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2020

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# Strategic Plan Presentation



Initiated by the  
Tuscarawas County  
Chamber of Commerce

[www.tusc2020.com](http://www.tusc2020.com)

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## EDUCATION & WORKFORCE TRAINING

*Gregg Andrews*

Kent State University Tuscarawas

## JOBS

*Harry Eadon*

Tuscarawas County Port Authority

## QUALITY OF LIFE

*Bill Harding*

Union Hospital

## TECHNOLOGY

*Mike Horan*

EdgeTech, I.G.

## TOURISM

*Wendy Zucal*

Dennison Railroad Depot & Museum



Initiated by the Tuscarawas County Chamber of Commerce

Facilitated by Don Gibson  
of LinkPoint Planning & Performance

[www.tusc2020.com](http://www.tusc2020.com)

## Executive Summary

### History:

#### "Where we were – and where we are now ..."

In 2004, the Tuscarawas County Chamber of Commerce initiated a community wide effort to craft a shared vision for Tuscarawas County. Tuscarawas 2020 (T2020) was born from that decision and began to organize our community. We took a look at where we were and decided it was time to Vision together for our future.

The goals of T2020 Visioning and Planning are simple:

- To provide citizen's input in developing our future
- To facilitate communications so both reality and perceptions are aligned
- To create a strategic plan that ensures a positive quality of life and encourages our young people to live, learn, work and play in our county

As a result, our community has come together around a common Mission. The T2020 Planning Mission Statement is:

*"To create a strategic vision for Tuscarawas County that can be used by the community as a framework to guide development of Education & Workforce Training, Jobs, Quality of Life, Technology and Tourism."*

Tuscarawas 2020's Community Strategic Planning purpose is to generate Core Values, Vision, Key Benchmarks and Strategic Principles that define the community's future. The goals were accomplished by using a process that provides an opportunity for broad public participation.

Now, we're uniting together to take action (Implementation). We make things happen. Together. More than 350 people have participated in Visioning and Planning in Tuscarawas County through T2020. Our hope and expectation is that many more, working through Community Groups and Organizations, will participate in the next Phase – Collaborative Implementation.

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## *Executive Summary*

### Process:

**"What we have done..."**

### **Visioning**

Henry Luke, President of Luke Planning Inc., states that "Community Strategic Planning... produces a visionary statement of what the community wants to be 10 to 20 years in the future. This shared Vision of the future provides a framework for Collaborative Implementation that makes the Community Vision a reality."

The importance of creating a Strategic Plan for Tuscarawas County was not lost on the more than 200 people who have participated in one of the Tuscarawas 2020 Visioning sessions held in October 2004, the session sponsored by Commissioner Chris Abbuhl in January 2005, or the session sponsored by the Uhrichsville City Council in February 2005. The participants represented a broad cross-section of Tuscarawas County Business, Governmental, Educational, and Community organizations. The purpose of the sessions was to generate ideas to be used to create a Vision and Strategic Plan for Tuscarawas County, that is, "What should Tuscarawas County look like in the year 2020."

The Visioning process focused on five critical areas of development in Tuscarawas County. Those focuses are Education and Workforce Training, Jobs, Quality of Life, Technology, and Tourism. The focus statements which were considered are:

#### **Education and Workforce Training**

*The Tuscarawas Valley must provide affordable pre-school, dynamic elementary, middle, secondary, post-secondary and post-graduate opportunities that create a qualified and prepared workforce for success in today's global economy.*

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## **Jobs**

*Quality jobs with access to affordable benefits provide the resources and money that enable us to live life to its fullest. The Tuscarawas Valley must support its residents with business and industry opportunities in economic development creation and retention that provide a variety of jobs.*

## **Quality of Life**

*To create the positive perception of lifestyles and environment that excite families to stay or relocate to the Tuscarawas Valley is the goal of Quality of Life. It is places to go, people to help us, activities to stimulate us, and a safe area to raise our families and to grow older. If our Quality of Life is positive then we will want to bring more people to the area to share in the life we have created.*

## **Technology**

*The challenge in the Tuscarawas Valley is to create a future where all the opportunities for advanced communications and manufacturing technology are available and functioning. Consumers and businesses would then have affordable access to global technology.*

## **Tourism**

*Tourism has a \$200 million annual economic impact in the Tuscarawas Valley. It creates a gateway for visitors to experience the historic preservation and cultural exchange of the area. Tourism is the economic engine which creates and sustains more than 4,000 jobs in the Tuscarawas Valley.*

Through the efforts of those participants more than 2,000 ideas, issues, or opportunities were generated during the fast moving four hour sessions. Members of the Leadership Tuscarawas Board of Directors and Alumni from the first two classes facilitated the sessions keeping the participants clearly focused on the tasks to be accomplished. Don Gibson, President of Link Point a Designing and Facilitation consulting company, aided the Chamber's Retention and Expansion Committee in the Design and Facilitation Training for the sessions.

Results of the Visioning Sessions were reviewed in the 2004 Tuscarawas County Chamber of Commerce Board Planning Session. The Board recommended that five Task Teams mirroring the five Focus Areas be created to continue the process of creating a Strategic Vision for Tuscarawas County. Further, the Board recommended that the Board of Commissioners of Tuscarawas

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County act upon a proposal to ratify the work to be done through a Resolution of the Board. The Board of Commissioners passed such a Resolution on February 3, 2005. And the process continued into the planning phase...

## Planning

The Board of Commissioners in acting upon the recommendation of the Tuscarawas County Chamber of Commerce's Executive Committee appointed the following individuals to lead the Strategic Planning effort:

### **Tuscarawas 2020 Planning Chairperson**

Harry A. Eadon Jr.  
Executive Director, Tuscarawas County Port Authority

### **Education and Workforce Training**

Dr. Gregg Andrews  
Dean, Kent State University Tuscarawas

### **Job Retention and Expansion**

Harry A. Eadon Jr.  
Executive Director, Tuscarawas County Port Authority

### **Quality of Life**

Susan Hagloch  
Former Director, Tuscarawas County Public Library.  
*Susan withdrew from the leadership of the Task Team in May 2005, and was replaced by:*

Bill Harding  
President, Union Hospital

### **Technology**

Mike Hovan  
President, Edgetech I.G., Inc.

### **Tourism**

Wendy Zucal  
Executive Director, Dennison Railroad Depot & Museum

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Each of the Task Team Leaders formed several sub-teams to more completely explore the particular focus area for which they were responsible. The sub-team leaders then recruited more than 350 members, representing a broad range of interests, from across Tuscarawas County.

The sub-teams were charged with reviewing the information that had been gathered in the Visioning Process. And from that information create the Strategic Principles that are the foundation for the Strategic Vision.

## Strategic Principles

A Strategic Principle details a significant challenge, idea, or opportunity facing Tuscarawas County. It is an item that will have a significant positive impact in one of the five focus areas if implemented. One Hundred Fifteen Strategic Principles were submitted by the Task Teams.

Those Strategic Principles were analyzed by the Task Team Leaders to determine which of the Strategic Principles crossed focus areas, that is, to identify the integration points. What became apparent is that each of the focuses is intertwined at many different levels. The key then is to understand these points of integration and to recognize the development of doctrines at those integration points. A doctrine is simply a rule or principle that forms the basis of a belief, theory, or policy. Tuscarawas 2020 refers to those doctrines, those places where the Strategic Principles overlap, as Convergent Principals. The appendix contains a matrix of the Strategic Principles.

## Convergent Principles

The Convergent Principles which emerged from the analysis of the Strategic Principles are:

- Marketing – To create a unified and consistent Marketing framework through the collaboration and consensus of all entities in the county. The framework will be used to market Tuscarawas County both inside and outside of the county. The goals are to maximize the awareness of our county's resources and assets, to be consistent with the State of Ohio's new economic development marketing efforts, and to create a "Tuscarawas County Brand" that all entities in the County can utilize.

- Partnerships – To develop a fundamental collaborative culture among businesses, schools, government, families, and other organizations. The proactive pursuit the creation of community partnerships reflects a growing realization that individual entities - governments, nonprofits and businesses - which may have acted independently of one another in the past, can often create better results when working together. Community partnerships are built on shared or complementary strengths of all the Vision Implementation Partners, and can involve one or more of the following activities: information exchanges, research, contributions of personnel or resources, promotional efforts, and the development or strengthening of community services and capabilities. Partnerships typically involve both a benefit and a risk element to all parties involved. Benefits include developing trust and goodwill in communities, securing or expanding market position, enhancing brand image, improving risk management, and attracting and retaining employees.
- Education – To expand workforce skill development to support expanding employment needs. These expectations have been concisely supported in the following analysis by the Ohio Jobs and Family Services: “In general, the Ohio economy will provide jobs for workers at all educational levels, but individuals with more education and training will enjoy better job opportunities. Growth rates over the 2002-2012 periods will range from 4.7 percent for occupations requiring moderate term on-the job training to 21.7 percent for occupations requiring an associate degree. Education will play a bigger role in the Ohio workplace. All categories that generally require at least postsecondary training are projected to grow faster than the 9.7 percent average for all occupations. Occupations that generally require moderate-term on-the-job training for a worker to achieve average job performance are projected to grow the slowest, reflecting the concentration of many production occupations in declining manufacturing industries.” <http://lmi.state.oh.us/proj/ohiojoboutlook.htm>
- Economic Development Retention & Expansion (R&E) – To support current employers and attract potential employers to Tuscarawas County to provide a full range of jobs. R&E includes, but is not limited to: industrial, retail, agricultural and tourism-type retention and expansion programming. The objective is to further the development of systematic knowledge of R&E and promote R&E as a credible economic development strategy. To pursues this objective by facilitating scientific research (such as Synchronist Surveys), instruction, publications, meetings, and other activities designed to advance and disseminate knowledge of R&E. Vision Implementation Partners should represent various private and public organizations,

universities, businesses, utilities, and economic development practitioners from local and state governments.

- Technology
  - Applied – To develop multi-faceted uses of up-to-date technologies to advance work and life. To make Tuscarawas County a "World Class" community through implementation, use, education, training, marketing and availability of technology.
  - Infrastructure – To promote and develop ubiquitous distribution of Communication and other technologies throughout Tuscarawas County. To develop the Tuscarawas Valley as a "Tech Region" through the creation of the Tech Park and other collaborative efforts.
- Physical Infrastructure – To develop and promote the improvement of roads, highways, rail road access, business and industrial parks, utility, and delivery systems.

## Community Visioning Center

T2020 recommends that a Community Visioning Center (CVC) be created to facilitate and promote collaborative implementation of the Strategic Principles by businesses, governments, individuals, educational organizations, and other community groups that are interested in becoming Vision Implementation Partners.

1. The CVC's role is to:
  - a. Proactively pursue Vision Implementation Partners (VIP's)
  - b. Facilitate the creation of "Collaboration and Consensus" between entities, such as: Community Groups, Businesses, Education Organizations, Individuals, and Governments.
2. Other goals of the CVC are:
  - a. To create awareness of the Strategic Principles
  - b. To market opportunities for collaboration
  - c. To train VIP leaders in "collaboration process / skills"
  - d. Track and communicate the progress of on-going projects
  - e. Serve as a Resource Center for Community Collaboration



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3. The benefits to the potential implementers that become VIP's are:
  - a. Improved use of resources
  - b. Availability of a broad set of implementation tools
  - c. Coordination of efforts
  - d. Collaboration with other VIP's
  - e. Consensus building opportunities
  
4. Characteristics of the CVC:
  - a. It is to be appropriately staffed
    - i. Full-time, paid Director / Facilitator
    - ii. Clerical support as necessary
  - b. Infrastructure – Physical
    - i. State of the Art Technology
      1. High Speed Broadband Band Internet connection
      2. Interactive Website
    - ii. Have available Meeting / Conference Space
    - iii. Visibility - The Center needs to be Physically Visible
    - iv. Display area for Strategic Principles, Convergence Principles, and Project Updates. The displays are to be virtual, physical or both.
    - v. Accessible Location, particularly the availability of off-street parking
  - c. Infrastructure – Process
    - i. To be directed by an independent, non-political Board of Directors
    - ii. To develop the Center's own unique identity
    - iii. Visibility - The process, i.e. the facilitation of VIP's, needs to be visible
    - iv. To serve as a Clearinghouse for the identification of potential VIP's and to facilitate the collaboration through consensus of VIP's
  - d. Be incubated through an existing organization, i.e. The Tuscarawas County Chamber of Commerce
  - e. Become Self-Funded within five years
  - f. Remain neutral, true to its Mission
  - g. Be "Inclusive to All"
    - i. Geographically - Represents and benefits the entire county
    - ii. All organizations, entities, people
  - h. Welcoming to All – positive Customer Service

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5. What the CVC is not:

- A Welcome Center for Tourism: "It is to be welcoming but not a welcome center."
- To "take the lead on projects," rather the VIP's are to lead projects, the facilitator is to foster collaboration and consensus between VIP's
- An advertising medium or venue
- Involved in every project or event or implementation of Strategic Principle in the County
- Sports and recreation center
- An Economic Development Agency
- Chamber of Commerce, CIC, CVB, Port Authority

## *Executive Summary*

**Recommendations to the Board of Commissioners:  
"Where do we go from here?"**

### **Strategic Plan**

1. Adopt T2020 as the Tuscarawas County Strategic Plan.
2. Be passionately serious about success through "collaborative implementation."  
Promote the T2020 Shared Vision, because we are stronger together than individually.
3. Promote the endorsement and acceptance of the T2020 Strategic Plan by all Vision Implementation Partners (VIP's).
4. Promote the adoption of T2020 Strategic Principles by VIP's.

### **Community Visioning Center**

5. Support the creation of the Community Visioning Center (CVC) through resolution and funding.
6. Ask that the Tuscarawas County Chamber of Commerce Board of Directors consider being the "incubating agency" for the creation and operation of the CVC.

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# Education and Workforce Training

*Gregg Andrews*

Kent State University Tuscarawas

**Education & Workforce Training**

**Pre-K through 8th Grade Education**

Bob Hamm – Dover City Schools

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #1]**

Development and maintenance of marketing materials that informs and promotes the educational program/opportunities available in Tuscarawas County.

**Detailed Definition**

- Education Website for Tuscarawas County Schools
- Printed brochures for distribution
- Chamber, banks, hospitals, restaurants, libraries, court house, other areas...??
- Speaker's Bureau

**Anticipated Outcome**

Effectively illustrate and communicate the educational opportunities available in Tuscarawas County.

**Priority**

High

**Potential Implementers**

- Tuscarawas-Carroll-Harrison Education Service Center
- Tuscarawas County Chamber of Commerce

**Estimated Cost**

\$3,000 - \$5,000

**Timeline**

Immediately

**Education & Workforce Training**

**Pre-K through 8th Grade Education**

Bob Hamm – Dover City Schools

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #2]**

Creation of county-wide parenting classes.

**Detailed Definition**

The Tuscarawas County Parenting classes would include mandatory 7th and 8th grade training on Shaken Baby Syndrome and child abuse/neglect issues; parent education at kindergarten screenings; parent education a requirement when enrolling children in subsidized child care; parenting classes offered with referrals from Juvenile Court, Job and Family Services, Help Me Grow, etc.

**Anticipated Outcome**

- Reduction in number of abused/neglected children.
- Reduction in number of Shaken Baby Syndrome incidents.

**Priority**

High.

**Potential Implementers**

Tuscarawas/Carroll/Harrison Educational Service Center, Personal & Family Counseling, Tuscarawas County Job & Family Services, Tuscarawas County Family Children First Council, United Way, Community Mental Healthcare.

**Estimated Cost**

\$45,000.00

**Timeline**

Within one year.

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Education & Workforce Training

## Pre-K through 8th Grade Education

Bob Hamm – Dover City Schools

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### STRATEGIC SUB-PRINCIPLE

Creation of a Parent Support Group.

#### **Detailed Definition**

Parent Support Group directed by parents to function independently from any agency to provide parent-to-parent support.

#### **Anticipated Outcome**

A network of parents throughout the county with shared experience, understanding and success in supporting each other.

#### **Priority**

High.

#### **Potential Implementers**

A team of volunteers/parents/leaders.

#### **Estimated Cost**

None.

#### **Timeline**

Immediately.

**Education & Workforce Training**

**Pre-K through 8th Grade Education**

Bob Hamm – Dover City Schools

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #3]**

Create an environment where the ESL population is equally accepted and educated in Tuscarawas County.

**Detailed Definition**

A committee will be set up among major stakeholders to address the needs of the Hispanic population. This committee will discuss and plan activities that will better orient the Hispanic population to successful life in Tuscarawas County.

**Anticipated Outcome**

- Schools more equipped to educate ESL students
- Better education for ESL students
- Tolerance education taught throughout all schools
- Create a better awareness of the Hispanic population in Tuscarawas County
- Create better skilled Hispanic population with more employment opportunities
- More tolerance and acceptance of Hispanic population

**Priority**

High

**Potential Implementers**

School officials, courts, human services, Chamber of Commerce, law enforcement, local ministerial associations, Even Start, Buckeye Adult Education, local media, and the Hispanic Community.

**Estimated Cost**

Little.

**Timeline**

Set up and running by Fall 2005.

**Education & Workforce Training**

**Pre-K through 8th Grade Education**

Bob Hamm – Dover City Schools

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #4]**

Develop and maintain a listing of Community Services available in Tuscarawas County. This material will be used to inform and promote the community programs available to serve parents, students and the schools in Tuscarawas County.

**Detailed Definition**

- Develop and maintain a website which lists all agencies for profit and non profit indicating the services they provide. (The website should also give links to other suggested agencies)
- Develop a printed brochure for distribution: Chamber, banks, Churches, hospitals, Drs. offices, restaurants, libraries, court house, schools, realtors, welcome home packets, and any other sites, Job and Family Services and all other agencies where people might go seeking assistance and information for services

**Anticipated Outcome**

Effectively communicate the resources available in Tuscarawas County to assist our citizens in becoming aware of the opportunities that are available to them.  
Improve coordination of services.

**Priority**

High

**Potential Implementers**

Chamber of Commerce, United Way First Call for Help, Family and Children First, Senior Center

**Estimated Cost**

Cost for the Website, brochures for distribution, and the largest cost would be the time and energy of those involved in collecting the information and keeping the website current.

**Timeline**

End of 2005 (This project could be started now and completed with assistance from the groups listed under "potential implementers".)

**Education & Workforce Training**

**Pre-K through 8th Grade Education**

Bob Hamm – Dover City Schools

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #5]**

Creation of an early childhood center.

**Detailed Definition**

An early childhood center would provide consistent day care and preschool services to children birth to age five. Nursing services would be incorporated into the program to allow children with minor illnesses to be monitored while their parents were at work.

