcs/CC Processing; Computer Repair/Upgrade; Virus/Malware Removal; Managed Networking; Wi-Fi	Mac; Win
Aktion Associates, Inc. Maumee	85	1979	Scott Irwin	App Dev; Integration, Virtualization; DR; Cloud Svcs; Design/Build Network Solutions; Software Design/Dev; Security; Remote/Onsite Svcs; Merchant Svcs/CC Processing; eCommerce Solutions	Win; Unix; Linux
Comprehensive Data Services Toledo	5	1986	Mike Weaner	DR; Cloud Svcs; Virtualization/VDI; Security; Design/Build Network Solutions; Remote/Onsite; VoIP; Social Media Mktg Assistance	Win; Mac; VMware
Computer Programming Unlimited, Inc. Maumee	35	1986	Jeanne DeWitt	App Dev; DR; Cloud Svcs; INTG; Virtualization/VDI; Security; Design/Build Network Solutions; Software Design/Dev; Web Maint; Remote/Onsite; VoIP; eCommerce Solutions	Mac; Win; VMware; Citrix
Applied Imagination, Inc. Bowling Green	4	1989	Ken Robie	App Dev; INTG; Virtualization; Security; DR; Design/Build Network; Design/Build Software; Design/Build Web; Web Maint; Remote/Onsite Svcs; VoIP	Mac; Win; Unix; Linux
Meyer Hill Lynch, a New Era Tech. Co. Maumee	40	1989	Jeff Klar	Strategic Consulting; Outsourcing & IT Staffing; Preventative Maint; Cloud Migration Svcs; Virtualization; Wired & Wireless Networks; VoIP Phone Sys; Network, Server & PC Support; Office 365; Data Analysis, Visualization & Reporting (PowerBI)	Win; Linux; VMware; Citrix
Perry pro TECH Lima, Findlay, Toledo	75	1990	Perry Carfagna	INTG; Virtualization; VDI; Security; DR; Cloud Svcs; Remote/Onsite Svcs; VoIP Telephony; Cybersecurity	Win
DCT Telecom Group, Inc. Cleveland & Toledo	52	1993	Todd Walsh	DR; Cloud Svcs; Design/Build Network; VoIP Telephony	Mac; Win; Linux; Unix
DMC Technology Group, Inc. Toledo	28	1993	Pat Sheehan	App Dev/INTG; Virtualization; Security; DR; Cloud Svcs; Design/Build Network Solutions; Software Design/Dev; Remote/Onsite Svcs	Win; IBM Power; VMware
Toast.net Internet Toledo	18	1996	Kevin David	Integration; Virtualization; Security; Cloud Services; Design/Build Websites; Fiber Internet; Cloud Email; Managed Services	Mac; Win; Linux; Unix
Amplex Internet Luckey	40	1997	Mark Radabaugh	Fixed Position Wireless; Fiber Optics; Streaming TV; Enhanced Wi-Fi; VoIP; Web Hosting; Managed IT	Win; Mac; Linux
EK Computer Inc. Napoleon, Defiance, Findlay	24	1998	Bill Brandt	Integration; Virtualization; VDI; Security; Dis Rec; Cloud Services; Design/Build Network; Web Maintenance; Remote/Onsite Services; VoIP Telephony; Merchant CC Processing; eCommerce Solutions	Mac; Win; Linux
Modern Data, Inc. Toledo	20	1998	Jeff Boersma	Virtualization/VDI; Security; DR; Cloud Svcs; Design/Build Network Solutions; Software Design/Dev; Design/Build Web/Mobile Apps; Web Maint; VoIP; eCommerce; Social Media Mktg Assistance	Mac; Win; Unix; Linux

...continued on page 7

BUSINESS PERFORMANCE ADVISOR

What scares me the most: Cybersecurity concerns from the IT Director



by Randy Smith, IT Director

As technology becomes more sophisticated, so do cyber criminals. Even the most well-prepared and protected organization will experience a cyberattack at some point. While there are many things that a company can do to prevent or thwart such an attack, there are certain points of entry that are more vulnerable than others.

Keeping up with the latest privacy and security technology is an important part of protecting your organization. Your employees, however, are by far your biggest

vulnerability. Cyber criminals bank on getting through to that one individual who unwittingly clicks on a phishing link or neglects to practice the security protocols outlined in company policies.

I lose sleep over some of my own employees falling victim to one of these attacks.

Phishing and social engineering attacks

These attacks target employees directly. They can be difficult to spot and can lead to compromised user accounts and ransomware attacks. The best protection is user education and awareness. The more an employee understands about phishing and the value of their personally identifiable information, the less likely they are to fall prey.

Password sharing

When employees share passwords to applications and websites, it can lead to many problems. It can be particularly dangerous when employees have access to banking and other financial websites. Password managers can help by ensuring the passwords are strong and shared only with those people with a need to know.

Limiting employee access to information

It's important for employees to have access to applications and information. However, access should be limited to what is needed to

do their job. A role-based resource policy helps to prevent malicious attacks from inside of an organization. A strong access auditing tool can also help by calling attention to odd employee behavior before it becomes a problem for the organization.

Sound IT policies and up-to-date infrastructure coupled with a strong and ongoing employee training program can help minimize the risk of a potentially devastating cyberattack—and help folks like me get some sleep. Assessing your current IT risks is a good place to start.

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Area IT Service Providers

...continued from page 6

	Employees	Year Locally Established	Top Local Officer	Services Offered*	Operating Systems
BizTech Maumee	20	1999	Michael Brown	INTG; Virtualization; Subscription Svcs; Modern Infrastructure; Security; DR; Cloud Svcs; Network Solutions; Remote/Onsite; VoIP	Mac; Win; VMware; RDS
CentraComm Findlay	35	2001	Lynn Child	Security; Design/Build Network; Remote/Onsite Svcs; Cloud Svcs	Mac; Win; Linux; Unix
Mann Technologies, Inc. Williston	7	2001	Joel Mann	Cloud Svcs; Design/Build Network; Design/Build Web; Web Maint; Remote/Onsite Svcs	Win; Mac; ChromeOS
Sonit Systems Archbold	17	2001	Josh Von Lehmden	App Dev; INTG; Virtualization; VDI; Security; DR; Cloud Svcs; Design/Build Web; Mobile Apps; Web Maint; Remote/Onsite Svcs; VoIP Telephony	Mac; Win
Virtual PC's Secor Toledo	3	2001	Derek Overly	Computer & Network Repair	Win; Max; Linux
MetalINK Technologies, Inc. Defiance	52	2006	Phil Maag	Web Maint; Remote/Onsite; VoIP; Wireless Internet; Hosted Phone Sys; Premium Support; Internet Provider	Mac; Win; Linux
Argyle IT SOLUTIONS Perrysburg	13	2011	Justin Lenkey	INTG; Virtualization; VDI; Security; DR; Cloud Svcs; Design/Build Network Solutions; Design/Dev Software; Mobile Apps; Web Maint; Remote/Onsite Svcs; VoIP; Merch Svcs/CC Processing; eCommerce; Copiers/Printers	Mac; Win; Unix; Linux; VMware; Citrix; iOS
Clark Schaefer Hackett Toledo	20	2012	Jeff Overberg	App Dev; Integration; Virtualization; Security; Disaster Recovery; Cloud Services; Design/Develop Software; Design/Build Websites; Mobile Apps; Web Maintenance; Remote/On Site Services; eCommerce Solutions; Social Media Marketing;	Mac; Win; Azur; AWS**; Android, iOS
Advanced Billing & Computing Solutions Sylvania	3	2014	Josh Weinstein	INTG; Virtualization; Security; Design/Build Network; Web Maint; Remote/Onsite Svcs; VoIP Telephony; eCommerce Solutions; DR	Mac; Win; Linux

Published 06-21; List includes only those IT Services Providers that responded by deadline; * VDI = Virtual Desktop Interface; VoIP = Voice over Internet Protocol Telephony; CC = Credit Card; VAR = Value-Added Retailer; ERP = Enterprise Resource Planning; POS = Point of Sale; App Dev = Application Development; INTG; Integration; DR = Disaster Recovery; ** AWS = Amazon Web Services

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UPS advancing construction on \$153M logistics facility

Construction is advancing on a large facility in southern Wood County that will be home to the first official tenant in Logistics Park Ohio – a new United Parcel Service Inc. (UPS) facility at NorthPoint Development's site in Henry Township near the CSX rail hub in North Baltimore. Industry sources indicate that UPS, a package delivery company and provider of supply chain management solutions, will invest \$153 million in the construction of the 400,000 square foot facility that is expected to create 606 new full-time jobs.

At the Regional Growth Partnership's (RGP) 2021 annual meeting, speakers discussed this collaborative project in more detail. "The whole project happens because of a partnership between CSX Railroad and BNSF Railroad, allowing for freight to move freely across the United States from coast to coast. The long-awaited first development at the site for UPS is now being constructed. I want to offer my congratulations to the entire team that has been working on this development for a very long time," said Dean Monske, president and CEO, RGP.

Carie Monroe, president, Great Lakes region, UPS, explained, "The northwest Ohio area was important to us because it's giving us expansion capabilities. It's also a great location because of the proximity to the local infrastructure. The interstate is right there, and it's also a place where the time and transit works very well for us because from the east coast to the west coast, it gives us that middle

ground that we are looking for so we can easily help our customers get those packages in a better time and transit network."

Maryclare Kenney, vice president of intermodal and automotive, CSX, said, "CSX has partnered with NorthPoint Development on a scalable, phased logistics park that has



UPS facility under construction at Logistics Park Ohio across the street from the CSX Northwest Ohio Intermodal Terminal in North Baltimore

direct access to our northwest Ohio terminal." NorthPoint Development engaged Jones Lang LaSalle (JLL), a national full-service site selection and real estate firm to market the project.

Dan Wendorf, senior managing director, JLL, said, "We saw the need for a smoother transition of goods from the West Coast into the Midwest. And so, by not having to go through Chicago, those trains aren't having to be disassembled and then reassembled

on new lines. A couple years ago, when CSX and BNSF formed a partnership that allowed goods to come from the West Coast directly to northwest Ohio, that in our minds was a real game-changer, which saves them time by several days, saves them money, and mitigates risk within their supply chain.

The Ohio Tax Credit Authority (TCA) reviewed the proposals from JobsOhio and its partners at one of its monthly meetings late last year. For the Wood County UPS project, TCA approved a 1.702%, 10-year Job Creation Tax Credit. The project is projected to generate more than \$27 million in new annual payroll.

"This is the first building of NorthPoint Development, and we would expect there to be future buildings," said Wood County

Economic Development Commission director Wade Gottschalk. "This is a good win for Wood County during a difficult economic development time."

Gottschalk said the target opening for the UPS site is sometime in 2022.

"The building is moving along at a good clip. We're excited to have a tenant for the building," said Gottschalk. "We think it's going to be a great project for the County, the Township, the Village, and North Baltimore school district."

The UPS building is just the start of new development in the NorthPoint site.

"They're a national developer that's constantly looking at projects down there," said Gottschalk.

Logistics Park Ohio is a \$100-\$150 million project and UPS is in the park's first phase.

In February, the Wood County commissioners approved a Community Reinvestment Area (CRA) Program for NorthPoint Development. The CRA is a direct incentive tax exemption program benefiting property owners who renovate existing or construct new buildings.

The deal gives NorthPoint a 100% tax exemption for 15 years for each building. There could be five phases, with the first phase encompassing 278 acres.

The job numbers are 1,557 in the first phase, with an additional 489 in the second phase, according to information presented to the Commissioners.