**Anticipated Outcome**

- Quality child care programs provided in a consistent manner.
- Ability for parents to minimize absences from work due to their children's illness.
- Improved literacy skills for children entering Kindergarten.
- Opportunity to identify children with disabilities at an earlier age.
- Improved coordination of community services for all students.

**Priority**

High

**Potential Implementers**

- Personal & Family Counseling
- KSU Tuscarawas
- Buckeye Career Center
- Local Businesses (Zimmer, Union Hospital, etc.)

**Estimated Cost**

Unknown.

**Timeline**

5-10 years

**Education & Workforce Training****Vocational/Technical/Career Education**

C. Eugene Fries Jr. – Retired

Erin VanFossen – Buckeye Career Center

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #11]**

Buckeye will host an annual “Focus Meeting” to discuss the skill sets needed by Business and Industry in Tuscarawas County.

**Detailed Definition**

Provide a gourmet breakfast to all centers of business in our community including service, retail, industry, social services, etc. to generate ideas about our workforce training needs. Expect a 90% attendance from those asked. Follow up on those that don't answer. Explain the difference between “training” and “educating.” Use this data to shrink the gap between job openings and qualified trained employees.

**Anticipated Outcome**

Relevant and rigorous curricula that meets the workforce needs, industry standards and state/federal education requirements. A secondary outcome would be meeting potential lead instructors for specific offerings from our own area businesses.

**Priority**

High.

**Potential Implementers**

Adult education supervisor and consultants.

**Estimated Cost**

\$500 annually

**Timeline**

Six months.

**Evaluation**

1. Buckeye Career Center will have at least a 90% attendance rate of those business/industry persons invited to the annual Focus Meeting.
2. New, relevant curriculum will be developed as a direct result of suggestions received during the Focus Meeting.
3. Buckeye Career Center Adult Education will develop a surplus database of qualified, skilled instructors.
4. Buckeye Career Center will offer more industry credentials, certifications and industry testing of student learning.

**Education & Workforce Training**

**Vocational/Technical/Career Education**

C. Eugene Fries Jr. – Retired

Erin VanFossen – Buckeye Career Center

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #12]**

Facility Needs for Business and Industry Training and Customized Training. Buckeye will host an annual “Focus Meeting” to discuss the skill sets needed by Business and Industry in Tuscarawas County.

**Detailed Definition**

- Provide a gourmet breakfast to all centers of business in our community including service, retail, industry, social services, etc. to determine the workforce training needs including the time of day the training is needed.
- Expect a 90% attendance from those asked.
- Follow up on those that don't answer.
- Explain the difference between “training” and “educating.”
- Use this data to determine if a separate training facility is needed for adult education and if so, in what areas of training.

**Anticipated Outcome**

An adult education training facility specifically for business and industry needs that can be used for a variety of trainings at any time.

**Priority**

The breakfast survey: High.

**Potential Implementers**

Adult Education Supervisor & Consultants

**Estimated Cost**

\$500

**Timeline**

Six months.

**Evaluation**

1. Ninety Percent of business and industry representatives invited to participate in the Focus Meeting will attend.
2. Buckeye Career Center will offer expanded training hours (i.e. Saturdays, evenings in the summer, day hours during the school year) for business and industry.

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3. Buckeye Career Center, along with business and industry, will resolve the issue of training facility needs either through training being done at the industry/business site; new facilities being built at Buckeye Career Center; or renovation of current facilities specifically for Adult Education.

**Education & Workforce Training**

**Vocational/Technical/Career Education**

C. Eugene Fries Jr. – Retired

Erin VanFossen – Buckeye Career Center

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #13]**

Publish monthly articles in the local newspapers about internships and job placements of Buckeye Career Center Adult and High School Students and Alumni.

**Detailed Definition**

The newsprint advertisements will feature employers and their companies, their type of business, the students they employ or partner in training and how both student and employers benefit.

**Anticipated Outcome**

The community members and businesses will have receive long-term benefits such as finding students to employee to fill for specific needs, community goodwill, and positive PR. This will provide the school opportunities to showcase the many positive outcomes offered by career and technical education.

**Priority**

Medium.

**Potential Implementers**

Community relations person, school-to-career coordinator at Buckeye.

**Estimated Cost**

- To school: \$0.00
- Ask the Times Reporter to do Public Service Announcements as an investment into the community. Another alternative would be to have the business that does the internship/employment, sponsor the ads.

**Timeline**

Continuous.

**Evaluation**

1. Student enrollment will increase a minimum of 1% per year.
2. Buckeye Career Center will continue to have the majority of the voting public supporting our levies.
3. Buckeye Career Center will have a 5%+ increase in students being placed in jobs through school-to-career, job placement and/or internships.

**Education & Workforce Training****Vocational/Technical/Career Education**

C. Eugene Fries Jr. – Retired

Erin VanFossen – Buckeye Career Center

**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #14]**

Establish work-based learning for Buckeye Career Center students.

**Detailed Definition**

- “Work-based experiences provide additional context, add value through real-life applications, and bring additional support to the classroom in the form of mentors, sponsors, and other industry-based resources.”
- Work-based experiences could include: Use of Advisory committees, validation of competencies/curriculum, teacher internships, career fairs/career day, employer-based training programs, guest speakers, interviews, mentoring, role-playing/presentations, job shadowing, site visits, clinical experiences, community service, cooperative work experience, early placement, employer-provided training programs, internships, school-based enterprise, work-release, short-term placements, and apprenticeships.”
- Transportation of students must be a consideration when determining how in-depth the work-based experience will be.

**Anticipated Outcome**

- Both the Buckeye student and the participating business partner will gain from the experience.
- “Both business/industry and the schools recognize that when young people understand the nature of work and the opportunities available to them, they are more likely to become productive, responsible members of the community. In turn, these same youth begin to value their educational experience. Students participating in work-based learning add to the community through: increased graduation rates, better understanding of their long-term roles in the community, recognition of opportunities in the community, integration of school into the community, positive positioning of business, understanding of drug and alcohol issues relative to work and income, better preparation to assume responsibility at younger ages, and credentialing/certification of key skills.”

**Priority**

Medium.

**Potential Implementers**

School-to-career coordinator, co-op instructors, instructors with the cooperation of their advisory boards and business/industry.

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## **Estimated Cost**

- No monetary cost.
- Time of all involved (instructor, student, mentors, etc.)

## **Timeline**

Each year each program per area (Industry & Engineering and Health, Business & Marketing and Information Technology, Agriculture & Environmental Sciences, and Family & Consumer Sciences) will incorporate some new aspect of work-based learning.

## **Evaluation**

1. To determine if the curriculum is relevant and rigorous, business and industry advisory board members will be surveyed at advisory board meetings to determine if Buckeye Career Center is meeting their training needs.
2. The strategy will be considered successful if Buckeye Career Center has a 5%+ increase in student job placement, school-to-career and/or internship opportunities.
3. Impacting the expansion of our area's economic development will be done by providing business and industry with a qualified and skilled pool of applicants/employees.

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## Education & Workforce Training

### Post-Secondary Education

Fran Haldar – Kent State University Tuscarawas

Pam Patacca – Kent State University Tuscarawas

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#### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #15]

Expand academic programming and degrees to meet student and local needs.

##### **Detailed Definition**

Expand associate's, bachelor's, master's, selected graduate and accelerated program opportunities. Incorporate and develop formal internships. Increase professional development and online learning opportunities. Promote lifelong learning.

##### **Anticipated Outcome**

More students will stay in Tuscarawas County for post-secondary education, professional development and lifelong learning. We will better meet the needs of local employers. Minimize brain drain.

##### **Priority**

High

##### **Potential Implementers**

Kent State Tuscarawas and other institutions of higher learning.

##### **Estimated Cost**

Varies

##### **Timeline**

3-5 years

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## Education & Workforce Training

### Post-Secondary Education

Fran Haldar – Kent State University Tuscarawas

Pam Patacca – Kent State University Tuscarawas

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#### STRATEGIC PRINCIPLE [MATRIX PEINCPLE #16]

Enhance student life for the benefit of students and the community.

##### **Detailed Definition**

The University needs to provide or support more opportunities for student social and leadership development, such as clubs and organizations, sports, student government and fine arts. These activities should be under the direction of a student life coordinator.

##### **Anticipated Outcome**

More students will find it attractive to stay in the area for post-secondary education if the university becomes more full service.

##### **Priority**

Medium

##### **Potential Implementers**

Kent State Tuscarawas with support from the community.

##### **Estimated Cost**

Low cost. Salaries for student life coordinator and advisors.

##### **Timeline**

1-3 years

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## Education & Workforce Training

### Post-Secondary Education

Fran Haldar – Kent State University Tuscarawas

Pam Patacca – Kent State University Tuscarawas

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#### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #17]

Develop and construct facilities to meet the needs of expanded programming and student life.

##### **Detailed Definition**

Such facilities should include athletic fields, fine and performing arts building, additional academic buildings, campus center and student housing.

##### **Anticipated Outcome**

Enhance students' college experience. Expansion of facilities to provide better integration of student and community life.

##### **Priority**

Medium to high.

##### **Potential Implementers**

Kent State Tuscarawas and community.

##### **Estimated Cost**

Approximately \$200 per-square-foot with total square footage based upon the number of buildings constructed.

##### **Timeline**

3-15 years

**Education & Workforce Training**

**Post-Secondary Education**

Fran Haldar – Kent State University Tuscarawas

Pam Patacca – Kent State University Tuscarawas

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #18]**

Create an understanding in the community regarding the advantages of post-secondary education and lifelong learning.

**Detailed Definition**

Increase early exposure to college awareness for all elementary, middle, high school students and their parents, and the local opportunities to make it happen. Create more awareness for post –secondary education. Develop a community mind-set for lifelong learning. Create more awareness of post-secondary opportunities that can begin in high school.

**Anticipated Outcome**

A greater number of high school students will take advantage of post-secondary opportunities. There will be a more educated workforce for local employers. Community members and employers will understand and benefit from life long learning opportunities.

**Priority**

High.

**Potential Implementers**

Local schools, Kent State Tuscarawas, other institutions of higher learning and the Chamber of Commerce Business/Education partnership.

**Estimated Cost**

Minimum cost.

**Timeline**

1-3 years

**Education & Workforce Training**

**Post-Secondary Education**

Fran Haldar – Kent State University Tuscarawas

Pam Patacca – Kent State University Tuscarawas

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #19]**

Post-secondary education and lifelong learning opportunities should be readily accessible and affordable.

**Detailed Definition**

Access to higher education can be made possible through flexible scheduling, increased programming, alternative programming, scholarships and grant funding. Institutions of Higher education in the county should collaborate on programming as well as transfer and transient options.

**Anticipated Outcome**

Community members will have easy, affordable access to post-secondary education and lifelong learning.

**Priority**

High

**Potential Implementers**

Kent State Tuscarawas and other institutions of higher learning and partnerships with local businesses.

**Estimated Cost**

Moderate.

**Timeline**

1-3 years

**Education & Workforce Training****Industry**

Dan Kaltenbaugh - JLG Industries

**STRATEGIC PRINCIPLE [MATIX PRINCIPLE #20]**

Tuscarawas County needs to fund an organization to design, implement, promote, and locally control a career development website.

**Detailed Definition**

This site would include:

1. Employment opportunities by sector (Government, Industry, Retail, Service, Education).
2. Financial aid opportunities for students
3. Financial aid opportunities for business
4. Links to education / training facilities
5. Career profiles and spotlights
6. Internship and Co-Op opportunities

The promotion of this site would be countywide, and substantial. There is evidence of a significant gap between communication of the opportunities available in the county and people (business, students, etc.) who are seeking those opportunities, although there are a number of programs that attempt to address these opportunities.

**Anticipated Outcome**

1. Links county students at all levels and job seekers to opportunities in Tuscarawas County.
2. Links business to available programs – intern reimbursement, training funds, capital funds.
3. Links skill requirements to career opportunities.
4. Provides an additional conduit for financial aid opportunity communication.
5. Collaboration to expand the level of service provided by programs such as ‘Employment Source’.

**Priority**

Low/Medium/High

**Potential Implementers**

This is envisioned as a partnership between industry/business and educational institutions. It needs to be hosted by an entity that would have ownership and accountability, IE. Chamber of Commerce, Vision Center.

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**Estimated Cost**

- Design, development, implementation - \$50,000.
- Administration - \$50,000 annually.
- Promotion - \$50,000 annually.

**Timeline**

0-2 years

**Education & Workforce Training**

**Industry**

Dan Kaltenbaugh - JLG Industries

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #21]**

Build a better partnership between local business/industry and the education community.

**Detailed Definition**

Improve existing and build new linkages between business/industry and educators, parents, and other student influencers as a means of better preparing students for their eventual entry into the workforce.

**Anticipated Outcome**

1. The Chamber of Commerce's successful Business and Education Committee will have a more balanced participation level among business/industry and educators.
2. Creation of district-based committees comprised of administrators, counselors and faculty, who are meeting regularly with the Chamber of Commerce's Business and Education Council.
3. Through these committees, programs are being implemented between:
  - a. Business leaders and education leaders
  - b. Business leaders and students
  - c. Business leaders and parents/student influencers that will communicate expectations as well as develop pathways for students to transition into the workforce.

**Priority**

Low/Medium/High

**Potential Implementers**

School districts and/or Tuscarawas Carroll Harrison Educational Service Center (TCHESC), Chamber of Commerce, Leadership Tuscarawas Alumni.

**Estimated Cost**

None or minimal. Volunteer driven.

**Timeline**

0-2 years

**Education & Workforce Training****Industry**

Dan Kaltenbaugh - JLG Industries

**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #22]**

Communicate the importance of and facilitate the development of character, ethics, and work skills to better prepare young people for entry into the workforce.

**Detailed Definition**

- Teach our young people the importance of responsibility, respectability, and honesty in the work place.
- Highlight the importance of attendance, quality of work and productivity.
- Start at the K level of formal education and continue through the 12th Grade (expand the "Character Counts" concept).
- It is not necessary to segregate it as a core course in curriculum; rather it needs to be imbedded in the regular classroom sessions. Start early with the assignment of responsibility: caring for and nurturing a plant or a goldfish, cleaning up your room, etc.
- These concepts need to be highlighted and carried into the classroom: the importance of being at school every day, telling the truth, not cheating on exams. If we can attract young men and women who are honest, come to work on time every day, and are willing to contribute, we can train them to be successful in a job / career.

**Anticipated Outcome**

1. Over time, more of our young people would have a better understanding of business' expectations in the community and the workplace. They would be better prepared to be a contributing member of society.
2. Expansion and funding of programs such as "Character Counts".
3. Develop and sustain a local speakers bureau.

**Priority**

Low/Medium/High

**Potential Implementers**

Teachers as defined by formal schoolteachers, ministers, parents, guidance counselors, big brothers and sisters. Chamber's Business and Education Committee.

**Estimated Cost**

"Priceless"

**Timeline**

0-20 years

**Education & Workforce Training**

**Service/Knowledge**

Trent Troyer – First Federal Community Bank

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #23]**

Creation of a service sector self development training program in Tuscarawas County.

**Detailed Definition**

To provide a comprehensive workforce development program that would prepare potential employees to meet the critical needs of Tuscarawas County's service sector. Critical needs addressed by the sub-committee included: Critical Thinking; Ethics; Communications; Computer Skills; and Team Skills which are further described in our 5/23/05 meeting documentation.

**Anticipated Outcome**

To help train/mentor people with needed local skill sets. To give employers a pool of qualified prospective employees.

**Priority**

High

**Potential Implementers**

Chamber of Commerce; Kent State University; Buckeye Career Center; LaRed International; Employment Source; Leadership Tuscarawas; T.E.D. (CIC)

**Estimated Cost**

Unknown but considered reasonable

**Timeline**

1-5 years

**\*\* NOTE \*\***

Our committee met three times and felt strongly about this one core goal relative to the charge to our sub-committee related to education and workforce training. The attached "sub-principles" are two parts we believe are necessary to support this strategic principle: Curriculum and Funding.

**Education & Workforce Training**

**Service/Knowledge**

Trent Troyer – First Federal Community Bank

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**STRATEGIC SUB-PRINCIPLE [MATRIX PRINCIPLE #24]**

To develop and maintain a curriculum to assist service sector employees and employers (educational material development).

**Detailed Definition**

To develop a curriculum for service sector employers and employees. The focus of the curriculum will be trying to improve critical thinking, communication and computer literacy, and to encourage fair and ethical dealings.

**Anticipated Outcome**

- An ethical workforce that is measurably better at thinking, communicating and working with technology.
- An equipped pool of prospective employees with thinking, communication and technology skills.
- A certificate to reflect successful application of the skills and knowledge gleaned from the curriculum.

**Priority**

High.

**Potential Implementers**

- Tuscarawas County Chamber of Commerce
- LaRed International
- The Employment Source
- Kent State University Tuscarawas

**Estimated Cost**

Materials.

**Timeline**

1-2 years

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Education & Workforce Training

Service/Knowledge

Trent Troyer – First Federal Community Bank

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**STRATEGIC SUB-PRINCIPLE [MATRIX PRINCIPLE #25]**

Obtain an ongoing source of funds for the creation and operation of a service sector self development training program in Tuscarawas County.

**Detailed Definition**

To develop a long term framework for ongoing funding of this program with a goal of having the program designed in a way that requires minimal funding.

**Anticipated Outcome**

We believe there must also be both employer and employee commitment which could include time given back or short term wage.

**Priority**

High

**Potential Implementers**

T.E.D. (CIC); Business Partnership; others

**Estimated Cost**

Unknown but must not be expensive to run

**Timeline**

1-5 years

**Education & Workforce Training****Business and Education Linkages**

Flo Smith – Kent State University Tuscarawas

**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #30]**

We want to have a community-wide culture that values and attains the alignment of business and education sectors in developing an effective workforce.

**Detailed Definition**

The County needs to develop a change in how business and education work together to help the constituents become prepared for the world of work and thereby impact the success of business. We need school boards and advisory boards of educational institutions to become more aware of any gaps in worker preparedness and to develop and promote remedies to those gaps; at the same time, we need input from business leaders into this process. We also need for the general population to become more aware of the necessity of obtaining the soft skills, in addition to the technical skills, needed to be a good employee.

**Anticipated Outcome**

- Utilize the input from the 2020 process, and/or a survey to be conducted with business, to clearly define work habits and basic skills workers should possess, then develop plans to bridge the gaps and incorporate into the educational process.
- Advisory boards, school boards, faculty and administrators will increase their attentiveness to input from business and raise awareness and understanding of the needs of business and how educational institutions can meet those needs.
- The public will be made aware of needed attributes of a good worker through media attention and other avenues of communication and will support the attainment of those attributes.

**Priority**

Very high.

**Potential Implementers**

- K-12 schools throughout the county and their Boards of Education
- Buckeye Career Center faculty, staff, and Board of Education and other advisory boards
- Kent State University Tuscarawas and advisory boards
- TCH Educational Service Center and advisory boards
- One-Stop Employment Source
- Tuscarawas County Chamber of Commerce
- Other community organizations such as Society for Human Resource Management
- Various media

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**Estimated Cost**

None.

**Timeline**

Begin new initiatives immediately and continue to build on an ongoing basis.

**Education & Workforce Training****Business and Education Linkages**

Flo Smith – Kent State University Tuscarawas

**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #31]**

Initiate community-wide partnerships to implement and/or strengthen linkages between business and education.

**Detailed Definition**

Provide further opportunities for communication, cooperation and collaboration between education and business in working toward the successful attainment of a strong workforce. A committee of high-level leaders from both business and education should be convened to develop plans, determine how and what new partnerships should be created and to strengthen already existing partnerships.

**Anticipated Outcome**

- The development of a leading entity that fosters various partnerships with business and education and utilizes a continuous improvement process.
- A clearer understanding by educators of what is often lacking in current workers entering the job market and continuing development of curriculum and programs to build the appropriate talent pool to meet business needs.
- More participation by business leaders in partnerships, thereby impacting needed changes through continuous improvement in educational curricula on an on going basis.

**Priority**

Very high.

**Potential Implementers**

- Employers
- K-12 schools throughout the county and their Boards of Education
- Buckeye Career Center
- TCH Educational Service Center
- One-Stop Employment Source
- Kent State University Tuscarawas
- Tuscarawas County Chamber of Commerce
- Other community organizations such as Society for Human Resource Management, etc.

**Estimated Cost**

Possible survey costs and funding for leadership entity (\$40,000+ annually).

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**Timeline**

Begin new initiatives immediately and continue to build on an ongoing basis.

**Education & Workforce Training**

**Business and Education Linkages**

Flo Smith – Kent State University Tuscarawas

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #32]**

Develop Tuscarawas County into a community that measures, plans, educates and sponsors the strongest possible workforce.

**Detailed Definition**

We want to create a workforce that is involved in continuous lifelong-learning and retraining to meet changing employer needs. Educational institutions will continue to conduct surveys of businesses regarding the effectiveness of graduates in their employ and will incorporate changes to the curriculum as needed. Employers and individuals must be willing to invest in education, and new sources of support for education must be identified.

**Anticipated Outcome**

- Businesses, as well as individuals, will make significant investments in lifelong learning to lead to the success of both business and their employees.
- Opportunity for attaining lifelong learning will be abundant and available to all.
- New employers will be attracted to the area because of the availability of a skilled workforce to meet the needs of incoming employers.
- Businesses will be more successful due to the high skills of its workforce, and the community will prosper and grow.

**Priority**

Very high.

**Potential Implementers**

- K-12 schools throughout the county
- Buckeye Career Center
- TCH Educational Service Center
- One-Stop Employment Source
- Kent State University Tuscarawas
- Tuscarawas County Chamber of Commerce
- Foundations that support education

**Estimated Cost**

Significantly more than currently provided.

**Timeline**

Begin new initiatives immediately and continue to build on those.

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# Jobs

*Harry Eadon*

Tuscarawas County Port Authority

**Jobs**

**Business Finance**

Mike Welsh - Advantage Bank

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #33]**

Provide resources for funding options for new and existing businesses.

**Detailed Definition**

- Create a funding resource to provide new or existing businesses to help them finance.
- Expansion and growth that could lead to new jobs and company stability in Tuscarawas County.

**Anticipated Outcome**

- Job retention.
- Job creation.
- Increased tax base.
- Community growth.
- Attract new businesses.
- Provide stability and support for local businesses.
- Be seen as business-friendly.
- Be seen as progressive.

**Priority**

High.

**Potential Implementers**

- Tuscarawas County Chamber
- Tuscarawas County CIC
- Tuscarawas County Commissioners
- Tuscarawas County Port Authority
- SBDC

**Estimated Cost**

\$1,000 to \$2,000 (mainly for print material)

**Timeline**

The office would be operated on a rotating basis by local financial representatives at no costs and could be started as soon as it would need to be.

**Jobs**

**Small Business/Business Incubation**

Pat Comanitz – Kent State University Tuscarawas SBDC

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #34]**

Focus workforce development efforts on untapped populations (teens, minorities, economically disadvantaged).

**Detailed Definition**

- Developing the desire to work among this population.
- Developing the skills to work among this population.

**Anticipated Outcome**

- Better workforce.
- More diverse workforce.
- Better skilled workforce.

**Priority:**

2

**Potential Implementers**

- One Stop System
- Educational Institutions
- Job & Family Services
- United Way
- Other social services organizations
- MERC
- Attorney Richard Renner (re: Hispanic population)

**Estimated Cost**

Nothing beyond the budgets of the existing organizations.

**Timeline**

Implemented in one year.

**Jobs**

**Small Business/Business Incubation**

Pat Comanitz – Kent State University Tuscarawas SBDC

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #35]**

Establish a capital access program that is a capital fund for small businesses.

**Detailed Definition**

- Angel Fund
- Equity investment
- Start-up businesses
- Revolving loan fund (RLP)
- Debt
- Higher risk than the banks are willing to take
- Non-asset based lending
- Mature venture capital
- Existing businesses

**Anticipated Outcome:**

- Financial support for business growth
- Greater job growth
- Makes county much more attractive to businesses
- Keeps the ownership in Tuscarawas County
- Make technology park more viable

**Priority**

1

**Potential Implementers**

- Business Park Incubator
- Private investors
- ODOD
- USDA
- SBA
- Tuscarawas County Commissioners
- Area businesses (Angel Fund)
- EODA
- ARC
- OSBDC
- Local financial institutions

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**Estimated Cost**

- \$500K – Revolving loan fund
- \$1M – Venture capital
- Angel Fund
- Mature venture capital

**Timeline**

- Revolving loan fund: Implemented in one year.
- Venture capital: Implemented in 1–2 years.

**Jobs****Small Business/Business Incubation**

Pat Comanitz – Kent State University Tuscarawas SBDC

**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #36]**

Establish an ongoing mechanism to gather data from small business employers, so that the needs of the small business are addressed and are met by the educational entities.

**Detailed Definition**

- Create an ongoing dialog between small business and educational entities (no limit, high school and universities) that feed perspective employees.
- Convince businesses that this ability to impact the curriculum is important in the long run for them.
- Convince educators that their students are the products that they are marketing to the small businesses.

**Anticipated Outcome**

- Close the gap between small businesses need in employees and what they are receiving.
- Employers and educators will understand how to access the system.
- Employers will have fewer turnovers.
- Employers will receive a better employee pool.
- Less people leaving Tuscarawas Co. for employment.
- Students will be prepared to get a job after obtaining an education.

**Priority**

1

**Potential Implementers**

- Chamber
- Small Businesses
- Junior Achievement
- All school systems
- Employment Agencies
- Service Clubs
- Leadership Tuscarawas
- Guidance Counselor Organization (Monthly meetings)
- SHRM
- School Supt. Organization (Monthly meetings)
- Representatives from trade apprentice programs

**Estimated Cost:**

Dialogue: No cost.

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**Timeline**

Implement in one year.

**Jobs****Retention/Expansion of Large/Medium Employers**

Mike Lauber – Tusco Display

**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #37]**

Identify and promote the Tuscarawas County “brand.”

**Detailed Definition**

- Create a marketing plan to embrace who we are and target those attracted to it. The plan will not only promote our heritage and recreation (“visit & play”) but will focus strongly on quality-of-life, housing, and job opportunities (“live & work”). The branding will include the following facts:
  - Availability of affordable and broad range of housing
  - Smoothly flow of traffic, making commuting non-stressful and timely
  - Easy access to Cleveland, Canton-Akron, Columbus, and Pittsburgh for entertainment, shopping, post-secondary education, etc.
  - Tuscarawas County is home to many world-class companies, including Allied Machine and Engineering, Belden Brick, Dover Chemical, Arizona Chemical, Genie Garage Door, Howden Buffalo, IMCO/Commonwealth, JLG, Lauren International, Owens Corning, Rolite Plastics, Smurfit-Stone Container, and Zimmer Orthopaedic.

**Anticipated Outcomes**

- Improved community self-esteem.
- Clarified community identification.
- A renewed visibility to Site Selection Consultants, Real Estate Search Firms, Corporate Real Estate professionals of Tuscarawas County as a Technology Center

**Priority**

1

**Potential Implementers**

- Tuscarawas County
- Tuscarawas County Port Authority
- Tuscarawas County Chamber of Commerce
- Tuscarawas County Convention & Visitors Bureau
- Tuscarawas County Community Improvement Corporation
- Lawrence Township Community Improvement Corporation
- Newcomerstown Community Improvement Corporation

**Estimated Cost****Timeline**

**Jobs**

**Retention/Expansion of Large/Medium Employers**

Mike Lauber – Tusco Display

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #38]**

Create an organized and focused professional recruitment tool for Tuscarawas County companies to utilize.

**Detailed Definition**

- Create a Professional Recruitment Organization to recruit people to Tuscarawas County.
- “When we get them to visit, we get them to move. Once here, they love it.”

**Anticipated Outcomes:**

- Better, more professional recruitment to Tuscarawas County
- Make Tuscarawas County more attractive to both existing and prospective businesses by providing a recruitment tool.

**Priority**

**Potential Implementers**

**Estimated Cost**

**Timeline**

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## Jobs

### Retention/Expansion of Large/Medium Employers

Mike Lauber – Tusco Display

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#### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #39]

Availability of ubiquitous and world class cell phone and high-speed Internet connectivity.

#### Detailed Definition

To have world class cell phone and high-speed internet connectivity throughout Tuscarawas County. So that Tuscarawas County can legitimately become the home to *technology companies* or to companies that have a need for advanced communications.

#### Anticipated Outcomes

Flexibility in Infrastructure

#### Priority

#### Potential Implementers

#### Estimated Cost

#### Timeline

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*Tuscarawas*

Jobs

## Retention/Expansion of Large/Medium Employers

Mike Lauber – Tusco Display

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STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #40]

Create a business class airport in Tuscarawas County.

Detailed Definition

Anticipated Outcomes

Priority

Potential Implementers

Estimated Cost

Timeline

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2020

*Tuscarawas*

Jobs

## Retention/Expansion of Large/Medium Employers

Mike Lauber – Tusco Display

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### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #41]

We will develop the tech park but provide all kinds of industrial, office and other types of parks.

Detailed Definition

Anticipated Outcomes

Priority

Potential Implementers

Estimated Cost

Timeline

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*Tuscarawas*

Jobs

## Retention/Expansion of Large/Medium Employers

Mike Lauber – Tusco Display

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### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #42]

We will have exemplary educational assets (public schools, technological, university) to develop a strong work force and provide ongoing training.

Detailed Definition

Anticipated Outcomes

Priority

Potential Implementer

Estimated Cost

Timeline

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*Tuscarawas*

**Jobs**

**Retention/Expansion of Large/Medium Employers**

Mike Lauber – Tusco Display

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #43]**

We will support the I77 and US250/36 roadway corridors as well as continued and expanded rail service.

Detailed Definition

Anticipated Outcomes

Priority

Potential Implementers

Estimated Cost

Timeline

OCTOBER 2005

2020

*Tuscarawas*

**Jobs**

**Retention/Expansion of Large/Medium Employers**

Mike Lauber – Tusco Display

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #45]**

Create an image of Tuscarawas County as a place that “has it together:” schools, businesses, public, labor, real estate, etc work together, putting aside parochial interests for the good of the area.

Detailed Definition

Anticipated Outcomes

Priority

Potential Implementers

Estimated Cost

Timeline

OCTOBER 2005

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*Tuscarawas*

Jobs

## Retention/Expansion of Large/Medium Employers

Mike Lauber – Tusco Display

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #46]**

Create Business and Community Partnerships

**Detailed Definition**

**Anticipated Outcome**

Businesses will come together to support one another and their communities.

**Priority**

**Potential Implementers**

**Estimated Cost**

**Timeline**

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## Jobs

### Retention/Expansion of Large/Medium Employers

Mike Lauber – Tusco Display

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#### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #47]

Develop a full economic development “toolbox.”

##### **Detailed Definition**

Revolving loan fund, angel investor confederation, venture capital, properties to lease, sell or develop, close ties with national, regional and state government resources, and a responsive & flexible attitude.

##### **Anticipated Outcome**

##### **Priority**

##### **Potential Implementers**

##### **Estimated Cost**

##### **Timeline**

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*Tuscarawas*

**Jobs**

**Retention/Expansion of Large/Medium Employers**

Mike Lauber – Tusco Display

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #49]**

Foster cooperation between Economic Development Agencies and other Community Groups.

**Detailed Definition**

Create and promote active cooperation between TCPA, CIC, Chamber and other business groups and individuals.

**Anticipated Outcome**

**Priority**

**Potential Implementers**

**Estimated Cost**

**Timeline**

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*Tuscarawas*

Jobs

## Retention/Expansion of Large/Medium Employers

Mike Lauber – Tusco Display

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### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #50]

Foster a Business and Community commitment to use and regular updating of the Tuscarawas 2020 Strategic Plan

Detailed Definition

Anticipated Outcomes

Priority

Potential Implementers

Estimated Cost

Timeline

**Jobs**

**Agri-Business**

Chris Zoller – Ohio State University Agricultural Extension

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #51]**

Increase awareness and create public perception of agriculture in Tuscarawas County.

**Detailed Definition**

- Agriculture makes a significant contribution, both in terms of economics (\$60 million) and community development.
- Agriculture also supports a number of jobs, businesses and tourism activities throughout the county and the region.

**Anticipated Outcome**

Increased public awareness and appreciation for agriculture.

**Priority**

High.

**Potential Implementers**

- Ohio State University Agricultural Extension
- Tuscarawas County Farm Bureau

**Estimated Cost:**

- \$0 -

**Timeline**

Ongoing.

**Jobs**

**Agri-Business**

Chris Zoller – Ohio State University Agricultural Extension

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #53]**

Convince Tuscarawas County leaders to view agriculture as economic development.

**Detailed Definition**

Because of the economic impact of agriculture, we suggest exploring the formation of a Tuscarawas County Department of Agriculture, much like the Tuscarawas County Office of Community and Economic Development and the Tuscarawas County Port Authority. Farmers from across the United States are looking for new opportunities to expand their business, as are those located in our county.

**Anticipated Outcome**

- A stronger agriculture.
- Improved job opportunities.
- Additional tax revenue.
- Potential relationships with non-farming investors.

**Priority**

High.

**Potential Implementers**

- Ohio State University Agricultural Extension
- Tuscarawas County Farm Bureau
- Tuscarawas County Office of Community and Economic Development
- Community Improvement Corporation
- Tuscarawas County Port Authority

**Estimated Cost:**

Unsure.

**Timeline**

At least three years. Then, ongoing.

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# Quality of Life

*Susan Hagloch*

Retired

*Bill Harding*

Union Hospital

Quality of Life

**Culture**

Cindy Lombardo – Tuscarawas County Public Library

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #57]**

Creation of an Arts and Culture Center located on the KSU Tuscarawas campus in New Philadelphia.

**Detailed Definition**

- The Center would provide space for all types of arts and culture events.
- It would become the permanent home of the Tuscarawas County Philharmonic and the Little
- Theater and would host professional touring companies (dance and theater) as well as provide a venue for nationally known public speakers and special community events.
- The Center would provide residents of the county with access to a variety of art and culture experiences at a range of prices.
- Perhaps EJ Thomas Performing Arts Center could serve as a model?

**Anticipated Outcome**

- Increased promotion of the arts in Tuscarawas County.
- Creation of a central community cultural center.
- Expansion of arts opportunities for all community members.
- Identification and attraction of new entertainment options.
- Increased awareness of New Philadelphia as a “college town” due to availability of national speakers, public arts performances, and speakers forums.
- Increased number of major cultural events during the year.
- Increased economic development value of the New Philadelphia area.
- Contribution to increased travel and tourism dollars.

**Priority**

High.

**Potential Implementers**

KSU and KSU Tuscarawas administration with local support.

**Estimated Cost**

Unsure – but substantial.

**Timeline**

Plans are already in place for this center; completion anticipated by the end of 2007.

Quality of Life

**Culture**

Cindy Lombardo – Tuscarawas County Public Library

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #58]**

Creation of a countywide arts council.

**Detailed Definition**

- The Tuscarawas County Arts Council would consist of representatives (e.g., directors, board presidents, and/or volunteers) from all the arts organizations in the county (e.g., music, dance, visual and graphic arts, drama, etc.).
- It would meet on a regular basis to promote the arts as a whole throughout Tuscarawas County.

**Anticipated Outcome**

- Better coordination and promotion of arts-related offerings.
- Less duplication of effort.
- Cross pollination of creative ideas.
- Coordinated fundraising.
- Creation of a county arts foundation dedicated specifically to arts-related activities (provision of seed grants, capital grants, and operating grants).
- Leveraging grant opportunities at the state and federal levels.

**Priority**

High.

**Potential Implementer(s)**

Current arts organizations board presidents and directors.

**Estimated Cost**

None; only the time and energy of those involved in serving on the council.

**Timeline**

Ideally, within the next six months; no later than the end of 2005.

Quality of Life

**Culture**

Cindy Lombardo – Tuscarawas County Public Library

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #59]**

Development and maintenance of a centralized countywide arts website and calendar.

**Detailed Definition**

- The arts and culture website would contain a “real time” calendar, easily updated by members of the newly created Tuscarawas County Arts and Culture Council.
- It would contain detailed information about all the arts and culture events with links to appropriate organizations.
- This site could be installed as a link from many different organizations (e.g., libraries, Chamber of Commerce, Main Street, Convention and Visitors Bureau, KSU, etc.).

**Anticipated Outcome**

- Increased awareness of arts and culture events throughout the county, leading to increased attendance at these events.
- Promotion of cooperation among cultural organizations in the county.

**Priority**

Medium.

**Potential Implementer(s)**

Members of the newly created Tuscarawas County Arts and Culture Council.

**Estimated Cost**

Minimal; website design could be donated by a local company; could be done as a project by a KSU student.

**Timeline**

Within 12 months.

OCTOBER 2005

2020

*Tuscarawas*

Quality of Life

## Environment

Jon Elsasser – The Timken Company

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### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #60]

Develop policies, regulations, and approaches that protect groundwater as well as rivers, streams, lakes and ponds. These approaches could include zoning, land-use regulations, septic regulations, riparian setbacks, and creek bank buffers.

#### **Anticipated Outcome**

Clean water for residential and commercial use and clean bodies of water for recreational use.

#### **Priority**

High.

#### **Potential Implementers**

To be determined.

#### **Estimated Cost**

To be determined.

#### **Timeline**

To be determined.

Quality of Life

**Environment**

Jon Elsasser – The Timken Company

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #61]**

Development of a county park system to complement other government and private resources. Also encourage cities and villages to maintain pedestrian and bicycle friendly streets and sidewalks designs and regulations.