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Area Senior Living Communities

SORTED BY CITY, THEN BY NUMBER OF LIVING UNITS/BEDS

	# Living Units / Beds	Year Built / Updated	Owner / Administrator	Community Class* / Type	Age Minimum / Average	Services Include†							
						24 RAC	24 RN	24 LPN	24 ERS	T	S	P	PALU
Fairlawn Retirement Community 407 E Lutz Rd • ARCHBOLD	284	1964 / 2013	Fairlawn	IL, AL, MC, STR, LTC Non-Profit	65 / 82	Y	Y	Y	Y	Y	—	Y0	Y
Bowling Green Manor 1021 W Poe Rd • BOWLING GREEN	98	1976 / 2019	HCF Management, Inc. / Brooke Harrison, LNHA	SNF / For Profit	18 / 75	Y	Y	Y	Y	Y0	Y0	Y0	—
Wood Haven Health Care 1965 E Gypsy Lane Rd • BOWLING GREEN	93	1971 / 2017	Wood Co. Bd. of Commissioners / Jeff Orlowski, LNHA	SNF / Non-Profit	18 / 82	Y	Y	Y	Y	Y	—	Y0	29/93
Primrose Retirement Communities 8580 Twp Rd 237 • FINDLAY	80	2007	Primrose Retirement Communities / April Mangett, Exec Dir	I, AL / For Profit	55 / 85	Y	—	Y	Y	Y	—	Y	Y
Elmwood Assisted Living & Skilled Nursing of Fremont 1545 Fangboner Rd • FREMONT	127	1998 / 2014	Kathy Hunt, LNHA, CEO / Amanda Lühring	AL, SNF, MC / For Profit	i.n.a. / 82	Y	Y	Y	Y	Y	—	Y	Y
Trilogy - Valley View Health Campus 1247 N River Rd • FREMONT	60	2005 / 2018	Trilogy Health Services, LLC	AL, SNF / For Profit	N/A / 79	Y	Y	Y	Y	Y	—	—	Y
Genacross Lutheran Services - Wolf Creek Campus 2001 Perrysburg-Holland Rd • HOLLAND	279	1997 / 2010	Genacross Lutheran Services / Martin Jan, Exec Dir	IL, AL, SNF, Rehab, LTC / Non-Profit	N/A / IL: 62, AL: 87	Y	Y	Y	Y	Y	Y0	Y0	Y
Otterbein Marblehead SeniorLife Community 9400 N Shore Blvd • LAKESIDE-MARBLEHEAD	109	1995 / 2018	Otterbein SeniorLife / Jen Lenthe, LNHA, Exec Dir	I, AL, SNF / Non-Profit	55 / 85	Y	Y	Y	Y	Y	Y	Y	Y
Genacross Lutheran Services - Napoleon Campus 1036 S Perry St • NAPOLEON	147	1985-2001 / 2017	Genacross Lutheran Services / Jessica Kirkendall, Exec Dir	IL, AL, SNF, Rehab, LTC / Non-Profit	N/A / 86	Y	Y	Y	Y	Y	—	Y0	Y
Trilogy - Briar Hill Health Campus 600 Sterling Dr • NORTH BALTIMORE	104	2007 / 2018	Trilogy Health Services, LLC	AL, ALMW, STR, LTR; SNF, MC / For Profit	N/A / 79	Y	Y	Y	Y	Y	—	—	Y
Otterbein Pemberville SeniorLife Community 20311 Pemberville Rd • PEMBERVILLE	184	1981 / 1995	Otterbein SeniorLife / Denice Day, Exec Dir	I, AL, SNF / Non-Profit	55 / 85	Y	Y	Y	Y	Y	—	Y	Y
The Waterford at Levis Commons 7100 S Wilkinson Way • PERRYSBURG	146	2009 / 2014	Capital Senior Living / Ashley Brough, Exec Dir	I, AL / For Profit	IL: 62 / 85; AL: N/A / 85	Y	—	Y	Y	Y	—	Y	Y
Louisiana House 129 Dr. McAuley's Ct • PERRYSBURG	132	1980 / Continuous	Jill Schumacher, Admin	IL / Non-Profit	62 / i.n.a.	—	—	—	—	—	—	Y0	—

...continued on page 10

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Area Senior Living Skilled Nursing/Rehab Facilities

SORTED BY CITY, THEN ALPHABETICALLY

	Medicare / Medicaid Cert	Year Est / Updated	Owner / Administrator / Medical Director	Community Class* / Therapy Services**	Clinical Specialties	Services Include†									
						N:P	S:P Day	S:PN	#SU	#PU	OSP	NPO	T	S	
Fairlawn 407 E Lutz Rd - ARCHBOLD	Y/Y	1964	Nancy Beck, LNH / Dr. Keith Lehman	Rehab / PT / OT / ST	Rehab to Home, Wound Care	1:12	1:5	1:5	—	23	Y	Y	Y	—	
Bowling Green Manor 1021 W Poe Rd - BOWLING GREEN	Y/Y	1976 / 2019	Brooke Harrison, Administrator / Dr. Thomas Wojciechowski	Rehab / PT, OT ST	Wound, TPN, Peritoneal Dialysis, IV, Trach Respite	1:25	1:8	1:8	43	12	—	Y	Y	—	
Heritage Corner Health Care Campus 1069 Klotz Rd - BOWLING GREEN	Y/N	2012	Debmar Inc., Owners / Curtis Woodward, LNHA / Dr. Jeffery Nofzt	Rehab, CMC / PT, OT, SLP, Warm Water	IV, Wound, Ortho, Post-Surgery, CHF, IV, Stroke	1:13	1:5	1:5	1	13	Y	Y	Y	—	
Wood Haven Health Care 1965 E Gypsy Lane Rd - BOWLING GREEN	Y/Y	1971 / 2017	Jeff Orłowski, Admin / Dr. Thomas Wojciechowski	PT / OT / ST	Rehab to Home, Ortho, Respite, Tube Feeding, Wounds	1:15	1:6	1:8	32	29	—	Y	Y	—	
Elmwood Assisted Living & Skilled Nursing of Fremont 1545 Fangboner Rd - FREMONT	Y/Y	2014	Kathy Hunt, LNHA & CEO / Amanda Lühring, LNHA / Dr. Mary Wonderly	Rehab / PT, OT, ST, Warm Water Aquatic	Rehab to Home, Post-Surgery Ortho, IV, Wound Mgmt	1:30	1:4	1:2	0	30	—	Y	—	—	
Genacross Lutheran Services- Wolf Creek Campus 2001 Perrysburg-Holland Rd - HOLLAND	Y/Y	1997 / 2010	Genacross Lutheran Services / Martin Jan, Exec Dir / Dr. Anu Garg	Rehab, MC / PT, OT, ST, RT	Wound, Pulmonary, IV, Trach, Stroke, Ortho	1:22	2:11	2:11	9	20	Y	Y	Y	Y	
Otterbein Monclova 5069 Otterbein Way - MONCLOVA	Y/Y	2007	Otterbein Senior Lifestyle Choices / — / Dr. Irshad Hasan	Rehab, CMC / PT, OT, ST, PRN RT	Wound, PRN RT	1:25	1:5	1:10	—	50	Y	Y	Y	—	
Genacross Lutheran Services- Napoleon Campus 1036 S Perry St - NAPOLEON	Y/Y	1985 / 2017	Genacross Lutheran Services / Jessica Kirkendall, Exec Dir / Dr. Melissa Pifer	Rehab, MC / PT, OT, ST	Wound Care, IV, TPN, Pulmonary, Stroke	1:20	1:10	1:15	26	28	—	—	Y	—	
Complete Care Physical Therapy & Aquatics 27511 Holiday Ln, Ste 105 - PERRYSBURG	Y/Y	2000	Andrew Miller, Owner / Head Physical Therapist	Rehab / PT	Aqua Therapy, Spinal Decompression, Back/Neck, Ortho	—	—	—	—	—	—	—	—	—	
Kingston Rehabilitation of Perrysburg 345 E Boundary - PERRYSBURG	Y/N	2013	Kingston HealthCare Co. / Sara Louk, LNHA, RD (Admin) / Dr. Stacey Hasan, PMR	Rehab, CMC / PT, OT, ST, Rec, Outpatient, PRN RT	Wound, Resp, Stroke, Cardiac, Aqua, VitalStim	—	—	—	2	60	Y	Y	Y	—	
Otterbein Perrysburg 3529 Rivers Edge Dr - PERRYSBURG	Y/Y	2007	Otterbein Senior Lifestyle Choices / Lisa Chalk, LNHA, Guide / Dr. Cletus Iwuagwu	Rehab, CMC / PT, OT, ST, PRN RT	Wound, PRN RT	1:25	1:5	1:10	—	50	Y	Y	Y	—	
ProMedica Skilled Nursing & Rehabilitation 10540 Fremont Pike - PERRYSBURG	Y/Y	i.n.a.	ProMedica Senior Care‡	Rehab, LTC / PT, ST	Pulmonary, Resp, Ortho, Cardiac, Stroke, Oncology, Post-Acute, MedBridge Unit-Complex Medical, Post-Surgery, Wound Care, FT PT, OT & SP	—	—	—	—	—	Y	Y	—	—	
The Manor at Perrysburg 250 Manor Dr - PERRYSBURG	Y/Y	1995 / 2012	Abigail George, LNHA / Dr. Thomas Wojciechowski & Dr. Steven Sokolowski	Rehab, MC / PT, OT, ST	Complex, Rehab, Wound, Post-Surgery, Ortho, Resp	1:18	1:10	1:20	55	15	Y	Y	Y	—	
Kingston Care Center of Sylvania 4121 King Rd - SYLVANIA	Y/Y	2004 / 2016, 2018	Kingston Healthcare Co / Ben Perkins / Dr. Sean Rae	Rehab, CMC / PT, OT, ST, RT	Wound, IV, Aquatic, Bio Dex, BERTEC Balance, Enteral + Naso-Gastric, Stroke, Delay, Music, Lymphedema	—	—	—	27	73	Y	Y	Y	—	
Lakes of Sylvania 5351 Mitchaw Rd - SYLVANIA	Y/Y	2016	Trilogy Health Services / Tyler Wehring, LNHA / Dr. Tatiana Masyk, MD	Rehab / PT, OT, ST	Cardiac, Parkinson, Post-Surgery, Wounds, Almost Home, IV, Stroke, Pulmonary, Lymphedema	—	—	—	—	—	Y	Y	Y	—	
ProMedica Goerlich Memory Care Center 5320 Harroun Rd - SYLVANIA	Y/Y	1994 / —	ProMedica Senior Care‡	Rehab, OT, PT, ST	Dementia, Memory Impairment, Rehab, FT PT, Adult Hourly Care Services	—	—	—	—	—	—	—	—	—	
ProMedica Skilled Nursing & Rehabilitation 5360 Harroun Rd - SYLVANIA	Y/Y	2015	ProMedica Senior Care‡	Rehab, LTC / PT	Wound, Pain, Ortho, Cardiac, Stroke, Oncology, Post-Acute, MedBridge Unit-Complex Medical, Post-Surgery, Wound Care, FT PT, OT & ST	—	—	—	—	—	Y	Y	—	—	
Sunset Village 9640 Sylvania Metamora Rd - SYLVANIA	Y/Y	2001 / 2017	Sunset Village / Christine Blackmore, LNHA / Dr. Joseph Peyton	Rehab/PT, OT, ST Aquatic	Cardiac, Parkinsons, Post-Surgery, Wounds, Aquatic, Rehab to Home, Enteral & Nasal Gastric, Pain Mgmt (<450#), Bariatrics, IV	1:15	1:8	1:15	0	50	—	—	Y	—	
Complete Care Physical Therapy & Aquatics 3130 Central Park West, Ste C - TOLEDO	Y/Y	2007	Andrew Miller, Owner / Head Physical Therapist	Rehab / PT	Aquatic, Spinal Decompression, Back & Neck, Ortho	—	—	—	—	—	—	—	—	—	
Genacross Lutheran Services- Toledo Campus 131 N Wheeling St - TOLEDO	Y/Y	1953 / 2012, 2017	Genacross Lutheran Services / Cathleen Voyles-Baden, Exec Dir / Dr. Ganesh Merugu	Rehab, MC / PT, OT, ST	Wound, CHF Program, Pulmonary, IV, Trach, Stroke, Ortho	1:15	1:8	1:10	9	67	Y	Y	Y	Y	
Complete Care Physical Therapy & Aquatics 753 Michigan Ave - WATERVILLE	Y/Y	2020	Andrew Miller, Owner / Head Physical Therapist	Rehab / PT	Aquatic, Spinal Decompression, Back & Neck, Ortho	—	—	—	—	—	—	—	—	—	