**Detailed Definition**

Develop a County Park system to complement other government and private parks and recreation areas. This system should include walking, bicycling, and equestrian trails, green spaces, and various forms of passive and active recreation. Bicycle and walking paths should connect most towns, villages and historic and cultural resources.

**Anticipated Outcome**

A network of trails, green spaces, and recreation areas will improve quality of life and health for residents and visitors. A park system can contribute to economic development by helping to attract new employers and provide opportunities for visitors to spend time and money in the county.

**Priority**

High.

**Potential Implementers**

Tuscarawas County Commissioners, Tuscarawas County Park Department Advisory Committee

**Estimated Cost**

Plan will be developed for \$50,000 to \$100,000.

**Timeline**

Plan to be completed by June 2006.

Quality of Life

**Environment**

Jon Elsasser – The Timken Company

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #62]**

Implement countywide zoning policies to protect property values, provide appropriate locations for various forms of economic activity, and maintain the county as an attractive place for residence and tourism. Policies should include more stringent regulation of landfills, automobile junkyards, septic systems, storm water handling, and address proper treatment of public trees.

**Anticipated Outcome**

Improved real estate values; county would be a more desirable place to live and in which to locate businesses.

**Priority**

High.

**Potential Implementers**

Interested voters in townships; city and village officials.

**Estimated Cost**

None.

**Timeline**

Two-to-five years to be enacted in all townships, villages, and cities.

OCTOBER 2005

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*Tuscarawas*

Quality of Life

## Environment

Jon Elsasser – The Timken Company

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### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #63]

Implement a comprehensive land-use policy for Tuscarawas County to preserve farmland, insure sensible residential and commercial development, and protect floodplains and other natural resources.

#### **Anticipated Outcome**

An implemented land-use policy will protect the largest economic activity in the county, agriculture, while improving the quality of life for residents and visitors.

#### **Priority**

High

#### **Potential Implementers**

Tuscarawas County Commissioners, interested citizens.

#### **Estimated Cost**

Not available.

#### **Timeline**

Plan completed.

OCTOBER 2005

2020

*Tuscarawas*

Quality of Life

## Sports & Recreation

Keith Lands - Tuscarawas County YMCA

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### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #68]

Development of a Tuscarawas County park system.

#### **Detailed Definition**

Establish and fund a Tuscarawas County Park Commission and a director to seek out, develop and maintain a park system for the residents and visitors of Tuscarawas County.

#### **Anticipated Outcome**

Improved quality of life for residents, improved image for potential new and re-locating business and industry.

#### **Priority**

High.

#### **Potential Implementers**

Tuscarawas County Commissioners

OCTOBER 2005

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*Tuscarawas*

Quality of Life

## Sports & Recreation

Keith Lands - Tuscarawas County YMCA

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### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #69]

Support the development of the Towpath Trail & Green Space initiative through Tuscarawas County.

#### Detailed Definition

Support the ongoing effort to develop the trail and green space through Tuscarawas County and connects with existing trails.

#### Anticipated Outcome

Improved recreational opportunities, tourism, and community image.

#### Priority

High.

#### Potential Implementers

Tuscarawas County Commissioners, townships, villages and cities.

#### Timeline

Immediate.

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*Tuscarawas*

Quality of Life

## Sports & Recreation

Keith Lands - Tuscarawas County YMCA

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### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #70]

Expand and Develop the New Philadelphia Southside Park.

**Detailed Definition**

Continued development of the Southside Park to meet the outdoor recreational and sports needs of the city.

**Anticipated Outcome**

Improved recreational facilities and services for the residents of New Philadelphia and surrounding communities.

**Priority**

High.

**Potential Implementers**

City of New Philadelphia

**Timeline**

Ongoing.

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2020

*Tuscarawas*

Quality of Life

## Sports & Recreation

Keith Lands – Tuscarawas County YMCA

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### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #71]

Promote and support the continued development of community parks and recreational facilities throughout Tuscarawas County.

#### Detailed Definition

Encourage local townships, villages, towns, and cities to designate and develop park space and recreational facilities in all parts of the county.

#### Anticipated Outcome

Improved local parks and recreational facilities.

#### Priority

High.

#### Potential Implementers

Townships, villages, towns, cities and county governments.

#### Timeline

Ongoing.

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*Tuscarawas*

Quality of Life

## Sports & Recreation

Keith Lands - Tuscarawas County YMCA

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### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #72]

The continued expansion of YMCA programs, activities, and recreational services to all parts of Tuscarawas County through collaborations with local schools, communities, and churches.

#### Detailed Definition

Collaboration with villages and school districts to offer facilities for YMCA programs and activities to all parts of the county.

#### Anticipated Outcome

Improved recreational and fitness opportunities for all county residents.

#### Priority

High.

#### Potential Implementers

YMCA, school districts, and villages.

#### Timeline

Ongoing.

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*Tuscarawas*

Quality of Life

## Sports & Recreation

Keith Lands – Tuscarawas County YMCA

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### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #73]

Renovation of the New Philadelphia Athletic Complex.

#### **Detailed Definition**

Continue to improve and renovation the former Schoenbrunn Racquet Club to provide indoor and outdoor athletic space for NPHS and recreational opportunities and programs for the city.

#### **Anticipated Outcome**

Much need indoor athletic facility space.

#### **Priority**

High.

#### **Potential Implementers**

New Philadelphia City Schools

#### **Timeline**

Immediate.

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*Tuscarawas*

Quality of Life

## Sports & Recreation

Keith Lands - Tuscarawas County YMCA

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### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #74]

Development of a county conference/recreation center to meet the needs of residents and visitors.

#### Detailed Definition

- A conference center for large events for local and out of town business and industry.
- Recreational facilities that need the support of the entire county population such as an indoor ice rink, etc.

#### Anticipated Outcome

Improved business opportunities, tourism, and recreational opportunities for county residents.

#### Priority

High.

#### Potential Implementers

Tuscarawas County Commissioners

OCTOBER 2005

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*Tuscarawas*

Quality of Life

## Sports & Recreation

Keith Lands – Tuscarawas County YMCA

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### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #75]

Support and promote private and public recreational facilities in the county that support the leisure activities of residents and visitors.

#### Detailed Definition

Support of local golf course, Muskingum Watershed Conservancy District, and State parks.

#### Anticipated Outcome

Improved leisure time activities, tourism, and community image.

#### Priority

High.

#### Potential Implementers

Golf courses, Muskingum Watershed Conservancy District, and the Ohio state parks system.

#### Timeline

Ongoing.

Quality of Life

**Transportation/Infrastructure**

Joe Bachman – Tuscarawas County Engineer

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #76]**

Control development in floodways.

**Detailed Definition**

- Several relatively major flooding events have caused damage, mostly to residential structures, in the past several years.
- In almost all cases, these residential structures subject to damage are within a defined flood plain.
- There is currently a county floodplain administrator who approves or disapproves permits that are brought to him, but there is no mechanism for assuring that residential construction is approved by the floodplain administrator.

**Anticipated Outcome**

- Construction of new housing would take place in areas that are not subject to flooding.
- This could be accomplished by a county-wide system of building permits.

**Priority**

This is the committee's fourth priority.

**Potential Implementers**

- A county building permit system would be implemented by the County Commissioners with input from the Regional Planning Commission.
- Each individual city and village would probably be responsible for controlling development within their respective entity.

**Estimated Cost**

- A building permit system may require a part-time official for permit processing and on-site inspection.
- Costs may be in the range of \$30,000 to \$60,000 per year.
- A majority of costs would probably be offset by building permit fees.

**Timeline**

A building permit system could be initiated at any time.

Quality of Life

**Transportation/Infrastructure**

Joe Bachman – Tuscarawas County Engineer

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #77]**

Develop a modern airport sized sufficiently for County needs.

**Detailed Definition**

- A new airport would be located in a less developed area so that a longer runway could be developed.
- The existing Harry Clever Field could be sold, possibly as prime development property, to finance a significant portion of the new airport.

**Anticipated Outcome**

Industrial development would be encouraged due to having better transportation opportunities.

**Priority**

This is the committee's third priority.

**Potential Implementers**

This project would be implemented by the City of New Philadelphia and the Tuscarawas County Commissioners working cooperatively.

**Estimated Cost**

Cost is unknown – possibly very low net cost, depending on the land value of the existing airport.

**Timeline**

- This would be a long-term project.
- Study to determine feasibility could begin in 2006; land acquisition and construction to follow.

Quality of Life

**Transportation/Infrastructure**

Joe Bachman – Tuscarawas County Engineer

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #78]**

To develop a comprehensive plan to identify current needs and projected future needs for potable water and sanitary sewer services.

**Detailed Definition**

- Potable water and sanitary sewer service is vital to both economical development and a good quality of life.
- Many areas of the County do not currently have properly operating on-lot waste disposal systems or reliable potable water systems.
- The County needs to generate a comprehensive plan to identify and recommend ways to address these areas of need.
- The plan, in conjunction with the County's Comprehensive Land Use Plan, also needs to project the future needs of the County and how they can be addressed.

**Anticipated Outcome**

A comprehensive water and sewer plan for Tuscarawas County identifying and prioritizing steps needed to assure a reliable supply of potable water and means of wastewater disposal to current and future residents and businesses.

**Priority**

This is the committee's second priority.

**Potential Implementers**

- The plan would be accomplished by Tuscarawas County.
- Implementation of plan recommendation may include the County, municipalities, and/or private parties.

**Estimated Cost**

- The preparation of the comprehensive water and sewer plan will have an estimated probable cost in the range of \$50,000-\$75,000.
- The cost to implement the plan's recommendations is not known.

**Timeline**

A comprehensive water and sewer plan could be completed in two (2) years.

Quality of Life

**Transportation/Infrastructure**

Joe Bachman – Tuscarawas County Engineer

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #79]**

To develop a comprehensive plan to identify current and future transportation needs in the entire county, including state and municipal streets and highways.

**Detailed Definition**

- With the steady increase in the number of vehicles using roadways in the county, congestion and safety problems will become more prevalent.
- The roadways in the county are under the domain of villages, cities, and townships as well as Tuscarawas County and the State of Ohio; because of this, an integrated planning document is needed to provide for orderly development.

**Anticipated Outcome**

- A comprehensive transportation plan for the county which would include transportation concerns for all the entities of the county.
- The plan would prioritize the county's transportation needs and provide possible implementation scenarios.

**Priority**

This is the committee's number one priority.

**Potential Implementers**

- The plan would be accomplished by Tuscarawas County and the cities, villages, and townships within the county.
- Input from the Ohio Department of Transportation would be included

**Estimated Cost**

A transportation plan for the county could cost between \$50,000 and \$100,000, depending on the amount of work done internally.

**Timeline**

A comprehensive transportation plan could be accomplished within two to three years.

Quality of Life

**Transportation/Infrastructure**

Joe Bachman – Tuscarawas County Engineer

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #80]**

Improve accessibility and safety conditions to the Newcomerstown Industrial Park from the S.R. 36 intersection.

**Detailed Definition**

- Widen S.R. 258 and East State Street from the S.R. 36 intersection to the existing Industrial Park.
- Major aspects of this improvement include; widening of the roadway, changes to the horizontal grade at the Conrail RR crossing, adequate signalization at the Conrail RR crossing, and reducing the turning radius at the S.R. 258 and East State Street Intersection.

**Anticipated Outcome**

Improved safety and semi-tractor access to the existing Industrial Park which would encourage additional development and expansion of the park.

**Priority**

Improving accessibility to existing industrial parks is the committee's sixth priority.

**Potential Implementers**

The Ohio Department of Transportation (ODOT), Conrail Railroad, Village of Newcomerstown, and the Newcomerstown Community Improvement Corporation.

**Estimated Cost**

Cost is unknown but would be established within a feasibility study which would be required by ODOT.

**Timeline**

- This would be a long-term project.
- Need to pursue funding sources for a feasibility study.

Quality of Life

**Transportation/Infrastructure**

Joe Bachman – Tuscarawas County Engineer

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #81]**

Improve accessibility and safety to the existing Dennison Industrial Park and S.R. 800 south of Dennison.

**Detailed Definition**

- Widen and straighten the existing S.R. 800 from the S.R. 800/250 interchange to the Center Street intersection.
- Extend the S.R. 800 alignment over the Conrail RR tracks and through the existing Industrial Park and reconnect to the existing S.R. 800 roadway south of the village corporation limits.
- This would eliminate the existing S.R. 800 alignment on Center Street and Jewett Avenue.

**Anticipated Outcome**

Improve the access and safety conditions to the existing industrial park and the residents in this section of Dennison.

**Priority**

Improving accessibility to existing industrial parks is the committee's sixth priority.

**Potential Implementers**

The Ohio Department of Transportation (ODOT), Conrail Railroad, Village of Dennison, Tuscarawas County, and local land owners.

**Estimated Cost**

Unknown at this time and would be established in the feasibility report which would be required by ODOT.

**Timeline**

This would be a long term project.

Quality of Life

**Transportation/Infrastructure**

Joe Bachman – Tuscarawas County Engineer

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #82]**

Improve accessibility and safety conditions to the existing Strasburg Industrial Park from I- 77.

**Detailed Definition**

Construct a new interchange between exits #87 and #93 and connect a new roadway to S.R. 21/250 north of Strasburg.

**Anticipated Outcome**

Improve access and safety to the general public wanting access to S.R. 21/250 and would eliminate the excessive traffic currently being experienced at I-77 exit #87.

**Priority**

This is the committee's fifth priority.

**Potential Implementers**

The Ohio Department of Transportation, Village of Strasburg, Tuscarawas County Commissioners.

**Estimated Cost**

Unknown at this time but would be established by a feasibility study which would be required by ODOT.

**Timeline**

This would be a long term project.

Quality of Life

**Transportation/Infrastructure**

Joe Bachman – Tuscarawas County Engineer

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #83]**

Improve accessibility to the Lawrence Township industrial park.

**Detailed Definition**

- Current access to the Lawrence Township industrial park is not direct.
- The park is accessed either via a Village of Bolivar residential street or via an indirect route to the south.
- County Road 99 (Strasburg-Bolivar Road) needs to be extended to the current three-way stop just west of the I-77 interchange in the Village of Bolivar.
- This would also provide a significant increase in roadway frontage along the relocated road, allowing for additional industrial or residential development.

**Anticipated Outcome**

- Improve the access to the existing industrial park.
- Provide additional roadway frontage for industrial or residential development.

**Priority**

Improving accessibility to existing industrial parks is the committee’s sixth priority.

**Potential Implementers**

This project would be implemented via a cooperative effort among the Village of Bolivar, Lawrence Township, and Tuscarawas County.

**Estimated Cost**

Cost of this project would be in the range of \$400,000 to \$600,000.

**Timeline**

This project could be done at any time that construction funds are available and right-of-way has been acquired.

# Tuscarawas

## Quality of Life

### Marketing/Promotion

Carey Gardner – Union Hospital

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#### STRATEGIC PRINCIPLE [MATRIX PRINCIPLES #84 and #85]

The committee unanimously concluded that the ideas submitted fell into one of two categories; 1.) Economic Development, ideas and suggestions that are not promotional but would require the resources of a city, county, or regional economic development entity to be possible, and, 2.) Promotional Ideas that are already being done by the Chamber, CIC, C&VB, Port Authority, or some combination of entities.

Several of the ideas suggested bringing members of the community together, involve cities, civic and service clubs, realtors, business, and politicians, to “promote” the area. The committee members cited the “World Class” initiative of several years ago as that exact idea that was tried but failed to sustain itself beyond the meetings of the committee.

After reviewing and setting aside the “promotional” ideas for the reasons cited, the committee discussed its own ideas for a recommendation to the Task Force for “promoting” Tuscarawas County. The recommendation is based on the experiences of the committee members who are members of most of the organization boards and committees that are involved in promotional activities.

The recommendation unanimously adopted by the subdivision is:

The Chamber of Commerce should re-examine its marketing objectives, strategies, and initiatives, and bring those in line with its organizational goals and priorities. The subdivision members recommend a more comprehensive approach to promoting Tuscarawas County working in collaboration with the C&VB, CIC, Port Authority, and other entities that have available resources and marketing objectives consistent with those of the Chamber.

This recommendation concludes the Subdivision’s discussions and this report.

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*Tuscarawas*

# Technology

*Mike Hovan*

EdgeTech, I.G.

## Technology

# Information Technology Infrastructure

Ted Gentsch - Lauren Manufacturing Company

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### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #86]

Tuscarawas Valley Internet Gateway: A public conduit and fiber infrastructure to be installed between Akron and Uhrich Jct. (Uhrichsville).

#### Detailed Definition

- The goal of the project is to extend Internet backbone and dark (unused) telecommunications lines from urban areas which enjoy their presence to other urban and rural areas which were bypassed during their installation, yet desire such service and are not willing to wait for telecomm carriers to further rollout their networks, if they ever do.
- A government agency would acquire a public way, install conduit from the backbone regions to the rural areas, possibly install fiber, create an administration to admin, maintain, secure, and insure the new telecomm infrastructure, and make the infrastructure available to any and all carriers and end users for their telecommunications and networking needs. The government agency would refrain from carriage service against the private sector to remain immune from legal and political challenges of unfair competition from carriers.
- The "Tuscarawas Valley Internet Gateway" detailed route information can be acquired from Mr. Dan Van Epps of Dover. The basic route would be from the Cuyahoga Valley Scenic Railroad train station north of downtown Akron to Uhrichsville Junction (also a train station).
- Two conduits is proposed to be buried 4'-6' deep, and one smaller conduit is to be installed closer to the surface. The shallow duct is to provide adjacent landowners with service to satisfy railroad ROW easement conditions dating in cases from the Civil War. The shallow duct also acts as a sacrifice should a backhoe dig up the trench.
- The following wholesale Internet service providers would have ready access:
  - Williams Communications
  - KMC Communications
  - XO Communications
  - AT&T
  - Verizon
  - Sprint
  - Qwest
  - Level 3
- Since the TVIG shares ROW with the MCI line, a simple tap would gain access to MCI and its sub lessee wholesale ISPs ICG and Broadwing.

# Tuscarawas

- Branches could run to the property of:  
University of Akron.  
Kent State University in Kent.  
Summit Co. Government facilities  
Walsh U.  
Malone U.  
Stark Stake College  
KSU-Stark.  
A POP for the City of Canton  
Dover's MAN  
City of New Philadelphia proposed fiber loop  
Verizon's Front St. CO  
AEP's & OarNet's POP  
TuscoNet's POP/HQ,  
Southside NP industrial park area  
KSU-Tusc  
Buckeye Career Center  
The proposed tech park area  
Claymont HS
- A later phase could interconnect with a proposed Panhandle Rail Line fiber backbone. There are four apparently abandoned conduits between Pittsburgh-Columbus which might be able to be re-fibered and re-activated in a method similar to the TVIG.
- The potential to gain access to the Pittsburgh Supercomputer Center and Ohio Supercomputer Center, U-Pittsburgh, Carnegie Mellon U., Ohio State U., willing wholesale Internet providers in those cities, and other end users to us locally is a possibility.
- The routes would provide critical national network redundancy where none exists currently in the Panhandle region.

## Anticipated Outcome

Tuscarawas County would enjoy the same carrier choices as any major city in the United States.

## Priority

Top.

## Potential Implementers

Tuscarawas County Port Authority

## Estimated Cost

- The total costs of the fiber and conduit portion (only) of the project (initial) are approximately \$4.0M+. Easement costs can be expected to appreciate from 0%-2% or so each year.

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*Tuscarawas*

- As other costs are added for staffing, two years operational expenses, insurance, legal fees, overrun cushions and network operations centers totals will reach 12.0M

**Timeline**

Two-to-five years.

**Technology**

**Information Technology Infrastructure**

Ted Gentsch - Lauren Manufacturing Company

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #87]**

Improve cellular access coverage.

**Detailed Definition**

- Adding new cells
  - New cells cost approx \$350,000 to install and \$1000 per month for land leases, plus on going maintenance and upgrade costs.
  - Range enhancing repeaters Cost less to install
    - Ideal for low density population areas
    - Still require tower and land lease
  - Build-out of new towers
    - 26 Towers estimated, could be far less (RF survey required for accurate numbers)
    - 78 Cells (Cells x Technology; CDMA, GSM, TDMA)
  - Roaming agreements between like providers
    - Sprint & Verizon
    - T-Mobile & Cingular
    - Alltel & Nextel
- Entice all providers to build out via:
- Incentives for existing providers to add cells
  - Wave or subsidize tower land leases in sparse areas utilizing government land and right of ways.
  - Provide low cost financing to providers via Port Authority bonds
  - Co-location on competing towers
  - Agreements on existing government towers.
  - Construct community towers

**Anticipated Outcome**

100% coverage

**Priority**

High.

**Potential Implementers**

Tuscarawas County Port Authority

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**Estimated Cost**

- \$14,300,000 est. (Cells with co-location assumed)
- \$7,150,000 est. (Repeaters with co-location assumed)
- Capital cost per provider if all participate \$2,400,000 - \$1,200,000
- On going costs to operate not available.

**Timeline**

Two-to-five years.

**Technology**

**Information Technology Infrastructure**

Ted Gentsch - Lauren Manufacturing Company

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #88]**

Improve broadband access.

**Detailed Definition**

- Desired improvements for broadband access:
- Multiple Providers
- Perform a Bandwidth Study/Survey to determine aggregate existing consumption, by provider (Adelphia/Tusconet/SBC, etc.) forecast future demand and then develop a strategy to entice investment.
- Install a Fiber optic middle mile loop throughout the more populated areas of the county, serving schools, government institutions, ISP's, industrial parks and large business and medical facilities.
  - Dover
  - New Philadelphia
  - Uhrichsville/Dennison
  - Sugarcreek
- Make all circuits accessible to commercial carriers. No direct sold services, all third parties.
  - Adelphia
  - Verizon
  - Tusconet
  - Wilkshire
  - SBC
  - Others via TVIG
- Provide VoIP capability via commercial providers
- Utilize GigE infrastructure
- Forced maturation protection and contingency via revenue retention.
- Provide Plan for IPv6

**Anticipated Outcome**

Improved Coverage & Bandwidth

**Priority**

Very High

**Potential Implementers**

Tuscarawas County Port Authority

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**Estimated Cost**

New Fiber – New Philadelphia Loop (Only) \$2,270,383.04

**Timeline**

One-to-five years.

**Technology**

**Information Technology Infrastructure**

Ted Gentsch - Lauren Manufacturing Company

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #89]**

Technology infrastructure services.

**Detailed Description**

- Computer Services Requirements
- Hosting Center
- An IT operations co-op that provides concentrated "high end" IT for area businesses.
  - Co-location services
  - Web and programming services
  - Software services (pay as you use via terminal services and browsers)
  - Redundant fiber data feeds
  - Power filtering with UPS and generator backup power sources
  - Disaster recovery facility with servers and workstations
  - Across the fiber loop backup services
  - Workstation and server restoration and rental use
  - Offsite tape storage vault
- Computer Services Solutions
- Construction of a Hosting Center in the Technology Park
  - Masonry and Concrete construction
  - Diesel fuel tanks and generators with auto-start, UPS with transition battery bank
  - Four areas
    - o High security server room
    - o Medium Security co-location room
    - o Workstation area
    - o Technical Services & Network Monitoring area
      - Monitor and Technical Services pay as you go service
      - Web site hosting
      - Rental Servers
      - Rental workstations
      - Application hosting

**Anticipated Outcome**

A state of the art Hosting center that provides co-location & rental infrastructure providing choices for area businesses as well as disaster preparedness facilities.

**Priority**

Medium

OCTOBER 2005

2020

*Tuscarawas*

**Potential Implementers**

- Tuscarawas County Port Authority
- Community Improvement Corporation

**Estimated Cost**

\$2,000,000

**Timeline**

2-3 years

# Tuscarawas

## Technology

### Tuscarawas Regional Technology Park

Heinz Stucki – Tuscarawas Community Improvement Corporation

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#### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #90]

Our region has seen a gradual ratcheting down of wages as good jobs in manufacturing and mining have disappeared. The Tuscarawas Regional Technology Park will be a demonstration project of how a rural area such as ours can effectively rise above this trend and participate in the emerging technology-based economy. The park will generate the high-quality jobs that will enable our brightest young people to remain here at home. The park will serve as a catalyst: the jobs created there will have a ripple effect on the rest of the Valley with higher property values, superior schools, higher incomes and expanded cultural amenities. It will generate the community and financial capital to build a community where people “live well and work smart.”

#### Detailed Definition

- The Community Improvement Corporation of Tuscarawas County owns and will develop the 170-acre park. Approximately two-thirds of the site will be sold and developed into 28 lots with buildings in which tenants employ people with technology skills earning high wages. The remainder of the site will be left as green space with ponds, wooded areas and walking trails. The City of New Philadelphia will own, maintain and operate all public infrastructure.
- Ask any resident: With its physical environment, values, traditions and cultural amenities, Eastern Ohio has a good quality of life. But the income opportunities needed to sustain it are disappearing. Our region’s quality educational institutions do a fine job in preparing students for the high-tech workplace. But many of our region’s talented young people cannot find suitable work locally. The average college graduate earns 71 percent more than a high school graduate, but those graduates leave our region, taking their skills, income and leadership abilities with them.
- The project will provide apprenticeship opportunities where residents can hone the skills and knowledge necessary to compete in the world economy of the 21st century. The project will provide the physical infrastructure for self-sustaining economic development and an improved quality of life.

#### Anticipated Outcome

- The project will help ensure that residents have access to the financial resources to help build dynamic and self-sustaining local economies. The base-case scenario calls for 25 businesses, each with 25 employees earning a conservative average of \$50,000 per year. Private investment for buildings and equipment will average \$2,500,000 per site. That is, within six years after project completion, it is estimated that this project will result in private investments of \$62,000,000 and the creation of 600 jobs with a total annual income of \$30,000,000. The 1999 per capita income in Tuscarawas County was \$21,000 compared with \$27,171 for the State of Ohio. The park will help bring the region’s wages closer to the state and federal averages.

# Tuscarawas

- Technology-based enterprises cannot evolve and prosper in a vacuum. They need a nurturing venue with the requisite infrastructure. Our project will create the environment that will allow these companies to share best practices, economies of scale, worker skills, logistical inputs and access to a world-class telecommunications infrastructure. While clustering is important to all enterprises, the synergy of clustering is absolutely essential for technology-based enterprises.
- The project will also advance the region's established businesses. The traditional manufacturing base that provided our residents with the incomes to maintain a good standard of living is diminishing. Innovation drives productivity, and productivity drives competitiveness. The businesses that will locate in the technology park will help imbed new technology in our traditional core industries and manufacturing processes. These businesses will be our development locomotives. With their help, the region's remaining traditional manufacturing companies, the cabooses in effect, will remain competitive in the world market place.

**Priority**

Highest.

**Potential Implementers**

The Community Improvement Corporation of Tuscarawas County owns and will develop the park. The City of New Philadelphia will own, maintain and operate all public infrastructure.

**Estimated Cost**

Total project and construction costs of approximately \$4.7 million are being shared by federal, state and local resources.

**Timeline**

Groundbreaking for the Tuscarawas Regional Technology Park will take place in the fall of 2005.

## Technology

# Technology Marketing

Tim Tarulli – Tarulli Video Productions

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### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #91]

Marketing of "Technology" in Tuscarawas County includes explaining what "Technology" is, examples of some successful uses by area businesses and in medicine, why it is important and what it can do to attract new business.

#### Detailed Definition

- A reinvention of the way we brand ourselves must be undertaken. Our message should be location, infrastructure and technology specific, not tourism.
- This will involve both a local and national campaign.
- The local grass roots campaign will reach out to county residents to inform them of our strengths and success in utilizing technology.
- Nationally, we'll need to customize our message to the specific entrepreneur or business that we are trying to attract.
- The national marketing would be done on the Web, and in news and trade publications.
- These are the main benefits that will be featured:
  - Good healthcare.
  - Efforts underway to make the purchase of health care in bulk available.
  - Fewer roadblocks with regard to construction with the Building and Plan Approval Dept. implemented to expedite construction.
  - Secondary education institutions close to home and easily accessible regionally.
  - With the passage of the Indian Valley School issue, most if not all major school systems in the area will have been upgraded and rebuilt.
  - Tech Park coming on line.
  - Location of Major Highways.
  - Airport.
  - Water Supply.
  - Utilities and Overall Infrastructure
- Part of the marketing budget should be set aside to conduct focus group testing to determine just how the internal marketing should be conducted and as a baseline.
- In the out years another one should be done to quantify just how the strategy is working.
- To help achieve this reinvention, existing political and area code barriers must be eliminated because they have distorted the perception of Tuscarawas County among us and to people and businesses beyond our borders.
- In addition, serious consideration must be given to eliminating redundant business development organizations and government entities within the county to produce money to fund the marketing campaign and assure it speaks with one voice for everyone.

# *Tuscarawas*

## **Anticipated Outcome**

- Change perceptions inside the community or on a grass roots basis.
- This will help strength local individuals, groups and business so that they are fully prepared and armed with appropriate information when networking opportunities come about that will expand our business and industry expansion opportunities.
- Externally, our obvious goal would be to create measurable success in acquiring new business start-ups, business on the move and entrepreneurs.

## **Priority**

- The matter is of URGENT PRIORITY.
- Since a reinvention of our image is being proposed the task will need plenty of money and time. Branding can be a long and expensive process.

## **Potential Implementers**

- There should be at least one facilitator or marketing consultant working in concert with local officials and marketing service providers in this effort.
- Rationale behind outside source for a component of the campaign would be to help us see "the forest for the trees."
- We don't want to get too involved in the details of a problem to prevent us from looking at the situation as a whole.

## **Estimated Cost**

- \$165,000 Year One
- \$125,000 Years Two and Three

## **Timeline**

Three years of initial "Re-Branding" Efforts with Focus Group Testing in Year Three to gauge impact.

**Technology****Technology Curriculum/Training**

Kamal Bichara – Kent State University Tuscarawas

**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #94]**

Establish the necessary Curriculums for proper education and training in technology in Tuscarawas County: Implement the Academic Content Standard 1.

**Detailed Definition**

Provide students as they begin their education, through their K-12, and later in their college education with a thorough understanding of technology and related issues. Using the academic standards as established by the Joint Council of the State Board of Education and the Ohio Board of Regents, educators would utilize discussion and activities associated with the seven (7) standards defined for Technology.  
Standard 1: Nature of Technology

**Anticipated Outcome**

- Creation of an education foundation upon which the student is prepared for the next level of education and later for their lifelong learning.
  - Students develop an understanding of technology, its characteristics, scope, core concepts\* and relationships between technologies and other fields.
  - Students learn that technology extends human potential by allowing people to do things more efficiently than they would otherwise be able to.
  - Students learn that useful technological development is a product of human knowledge, creativity, invention, innovation, motivation and demand for new products and systems. They learn that the natural and human-made designed worlds are different, and that tools and materials are used to alter the environment.
  - Students learn that the development of emerging technology is exponential, driven by history, design, commercialization, and shaped by creative/inventive thinking, economic factors and cultural influences.
  - The core concepts of technology include systems, resources, requirements, optimization and trade-offs, processes and controls.

**Priority**

The implementation of the seven standards is crucial to proper education and training in Technology and to preparing students for the challenges of the 21st century.

**Potential Implementers**

- School boards, administrators, teachers and staff.
- The proposed "Technology Implementation Board" and the Tuscarawas county Education Service Center.

OCTOBER 2005

2020

*Tuscarawas*

**Estimated Cost**

None

**Timeline**

2005-2010

**Technology****Technology Curriculum/Training**

Kamal Bichara – Kent State University Tuscarawas

**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #94]**

Establish the necessary Curriculums for proper education and training in technology in Tuscarawas County: Implement the Academic Content Standard 2.

**Detailed Definition**

- Provide students as they begin their education, through their K-12, and later in their college education with a thorough understanding of technology and related issues.
- Using the academic standards as established by the Joint Council of the State Board of Education and the Ohio Board of Regents, educators would utilize discussion and activities associated with the seven (7) standards defined for Technology.
- Standard 2: Technology and Society Interaction

**Anticipated Outcome**

- Creation of an education foundation upon which the student is prepared for the next level of education and later for their lifelong learning.
  - Students recognize interactions among society, the environment and technology, and understand technology's relationship with history. Consideration of these concepts forms a foundation for engaging in responsible and ethical use of technology.
  - Students learn that the interaction between society and technology has an impact on their lives and that technology may have unintended consequences which may be helpful or harmful..
  - They learn that interaction of technology will affect the economy, ethical standards, environment and culture.
  - Students evaluate the impact of products or systems by gathering and synthesizing information, analyzing trends and drawing conclusions. Students analyze technological issues and the implications of using technology.
  - They acquire technological understanding and develop attitudes and practices that support ethical decision-making and lifelong learning.

**Priority**

The implementation of the seven standards is crucial to proper education and training in Technology and to preparing students for the challenges of the 21st century.

**Potential Implementers**

- School boards, administrators, teachers and staff.
- The proposed "Tuscarawas 2020 Technology Implementation Board" and the Tuscarawas county Education Service Center.

OCTOBER 2005

2020

*Tuscarawas*

**Estimated Cost**

None

**Timeline**

2005-2010

**Technology****Technology Curriculum/Training**

Kamal Bichara – Kent State University Tuscarawas

**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #94]**

Establish the necessary Curriculums for proper education and training in technology in Tuscarawas County: Implement the Academic Content Standard 3.

**Detailed Definition**

- Provide students as they begin their education, through their K-12, and later in their college education with a thorough understanding of technology and related issues.
- Using the academic standards as established by the Joint Council of the State Board of Education and the Ohio Board of Regents, educators would utilize discussion and activities associated with the seven (7) standards defined for Technology.
- Standard 3: Technology for Productivity Applications

**Anticipated Outcome**

- Creation of an education foundation upon which the student is prepared for the next level of education and later for their lifelong learning.
  - Students learn the operations of technology through the usage of technology and productivity tools. Students use computer and multimedia resources to support their learning.
  - Students understand terminology, communicate technically and select the appropriate technology tool based on their needs.
  - They use technology tools to collaborate, plan and produce a sample product to enhance their learning and solve problems by investigating, troubleshooting and experimenting using technical resources.

**Priority**

The implementation of the seven standards is crucial to an effective proper education and training in Technology and to preparing students for the challenges of the 21st century.

**Potential Implementers**

- School boards, administrators, teachers and staff.
- The proposed "Tuscarawas 2020 Technology Implementation Board" and the Tuscarawas county Education Service Center.

**Estimated Cost**

None.

**Timeline**

2005–2010

**Technology****Technology Curriculum/Training**

Kamal Bichara – Kent State University Tuscarawas

**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #94]**

Establish the necessary Curriculums for proper education and training in technology in Tuscarawas County: Implement the Academic Content Standard 4.

**Detailed Definition**

- Provide students as they begin their education, through their K-12, and later in their college education with a thorough understanding of technology and related issues.
- Using the academic standards as established by the Joint Council of the State Board of Education and the Ohio Board of Regents, educators would utilize discussion and activities associated with the seven (7) standards defined for Technology.
- Standard 4: Technology and Communication Applications

**Anticipated Outcome**

- Creation of an education foundation upon which the student is prepared for the next level of education and later for their lifelong learning.
  - Students use an array of technologies and apply design concepts to communicate with multiple audiences, acquire and disseminate information and enhance learning.
  - Students acquire and publish information in a variety of media formats.
  - They incorporate communication design principles in their work and use technology to disseminate information to multiple audiences.
  - Students use telecommunication tools to interact with others. They collaborate in real time with individuals and groups who are located in different schools, communities, states and countries.
  - Students participate in distance education opportunities which expand academic offerings and enhance learning.

**Priority**

The implementation of the seven standards is crucial to an effective proper education and training in Technology and to preparing students for the challenges of the 21st century.

**Potential Implementers**

- School boards, administrators, teachers and staff.
- The proposed "Tuscarawas 2020 Technology Implementation Board" and the Tuscarawas county Education Service Center.

**Estimated Cost**

None.

OCTOBER 2005

2020

*Tuscarawas*

**Timeline**  
2005 – 2010

**Technology****Technology Curriculum/Training**

Kamal Bichara – Kent State University Tuscarawas

**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #94]**

Establish the necessary Curriculums for proper education and training in technology in Tuscarawas County: Implement the Academic Content Standard 5.

**Detailed Definition**

- Provide students as they begin their education, through their K-12, and later in their college education with a thorough understanding of technology and related issues.
- Using the academic standards as established by the Joint Council of the State Board of Education and the Ohio Board of Regents, educators would utilize discussion and activities associated with the seven (7) standards defined for Technology.
- Standard 5: Technology and Information Literacy

**Anticipated Outcome**

- Creation of an education foundation upon which the student is prepared for the next level of education and later for their lifelong learning.
  - Students engage in information literacy strategies, use the Internet, technology tools and resources, and apply information-management skills to answer questions and expand knowledge.
  - Students become information-literate learners by utilizing a research process model. They recognize the need for information and define the problem, need or task.
  - Students understand the structure of information systems and apply these concepts in acquiring and managing information. Using technology tools, a variety of resources are identified, accessed and evaluated. Relevant information is selected, analyzed and synthesized to generate a finished product.
  - Students evaluate their information process and product.