Published 06-21; List includes only those SNF / Rehabilitation facilities that responded by deadline; i.n.a. = information not available; * Community Class Abbreviations: MC = Memory Care; CMC = Complex Memory Care; PT = Physical Therapy; OC Occupational Therapy; ** Therapy Services Abbreviations: PT=Physical Therapy; OT=Occupational Therapy; ST= Speech Therapy; RT=Respiratory Therapy; PRN=As Needed; ORTHO=Orthopedics; † N:P = Nurse: Patient Ratio, S:P Day = Staff: Patient Ratio Day; S:PN = Staff: Patient Ratio Night, #SU = # of Shared Units, #PU = # of Private Units; OSP = On-Site Physician; NPO = Nurse Practitioner on Staff; T = Transportation; S = Smoking; † Restrictions apply; check with community for details; ‡ Formerly HCR ManorCare

Senior Living Communities

...continued from page 9

	# Living Units / Beds	Year Built / Updated	Owner / Administrator	Community Class* / Type	Age Minimum / Average	Services Include†								
						24 RAC	24 RN	24 LPN	24 ERS	T	S	P	PALU	
The Commons ProMedica Senior Living Community 10542 Fremont Pike - PERRYSBURG	113	1977 / Continuous	ProMedica Senior Care‡	Ind. / Non-Profit	N/A / 85	Y	—	Y	Y	Y	Y	Y	Y	—
Kingston Residence of Perrysburg 333 E Boundary St - PERRYSBURG	89	1997 / 2018	Kingston HealthCare / Karen Burnard, Exec Dir	AL, MC, SNF / For Profit	N/A / 85	Y	Y	Y	Y	Y	—	Y	Y	—
Kingston Residence of Sylvania 4125 King Rd - SYLVANIA	149	2001 / 2015 / 2018	Kingston HealthCare Co. / Dawn Ferguson, Exec Dir	AL, MC / For Profit	N/A / 87	Y	Y	Y	Y	Y	—	Y	Y	—
Oakleaf Village 4220 N Holland-Sylvania Rd - SYLVANIA	145	1987 / 2013	Wallick / Diane Doneghy, Exec Dir	I, MC, AL / For Profit	62 / 82	Y	—	Y	Y	Y	Y	Y	Y	Y
The Lakes of Sylvania 5350 Mitchaw Rd - SYLVANIA	132	2016	Trilogy Health Services, LLC	I, AL, SNF / For Profit	N/A / N/A	Y	Y	Y	Y	Y	—	—	Y	—
Sunset Village 9640 Sylvania-Metamora Rd - SYLVANIA	116	2001 / 2014	Christine Blackmore, Admin	AL / SNF / MC, Not for Profit	65 / 85	Y	Y	Y	Y	Y	—	Y	Y	—

...continued on page 11

Senior Living Communities

...continued from page 10

	# Living Units / Beds	Year Built / Updated	Owner / Administrator	Community Class* / Type	Age Minimum / Average	Services Included†							
						24 RAC	24 RN	24 LPN	24 ERS	T	S	P	PALU
Mayberry Village 8160 Sunset Ln - SYLVANIA	90	2004	Centennial Crossings, LLC	I / For Profit	55 / N/A	—	—	—	—	—	—	Y	—
The Grove at Oakleaf Village 4220 N Holland-Sylvania Rd - SYLVANIA	48	2015	Wallick / Danielle Ballesteros, Program Dir	AL, MC / For Profit	N/A / i.n.a.	Y	—	Y	Y	Y	—	Y	Y
Fieldstone Villas at Sunset Village 6641 W Sylvania Ave - SYLVANIA	12	2015	Heather McGannon, Senior Villa Advisor	I / Non-Profit	65 / N/A	—	—	—	Y	Y	—	Y	Y
Elmwood Assisted Living At The Shawhan 54 S Washington St - TIFFIN	66	1904 / 1999 / 2016	Kathy Hunt, LNHA, CEO, Owner	AL, MC / For Profit	N/A / 87	Y	—	Y	Y	Y	Y	Y	Y
Ohio Living Swan Creek 5916 Cresthaven Ln - TOLEDO	232	1992 / Ongoing	Ohio Living / Ann Roller, Exec Dir	I, AL, SNF, MC / Non-Profit	55 / 87	Y	Y	Y	Y	Y	—	Y	Y
Genesis Village 2429 S Reynolds Rd - TOLEDO	161	2013 / 2015	James L. Oedy, President / Co-Owner	IL / For Profit	55 / 77	Y	—	—	Y	Y	Y	Y	Y
The Waterford I & II 4855 Angola Rd - TOLEDO	154	2001 / 2006	The NRP Group; Ashley Brough, Exec Dir	I, AL / For Profit	65 / 87	—	—	—	—	—	Y	Y	—
Genacross Lutheran Services -Toledo Campus 131 N Wheeling St - TOLEDO	125	1953 / 1963-2012	Genacross Lutheran Services / Cathleen Voyles-Baden, Exec Dir	AL, SNF, Rehab, LTC / Non-Profit	N/A / 80	Y	—	Y	Y	Y	Y	Y	Y
Sunset House 4020 Indian Rd - TOLEDO	105	1928 / 2015	Judith Bishop-Pierce, COO, Interim Admin	AL / MC, SNF, Not for Profit	65 / 80	Y	Y	Y	Y	Y	—	Y	Y
The Woodlands at Sunset House 4030 Indian Rd - TOLEDO	65	2001 / 2014	Janet Sulewski, Exec Dir	I / Non-Profit	65 / 80	Y	—	—	Y	Y	—	Y	Y

Published 06-21; List includes only those Retirement Communities that responded by deadline; i.n.a. = information not available; N/A = Not Applicable; * AL = Assisted Living, I = Independent; SNF = Skilled Nursing Facility, MC = Memory Care; † 24RAC = 24 Hr. Resident Assistance Coverage; 24RN = 24 Hr. RN; 24LPN = 24 Hr. LPN; 24ERS = 24 Hr. Emergency Response Service; T = Transportation; S = Smoking; P = Pets; PALU = Private AL Units; IL = Independent living; LTC = Long term care; ALMW = Assisted living Medicaid Waiver; STR = Short Term Rehab; LTR = Long Term Rehab; ‡ Restrictions apply; check with community for details; † Formerly HCR ManorCare

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Top 10 Corporations Hiring

1. Amazon
2. Mercy Health
3. ProMedica
4. The Dollar General
5. University of Toledo
6. HCR ManorCare / ProMedica Senior Care
7. Walmart
8. Spectrum
9. Home Depot
10. Blanchard Valley Health System

Top 5 Corporate Occupations

1. Registered Nurses
2. Stock Clerks, Stockroom, Warehouse or Storage Yard
3. First-Line Supervisors of Retail Sales Workers
4. Nursing Assistants
5. Retail Salespersons

Top 10 Manufacturers Hiring

1. First Solar
2. Whirlpool
3. Pepsi
4. Old Castle
5. Revere Plastics Systems LLC
6. Midway Products Group
7. Continental Structural Plastics
8. Owens Corning
9. O-I Corporation
10. Johns Mansville

Top 5 Open Manufacturing Occupations

1. First-Line Supervisors of Production & Operating Workers
2. Industrial Engineers
3. Production Workers, All Other
4. Maintenance and Repair Workers, General
5. Helpers, Production Workers

Source: CEB Talent Neuron Analytics 05/17/2021

1ST QUARTER INTERNSHIP REPORT: NORTHWEST OHIO

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4. Bus and Truck Mechanics
5. Computer Support Specialists

Source: Conference Board (<http://ohiolmi.com/asp/omj/hw.htm>)

More Jobs, less people

Unemployment in Northwest Ohio averaged 5.6% for the first quarter of 2021. It was 5% for the same period in 2020. The first quarter average unemployment was 6.1% for the nation and 5% for Ohio in 2021.

The average total available workforce for Northwest Ohio, which includes all employed and unemployed people was 596,967 in the first quarter of 2021. *This is the lowest number of people in 10 years.* There were 563,433 people employed. This is comparable to the number employed in the region 10 years ago when the unemployment rate was 9.45%.

As of March 13, 2021, 24,446 job openings were advertised in Northwest Ohio according to Wanted Analytics. *This is a 36% increase from the same period last year.* The top four occupations in demand were Registered Nurses, Heavy Truck Drivers, First Line Supervisors,

and Retail Sales People. These four categories – Healthcare Practitioners, Sales, Transportation, and Office Support represented 51% of all job posted in Northwest Ohio. Healthcare and Sales Support represented 29% of all jobs posted. There were 1,408 RN jobs posted in the period.

Of all jobs posted in March of 2021 approximately 53% required a high school education, 47% required a two-year degree or more. The total number of internships advertised was 520. This was an increase of 180 ads from the first quarter last year. Seventy percent of the internships wanted a bachelor's degree or more.

The number one certification sought was a driver's license. The top job skill sought in all advertisements was in operations. Three of the top 10 non-manufacturing corporations hiring were

in healthcare. The top five occupations in the manufacturing area were First Line Supervisors-Production; Industrial Engineers; Production Workers; Maintenance / Repair; and Helpers, Production Workers.

The Gross Regional Product for the region was up \$12 billion at \$75.59 billion compared to 2011. The State of Ohio was up \$103.46 billion at \$700.02 billion from 2011. The region's share of this amount was up 0.22% from 2011.

The Regional Growth Partnership and JobsOhio, Owens Community College, NORED, Terra State Community College, Penta County JVS, and Lucas and Wood County OhioMeansJobs offer this quarterly snapshot of the economic status in Northwest Ohio. This data tracks the vitality of our regional economies as well as offers insights into workforce development.

Apprenticeships Solutions: Now Hiring



Pete Prichard,
Workforce
Engagement
Director,
Northwest State
Community College

“We’re Hiring” is a sign that you may see in front of multiple busi-

nesses as you travel around Bowling Green, Ohio and Wood County. There is a multitude of reasons as to why these signs are popping up as quickly as dandelions in early spring, but let's cut to the quick and say that we are experiencing a “labor shortage.” This shortage has forced business and industry leaders, economic development directors, and workforce administrators to adjust their approach in meeting the needs of our business community. One of the approaches is through apprenticeships and pre-apprenticeships.

In several meetings between Mary DeWitt, Workforce Administrator at OhioMeansJobs Wood County; Kati Thompson, Executive Director of Bowl-

ing Green Economic Development; her predecessor Sue Clark; and Northwest State Community College a plan was hatched. The plan included input from a dozen area companies eager to see some sort of comprehensive apprenticeship in the community; hence the OhioMeansJobs Wood County Apprenticeship Consortium has become a reality.

On April 9, 10 area company representatives started Apprenticeship Mentor training in preparation for an Industrial Maintenance apprenticeship program that began May 3 in Bowling Green, Ohio. “We believe having a solid apprenticeship and pre-apprenticeship program in Wood County will increase the required skills employers are looking for in employees. The employees will be able to get hands-on training along with classroom training while earning a livable wage,” said Mary DeWitt.

After the accelerated 18-month curriculum, participants will have completed the educational portion of their apprenticeship, giving them tools to master a trade. The program will also come with college credit that can lead to an Asso-

ciate's degree. “Bowling Green is proud to lead the way in the collaboration and partnerships necessary to create an apprenticeship consortium like this. As workforce development continues to be a critical issue in our region, Bowling Green Economic Development is looking for ways to solve problems and support our local manufacturers. I'm honored to work with Northwest State Community College and OhioMeansJobs Wood County on this project and we look forward to many years of developing our local incumbent workforce,” said Kati Thompson.

Mary DeWitt also pointed out that “the future of our workforce will rest on the success of our businesses in Wood County. We want to ensure we have the best workforce available for our current businesses to expand and attract future businesses.” Public and private partnerships like this will help our communities prosper for years to come.

For additional information please contact Mary DeWitt at 419.373.6970 or Mary.Dewitt@jfs.ohio.gov.

Skill Shortage: Partnership Solution

Tim Copsey, Director,
Paulding County Economic Development

Communication, collaboration, and partnerships are all sometimes a difficult ask. The ultimate goal of all three is to produce action that leads to meeting a goal or need. At Paulding High School, the goal was met as five students completed the Northwest State Community College (NSCC) welding course. The offering, consisting of two college-level welding courses, came to fruition alongside the OhioMeansJobs Defiance and Paulding Counties office, the Paulding County Economic Development (PCED) office, Paulding High School (PHS), and Northwest State Community College.

Communication was the driving force behind this offering, as local employers expressed a need for skilled entry-level welders. This need, communicated through the PCED office, was then brought to the attention of both the local schools and OhioMeansJobs office. Tim Copsey, Director of the PCED office, elaborated on the course: "The collabora-

tion to develop this class was a perfect example of how constant communication can benefit us all. A recent survey by the PCED office indicated a need for welding employees amongst the county employers. Sharing that feedback with NSCC, they were able to identify an available classroom and teacher at PHS. OhioMeansJobs came to the table and assisted with career coaching and funding for this opportunity. It's a collaboration win for Paulding County and shows what can happen when we communicate ideas." Without the availability of a facility and instructor, this program would not have gotten off the ground, but Paulding High School stepped in and filled the gap.

Chris Etzler, Principal of Paulding High School, was very accommodating and grateful to see this program start. Staci Miller, a teacher at the high school, utilized NSCC's curriculum to instruct the five students. She also played a role in communicating with local employers about the program. Employer engagement throughout the course was key. Several county businesses came in and

talked with the students. "It was great to be able to teach the students different welding techniques and skills to help them prepare for the workforce and obtain their career goals," stated Miller.

The OhioMeansJobs Defiance and Paulding Counties office continues to play a key role with meeting the workforce needs of the local community. The office not only assists individuals, but aids companies that are looking to upskill their local workforce. Tiffany Dargenson, Workforce Administrator for OhioMeansJobs Defiance and Paulding Counties, noted, "This welding program is just another example of our office's ability to assist and meet the local workforce

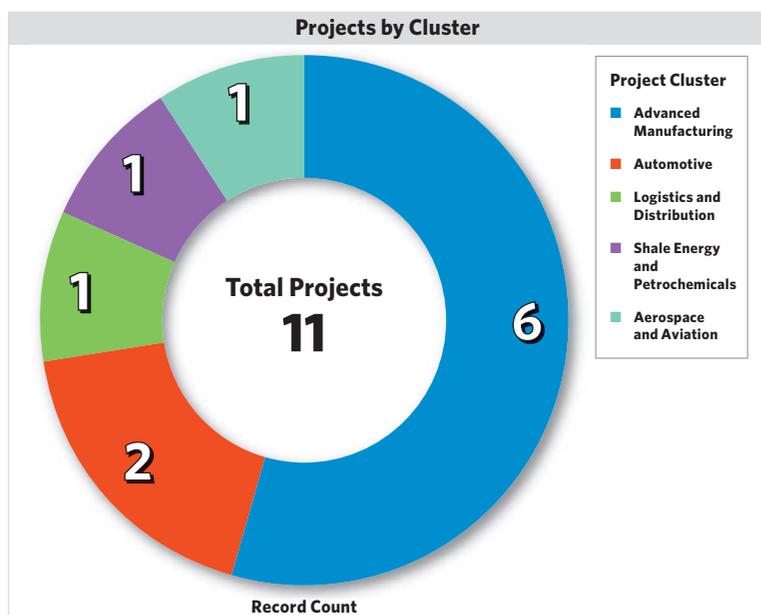
needs. Listening to our local employers and delivering to them skilled labor is always a priority for our office." Recently the superintendents of all three county schools met with representatives of 10 of Paulding County's larger employers. All in attendance believe this class and collaboration was a success. Discussion will continue in regard to how future classes like this can take place in Paulding County.



Five Paulding High School students recently completed a college-level welding program provided by Northwest State Community College. Pictured (L to R) Kyle Mobley, Kelvin Ankney, Kyle Harris, Ezekiel Laguna, and Zaden Davenport. Staci Miller (FFA Instructor at Paulding HS) is also pictured far right

For further information contact Tim Copsey, Director, Paulding County Economic Development, Inc., Office: 419-399-8282, Cell: 419-506-0108, or email: director@pced.net

JOBSONIO INVESTMENT - 1ST QUARTER 2021



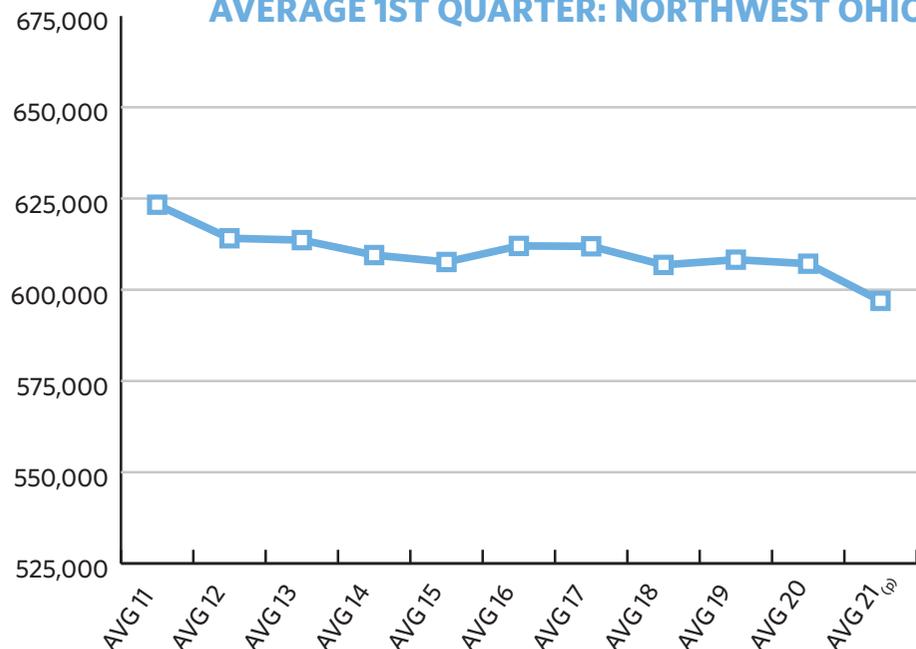
134 Jobs Created

1,286 Jobs Retained

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TOTAL AVAILABLE WORKFORCE

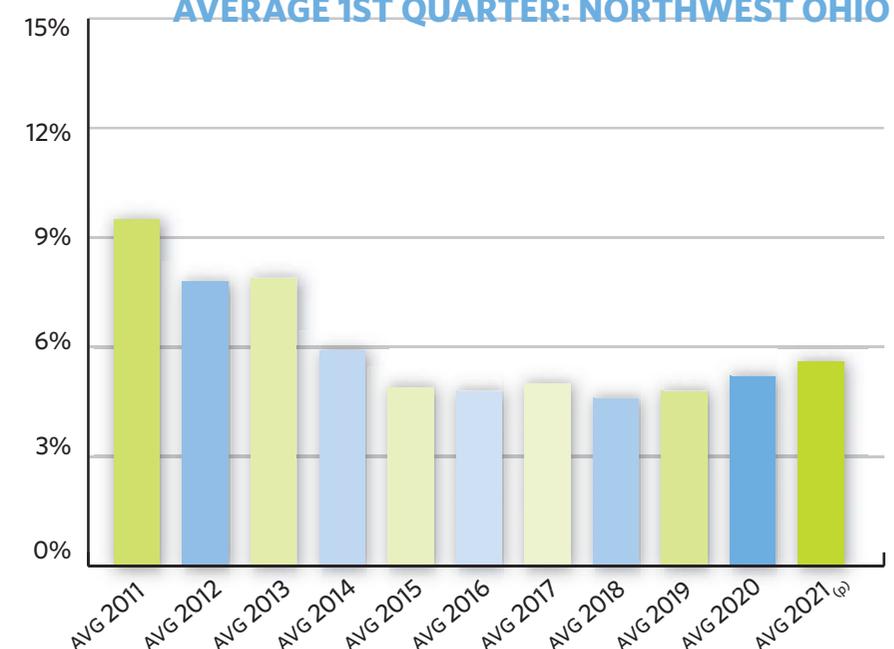
AVERAGE 1ST QUARTER: NORTHWEST OHIO



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APT's apprenticeship program recognized

APT Manufacturing Solutions, an integrator of industrial robotic machinery, has partnered with FANUC America, Rockwell Automation, and the National Occupational Competency Testing Institute (NOCTI), to be named a Standards Recognition Entity (SRE) by the US Department of Labor (DOL) as FANUC-ROCKWELL SRE.

The APT Manufacturing Solutions, FANUC America, and Rockwell Automation coalition gained recognition for its focus on robotics and advanced automation, specifically the integration of these technologies into systems and the future workforce needed to support them.

Effective May 11, 2020, the US DOL issued a Final Rule that establishes a system for advancing the development of high-quality Industry-Recognized Apprenticeship Programs (IRAPs). IRAPs provide individuals with opportunities to obtain workplace-relevant knowledge and progressively advancing skills. IRAPs include a paid-work and an educational component and result in industry-recognized certifications.

The intent is to address America's skills gap and rapidly increase the availability of high-quality apprenticeship programs in sectors where apprenticeship opportunities are not widespread, noted officials. SRE's

have the authority to oversee the development of high-quality IRAPs.

Industry leaders FANUC and Rockwell have collaborated with APT Manufactur-

that are highly sought after. The bottom line is that manufacturing needs skilled workers with automation technology training. This framework is more agile and linked with



APT Manufacturing Solutions' headquarters in Hicksville

ing Solutions over the past decade developing training, certifications, and an education and training delivery network. This network of educational partners includes more than 1,200 high school and post-secondary FANUC-certified training organizations, and over 150 university and career technical training partners associated with this industry team.

"APT is excited and honored to be partnered with these world-class organizations and to be able to make an impact through the SRE network", said Anthony Nighswander, president of APT Manufacturing Solutions. "Our organizations, collectively, represent the largest network of industrial controls and robotics training in North America."

As an SRE, the coalition will work with customers to align them with schools in FANUC's Education Network that are local to their manufacturing facilities. The team will guide each company to develop an IRAP that helps them build a pipeline of skilled workers by upskilling current employees and filling open positions with high school and college students.

"We joined forces because we saw the extreme need for qualified, skilled workers," said Paul Aiello, director of education, FANUC America. "We worked with our industry and education partners to develop these programs to provide career pathways and upskilling options through high school, training organizations, post-secondary colleges, and universities – all aligned to employers' needs."

IRAPs incorporate industry-training curriculum and industry certifications that expand into relevant apprenticeships in order to develop the next-generation advanced manufacturing workforce, noted officials. As a DOL-designated SRE, the APT-FANUC-Rockwell Automation SRE coalition will assure that IRAPs are high quality, competency-based, modular, scalable and portable to secure the workforce for US manufacturing.