**Priority**

The implementation of the seven standards is crucial to an effective proper education and training in Technology and to preparing students for the challenges of the 21st century.

**Potential Implementers**

- School boards, administrators, teachers and staff.
- The proposed “Tuscarawas 2020 Technology Implementation Board” and the Tuscarawas county Education Service Center.

**Estimated Cost**

None

OCTOBER 2005

2020

*Tuscarawas*

Timeline  
2005-2010

**Technology****Technology Curriculum/Training**

Kamal Bichara – Kent State University Tuscarawas

**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #94]**

Establish the necessary Curriculums for proper education and training in technology in Tuscarawas County: Implement the Academic Content Standard 6.

**Detailed Definition**

- Provide students as they begin their education, through their K-12, and later in their college education with a thorough understanding of technology and related issues.
- Using the academic standards as established by the Joint Council of the State Board of Education and the Ohio Board of Regents, educators would utilize discussion and activities associated with the seven (7) standards defined for Technology.
- Standard 6: Design

**Anticipated Outcome**

- Creation of an education foundation upon which the student is prepared for the next level of education and later for their lifelong learning.
  - Students will apply a number of problem-solving strategies demonstrating the nature of design, the role of engineering and the role of assessment.
  - Students recognize the attributes of design; that it is purposeful, based on requirements, systematic, iterative, creative, and provides solution and alternatives.
  - Students explain critical design factors and/or processes in the development, application and utilization of technology as a key process in problem-solving.
  - Students describe inventors and their inventions, multiple inventions that solve the same problem, and how design has affected their community.
  - They apply and explain the contribution of thinking and procedural steps to create an appropriate design and the process skills required to build a product or system.
  - They critically evaluate a design to address a problem of personal, societal and environmental interests.
  - Students systematically solve a variety of problems using different design approaches including troubleshooting, research and development, innovation, invention and experimentation.

**Priority**

The implementation of the seven standards is crucial to an effective proper education and training in Technology and to preparing students for the challenges of the 21st century.

OCTOBER 2005

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*Tuscarawas*

**Potential Implementers**

- School boards, administrators, teachers and staff.
- The proposed "Tuscarawas 2020 Technology Implementation Board" and the Tuscarawas county Education Service Center.

**Estimated Cost**

None

**Timeline**

2005 – 2010

**Technology****Technology Curriculum/Training**

Kamal Bichara – Kent State University Tuscarawas

**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #94]**

Establish the necessary Curriculums for proper education and training in technology in Tuscarawas County: Implement the Academic Content Standard 7.

**Detailed Definition**

- Provide students as they begin their education, through their K-12, and later in their college education with a thorough understanding of technology and related issues.
- Using the academic standards as established by the Joint Council of the State Board of Education and the Ohio Board of Regents, educators would utilize discussion and activities associated with the seven (7) standards defined for Technology.
- Standard 7: Designed World

**Anticipated Outcome**

- Creation of an education foundation upon which the student is prepared for the next level of education and later for their lifelong learning.
  - Students understand how the physical, informational and bio-related technological systems of the designed world are brought about by the design process. Critical to this will be students' understanding of their role in the designed world: its processes, products, standards, services, history, future, impact, issues and career connections.
  - Students learn that the designed world consists of technological systems\* reflecting the modifications that humans have made to the natural world to satisfy their own needs and wants.
  - Students understand how, through the design process, the resources: materials, tools and machines, information, energy, capital, time and people are used in the development of useful products and systems.
  - Students develop a foundation of knowledge and skills through participation in technically oriented activities for the application of technological systems. Students demonstrate understanding, skills and proficient use of technological tools, machines, instruments, materials and processes across technological systems in unique and/or new contexts.
  - Students identify and assess the historical, cultural, environmental, governmental and economic impacts of technological systems in the designed world.\*The technological systems areas include energy and power technologies, transportation technologies, manufacturing technologies, construction technologies, information and communication technologies, medical technologies and agricultural and related biotechnologies.

OCTOBER 2005

2020

*Tuscarawas*

**Priority**

The implementation of the seven standards is crucial to an effective proper education and training in Technology and to preparing students for the challenges of the 21st century.

**Potential Implementers**

- School boards, administrators, teachers and staff.
- The proposed "Tuscarawas 2020 Technology Implementation Board" and the Tuscarawas county Education Service Center.

**Estimated Cost**

None

**Timeline**

2005 – 2010

**Technology**

**Technology Curriculum/Training**

Kamal Bichara – Kent State University Tuscarawas

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #95]**

Establish the necessary Curriculums for proper education and training in technology in Tuscarawas County: Develop contributing members of a global economy.

**Detailed Definition**

Schools provide universal technology access to students in a resource rich learning atmosphere Teachers are adequately trained to effectively use technology in the classroom and are supported by administrators who advocate Ohio's Technology standards.

**Anticipated Outcome**

- Students will select appropriate technology resources to solve problems and support learning.
- Students will evaluate the accuracy, authority, objectivity, currency, coverage and relevance of information and data sources.
- Students will use technology to conduct research.

**Priority**

The implementation of the seven standards is crucial to an effective proper education and training in Technology and to preparing students for the challenges of the 21st century.

**Potential Implementers**

- School boards, administrators, teachers and staff.
- The proposed "Tuscarawas 2020 Technology Implementation Board" and the Tuscarawas county Education Service Center.

**Estimated Cost**

None

**Timeline**

2005–2007

**Technology**

**Technology Curriculum/Training**

Kamal Bichara – Kent State University Tuscarawas

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #96]**

Establish the necessary Curriculums for proper education and training in technology in Tuscarawas County: Best Practices of Technology usage

**Detailed Definition**

- It is recommended that a technology curriculum be developed to address the potential safety issues surrounding today's technology.
- It is also recommended that a curriculum be developed to teach our young students the proper, ethically responsible uses of technology. (example cell phone usage, cloning etc..)

**Anticipated Outcome**

Students will become mature, responsible users of technology.

**Priority**

- This curriculum is a high priority as safety is a necessity with our young adults.
- It is also appropriate as the usage of technology grows faster than society can adapt.

**Potential Implementers**

The individual School districts.

**Estimated Cost**

None

**Timeline**

2005 – 2007

**Technology**

**Technology Curriculum/Training**

Kamal Bichara – Kent State University Tuscarawas

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #97]**

Establish the necessary Curriculums for proper education and training in technology in Tuscarawas County; Establish Policies for the renewal of teacher certifications.

**Detailed Definition**

- Local professional development committees need to adopt policies for the renewal of teacher certifications. Policies should require a minimum of 3 Continuing Education Units or 1 credit hour dealing with some form of technology.
- Staff members should be trained or informed of current technological terminology, tools, applications, and methods. These training sessions could be offered in-house or through other professional development avenues. Staff members should be comfortable with including the State Academic Content Standards in the curriculum.

**Anticipated Outcome**

Training staff members to understand and become familiar with technology will assist the staff and ultimately provide a stronger comfort level in utilizing and implementing technology seamlessly with the curriculum and with classroom management.

**Priority**

This professional development is necessary and crucial to the process of advancement of technology in our school systems throughout Tuscarawas County.

**Potential Implementers**

The individual School district and the local professional development committees.

**Estimated Cost**

None

**Timeline**

2005 – 2007

OCTOBER 2005

2020

*Tuscarawas*

## Technology

### Technology Curriculum/Training

Kamal Bichara – Kent State University Tuscarawas

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#### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #98]

Establish the necessary Curriculums for proper education and training in technology in Tuscarawas County; Establish a training center for community technology access.

#### Detailed Definition

A community training center would be a great asset to train the local residents on new and emerging technologies for a better prepared workforce.

#### Anticipated Outcome

More of the county residents will have access to affordable training on various technology areas.

#### Priority

A well trained workforce is essential in meeting the economic challenges of the next decades and beyond.

#### Potential Implementers

The community and workforce development department of the Tuscarawas campus of Kent State University.

#### Estimated Cost

None, if it becomes part of the University plan.

#### Timeline

2005 - 2010

2005 – 2007

**Technology**

**Technology Curriculum/Training**

Kamal Bichara – Kent State University Tuscarawas

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #99]**

Establish the necessary Curriculums for proper education and training in technology in Tuscarawas County: Establish a Tuscarawas 2020 Technology Implementation Board.

**Detailed Definition**

- The success in making the various plans a reality hinges on an effective implementation plan and requires a collaborative effort between the various educational institutions, local government, the school boards and the Education Service Center.
- An implementation Board consisting of representatives from the various constituencies and from business and industry would be very beneficiary in effectively executing the plans described in this initiative.

**Anticipated Outcome**

A well planned implementation of the recommendations set forth in this project.

**Priority**

- High priority.
- Tuscarawas 2020 Technology Implementation Board will ensure the success of the planned activities.

**Potential Implementers**

The county officials and community and educational leaders.

**Estimated Cost**

- Varies, depending on the level of participation and financial support from business and industry.
- None, if it becomes part of the University plan.

**Timeline**

2005-2010

2005-2007

**Technology**

**Technology Curriculum/Training**

Kamal Bichara – Kent State University Tuscarawas

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #100]**

Establish the necessary Curriculums for proper education and training in technology in Tuscarawas County; Establish an “Adopt a School” program for Tuscarawas County schools.

**Detailed Definition**

- An adopt a school program would be an effective approach to establish true partnerships between schools and business and industry.
- Selected schools would be adopted by one of the major business or industries, thus creating a venue for a much closer relationship between the school and the industrial community.

**Anticipated Outcome**

Increased resources and funding and a mechanism for continuous improvement.

**Priority**

- High priority.
- The budgetary cuts faced by the schools are causing financial concerns.
- This partnership with industry can help in easing the budget crisis through external funding and added revenues and opportunities for current students and graduates.

**Potential Implementers**

School boards and administrators.

**Estimated Cost**

None

**Timeline**

2005-2010

2005-2007

**Technology**

**New Technology Development**

Ed Lee – Kimble Mixer, Inc.

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #101]**

Survey the needs of Tuscarawas County.

**Part 1**

We need more bandwidth in our county to enable growth.  
Build the infrastructure and the businesses will come.

**Priority**

Very high.

**Potential Implementers**

- Time Warner
- City of Dover
- City of New Philadelphia
- SBC
- Verizon

**Timeline**

Can not happen fast enough

**Part 2**

Develop technology contacts with all of the possible organizations and individuals within Tuscarawas County.

**Potential Implementers**

County Commissioners, Strategic Planning Group/Committee/Coordinators

**Timeline**

A.S.A.P

**Part 3**

An initial meeting of all of the interested organizations and individuals along with periodic meetings as needed.

**Potential Implementers**

County Commissioners, Strategic Planning Group/Committee/Coordinator

**Timeline**

2006

**Part 4**

Develop a mission statement.

**Potential Implementers**

County Commissioners, Strategic Planning Group/Committee/Coordinator

**Timeline**

2006

**Suggestions**

- The use of email is an easy and effective way to keep everyone informed. Technology such as Yahoo Groups could be used to establish an online forum to post messages, share ideas, ask questions, poll all members, share files and photos, post links to websites of interest, and to view all members and their contact information. This should be the responsibility of the person/group/committee in charge of coordinating the strategic plan effort or in charge of the technology plan.
- A well coordinated campaign (media and other) could make the strategic planning process recognizable to most people and make it easier and more likely that many people will participate in the process.
- Annual report of strategic planning efforts.
- Strategic planning oversight committee consisting of members of both the public and private sectors.
- An informational and interactive website for county strategic planning which contains the following:
  - Strategic plan committees and members reports on progress and outcomes, mission statement, contact information, etc.

**Technology**

**New Technology Development**

Ed Lee – Kimble Mixer, Inc.

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #102]**

Medical Technology Opportunities

**Part 1**

- We need more bandwidth in our county to enable growth.
- Build the infrastructure and the businesses will come.

**Priority**

Very high.

**Potential Implementers**

- Time Warner
- City of Dover
- City of New Philadelphia
- SBC
- Verizon

**Timeline**

Can not happen fast enough.

**Part 2**

An initial and/or annual meetings to discuss current and future technology that could help our local health care providers.

**Potential Implementers**

- Zimmer Healthcare
- Union Hospital
- Twin City Hospital

**Timeline**

2006

**Part 3**

A local, annual trade-show focusing on medical technology. Seminars could include topics such as HIPAA, Document Imaging, local hospitals (and how they can help small health care providers), etc.

OCTOBER 2005

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**Potential Implementers**

- Zimmer Healthcare
- Union Hospital
- Twin City Hospital

**Timeline**

2007

Technology

New Technology Development

Ed Lee – Kimble Mixer, Inc.

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STRATEGIC PRINCIPLE [MATIX PRINCIPLE #104]

Sharing of ideas between entities within Tuscarawas County.

**Part 1**

- We need more bandwidth in our county to enable growth.
- Build the infrastructure and the businesses will come.

**Priority**

Very high.

**Potential Implementers**

- Time Warner
- City of Dover
- City of New Philadelphia
- SBC
- Verizon

**Timeline**

Cannot happen fast enough.

**Part 2**

Develop technology contacts and facilitate meetings with all of the possible organizations and individuals within Tuscarawas County.

**Potential Implementers**

County Commissioners, Strategic Planning Group/Committee/Coordinator

**Timeline**

2006

**Part 3**

Media Campaign, Website, and IT Professionals' User Group Forum to generate interest and promote communication.

**Potential Implementers**

County Commissioners, Strategic Planning Group/Committee/Coordinator

**Timeline**

Late 2006

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**Part 4**

A local, annual trade-show focusing on technology.

**Potential Implementers**

County Commissioners, Strategic Planning Group/Committee/Coordinator

**Timeline**

2007

**Technology**

**New Technology Development**

Ed Lee – Kimble Mixer, Inc.

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #105]**

Establish a technology "incubator".

**Part 1**

- We need more bandwidth in our county to enable growth.
- Build the infrastructure and the businesses will come.

**Priority**

Very high.

**Potential Implementers**

- Time Warner
- City of Dover
- City of New Philadelphia
- SBC
- Verizon

**Timeline**

Cannot happen fast enough

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# Tourism

*Wendy Zucal*

Dennison Railroad Depot & Museum



# Tuscarawas

## Tourism

### Tourism Marketing

Darrin Lautenschleger – Muskingum Watershed Conservancy District

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#### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #106]

Marketing “Infrastructure”

##### I. LOCATION

- A. A major interstate – I-77 – exists with easy access to numerous other highways throughout and near the county.
- B. Tuscarawas County is located near the major urban areas of Cleveland, Columbus and Pittsburgh. This provides a strong market with large populations that can consider one-day, overnight and multi-night visits to the county.

##### II. ATTRACTIONS & NATURAL RESOURCES

- A. Rural setting, historical significance in the state and region and plenty of scenic and user-friendly natural resources exist in the county and the nearby region.
- B. Numerous attractions that can provide an attraction for all members of the family.
- C. The perceived slower pace of life in a rural setting, with an emphasis on family values, makes the county attractive for family getaways.

##### III. ESTABLISHED CVB & MARKETING THEME

- A. Tuscarawas County Convention and Visitors Bureau has a full-time staff and has marketed county and its attractions for nearly 20 years.
- B. “E” Campaign – The “Escape, Experience, Enjoy” campaign was launched by the CVB in 2005 as a coordinated marketing theme for the county for several years.

#### Marketing Strategies

##### I. VISITOR “WAREHOUSE”

- A. With its established expertise and veteran knowledge, the Tuscarawas County CVB should serve as the lead agency for marketing the county as a visitor destination. The CVB’s marketing strategy, methods and assets – including staff, literature, Travel Information Centers, website and other items – should be utilized to spearhead this coordinated effort. All county offices, retail outlets and attractions should refer visitors – actual and potential – to the CVB for reliable information and offers.
- B. The CVB should serve as a “visitor warehouse” for attracting visitors, assisting them and where possible, completing reservations and related sales, and conducting follow-up surveys and offers. The continued reliance of travelers on the CVB’s Internet site and its successors – [www.ohiotimelessadventures.com](http://www.ohiotimelessadventures.com) – can make this a viable opportunity for the county.

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## **II. MESSAGE/THEME**

A. Continued and consistent use of "E" theme – This should be placed on all marketing materials and be visible in all tourism-related venues. Periodic training for all tourism partners should be conducted through the CVB.

## **III. PROMOTE MESSAGE IN TUSCARAWAS COUNTY**

A. Utilize local media through periodic news releases and paid advertising to promote benefits of tourism and introduce and keep the "E" logo and theme in front of area residents. Other outlets – billboards, presentations to area officials and organizations – also exist.

B. The Tuscarawas County CVB will create a tourism roundtable of tourism and other professionals in the county to meet on a routine basis and discuss shared issues and ideas.

## **IV. PROMOTE MESSAGE TO TARGETED VISITOR AREAS**

A. Utilize advertising through direct messages produced by the CVB, co-op opportunities and event-driven methods to drive potential visitors to CVB website in the Cleveland, Columbus and Pittsburgh regions. Use current and develop additional new and seasonal messages on an annual basis for print, electronic and Internet presentations.

B. Consistent message should carry through while visitors are in the county, utilizing the wayfinding efforts begun in county in 2005.

C. The Tuscarawas County CVB also will design a message and tours of area attractions for local tourism professionals and area officials.

**Tourism****Internet Marketing**

Jason Johnson – Riverfront Antique Mall

**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #107]**

To develop a blueprint and strategy to design, implement and market a new tourism website for Tuscarawas County.

**Detailed Definition**

- 1) Develop a simple to navigate and visually appealing design that can be implemented not only for the county tourism website but by all county websites, port authority, court house, county services, etc...
- 2) Create a one-stop-shop. Implement an online system to book hotel rooms, attraction ticket purchasing and restaurant reservations. The system should be easy to use with the least amount of pages. The goal would be for visitors to have to visit only one website to get all the information they need to visit the county.
- 3) Design a website kiosk. Within the county tourism website, would be dozens of one page mini websites for all the area attractions, restaurants, hotels, retail and specialty businesses. These mini website would have business information, directions, pictures and a 30-60sec video tour. Restaurants would be encouraged to post their menus for potential visitors to view.
- 4) Assign or recruit a committee, firm or existing office to oversee the design, implementation and marketing for the new internet website and campaign. This could be made up representatives from local attractions, CVB, and website design and marketing firms. This group would set annual budget and projected budget for media buys as a county.

**Anticipated Outcome**

The efforts of the primary committee or firm would be fulfilled once a completed working and updated website is up and running and marketing plan in place. A secondary committee would be formed from the primary committee to track, maintain and implement the marketing plan. A representative will be chosen as site administrator to keep the site information up-to-date and deal with any problems that may occur.