"IRAPs provide an innovative approach to develop emerging occupational careers

employers, who provide insight into the talent requirements from an upcoming workforce," said Aiello. "Meanwhile, the program candidates can be sure they are developing the skills needed to support their future employers' advanced automation plans while also feeling confident they will be desirable job applicants."

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NEWS in BRIEF

Velocity

Mark Walker, Velocity's company's chief operating officer, has been appointed president and will also retain his current title and position as COO. Also, Greg Kiley, chief executive officer of Velocity, will assume the role of chairman and CEO. These leadership changes are meant to establish Walker as directly running the day-to-day of the company's business operations while Kiley shifts to acquisitions and strategic sales growth for Velocity, noted the company.

Walker joined Velocity in 2019, and his leadership and technology deployment expertise led to his promotion to COO in August 2020 and now his role expansion to president, noted the company. He will continue to lead the executive team and provide strategic oversight while maturing the business operations and strengthening its executive vice president as Velocity works towards becoming an employer of choice.

Walker brings over 20 years of executive leadership experience in information (...continued on page 21)

Access to Capital

and SBA Funding for Small Business

Toledo Business Journal is publishing its annual Access to Capital Guide. It is aimed at showing area professionals and entrepreneurs resources in our region for business funding and alternative financing options.

The Guide will assist early startup endeavors as well as established businesses. Our objective, with time, is to continue to add additional funding resources available to companies in the region, as well as

to share information about financing options that will assist growth.

An invitation is extended to area financial services providers to join our efforts to make area business owners and senior

executives aware of sources of funding available to their companies and also to make them aware of additional financing options that will advance business and regional development.

Commercial lenders critical to small businesses

Small businesses create jobs and spur economic growth even as some of America's biggest corporations streamline operations, according to the American Bankers Association (ABA). A major problem many businesses face is a lack of information: where to seek capital, how to comply with a particular aspect of the tax code, where to find advice on marketing, how to develop the product or service, or how to manage growth.

According to ABA, members provide a range of solutions to meet the current and future needs of small business customers.

The nation's commercial bankers, credit unions, and a number of other financial organizations play an important role in financing the growth of small business. Financial professionals know that the future of their

communities and regions depends on their support for small business. It's a partnership that works for financial institutions, the business owner, and the community.

Borrower loan preparation

In any borrower / lender relationship, it is essential that the borrower provide an understanding of the business through an up-to-date set of financial and production records, according to the ABA. Financial statements should include a balance sheet, an income statement, a statement of owner equity, and historical and projected cash flows. If possible, the borrower should provide three to five years of data. The lender generally requires the following financial data and supporting information; however, when approaching a lender, the borrower should ask specifically which types of financial

information to provide.

- A current balance sheet with supporting schedules and inventories (essential)
 - A record of earnings for three years
 - A projected cash flow; if a major change in the business is anticipated, a transitional and normal operating year projected cash flow may be required, with sensitivity analysis concerning price, cost, and capital acquisition investments
 - A good set of records showing production plans, short- and long-range goals, and procedures for implementation and evaluation
 - Information concerning personal debt, including credit cards
 - Information concerning the amount and stability of outside-of-business income
- Lenders don't like surprises. Lenders have

certain expectations of a desirable borrower. There are four key things that the ABA suggests that a small business owner can do to help build their relationship with their banker.

- Arrange credit in advance. Don't inform a lender of a major decision "after the fact." This destroys trust and credibility and makes future credit more difficult or even impossible to obtain.

- Allow a lender time to review plans and make suggestions. Many major purchase decisions are made on the basis of emotion. A lender can be a source of sound advice and counsel in reviewing a credit request. An explanation of goals and plans builds confidence and trust. It also strengthens the working relationship.

- Inform a lender of problems and changes. (...continued on page 20)



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Equipment leasing benefits to businesses

Information provided by City National Bank

You've heard the adage: You have to spend money to make money. Equipment leasing turns that around with financing that can save a business money and provide more flexibility while keeping a business on the cutting edge.

"Most people think of leasing big-ticket items like million-dollar construction or medical equipment," said John F. Unchester of First American Equipment Finance, a City National Bank-owned equipment leasing company. "But you can lease just about anything your business needs."

Maybe a company needs more trucks to deliver goods to clients. Perhaps older computer equipment needs to be replaced with faster laptops and more networking equipment. Has

the business moved or expanded? A company can lease new office furniture. It can even finally replace that buggy software with a newer version that would enhance productivity.

Why equipment leasing can be more beneficial than purchasing

Even if a business has the luxury of extra cash reserves, consider the following equipment leasing benefits before writing a big check:

Save capital

Let's face it, most companies don't have extra cash reserves. If they do, there are plenty of other ways to use it, like hiring new employees, stocking more inventory, or expanding a facility. Avoid the sinkhole of obsolescence: Should a business pay \$1 million in cash for technology that will change in two years? At the end of a lease, a business

can return the equipment and get something more advanced, or buy the equipment if it chooses.

Remain flexible

A purchase commits a business to one particular technology or business strategy. This is especially relevant for purchases that involve core business offerings. While a company might be able to live with aging printers or copiers, if the business is a healthcare company that invested in machines for therapy protocols that are no longer in demand, the business could be at stake. Leasing that technology lets a company adapt as its industry evolves.

Reduce tax liability

If a lease is structured correctly, a business may be able to expense 100% of the payment. On a conventional loan, only interest is

deductible. Consider the financing options, but a lease might bring tax advantages, according to Unchester.

Shift a capital expense to an operating expense

As the year progresses, many companies find their capital budgets bursting at the seams. And yet needs and opportunities arise with little regard for those seams. As Unchester puts it: A lease gives a business a way to get the equipment needed without blowing up the company's budget.

Gain predictability

Some investments – like complex technology implementations – involve unpredictable costs. A lease gives a business fixed, predictable monthly payments that are spread out over time. This means fewer surprises and better cash flow overall.

Report: Angel investors supporting ventures

At 2020 Angel Capital Association (ACA) 2020 Fall Angel Forum, a major virtual gathering of angel investors, the organization released its enhanced *Angel Funders Report 2020*. The report is a deep dive into investment trends reflecting a growing North American angel ecosystem, benefitting communities with innovative new companies and jobs.

According to ACA officials, the *Angel Funders Report 2020* is the only source of

verified data provided directly by active angel investing groups. The report is based on information collected from a variety of ACA member groups, including some of the most active investing communities. It analyzes angel capital investments made during 2019, and features profiles and insights from leading angel investors and startup company executives. The report also includes initial perspectives regarding the impact of the COVID-19 pandemic on the investing ecosystem.

Key findings highlighted in the report include:

- Individual angel groups invest about \$2.5 million each year in 10-20 new ventures, fueling innovation and job growth throughout North America, spanning multiple industries
- Angel funded companies raised \$2 billion in total capital from multiple sources, multiplying their initial angel investments about seven times

- Seed round valuations of startup companies are holding steady, with a median of \$6 million
- Women and people of color remain underrepresented as CEOs of early stage companies

Over the last three years, ACA has been investing in a data analytics program that provides insights and analysis to improve the success of angel investing. This enables the (...continued on page 20)

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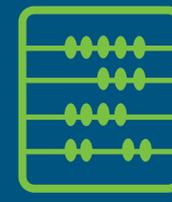
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Small Business Administration (SBA) loans

The Small Business Administration (SBA) provides important funding options to small companies. A summary of two of these loan programs, 7(a) and 504, has been provided by the SBA.

Types of 7(a) loans

The 7(a) loan program is the SBA's primary program for providing financial assistance to small businesses. There are a number of 7(a) options, three of which follow.

Standard 7(a)

- **Maximum loan amount:** \$5 million
- **Maximum SBA guarantee %:** 85% for loans up to \$150,000 and 75% for loans greater than \$150,000

- **Interest rate:** Lenders and borrowers can negotiate the interest rate, but it may not exceed the SBA maximum

- **Eligibility decision:** By the SBA. Qualified lenders may be granted delegated authority (PLP) to make eligibility determinations without SBA review.

- **Revolving lines of credit:** Up to 10 years (Permitted only under CAPLines submission.)

- **SBA turnaround time:** 5-10 business days

- **Forms:** SBA Form 1919 and SBA Form 1920 are required for every loan (other SBA Forms may be required)

- **Collateral:** Lenders are not required to take collateral for loans up to \$25,000. For loans in excess of \$350,000, the SBA requires that the lender collateralize the loan to the maximum extent possible up to the loan amount. If business fixed assets do not "fully secure" the loan the lender may include trading assets (using 10% of current book value for the calculation), and must take available equity in the personal real estate (residential and investment) of the principals as collateral.

- **Credit decision:** By the SBA. Qualified lenders may be granted delegated authority (PLP) to make credit decisions without SBA review.

7(a) Small Loan

- **Maximum loan amount:** \$350,000
- **Maximum SBA guarantee %:** 85% for loans up to \$150,000 and 75% for loans greater than \$150,000

- **Interest rate:** Lenders and borrowers can negotiate the interest rate, but it may not exceed the SBA maximum

- **Eligibility decision:** By the SBA. Qualified lenders may be granted delegated authority (PLP) to make eligibility determinations without SBA review.

- **SBA turnaround time:** 5-10 business days

- **Forms:** SBA Form 1919 and SBA Form 1920 are required for every loan (other SBA Forms may be required)

- **Collateral:** Lenders are not required to take collateral for loans up to \$25,000. For loans over \$25,000, up to and including \$350,000, the lender must follow the collateral policies and procedures that it has established and implemented for its similarly-sized non-SBA-guaranteed commercial loans, but at a minimum the lender must take a first lien on assets financed with loan proceeds and lender must take a lien on all of the applicant's fixed assets including real estate. Lender is not required to take a lien against applicant's

real estate when the equity is less than 25% of the fair market value. The lender may limit the lien taken against real estate to the loan amount.



- **Credit decision:** By the SBA. Qualified lenders may be granted delegated authority (PLP) to make credit decisions without SBA review.

SBA Express

The SBA Express program features an accelerated turnaround time for SBA review. The SBA will respond to applications within 36 hours.

- **Maximum loan amount:** \$350,000

- **Maximum SBA guarantee %:** 50%

- **Interest rate:** Lenders and borrowers can negotiate the interest rate, but it may not exceed the SBA maximum

- **Eligibility decision:** Made by the lender

- **Revolving lines of credit:** Up to seven years with maturity extensions permitted at the outset

- **SBA turnaround time:** Within 36 hours

- **Forms:** Lender primarily uses own forms and procedures, plus SBA Form 1919

- **Collateral:** Lenders are not required to take collateral for loans up to \$25,000. May use their existing collateral policy for loans over \$25,000 up to \$350,000.

- **Credit decision:** Made by the lender

- **Purchase:** Lender may request expedited SBA purchase on small loans or in situations where liquidation may be delayed

504 Loans

Long-term, fixed rate financing of up to \$5 million for major fixed assets.

What is the 504 loan program?

The CDC/504 Loan Program provides long-term, fixed rate financing of up to \$5 million for major fixed assets that promote business growth and job creation.

504 loans are available through Certified Development Companies (CDCs), SBA's community-based partners who regulate nonprofits and promote economic development within their communities. CDCs are certified and regulated by the SBA.

Eligibility

To be eligible for a 504 Loan, a business must:

- Operate as a for-profit company in the United States or its possessions

- Have a tangible net worth of less than \$15 million

- Have an average net income of less than \$5 million after federal income taxes for the two years preceding application

Other general eligibility standards

include falling within SBA size guidelines, having qualified management expertise, a feasible business plan, good character, and the ability to repay the loan.

Loans cannot be made to businesses engaged in non-profit, passive, or speculative activities. For additional information on eligibility criteria and loan application requirements, small businesses and lenders are encouraged to contact a Certified Development Company in their area.

How 504 loans can be used

A 504 loan can be used for a range of assets that promote business growth and job creation. These include the purchase or construction of:

- ◇ Existing buildings or land
- ◇ New facilities
- ◇ Long-term machinery and equipment

Or the improvement or modernization of:

- ◇ Land, streets, utilities, parking lots, and landscaping
- ◇ Existing facilities

A 504 loan cannot be used for:

- ◇ Working capital or inventory
- ◇ Consolidating, repaying, or refinancing debt
- ◇ Speculation or investment in rental real estate

Application requirements

504 loans are available exclusively through Certified Development Companies (...continued on page 20)

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Credit Unions a source of lending to business clients

An article by James DiSalvo and Ryan Johnston of the Federal Reserve Bank of Philadelphia provides insights into regulatory changes that have led to the growth in business lending by Credit Unions around the country. Information from that article follows.

A change in regulations that took effect in January 2017 expanded credit unions' capacity to make commercial and industrial loans and commercial real estate loans, together known as member business loans (MBL).

The changed regulations' liberalization puts credit unions on closer to level ground with small banks by raising limits on loan size to individual borrowers, relaxing the rules governing collateral requirements for business borrowers, and getting rid of the requirement that borrowers post full and unconditional personal guarantees – that is, a written promise from a majority business owner guaranteeing payment on a loan if the business cannot make the payment, according to DiSalvo and Johnston. In addition, the changed regulations effectively relax credit unions' ceiling on business loans, which had been set at 12.25% of a credit union's total assets, by excluding nonmember business loans from the limit.

Credit unions have also grown significantly since a 1998 law relaxed credit union membership rules. The Credit

Union Membership Access Act of 1998 was created in order to expand credit unions' reach to more citizens as well as improve safety and soundness practices.

or rural district. The 1998 law permitted multiple common bonds.

As a result, credit unions have increased their share of the home loan mar-

released in early February of this year provides some insights into satisfaction by business clients with services provided by credit unions. The annual survey canvassed 15,000 small businesses across the country. The Federal Reserve's *Small Business Credit Survey* found that 87% of small businesses that applied for a loan, a line of credit, or a cash advance in 2020 with a credit union reported being satisfied, according to Dan Ennis of Banking Dive.

Emily Leite, the Ohio Credit Union League's chief advocacy officer, commented, "Credit unions were founded by members, the community, and groups of individuals that were like-minded and had shared open interests. And so credit unions always reflect the service and needs of the base, which are their members. And as small business continues to grow and with the virus, the local economic engine in these communities across the state of Ohio – and nationally too – have adapted their service priorities and offering to meet the members where they are. And so business funding is really one of those opportunities for credit unions to deepen their relationships with the community and help lead the success of all the individual businesses and families that are there. And one of the ways is to help ensure small businesses can fly, which creates jobs and economic opportunity on Main Street."



A Directions Credit Union lobby located in Lambertville, Michigan

Previously, a credit union's members all had to share a single common bond, such as working at the same company or in the same industry or living in the same well-defined neighborhood, community,

ket continuously since this time and at an accelerated pace since the financial crisis in 2008/2009, according to DiSalvo and Johnston.

Another Federal Reserve Bank survey



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Record year for US venture capital industry despite pandemic

The US venture capital (VC) ecosystem ended 2020 with more than 10,800 companies across the country receiving venture funding and approximately 1,965 VC firms managing 3,680 venture funds with \$548 billion in assets under management (AUM), according to the National Venture Capital Association (NVCA) *2021 Yearbook*, with data provided by PitchBook. The NVCA *2021 Yearbook* is an annual publication documenting trends and analysis of venture capital activity in the US from the past year and presents historical data and information about venture's role in fueling entrepreneurship in America.

In 2020, US venture-backed startups represented over 4.4 million employees. The 10,862 high-growth startups that raised capital last year to build and grow their companies hailed from all 50 states and the District of Columbia, 233 metropolitan statistical areas (MSAs), and 414 Congressional districts. Total capital invested in the US last year reached \$164 billion and buoyed global total venture capital investment to \$321 billion. The US share of global venture investment has held steady around 50% the past five years – 51% in 2020 – but remains well below the 84% global share in 2004 and 90%-plus share in the 1990s.

“Despite one of the most tumultuous years the US VC industry and the nation have witnessed, VC made its own history this past year, displaying remarkable resilience in the face of profound headwinds and breaking numerous industry records,” said Bobby Franklin, president and CEO of NVCA. “While the industry initially focused on triage and husbanding capital during the initial stages of the pandemic, it came roaring back during the second half of the year to set records in fundraising, investments, and exits. Looking ahead to 2021, a key opportunity for the VC industry will be if the new Biden Administration and Congress enact key policies crucial to the startup ecosystem, such as a Startup Visa program and additional federal spending on basic research and development.”

Highlights of the US venture industry in 2020

- Venture-backed exit activity hit new records in 2020 on the back of large IPOs during the second half of the year. The 103 venture-backed IPOs representing \$222 billion in exit value in 2020 marked the highest annual exit value on record
- The number of mergers and acquisitions (M&As) fell to 886 in 2020 (compared to 1,042 in 2019), but total disclosed exit value hit a record high of \$75 billion, 9% greater than the previous 2014 high of \$68 billion and 24% more than the \$60 billion reported for 2019
- 10,862 venture-backed companies received \$164 billion in funding in 2020, the third consecutive year more than \$130 billion has been invested
- The number of angel / seed VC investments in 2020 fell compared to 2019, with 4,859 deals completed, representing 42% of

total deals in 2020. By comparison, there were 5,277 angel and seed VC investments in 2019, representing 43% of total deals that year

- The number of first-time financings (first round of equity funding in a startup by an institutional venture investor) in 2020 was down relative to 2019 in terms of both capital invested and deal count. In 2020, \$12.9 billion across 3,093 deals was invested in companies raising equity financing for the first time. By comparison, \$13.1 billion across 3,328 deals was committed to first-time financings in 2019

- The 327 mega-deals (investments of \$100 million-plus into venture-backed companies) recorded in 2020 is the highest annual deal count on record, and the \$76 billion invested in mega-deals accounted for nearly half (44%) of the total VC capital invested in 2020

- Pharma and biotech's strong results buoyed a record year for life sciences because of investor interest in vaccines, antivirals, and companies engaged in the fight against COVID-19. \$36 billion in capital was invested in life sciences companies in 2020, 41% more than the previous annual record of \$26 billion invested in 2018. Investment in drug discovery nearly doubled from \$8.8 billion in 2019 to \$16.2 billion in 2020

- Venture capital investors raised \$74.5 billion across 339 funds to deploy into promising startups, marking the seventh consecutive year that \$40 billion or more raised and the third straight year in which at least \$55 billion was raised

- The overall US median VC fund size in 2020 was \$75 million, the highest since 2008 and a 69% increase from 2019

- The \$548 billion in US VC assets under management at the end of 2020 included a record \$151 billion in dry powder

- Startups that were venture-backed in 2020 represented over 4.4 million employees

Venture across the country

- VC funds based in 35 states and the District of Columbia held final closes in 2020

- The median VC fund size for California, Massachusetts, and New York, collectively, was \$100 million – more than four times the \$24.6 million median VC fund size for the rest of the nation

- Venture funding reached startups in all 50 states and the District of Columbia, 233 metropolitan statistical areas (MSAs), and 414 Congressional Districts

- Winston-Salem, North Carolina; Albuquerque, New Mexico; Dover, Delaware; New Haven, Connecticut; and Portland, Maine saw the biggest growth rate for annual number of VC investments over the past five years (for those MSAs with at least 15 in 2020)

- Columbus; Detroit; Dover, Delaware; Charlotte, North Carolina; and New Haven, Connecticut saw the largest annual growth for VC investment over the past five years (for those MSAs with at least \$10 million VC investment in 2016 and 2020)



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Ohio ranked fourth most competitive state in US

Site Selection magazine recently ranked Ohio fourth in its Prosperity Cup state rankings for 2021, which is awarded to the most competitive states in economic development. The standing is one spot higher than last year and comes on the heels of Ohio ranking number one in *Site Selection's* annual Governor's Cup rankings for projects per capita for the second consecutive year.

"Ohio's consistent high rankings in economic development demonstrate the strength and resiliency of our workforce and

companies," said Ohio Governor Mike DeWine. "We are committed to continuing investments in innovation, infrastructure, and talent development within a business-friendly environment."

The Prosperity Cup Rankings are based on an index of 10 criteria, including project, capex, and job creation data from *Site Selection* and data from the Tax Foundation, ACT, and Beacon Hill Institute.

"Ohio's economy is emerging as a leader in the Midwest, making it highly attractive

for business, capital, and talent fleeing the coasts and overseas," said JobsOhio president and CEO J.P. Nauseef. "With a diverse economy, low cost of living, skilled workforce, and a strategic location near 60% of the American and Canadian market, Ohio is poised to be the go-to location in the Midwest as businesses reshore critical industries and rebuild the national supply chain."

"There may never have been a more challenging year than was 2020 for those who work in the vital field of economic

development," said *Site Selection* senior editor Gary Daughters. "As businesses reeled and supply chains shuddered, this singular group of professionals stepped forward to help steer communities through the pandemic, the battle against which remains unfinished."

Site Selection magazine, published by Conway Inc., delivers expansion planning information to 45,000 executives of fast-growing firms. The senior publication in the development field, *Site Selection* is also available online.

Angel investors

...Continued from page 16

new report to provide a more comprehensive overview.

According to the Angel Capital Association, it is the largest angel organization in

the world, representing over 14,000 angels, including more than 250 angel groups and funds, accredited platforms, family offices, and individuals. Its goal is to be the steward,

thought leader, and "go to" place for everything related to angel investing. As this important asset class grows, the ACA will significantly impact the capital formation activities so critical to the future of the economy, noted officials.

"Our long-term focus is to identify trends and insights that can only be delivered through a multi-year analysis of the

investing landscape," said ACA chief executive officer

Patrick Gouhin. "We have also launched a multi-part study to better understand the impacts of the COVID-19 pandemic. As the only verified source of angel investing data, it's important for ACA to share our unique perspectives and insights with the wider community."

Commercial lenders

...Continued from page 15

Even the best businesses are faced with adversities that reduce their ability to repay. Inform a lender of changes in plans or unforeseen problems that will interfere with making loan payments. Communication is important not only

in the initial request but throughout the whole credit process.

- Maintain a high level of integrity. If the borrower expects a lender to be honest and above-board at all times, then the lender is

entitled to the same attribute from the borrower. Inaccurate information and failure to honor commitments will jeopardize the borrower-lender relationship and could do harm that will last a lifetime.

Key borrower questions

What should a borrower do to be prepared in approaching a lender? The 12 questions listed in the following from the ABA will assist a borrower's preparation.

- How much money will the borrower need?
- What is the money going to be used for?
- How will the loan affect the businesses' financial position?
- How will the loan be secured?

- How will the loan be repaid?
- When will the money be needed and when will be it repaid?
- Are projections reasonable and supported by documented historical information?
- How will alternative possible outcomes affect the ability to repay?
- How will the loan be repaid if the first repayment plan fails?
- How much can the business afford to lose and still maintain a viable operation?
- What risk management measures have been or are to be implemented?
- What have been the trends in the business's key financial position and performance indicators?

SBA loans

...Continued from page 17

(CDCs). First, find a local CDC to ensure you are dealing with a qualified lender.

Then begin to prepare and assemble a 504 loan authorization package, using SBA's 504 Authorization File Library to identify the documentation needed to apply for a 504 CDC loan.

- **Paying back a 504 loan**
 - ◊ **Repayment terms**
Maturity terms available:
 - 10-year
 - 20-year
 - 25-year
 - ◊ **Interest rates**
 - Pegged to an increment above the current market rate for five-year and 10-year US Treasury issues
 - Totals approximately 3% of the debt, rate may be financed with the loan

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NEWS in BRIEF

...Continued from page 14

technology, information security, and operations. Before joining Velocity, Walker served as the vice president of global infrastructure and CISO at Ashley Furniture. Before Ashley, he served in various leadership roles in hospitality and retail for Fortune 500 companies.