- 1) Greater top-of-mind awareness can be obtained for local attractions, restaurants and hotels with out a website or who are currently receiving poor response from their website. This will increase traffic to their websites and hopefully their locations.
- 2) Create a single website with everything a person would need to travel to Tuscarawas County. The site will include reservation system, maps, driving directions, video tours, menus, coupons, calendar of events, online postcards, lots of photos, history of area and all information a potential visitor will need to know to travel, stay, shop and play in the county.

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3) The site could sell advertising for those wanting higher visibility. The sale of advertising could create income to offset cost of site and/or marketing.

4) Overall, the website site would enhance the local attractions and help create Tuscarawas County as a destination place.

### **Priority**

It is imperative that a group of active local leaders makes up a large percentage of the oversight committee. It will be necessary to do a fair amount of selling to get all the attractions, restaurants and hotels to buy into the idea. Many are unfamiliar with the internet or have very little understand of how this could help them.

### **Potential Implementers**

Commissioners, Chambers of Commerce, Convention and Visitors Bureau, Port Authority, Business Associations, Higher Education, Private Firm etc.

### **Estimated Cost**

\$5,000-\$15,000 plus yearly marketing budget to be determined by committee.

### **Timeline**

Process could take from 6 months to 2 years to get up and running pending on cooperation of partners.

**Tourism**

**Hospitality/Workforce Development**

Susan Reidenbach – Emerald Hospitality/Hampton Inn

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #108]**

Provide training and/or training center to increase knowledge of Tuscarawas County tourism.

**Detailed Definition**

To design and implement a curriculum that would provide present and future hospitality employees with basic knowledge of Tuscarawas County. (Examples: customer service, direction-giving, historical information, and attraction information.)

**Anticipated Outcome**

1. To provide businesses with a local tourism training program.
2. Provide a training center for future hospitality employees.

**Priority**

Development of curriculum.

**Potential Implementers**

Current hospitality managers, CVB, or similar entity.  
Also instructional courses at Buckeye Career Center or Kent State Tuscarawas.

**Estimated Cost**

Curriculum Development: \$1,000  
Training Center: \$75,000

**Timeline**

2-4 years



# Tuscarawas

## Tourism

### Special Events

Tiffany Gerber – Tuscarawas County Convention & Visitors Bureau

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#### STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #109]

To provide tools and support needed to encourage the creation of new events in Tuscarawas County that utilize unique themes related to the history and culture of area as well as utilizing available venues.

#### Detailed Definition

- Form a network of existing festival/event organizers for the purpose of fellowship, networking, education, resource sharing, marketing and lobbying. Network will act as 'sounding board' for potential new events, advocate to assist with challenges of existing events, encourage focus on true themes of historically or culturally significant festivals, assist in procurement of appropriate legal documentations and coordination of festival/event dates to lessen multiple events on same dates and encourage events on non-traditional dates.
- Utilize local media to survey residents of county to gauge need for new festivals/events or need for 'upgrade' of existing festival/events.
- Also use these outlets to recruit new committee members for all festivals/events as lack of volunteers was identified as biggest challenge.
- Join Ohio Festival and Events Association as a county to ensure that organization's tools are available to all local festivals/events.

#### Anticipated Outcome

- A partnership between existing events/festivals, County Commissioners and other governing parties, county agencies such as the Convention and Visitors Bureau, Historical Society, etc. will work together to accomplish the following goals:
- Ensure existing festival/event themes are being represented at events.
- All festival/event planners work together for a master marketing plan to promote Tuscarawas County as 'The Festival Capitol of Ohio' or similar moniker.
- To form new festival/events to address the popular interest of visitors based on national trends.
- Work with surrounding counties to create regional calendar of events that will allow better date coordination.
- Be sure that not only historic or cultural themes are well represented but also that unique venues in the county are not only utilized but also are 'event-friendly'.

#### Priority

Kick-off summit for all festival/event organizers in county as well to establish Network and prioritize goals and begin survey of residents and tourism industry to list types of festivals/events needed in area.

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#### **Potential Implementers**

Festival/Event Network (when created), Convention and Visitors Bureau, County Commissioners, Chamber, Hospitality Association, KSU-Tuscarawas Campus, Historical Society, Media.

#### **Estimated Cost**

- \$5,000
  - Membership in Ohio Festival and Events Association (\$100 at most)
  - Cost of Summit (\$1,500 estimated)
  - Mailings/Advertising and distribution of survey locally (\$2,000)
  - Marketing partnerships-full color events brochure-website (\$1,400)

#### **Timeline**

- This network could be in place by Spring '06 and would annually survey community and provide tools for local festivals/events.
- Summit could be held in conjunction with Tourism Summit hosted by Convention and Visitors Bureau in January '06.

**Tourism****Special Events**

Tiffany Gerber – Tuscarawas County Convention & Visitors Bureau

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #109]**

Coordinate all aspects of marketing the county (tourism and recreation, business retention / workforce development / education / the arts / etc.).

Parlay partnerships among different community components to increase County's recognition and buying power.

**Detailed Definition**

- Develop or adopt a brand identity for the County. (example: Escape...Experience...Enjoy!). An existing brand could be used or Economic Development partners such as the CVB, Chamber, CIC, Port Authority, Commissioners, etc. with input from the community, could hire a firm to coordinate (or accomplish internally) an agreed-upon brand for the county.
- Buy in from all sectors. This would need to be sold to the community as well as all industries especially our largest and most recognized employers. It would take total buy-in from all parties to be successful. Unorthodox partnerships would be possible (example: Ferris Chevrolet may buy advertising in the Canton/Akron market for the Fourth of July. A potential partner could be First Towne Days to also promote the event.
- A key component will also be coordination of marketing within economic development segments. Each would need to have a marketing subcommittee in place to address their segment's specific needs for media buys and ad placement. (Example: The Convention and Visitors Bureau would need to coordinate with all tourism partners to further the impact of the county's message.)
- Assign or recruit a committee, firm or existing office to oversee the marketing coordinator for all segments as a unified community effort. This could be made up of ambassadors to each industry segment (see potential implementers) This group would set an annual budget and projected budget for media buys as a county.

**Anticipated Outcome**

- The Coordinated marketing effort would form a cohesive 'face' for the County.
- Advertisements or other marketing efforts would, over time; become easily identifiable both to potential customers (retail shoppers, touring visitors, new industry, potential new residents and potential students) and to the residents of the community.
- Also: Open marketing opportunities to small businesses or business sectors that previously had little or no marketing budget.

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- Create an identity for the County that has large-scale popular brand recognition (example, I Love New York! Experience Columbus). This brand would identify all aspects of the county including: tourism, new industry, tech jobs, educations, shopping, special events, large-scale retail, etc.
- Utilize a fund of marketing dollars with buy-in from partners for larger, more frequent and up-scaled media buys. (example: a 2-page ad in 'Ohio Magazine' featuring not only summer events and attractions but also opportunities at KSU-Tuscarawas Campus, employment opportunities at Union Hospital, available industrial sites and retirement communities). In many cases, a large media placement can lead to additional editorial coverage.
- Overall, this program would promote Tuscarawas County's Quality of Life in every aspect. This would also bring many organization together to set and reach like goals.

## **Priority**

A partnership among all organizations in Tuscarawas County who do any marketing outside of the county with support and input from the Commissioners and local media is needed. "Leaving agendas at the door" is the necessary first step.

## **Potential Implementers**

Commissioners, Chambers of Commerce, Community Improvement Corporation, Convention and Visitors Bureau, Port Authority, Business Associations, Industrial Companies, Medical facilities, Higher Education, etc.

## **Estimated Cost**

To be determined by partners.

## **Timeline**

To be determined by partners.

**Tourism****Heritage/Tourism Grants**

Tiffany Gerber – Tuscarawas County Convention &amp; Visitors Bureau

**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #110]**

To establish a county-wide grant fund to be used for the purpose of tourism marketing and promotion, preservation of historic attractions and seed money for establishing new attractions.

**Detailed Definition**

- Take existing grant dollars from Convention and Visitors Bureau and combine with other partners to form an umbrella fund to be defined in categories such as:
- Marketing and promotion – dollars to be used for promotion of attractions or events through print advertising and other media buys, brochure production and distribution, signage and market research.
- Preservation of historic attractions – dollars to be used for preservation of historic integrity of attraction buildings, addressing Americans with Disabilities Act needs, and other ‘bricks and mortar’ issues.
- Seed money for establishing new attractions – grant dollars or revolving loan pool for feasibility studies, business plans, market research, and business recruitment.

**Anticipated Outcome**

- Increasing existing tourism grant dollars available in the county from \$10,000 to a larger amount to be determined by partners.
- Increasing the scope of the grant program to meet the needs of existing and potential new tourism products.
- Increasing the visibility of the Tuscarawas County product through large-scale marketing efforts with a common brand (requirement of the grant). For example: “Escape...Experience...Enjoy!”
- Supporting the structural and historical integrity of public attraction buildings and grounds.
- Ensuring the safety of the visiting public and ensuring the comfort of visitors with physical needs.
- Ensuring a quality of life for those working or living in the county full of rich culture, fun activities, learning opportunities and community pride.

**Priority**

- Inventory potential funding partners and determine budget and organization of the program.
- Appoint committee charged or organization with administering the grant dollars.

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## Potential Implementers

- Tuscarawas County Convention and Visitors Bureau currently has \$10,000 budgeted for the purpose of marketing the county's tourism product – Could be administrator of a larger grant pool.
- Tuscarawas County Commissioners with a commitment of additional funding for the grant pool.
- The benefit to the Commissioners would be a significant decrease in time spent considering requests for tourism or heritage-related funding that could be directed to the grant administrator.
- Local foundations (ex. Reeves Foundation, Rosenberry Foundation, Tuscarawas Community Foundation) and state or federal partners (ex. Governor's Office of Appalachia, Appalachian Regional Commission, USDA, Rural Development) who could commit a predetermined amount per year for the tourism grant program.
- Private low-interest loan networks such as The Progress Fund which currently exists in Appalachian Pennsylvania and West Virginia. The Fund is currently negotiating with the office of the Governor, the Ohio Division of Travel and Tourism and the Governor's Office of Appalachia as well as financial institutions within the state to establish an Progress Fund office in Appalachian Ohio to represent the 29 Appalachian counties of Ohio.
- This program could be partnered with other granting programs and administered through the proposed County Vision Center.

## Estimated Cost

- \$100,000
- Tuscarawas County Convention and Visitors Bureau: \$10,000
- Tuscarawas County Commissioners: \$20,000
- Local Foundations: \$30,000
- State or Federal partners: \$20,000
- Other partners: \$20,000

## Timeline

The Convention and Visitors Bureau plans to offer the Grants Assistance Program \$10,000 pool of marketing dollars in Spring '06. A committee of potential partners could administer those monies along with the CVB board to gauge the necessity of a larger tourism grant fund. The larger more comprehensive grant fund could be established by Spring '07 with a slightly increased budget and an increase per year up to the 20-year goal of this program.

**Tourism**

**Vision Center**

Dee Grossman-Tasker – Tuscarawas County Convention & Visitors Bureau

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #111]**

Multi-county collaboration w/ regional access for visitors and residents. Balancing multiple points of interest with a common theme of economic development and will offer enrichment to visitors through displays, information, and service.

**Detailed Definition**

- The vision center will be housed in the Tuscarawas County CVB which will offer state of the art communications and will be a place where visitors will become familiar with the region.
- Someone unfamiliar with the region that is looking to spend money, relocate or start a business in the area. They will find displays, information, sales, and services.

**Anticipated Outcome**

- Displays: proposed drawings for expansion at areas schools, recreational facilities, or industrial locations.
- Informational: materials for festivals and events, including bylaws, templates for TIC operations, or case studies.
- Sales: unusual or handmade local items all under one roof.
- Services: website access, ticketing for events, or hotel packages.

**Priority**

1. Upgrade computer and knowledge of “packages”.
2. Begin library of resources.

**Potential Implementer**

Tuscarawas Country Convention and Visitors Bureau

**Estimated Cost**

- Equipment: \$2,000
- Staff: \$8,000

**Timeline**

Begin 1/01/06; Completion 1/01/08

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**Tourism**

**Parks/Recreation**

Dan Rice – Ohio & Erie Canalway Coalition

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #112]**

Tuscarawas County Park Department

**Detailed Definition**

The Tuscarawas County Park Department seeks to partner with local communities and non-profit organizations to develop a countywide network of trails and parks, promote agricultural land and green spaces, stimulate community and economic standpoint and enhance the quality of life for the citizens of Tuscarawas County.

**Anticipated Outcome**

Develop a countywide strategy and network of trails and green spaces for the citizens of Tuscarawas County.

**Priority**

Development of Tuscarawas County trail and green space plan.

**Potential Implementers**

Tuscarawas County units of government, County Engineer, CVB, Corporations, Farm Bureau, Businesses, Trail Users, Citizens of Tuscarawas County.

**Estimated Cost**

Unknown at this point.

**Timeline**

5-10 years

**Tourism**

**Motorcoach/Group Travel**

Mark Warther - Warther Carvings

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #113]**

Work with potential implementers to develop a yearly seminar where local partners are involved in creating specific marketing tools that will entice various target markets to the county, as well as educating tourism partners on existing opportunities.

**Detailed Definition**

Focus on creating the following tools:

- \* Power point Tourism program that can be used by motorcoach companies, receptive operators, group leaders and corporate tour planners to build future business.
- \* Add a specific "Motorcoach/group Tour" link to existing county tourism website.
- \* Have the county contract with receptive operators to bring tours to the county.
- \* Consider making Trumpet-In-the-Land indoors so that groups can see the play year round and during bad weather.
- \* Develop a County Dinner Theater to fill the important void of entertaining visitors in the evenings.
- \* Broaden the range of existing Tour itineraries to attract other target groups, including youth, visitors traveling by car, visitors interested in specific landmarks.
- \* Focus on our existing historic sites to develop and promote an "Ohio History Youth Tour".

**Potential Implementers**

Tuscarawas County Commissioners, Tuscarawas County CVB, Convention and Visitors Bureau, area sites, attractions, hotels and area receptive operators.

**Estimated Cost**

\$20,000-\$50,000

**Timeline**

Overall timeframe should take between 6 months to one year.

**Tourism**

## **Date Clearinghouse/Event Calendar**

Kent Watson – Marlite

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**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #114]**

To develop a outline to design, implement and maintain a Date Clearinghouse of “all” events scheduled in Tuscarawas County.

**Detailed Definition**

- 1)Design a simple Date Clearinghouse Department to maintain and update a calendar of upcoming events.
- 2)The Department would be easily accessible for event planers to list their upcoming events. With the use of written, phoned in or e-mailed information the Department would maintain this calendar.
- 3)The updated calendar would be available to view on a web site or other types of systems maintained by the Department.

**Anticipated Outcome**

With the calendar being available to anyone, at anytime, the information would be used to increase the attendance of events and also the events could be scheduled so they do not overlap or conflict with each other. It also could be used to scheduled events that would be compatible to each other. With the use of the calendar the visitor or local resident can plan their visits accordingly.

**Priority**

Should be listed as a “TOP” Priority. This calendar is currently being maintained very meticulously by the Convention and Visitors Bureau and additional funds would allow them to expand it to be all inclusive of events in the county.

**Potential Implementers**

Tuscarawas County Commissioners, Chamber of Commerce, Convention and Visitors Bureau, Event Planners and Committees.

**Estimated Cost**

Cost should be between \$ 18,000.00 to \$25,000.00 annually for salary, equipment purchase and Wed Site maintenance.

**Timeline**

Overall timeframe should take between 6 months to one year.

**Tourism****Downtown Destinations/Infrastructure**

Dave Beachy – Beachy’s Country Chalet

**STRATEGIC PRINCIPLE [MATRIX PRINCIPLE #115]**

To develop a plan in which downtown areas throughout Tuscarawas County can access downtown planning information and financial assistance to improve and promote their downtown areas to attract tourism and spark economic development.

**Detailed Definition**

Tuscarawas County is fortunate to have many active, aggressive downtown organizations working diligently in improving their communities and focusing on increasing tourism. However, they need assistance in finding potential funding, creating partnerships, and connecting with folks who have expertise in implementing these plans.

**Anticipated outcome**

1. Information, assistance and funding will be accessible for downtown improvement studies. The county's economic development committee will be a resource for contacts, grants, etc.
2. The County's downtowns will be "User Friendly". County Commissioners will approve a plan for a consistent, standard signage program that will be used county-wide. Each community should develop their own unique signage within their borders to work with the county system.
3. City Governments will be encouraged to improve their downtown areas through: available matching funds, consistent tourism information, coordinated county-wide marketing, accessible information available in downtown areas, cooperation between communities with tourism and business to encourage tourists, and a continual push to improve downtowns.

**Priority**

- Seed money or in-kind labor assistance to be a catalyst to completing planning process.
- Perhaps a grant program can be implemented.

**Potential Implementers**

Community leaders, elected leaders, Tuscarawas County economic directors.

**Estimated Cost**

\$5,000 to \$10,000 to start, increasing over time.

**Timeline**

- Immediately, with first wave of funding in 6 to 12 months.
- This will be an ongoing service to communities.

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# Appendices

Strategic convergence principles matrix

Tuscarawas 2020 leadership

Tuscarawas 2020 participants  
Sorted by last name

Tuscarawas 2020 participants  
Sorted by task team

Tuscarawas 2020 Vision Implementation Partnership Form

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## Appendix

Strategic convergence principles matrix

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## Appendix

Tuscarawas 2020 leadership

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## Tuscarawas 2020 Leadership

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### EDUCATION & WORKFORCE TRAINING

#### TEAM LEADER

*Gregg Andrews*

KSU Tuscarawas

#### BUSINESS/EDUCATION LINKAGES

*Flo Smith*

KSU Tuscarawas

#### HEALTHCARE

*Darwin Smith*

Union Hospital

#### INDUSTRY

*Dan Kattenbaugh*

JLG Industries, Inc.

#### POST-SECONDARY

*Fran Haldar*

KSU Tuscarawas

*Pam Patacca*

KSU Tuscarawas

#### PRE-K THROUGH GRADE 8

*Bob Hamm*

Dover City Schools

#### SERVICE/KNOWLEDGE

*Trent Troyer*

First Federal Community Bank

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Tuscarawas 2020 Leadership

EDUCATION & WORKFORCE TRAINING

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VOCATIONAL/CAREER EDUCATION

*Eugene Fries*

Retired

*Erin VanFossen*

Buckeye Career Center

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## Tuscarawas 2020 Leadership

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### JOBS

#### TEAM LEADER

*Harry Eadon*

Tuscarawas County Port Authority

#### AGRI-BUSINESS

*Chris Zoller*

Ohio State University Agricultural Extension

#### BUSINESS FINANCE

*Mike Welsh*

Advantage Bank

#### MARKETING/MEDIA

*Gary Petricola*

WJER Radio

#### RETENTION/EXPANSION OF LARGE/MEDIUM EMPLOYERS

*Mike Lauber*

Tusco Display

#### RETENTION/EXPANSION OF SMALL BUSINESS/BUSINESS INCUBATION

*Pat Comanitz*

Kent State University Tuscarawas Small Business Development Center

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## Tuscarawas 2020 Leadership

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### QUALITY OF LIFE

#### TEAM LEADERS

*Bill Harding*

Union Hospital

*Susan Hagloch*

Retired

#### CULTURE

*Cindy Lombardo*

Tuscarawas County Public Library

#### ENVIRONMENT

*Jon Elsasser*

The Timken Company

#### PROMOTIONS

*Carey Gardner*

Union Hospital

#### RECREATION/SPORTS

*Keith Lands*

Tuscarawas County YMCA

#### TRANSPORTATION/INFRASTRUCTURE

*Joe Bachman*

Tuscarawas County Engineer

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## Tuscarawas 2020 Leadership

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### TECHNOLOGY

#### TEAM LEADER

*Mike Horan*

EdgeTech, I.G.