Over the past 15 years, Velocity has transformed from a regional telecommunications outfit to a full-scale managed service provider for Fortune 500 companies. Today, Velocity's service offerings include industry-leading VoIP and data services, digital signage, and a range of hospitality services, noted the company.

Signature Bank, N.A.

Signature Bank, N.A., headquartered in Toledo, has promoted three members of its senior management team to key roles in the organization. All three have been with the bank since its beginning in 2002.

David A. Reed, who was a cofounder of the bank and has been in his role as bank president for 10 years, has been promoted to executive vice chairman. Reed will continue to serve on the board of directors.

Carol A. Savage, also a cofounder of the bank and member of senior leadership since its inception, has been promoted from executive vice president to chief operating officer. Savage will also continue to serve on the board of directors.



David Reed



Carol Savage

Robert D. Shamy, who started in commercial lending as one of the original 22 employees, has been promoted from executive vice president to president. Shamy has also been appointed to serve on the board of directors.

Signature Bank was founded in 2002 and has grown to \$1.2 billion in



Robert Shamy

Catholic Order of Foresters

Catholic Order of Foresters (COF) general agent Mark Urrutia has received a Golden Pelican Award from the Diocesan Catholic

Committee on Scouting and the Catholic Diocese of Toledo. The award recognizes those who have contributed to the spiritual development of Catholic youths in scouting programs.

For over 10 years, Urrutia has supported the Erie Shores Council of the Boy Scouts of America as the volunteer leader serving on the executive board and as a board vice president. As chair for the Scoutreach division, he serves center city and scouting in underserved communities. Under his leadership, he increased the youth served from just over 200 to more than 1,000.

Urrutia has volunteered on the Catholic committee on scouting, volunteered with troop 87 sponsored by St. Joseph Catholic Parish in Sylvania, and led the chartering of the Queen of Apostles scouting program. Charlie Horn, who provided more than 30 years of volunteer leadership, nominated Urrutia for the Golden Pelican Award.

In Urrutia's role with COF, he recruits and develops field agents to deliver financial freedom to Catholic families throughout northwest Ohio and southeast Michigan. The local office is at 6800 West Central Avenue, suite C-4 in Toledo.

Rudolph Libbe Group

Brittany Meyer has accepted the position of civil group leader for Rudolph Libbe Group's North Ridgeville office. She is responsible for guiding Rudolph Libbe Group's civil team in estimating and managing projects.

In her 15 years of construction industry

experience, she has estimated and managed a large number of industrial, commercial, and heavy highway projects. She also served as lead project manager on a statewide campground improvement project with multiple sites.

Meyer holds a Bachelor's degree in construction engineering technology from the University of Toledo (UToledo) and an Associate Design-Build Professional certification from the Design-Build Institute of America (DBIA).

In additional news, Gail Ritchie has been promoted to human resources director for the Rudolph Libbe Group. Ritchie has worked in human resources since 1997 and joined the Rudolph Libbe Group in 2016.



Gail Ritchie

A Society for Human Resource Management Senior Certified Professional (SHRM-SCP), she holds a Bachelor's degree in business administration with a focus in business management and organizational development from UToledo.

She was named HR Professional of the Year for 2020 by the Northwest Ohio Human Resource Association (NOHRA). She is board secretary of NOHRA, a member of SHRM, and serves on the Oregon Economic Development Foundation (OEDF) workforce

(...continued on page 23)



Brittany Meyer

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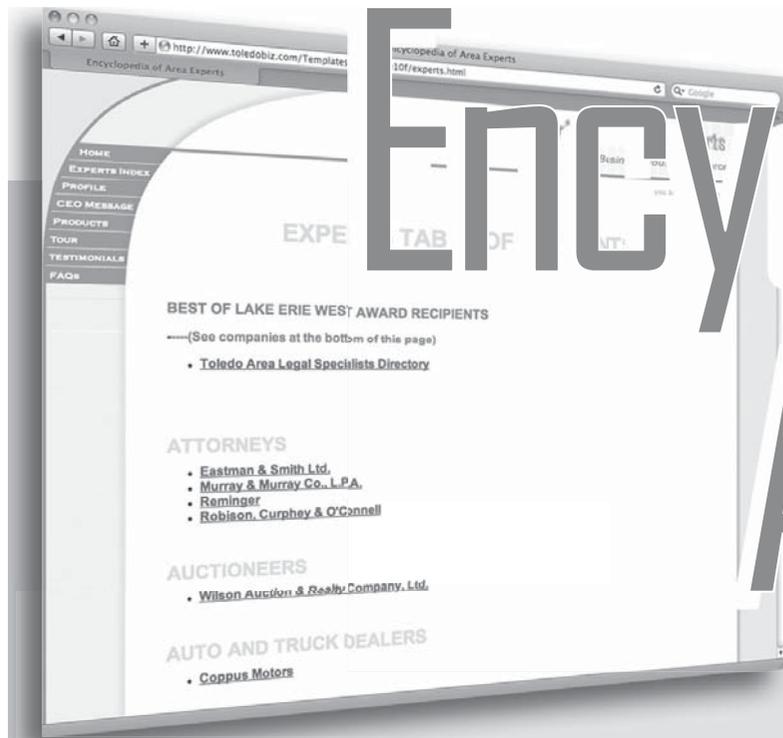
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NEWS in BRIEF

...Continued from page 21

committee.

She served on the American Heart Association 2021 Go Red For Women Executive Leadership Committee and received the HRUnite! 2020 Community Catalyst award for forming and moderating a local HRUnite! networking group, as well as offering free résumé support to those in need during the pandemic.

Cornerstone Consulting Organization

Rich Wagner has joined Cornerstone Consulting Organization (CCO), a situation-specific business consulting firm, as vice president of sales. Wagner will manage client relationships and work with fellow CCO leaders to develop recommendations to optimize client performance.

Wagner is a results-oriented leader who brings more than 30 years of experience to the CCO team, noted the firm, having confronted and overcome critical issues that inhibit high performance and profitable operations for hundreds of companies across industries, ranging from Tier I automotive to general commodities.

Prior to joining CCO, Wagner was the principal owner and lead consultant for a firm offering launch readiness, lean manufacturing, and four-wall cost reduction services. In that role, he designed processes to ensure quality excellence from concept to consumer, while solving manufacturing issues to bolster profitability, noted the firm.



Rich Wagner

Additionally, Wagner spent nearly 30 years with the Ford Motor Company, serving as plant manager in five assembly plants across four different countries. In this role, he spearheaded lean manufacturing principles, oversaw all manufacturing and engineering activities for the launch and relaunch of multiple models, and negotiated incentive packages with multiple states and countries to improve budgets.

Wagner's achievements over those three decades did not go unnoticed, noted the firm. While at Ford, Wagner received the prestigious President's Award for Quality and was recognized alongside one of his teams with the Most Improved Plant in Safety and Productivity award. In addition, Wagner was named the 2018 Professional of the Year in Manufacturing by Strathmore's Who's Who.

Wagner is an IASSC Certified Lean Six Sigma Green Belt™. He obtained his Bachelor of arts in roles and responsibilities in leadership at Central Michigan University.

The Andersons, Inc.

Gary Douglas has been appointed to The Andersons, Inc.'s board of directors.

Douglas has served as president of

Nationwide National Partners since March 2013. During his time with Nationwide, he has held various leadership positions, including president and chief operating officer of Nationwide Agribusiness Insurance Company and Farmland Mutual Insurance Company; regional vice president for Allied Insurance's Central States region; regional vice president for Nationwide Insurance in New York; and associate vice president for Affinity operations.

Currently, he is a member of several community and institutional boards, including the National Urban League; the National Association of Mutual Insurance Companies; the African American Leadership Academy; and the Executive Leadership Council.

Douglas received his undergraduate degree from St. Cloud State University and his MBA with an emphasis in finance from Eastern Michigan University. He is also a graduate of the Wharton School of Business Executive Leadership Program.

Toledo Area Regional Transit Authority

Laura Koprowski has been appointed deputy chief executive officer of the Toledo Area Regional Transit Authority (TARTA).

She most recently served as chief communications and customer service officer since her arrival in April 2020. Since that time, she has spearheaded numerous interdepartmental initiatives that have improved customer experience and service delivery at TARTA, noted officials, completely elevating the



Laura Koprowski

agency's marketing and communications strategy and enhancing its reputation through exceptional stakeholder engagement.

Prior to joining TARTA, Koprowski served in several executive level roles in the public transit and transportation planning space, including executive director of Ohio Public Transportation Association (OPTA). Her leadership in public policy, governmental affairs, communications, and marketing have gained her the respect of colleagues in the state and across the country, noted TARTA officials.

Premier Bank

David Sparacio has joined Premier Bank as senior vice president, chief accounting officer.

Sparacio brings 25 years of experience in financial services, most recently serving as director of accounting operations for IBERIA-BANK, which was acquired by First Horizon Corporation in July 2020. As chief accounting officer, he will lead the company's accounting functions, make sure that controls are appropriately documented and running effectively, develop process efficiencies to support growth, and utilize technology in implementation of accounting systems.

Sparacio earned his Bachelor of science degree in accounting from the University of New Orleans, his MBA from Loyola University New Orleans, and his Master of strategic studies from the US Army War College. He currently serves as a Colonel in the Finance Corps of the US Army Reserve.



David Sparacio

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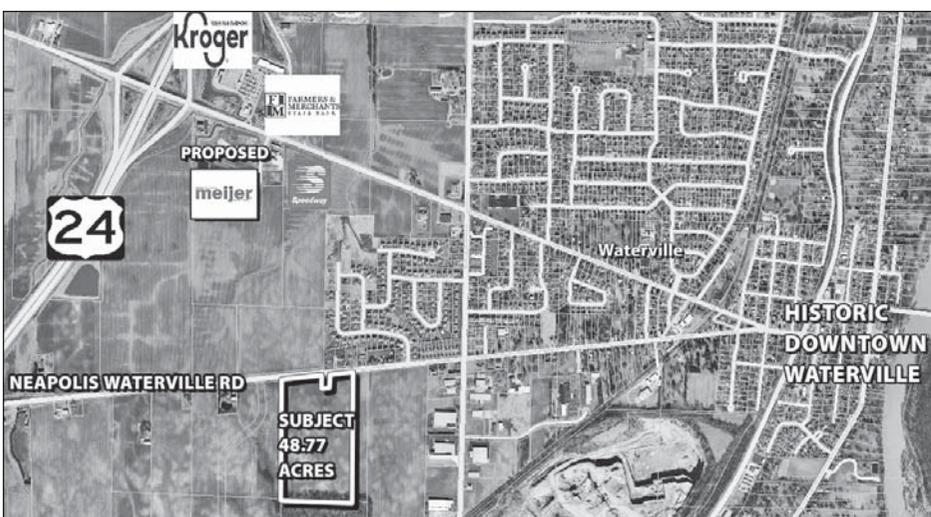
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A LOOK AT CONSTRUCTION PROJECTS IN OUR REGION



50 North

ACI Const. Co., Inc. is the general contractor providing construction services on two large building additions and major interior renovations for 50 North's existing senior services facility in Hancock County. The \$6 million, 49,500 square foot project also involved site work and parking lot renovation, along with a complete new roof system over the existing facility and additions.

RCM Architects provided architectural services.

Amenities featured in the additions will include a fitness and wellness studio for classes; a fitness and wellness equipment area; locker rooms; an indoor track and multipurpose space; fitness and wellness personal training and WELLBEATS rooms; expanded café and storage area; art and activity room; and offices.

Completion is scheduled for early summer.