#### TECHNOLOGY CURRICULUM/TRAINING

*Kamal Bichara*

Kent State University Tuscarawas

#### INFORMATION TECHNOLOGY INFRASTRUCTURE

*Ted Gentsch*

Lauren Manufacturing Company

#### NEW TECHNOLOGY DEVELOPMENT

*Ed Lee*

Kimble Mixer, Inc.

#### TUSCARAWAS REGIONAL TECHNOLOGY PARK

*Heinz Stucki*

Tuscarawas Community Improvement Corporation

#### TECHNOLOGY MARKETING

*Tim Tarulli*

Tarulli Video Productions

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## Tuscarawas 2020 Leadership

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### TOURISM

#### TEAM LEADER

*Wendy Zucal*

Dennison Railroad Depot & Museum

#### CREATION OF SPECIAL EVENTS

*Tiffany Gerber*

Tuscarawas County Convention & Visitors Bureau

#### DATE CLEARINGHOUSE/EVENT CALENDAR

*Kent Watson*

Marlite

#### DOWNTOWN DESTINATIONS/INFRASTRUCTURE

*Dave Beachy*

Beachy's Country Chalet

#### HERITAGE/TOURISM GRANTS

*Tiffany Gerber*

Tuscarawas County Convention & Visitors Bureau

#### HOSPITALITY/WORKFORCE DEVELOPMENT

*Susan Reidenbach*

Emerald Hospitality/Hampton Inn

#### INTERNET

*Jason Johnson*

Riverfront Antique Mall

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*Tuscarawas*

## Tuscarawas 2020 Leadership

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### TOURISM

#### MARKETING

*Darrin Lautenschleger*

Muskingum Watershed Conservancy District

#### MOTORCOACH/GROUP TRAVEL

*Mark Warther*

Warther Carvings

#### PARKS/RECREATION

*Dan Rice*

Ohio & Erie Canalway Coalition

#### VISION CENTER

*Dee Grossman-Tasker*

Tuscarawas County Convention & Visitors Bureau

#### WAYFINDING

*Dee Grossman-Tasker*

Tuscarawas County Convention & Visitors Bureau

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## Appendix

Tuscarawas 2020 participants  
Sorted by last name



# Tuscarawas

## Tuscarawas 2020 Participants

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Sorted by last name

### A

Abbuhl, Chris  
Albaugh, Diane  
Andrews, Gregg  
Angelozzi, Lynn  
Arnett, Bill

### B

Bache, Mickey  
Bachman, Joe  
Bailey, Steve  
Baldwin, Gale  
Barr, John  
Bauer, Brian  
Bausch, Adam  
Beachy, Dave  
Beachy, Mary  
Beamer, Bob  
Bichara, Kamal  
Bigford, Cathy  
Birney, Carla  
Blackwell, Chrissy  
Bollon, Barb  
Bonamico, Margaret  
Boyd, Diana

Brick, Janet  
Burdette, Laurell

### C

Cable, Dennis  
Campbell, Mary Ellen  
Cardani, Kris  
Carpenter, John  
Carroll, Paul  
Carrothers, Jim  
Cascioli, Barbara  
Celuch, Jim  
Cerretto, Sarah  
Chenal, Sandra  
Chowdhury, A.J. (Raj)  
Clark, Sally  
Clarke, Robert  
Clay, Jane  
Clouse, Linda  
Comanitz, Pat  
Conrad, Chad  
Copeland, Chris  
Correll, John  
Cottis, Cathy  
Couts, Cindy

Coventry, Jon  
Crocker, Joe  
Cronebaugh, Jonna  
Culpepper, Pat

### D

Davis, Linda  
Day, Joel  
Deeds, Charles  
DeVecka, Dan  
DiDonato, Greg  
Douglas, David  
Dunn, Steve  
Durisen, Brenda

### E

Eadon, Harry (Jr.)  
Eberle, Kelli  
Ecklund, Jeff  
Edwards, Teri  
Elsasser, Jon  
Elvin, Cassie  
Elvin, John  
Espenschied, Joyce  
Eylon, Amir

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# Tuscarawas

## E

Fanti, Andrea  
Farbizo, Tom  
Feagler, Pam  
Fearon, Alfred  
Feller, John  
Finnell, Scott  
Fogler, Bob  
Franz, Beth  
Fries, C. Eugene (Jr.)

## G

Gardner, Carey  
Gardner, Virginia  
Gauvey, Beth  
Geers, Lisa  
Geib-Hanner, Anne  
Geist, Bill  
Gentsch, Ted  
Gerber, Tiffany  
Gibson, Don  
Glessner, Carol  
Gray, Kevin  
Griffith, Nancy  
Grossman-Tasker, Dee

## H

Hackenbracht, Tom  
Hagloch, Susan  
Haldar, Fran  
Hall, Jerry  
Hamm, Bob  
Handrich, Marsha  
Haney, Tracy  
Harding, Bill  
Harding, Rona  
Harrison, Ted  
Hartzler, Fred  
Harvey, Jody  
Hassler, Karl  
Heid, Bill  
Hellem, Peggy  
Herzig, John  
High, Bill  
Hitchcock, Sam  
Hootman, Jeff  
Hossler, Carol  
Houser, John  
Hovan, Mike  
Hubert, Jane  
Hummel, James

## J

Jenkins, Karen  
Johnson, Eric  
Johnson, Fritz  
Johnson, Jason  
Jones, Joanne  
Jones, Thom

## K

Kaltenbaugh, Dan  
Karl, John (Jr.)  
Kinsey, Cheryl  
Klaiber, Arnold  
Kopp, Kirk  
Kovach, Tia

## L

Lahm, Dick  
Lahmers, Jerry  
Lands, Keith  
Lauber, Mike  
Laughlin, Craig  
Lautenschleger, Darrin  
Lautzenheiser, Matt  
Lawver, Bill  
Lebold, Richard  
Lee, Cindy

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Lee, Ed

Limbaugh, Patty

Little, John

Lombardo, Cindy

Louscher, Sue

## M

Mahaffey, Mark

McCartney, Joe

McClavem Mary Lee

McConnell, Denise

McKeown, Barb

Meek, Donald

Menges, Earl

Metzger, Kerry

Miceli, John

Michels, Bob

Middaugh, Jeri

Miller, Cindy

Miller, Rod

Miller, Sherry

Moore, Donna

Mueller, Robert

Myers, Jim

## P

Paluszka, Melanie

Patacca, Pam

Peterman, Dale

Petricola, Gary

Picchetti, Jim

Pipes, Scott

Pottmeyer, Jack

## Q

Quicksall, Don

## R

Radabaugh, Alice

Ramsell, Michelle

Rathburn, Keith

Reed, Mike

Regula, Charles

Reidenbach, Susan

Reifenschneider, Karen

Reifenschneider, Mike

Reiger, Rick

Rembert, Lois

Reymond, George

Rice, Dan

Ritzert, Matt

Robinson, David

Robinson, Roger

Robinson, Scott

Ross, Marlene

Rybarczyk, Daniel

## S

Salapack, Aaron

Schumacher, Ed

Schyock, Bill

Seldenright, Jim

Senko, Debbie

Septer, Ron

Shade, Harold

Sheppard, Fritz

Simmelink, Tom

Smith, Darwin

Smith, Flo

Spring, Kathy

Sprowls, Pam

Stevens, Randy

Stevens, Tracy

Stewart, Rob

Stoldt, Jody

Stucki, Heinz

Sulzener, Paula

Swartzenwelder, Jane

## T

Tarulli, Tim

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# Tuscarawas

Taylor, Mike

Thorn, Gene

Treciak, Bill

Triplett, Jackie

Troyer, David

Tucker, Jeff

## V

Van de Vusse, Jennifer

VanEpps, Dan

VanFossen, Erin

Varrati, Barb

Vesco, Eleanor

Voshall, Dorothy

## W

Waltz, Robin

Warkall, Mike

Warther, Mark

Wassem, Judy

Watson, Kent

Welsh, Mike

Whalen, George

Wheeler, Lorrie

Whitis, Merle

Wills, Doug

Wilson, Stephenie

Wright, Kathy

Wyrie, Pauline

## Y

Yackey, Jon

Yates, Mike

## Z

Zoller, Chris

Zucal, Wendy

Zumbar, Adrian

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## Appendix

Tuscarawas 2020 participants  
Sorted by task team

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## Tuscarawas 2020 Participants

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Sorted by task team

### Education & Workforce Training

Andrews, Gregg	Hamm, Bob	Shade, Harold
Angelozzi, Lynn	Herzig, John	Simmelink, Tom
Bailey, Steve	Hummel, James	Smith, Darwin
Barr, John	Jenkins, Karen	Smith, Flo
Bauer, Brian	Johnson, Fritz	Stevens, Tracy
Beamer, Bob	Jones, Thom	Stoldt, Jody
Birney, Carla	Kaltenbaugh, Dan	Stucki, Heinz
Boyd, Diana	Kinsey, Cheryl	Triplett, Jackie
Conrad, Chad	Limbaugh, Patty	Troyer, David
Coventry, Jon	Louscher, Sue	Tucker, Jeff
Deeds, Charles	McCartney, Joe	VanFossen, Erin
Dunn, Steve	Moore, Donna	Waltz, Robin
Elvin, Cassie	Patacca, Pam	Warkall, Mike
Elvin, John	Petricola, Gary	Whalen, George
Fogler, Bob	Picchetti, Jim	Whitis, Merle
Franz, Beth	Pipes, Scott	Wilson, Stephenie
Fries, C. Eugene (Jr.)	Pottmeyer, Jack	Yackey, Jon
Gauvey, Beth	Ramsell, Michelle	
Geib-Hanner, Anne	Rembert, Lois	
Gibson, Don	Ritzert, Matt	
Hackenbracht, Tom	Robinson, David	
Haldar, Fran	Seldenright, Jim	
Hall, Jerry	Senko, Debbie	

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## Tuscarawas 2020 Participants

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Sorted by task team

### Jobs

Abbuhl, Chris	Thorn, Gene
Arnett, Bill	Treciak, Bill
Carroll, Paul	Troyer, David
Carrothers, Jim	Varrati, Barb
Cascioli, Barbara	Welsh, Mike
Comanitz, Pat	Wills, Doug
Culpepper, Pat	Wright, Kathy
Eadon, Harry (Jr.)	Zoller, Chris
Finnell, Scott	Zumbar, Adrian
Gibson, Don	
Harding, Bill	
Harding, Rona	
Hartzler, Fred	
Hootman, Jeff	
Lauber, Mike	
Laughlin, Craig	
Lee, Ed	
Metzger, Kerry	
Petricola, Gary	
Septer, Ron	
Simmelink, Tom	
Smith, Darwin	
Taylor, Mike	

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## Tuscarawas 2020 Participants

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Sorted by task team

### Quality of Life

Abbuhl, Chris	Regula, Charles
Bachman, Joe	Reymond, George
Baldwin, Gale	Ritzert, Matt
Chenal, Sandra	Robinson, Scott
Couts, Cindy	Schumacher, Ed
DiDonato, Greg	
Elsasser, Jon	
Farbizo, Tom	
Feagler, Pam	
Gardner, Carey	
Hagloch, Susan	
Harding, Bill	
Heid, Bill	
Karl, John (Jr.)	
Klaiber, Arnold	
Lahmers, Jerry	
Lands, Keith	
Lombardo, Cindy	
Middaugh, Jeri	
Miller, Rod	
Myers, Jim	
Quicksall, Don	
Radabaugh, Alice	

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## Tuscarawas 2020 Participants

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Sorted by task team

### Technology

Albaugh, Diane	McCartney, Joe
Andrews, Gregg	Reed, Mike
Bichara, Kamal	Reymond, George
Bigford, Cathy	Robinson, Roger
Carpenter, John	Salapack, Aaron
Chowdhury, A.J. (Raj)	Schyock, Bill
Crocker, Joe	Simmelink, Tom
Day, Joel	Stucki, Heinz
DeVecka, Dan	Tarulli, Tim
Ecklund, Jeff	VanEpps, Dan
Gentsch, Ted	Yates, Mike
Gibson, Don	
Gray, Kevin	
Harrison, Ted	
Harvey, Jody	
Hassler, Karl	
Hossler, Carol	
Hovan, Mike	
Johnson, Eric	
Jones, Joanne	
Lawver, Bill	
Lee, Ed	
Mahaffey, Mark	

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## Tuscarawas 2020 Participants

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Sorted by task team

### Tourism

Bache, Mickey	Feller, John	McKeown, Barb
Bachman, Joe	Geers, Lisa	Meek, Donald
Bausch, Adam	Geist, Bill	Menges, Earl
Beachy, Dave	Gerber, Tiffany	Miceli, John
Beachy, Mary	Glessner, Carol	Miller, Cindy
Blackwell, Chrissy	Griffith, Nancy	Miller, Sherry
Bonamico, Margaret	Grossman-Tasker, Dee	Mueller, Robert
Cable, Dennis	Handrich, Marsha	Paluszka, Melanie
Cardani, Kris	Haney, Tracy	Peterman, Dale
Celuch, Jim	Hellem, Peggy	Rathburn, Keith
Clark, Sally	High, Bill	Reidenbach, Susan
Clay, Jane	Hitchcock, Sam	Rice, Dan
Copeland, Chris	Houser, John	Ross, Marlene
Correll, John	Hovan, Mike	Rybarczyk, Daniel
Cronebaugh, Jonna	Johnson, Jason	Sheppard, Fritz
Douglas, David	Lahm, Dick	Spring, Kathy
Durisen, Brenda	Lahmers, Jerry	Stevens, Tracy
Eadon, Harry (Jr.)	Lautenschleger, Darrin	Stucki, Heinz
Eberle, Kelli	Lautzenheiser, Matt	Sulzener, Paula
Elsasser, Jon	Lebold, Richard	Swartzenwelder, Jane
Espenschied, Joyce	Lee, Cindy	Van de Vusse, Jennifer
Eylon, Amir	Little, John	Vesco, Eleanor
Fearon, Alfred	McConnell, Denise	Voshall, Dorothy

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Warther, Mark

Wassem, Judy

Watson, Kent

Wyrie, Pauline

Zoller, Chris

Zucal, Wendy

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## Appendix

Tuscarawas 2020 Vision Implementation Partnership form

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## Vision Implementation Partnership Form

Organization \_\_\_\_\_

Representative \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Primary Phone Number \_\_\_\_\_

Primary Fax Number \_\_\_\_\_

Primary E-mail Address \_\_\_\_\_

Authorization Signature \_\_\_\_\_

As a Vision Implementation Partner, our organization/business/group supports Tuscarawas 2020 and the future it describes for the Tuscarawas Valley. How do we adopt a strategy? It's easy!

**STEP 1:** Select a specific strategy (or set of strategies) from the Tuscarawas 2020 plan and, if appropriate, list the organization(s) you believe you could work with in an alliance to accomplish that strategy (or set of strategies). Feel free to attach additional Vision Implementation Partnership Forms, if necessary. An example is shown.

Task Team	Strategy Provide number and details	Potential Partner(s) Organization, contact name, and contact information
Technology	88) Improved broadband access.	XYZ Technologies, Inc. Joe Jones – (330) 555-1234

**STEP 2:** Identify a benchmark or outcome to measure your progress, and develop action steps for implementation for each strategy adopted. An explanation is on the reverse side of this form. Submit your benchmark(s), outcome(s) and action steps to Tuscarawas 2020 at the postal address, fax number or e-mail address shown below. The progress and outcome(s) will be reviewed annually so that we, the citizens of the Tuscarawas Valley, may celebrate our successes.

*Tuscarawas 2020*

1323 Fourth Street NW New Philadelphia, Ohio 44663  
Fax (330) 343-6526 E-mail [info@tusc2020.com](mailto:info@tusc2020.com)

[www.tusc2020.com](http://www.tusc2020.com)

## Developing a Benchmark and Action Steps for Implementation of a Strategy

Discuss within your organization which strategy (or strategies) you desire to adopt. You may want to take the strategy to your organization's board of directors or an executive committee for review and endorsement.

Identify the opportunity or challenge presented by the strategy. **DO NOT CHANGE THE STRATEGY IN ANY WAY.**

Establish a measurable benchmark, and think about the steps that would have to occur in order for your organization to be successful at meeting the benchmark. We will measure our progress annually. If we are successful, we'll celebrate! If not, we'll determine how we can review, revise and refocus our efforts in order to be successful.

### Developing a measurable benchmark that aligns with the Tuscarawas 2020 vision.

- A benchmark is an annual measurement for a particular strategy (or set of strategies) that aligns with the Tuscarawas 2020 vision.
- An example of an Education benchmark might read something like this: "All elementary schools will meet/exceed State of Ohio proficiency testing standards." From there, the strategy may be similar to this: "Secure the active involvement of at least 1,000 Tuscarawas Valley residents in an elementary mentoring program." The benchmark for an organization interested in this strategy could be this: "ABC Company will provide seven (7) staff members to participate in a weekly elementary mentoring program within our local school district."

### Action steps.

- Identify possible staff, assess their interest in the specific strategy (or strategies) and gain their commitment to the strategy. (In this case, find out who is genuinely interested in a commitment to mentoring elementary students.)
- Contact the appropriate organizations directly involved with the strategy and find out how to get involved. (In this case, local elementary schools would provide information on this type of program.)
- Attend any necessary training and/or orientation. (In this case, there may be specific requirements for different schools and school districts.)
- Take action! (In this case – start mentoring!)

### Implementation.

- Implement your organization's commitment.
- Analyze your organization's progress on a regular basis, and make necessary changes.
- Be persistent. Don't quit! Stick with the process until you have success.

Once you have identified your benchmark and your action steps, please forward them to Tuscarawas 2020. Contact information is listed on the reverse side of this form.

Tuscarawas 2020 will contact you annually for a progress update on the strategy (or strategies) your organization has adopted.

**Thank you for being a part of Tuscarawas 2020. Good luck!**