Building 440

The JDI Group is providing architectural and structural / MEP engineering services on Building 440, a two-tenant flex industrial space on 1.8 acres in Maumee, for Tolson Enterprises. **Build Retail Inc.** is providing construction services on the \$1.2 million, 22,000 square foot project and **DGL Consulting Engineers** is providing civil engineering services.

According to Tolson, the building will feature minimum 21-foot, clear span ceilings and the building envelope will be state-of-the-art, energy efficient architectural panels. The site has also been designed to retain as many existing trees as possible.

Currently, Redline Athletics, has signed a lease for 12,000 square feet in the building and the remaining space is still available. Completion is scheduled for later this summer.

Perrysburg Heights Community Association

Engage Studio Architects provided services on the Perrysburg Heights Community Association (PHCA) Pavilion on Tracy Road in Northwood. **Comte Construction Co** acted as the general contractor for the \$85,000, 1,500 square foot project and **Feller Finch & Associates** provided engineering services.

Mercy St. Vincent Neuroscience and Hybrid OR Renovation

Lathrop is providing construction management services on a multi-phased interior renovation for Mercy St. Vincent. The initial phase will include 14 new step-down patient beds, a new command center, updating collaborative spaces, and a new EEG for the Neuroscience Institute. In addition four Burn ICU patient beds will be added to the Heart & Vascular Center with support areas. Following phases will include interior renovations to existing areas, a new Hybrid OR, and new CT room with support areas.

For information on submitting your company's major projects to Under Construction, email ahintz@toledobiz.com.

Deadline is the 10th of the month preceding publication. All projects received by deadline will be considered.

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Casa Villa constructing spec warehouse in Tecumseh

New 24,257 sf building to be located in the Tecumseh Business and Technology Campus

Casa Villa Builders (CVB), based in Clinton Township, Michigan, has broken ground on a new 24,257 square foot light industrial spec building / warehouse in the Tecumseh Business and Technology Campus in Tecumseh. The building features 21,062 square feet of warehousing / shop space and 3,195 square feet of office space. According to Domenic Serra, owner / partner of Casa Villa Builders, Casa Villa is the first to break ground in the new park and has the capability to expand the building or construct a new one, as it owns land in the park.

The project broke ground in late April and is expected to be complete by the end of the year.

Jessica Sattler, economic development director, City of Tecumseh, said, "The Tecumseh Business and Technology Campus, a municipally-owned and State-certified business park, is comprised of 158 acres of greenfield, development-ready land. Over 55 acres of the campus are pad ready, including City water and sewer on site, easy access to electric and gas, and completed geotechnical studies. The site is municipally-owned and is zoned for industrial and high-tech business usage, allowing for quick turnaround time and flexible terms for many attraction leads.

"Having a building that is state-of-the-art and 'move in' ready will put Tecumseh ahead of the competition with respect to attraction efforts," added Sattler.

According to Sattler, the Tecumseh Business and Technology Campus was originally created with the goal of attracting higher-tech businesses and more automated and



Ground was recently broken on Casa Villa Builders' new spec building in Tecumseh

advanced manufacturing.

"We would like to see businesses that are on the cutting edge of their industry, who are therefore poised for growth and typically provide above average salaries and advancement opportunities for their employees," explained Sattler. "We have received

consistent requests for industrial space ranging in size from 3,000 to two million square feet, as well as requests for available land. These requests have increased significant-

With respect to incentives, according to Sattler, the City provided the land (approximately seven acres) for \$1 with the agreement that a building of at least 20,000 square feet would be constructed within two years. Additionally, the future tenant will likely seek a PA 198 tax abatement, which the City of Tecumseh will consider at that time. If no tenant is secured, then the developer can also seek a PA 198 abatement for a spec building, which it will consider at that time as well.

"The Tecumseh Business and Technology Campus is also part of the Adrian Tecumseh SmartZone, which is a Local Development Finance Authority, which will generate a tax capture. We have pledged \$25,000 toward the electrical infrastructure that will serve this spec building as well as future buildings that will be constructed in that area of the Campus," said Sattler.

Sattler also noted that the City of Tecumseh has an executed purchase agreement for another 20-acre parcel that will encompass two developments, one of which will be an 80,000 square foot spec building.

According to Serra, Casa Villa owns another three-and-a-half acres on the site, and plans to construct another spec building once this project is sold or leased.

"This is the first development located in the Tecumseh Business and Technology Campus and we are confident it will catalyze future developments," concluded Sattler.

ly since 2019 and come from various sources such as MEDC, Detroit Regional Partnership, and directly into the Tecumseh Economic Development Office. We are confident the increased demand demonstrates a need that indicates the building will likely be filled very quickly."

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Peloton

...Continued from page 1

2.301%, 15-year Job Creation Tax Credit for this project.

“We are thrilled to bring a good portion of our manufacturing to United States soil and proud that it will be in the great state of Ohio,” said Peloton’s CEO and cofounder John Foley. “While we will continue to invest in our Asian manufacturing footprint, as well as our existing facilities in the US via our Precor sites, the new Peloton Output Park gives us a massive strategic lever to make sure we have capacity, quality, and economies of scale in our Bike and Tread product lines, to support our continued growth for years and years to come. We are incredibly excited to meet and welcome the Troy Township community into the Peloton family fold.”

Investing in American manufacturing

According to the company, Peloton Output Park is expected to sit on over 200 acres and have more than one million square feet of manufacturing, office, and amenities space, making it one of the largest connected fitness manufacturing plants in the world. The facility will be built from the ground up in the center of Troy Township and house industrial technology and automation to make products more efficiently and to ensure quality unit assembly. On campus, Peloton plans to incorporate renewable energy sources to power its operations.

“The pandemic has demonstrated the need to on shore manufacturing and rebuild

supply chains, and Peloton’s decision to build its first North American manufacturing facility in Ohio is a great example of an American company stepping up and leading that effort,” said Ohio Governor Mike DeWine. “Ohio is excited to partner with Peloton’s forward-looking leadership team in developing a new, state-of-the-art facility using connec-



tive technology, and creating 2,174 new manufacturing jobs in Wood County.”

Peloton Output Park will be the latest addition to the company’s growing global manufacturing network that includes third-party partners in Asia and Peloton’s own facilities. Peloton will have more than one and a half million square feet of owned and leased manufacturing space just in the United States, including the Precor facilities in North Carolina

and Washington state.

Growing the Peloton team and community

Over the next few years, Peloton expects to add over 2,000 jobs to the Troy Township area across executive, managerial, and entry-level opportunities. Positions will span corporate, manufacturing, assembly, and quality as-

community. The company plans to host facility tours and open an on-site showroom. Customers will also have the option to check out Peloton products first hand.

Peloton’s site selection in Troy Township is contingent upon final approvals from State and local officials. The company is working closely with community leaders – such as JobsOhio, the Ohio Development Services Agency (ODSA), and the Regional Growth Partnership (RGP) – to bring the project to Wood County and make sure this new location complements the existing Troy Township community.

Peloton products

According to Peloton, an interactive fitness platform, with a loyal community of more than 5.4 million members, pioneering connected, technology-enabled fitness, and the streaming of immersive, instructor-led boutique classes for its members. Working at the nexus of fitness, technology, and media, Peloton has reinvented the fitness industry by developing a subscription platform that combines quality equipment, proprietary networked software, and streaming digital fitness and wellness content, creating a product that has enabled it to grow its members, noted officials. The brand’s content is accessible through the Peloton Bike, Peloton Tread, Peloton Bike+, Peloton Tread+, and Peloton App, which allows access to a full slate of fitness classes across disciplines, on any iOS or Android device, Apple TV, Fire TV, Roku TVs, and Chromecast and Android TV.

Founded in 2012 and headquartered in New York City, Peloton has a growing number of retail showrooms across the US, UK, Canada, and Germany.

Founding members will generate \$138 million in new annual payroll. In addition to the active manufacturing floor, Peloton has plans to build ample office space for new team members including a fitness center with the latest connected fitness equipment and a team lounge with plenty of room to collaborate.

Peloton Output Park will also be open to the Troy Township and larger Midwest

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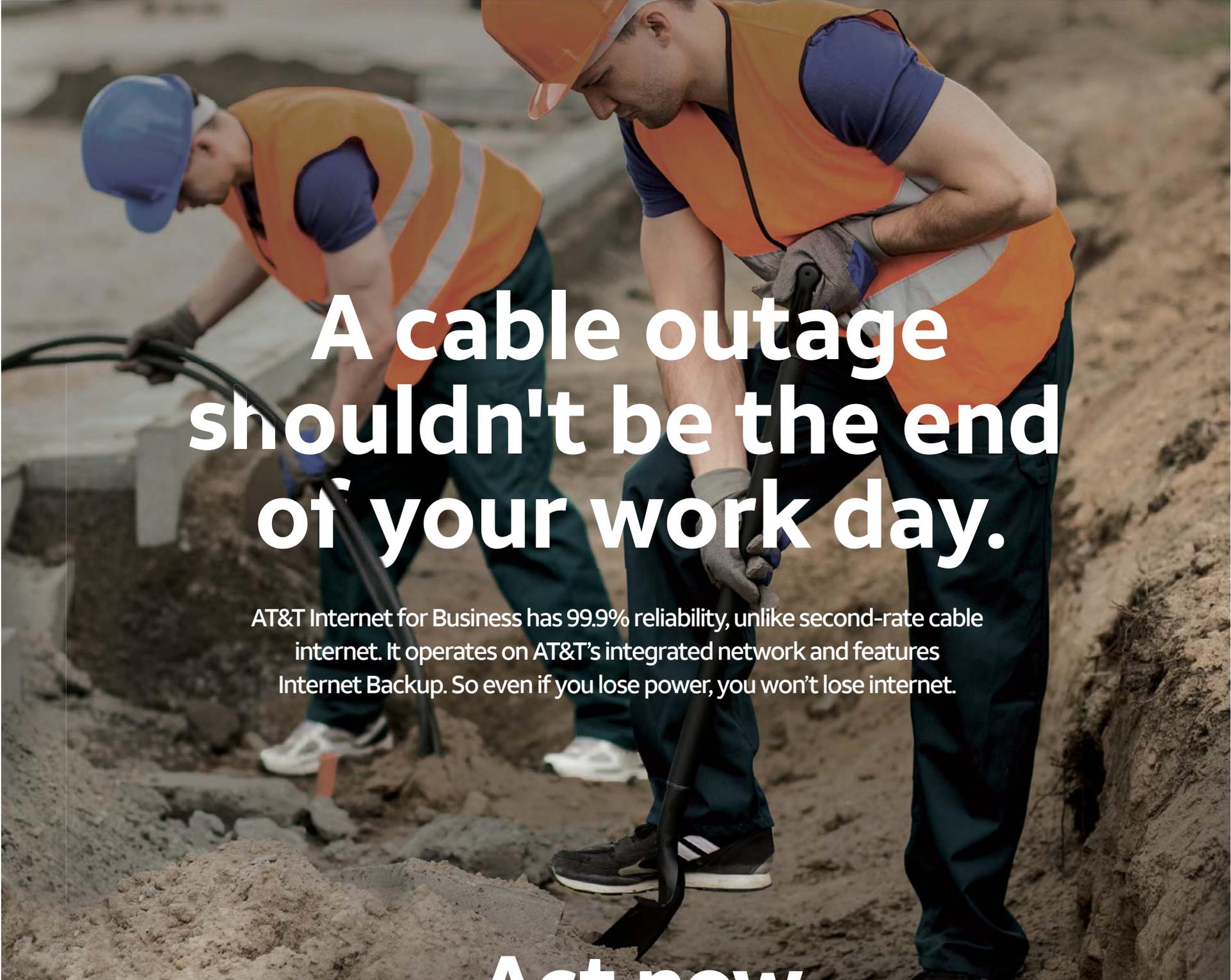
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