


FOCUS

SPRING 2014 | VOL. VII, NO. 1



You Can Get There From Here

Region works to capitalize
on Dayton as prime location
for Distribution and Logistics

**Mayor Nan Whaley
discusses her ideas for
growing the Dayton region**

**The Dayton Dragons:
The economic impact of
15 years in the region**

DAYTON

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President's Message

FOCUS on Logistics



With the most-recent news and construction of a 1.8 million square-foot logistics and distribution center hub here in our region, many more are realizing the importance location can play when making decisions on where to locate key distribution centers ... whether they are B2C or B2B. This new development, currently referred to as Project Walnut, will in short order have a much more expanded public face. It comes on the heels of a historically strong distribution system

network tied directly or indirectly to Ohio manufacturing or Midwest imports. Additionally, we have seen in recent years the growth of Payless/Collective Brands; Caterpillar; White Castle; Meijer; and others who now call our region home ... at or near the junction of I-70 and I-75. These well-known brands mean thousands of jobs with the ability to grow more or attract others to our area.

This issue of FOCUS brings additional light to this growing industry by informed leaders, backed up by a nationally recognized consulting report done by the St. Onge Group. It clearly makes the case that location ... like that for many other industries ... is a key factor as to where companies will invest their capital in order to recoup the best possible return. Some will say ... "we already knew that." Agreed, but it doesn't hurt having a nationally recognized consultant confirm that fact and help carry that water for us to developers around the country.

These new expansions are indeed important opportunities, but the work is clearly not over. Companies will still analyze a number of factors in deciding when and where to locate:

- Location
- Access to capital
- Available land
- Regulatory environment
- Ready workforce
- Costs of doing business
- Tax structure
- Infrastructure
- Water
- Quality of life

These are only 10 factors, but are important to those making the final decisions. We compete well in most ... some better than others ... some are improving. A skilled and ready workforce is one we are improving, but we can do more. A recent trip by community leaders to Plainfield, Indiana, an already successful distribution hub near Indianapolis, may provide us even more insight as to how we can learn from their best practices of providing a well-trained, motivated and ready logistics workforce like they have that can be modeled here and insure our region is one of the best and most competitively advantaged regions for logistics and supply-chain management east of the Mississippi; one ready to carve out more of this niche for future jobs and business growth.

Phillip Parker
President/CEO
Dayton Area Chamber of Commerce

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You Can Get There FROM HERE

Region works to capitalize on Dayton as a prime location for distribution and logistics

By Vince McKelvey | Photos by Gregory Opt, the Graphic Image

In the middle of an industrial park in Plainfield, Ind., Vincennes University has a 30,000-square-foot Logistics Training and Education Center devoted to preparing people for jobs in the distribution-center and the supply-chain industry.

It's an intriguing idea to Dayton area economic development officials, who say a ready workforce is one important way to bolster the region's burgeoning distribution and logistics industry.

And local officials are working aggressively to bolster that industry.

"Obviously, we're seeing some victories in this sector of the economy, with Payless, with Caterpillar," said Montgomery County Commissioner Dan Foley, referring to two large distribution centers that have opened in recent years in northern Montgomery County. "We want to keep that going."

Augmenting the workforce is just one aspect of the drive to "keep that going."

Early this year, a delegation from Dayton made its second visit to Plainfield, the site of a large industrial park filled with distribution centers, as well as the Vincennes' education center. "What were trying to do is look at some best practices because we know we have to put this stuff into place so that pipeline of workers matches the work that we think we can generate," Foley said.

Local officials also hired St. Onge of York, Pa., a leading supply-chain consulting firm, to analyze the region's potential for this industry. Officials have long believed the region could be strong in this arena. St. Onge's detailed report, completed in July, showed it is very well-suited, indeed.

Now, a task force of local governments and development organizations that were already engaged in promoting the industry is working on implementing recommendations from the report.

"By no means is this (report) sitting on the shelf," said Erik Collins, Montgomery County economic development director, who has been leading the project, along with the Montgomery County Transportation Improvement District and other active partners, such as the Dayton Development Coalition and the Dayton Area Chamber of Commerce.

"We put a team together and now we're tactically working on items that were kind of gaps in our area," Collins said.



(Left to right) Steve Stanley, Erik Collins and Dan Foley



LOGISTICS INDUSTRY A LOCAL BRIGHT SPOT

Logistics and distribution had already become a real bright spot for the Dayton area, beginning in 2007 with Collective Brands' Eastern Distribution Center in Brookville. Since then, at least a half-dozen companies have located warehouse, distribution or trucking facilities along the Montgomery-Miami County line, Collins said, and a very large distribution center is currently under construction in Union, west of the Dayton International Airport.

Steve Stanley, executive director of the Transportation Improvement District, said that facility will have 1.8 million square feet and employ 1,000 people. "The information I have seems to indicate it will be a somewhat higher level than other kinds of warehousing and distribution jobs," he added.

DAYTON IS COMPATIBLE WITH VIRTUALLY EVERY NETWORK CONFIGURATION

The St. Onge study underscored just how bright a sector this can be locally.

The consultant looked at a range of possible U.S. distribution networks – from a one-center operation to a seven-center operation – to determine where to best locate the distribution centers in each network. It then compared those "optimal" networks to networks that included Dayton as one of the sites.

It turns out, in fact, that Dayton is one of the optimal sites in two of the seven scenarios – the best three-center network and the best seven-center network would both include a Dayton site. And in the other scenarios, the difference between Dayton and the "optimal" site in this part of the country was statistically insignificant, Stanley said.

"In other words, this is a really good place no matter what configuration a company might need to look at," he said. "We have a lot of the assets that make us a really good location to be considered for these large-scale distribution and logistics facilities."

He and others noted that this field is highly competitive – "We don't have any illusions that we can just go put up a sign and people will knock on the door," Stanley said. But he said, "The news is we should be in competition for virtually any kind of distribution network ... It's not just good news, but it actually substantiates what we're seeing in the real world."

REGION WORKS TO FILL GAPS

In addition to its central location, St. Onge said the region is rich in industrial sites, and it has competitive utility rates, a highly productive workforce, the lowest labor costs in Ohio, a balanced freight market in trucking and railroad service.

The report makes 21 recommendations from how to

market the region to specific business strategies. For one, it says the region should focus on western Ohio and eastern Indiana, looking for companies that need to modernize or expand their distribution centers. It also said the region should pursue businesses that support the warehouse industry – such as pallet suppliers and corrugated box manufacturers.

Some of the gaps in the region are being filled. The Dayton area now has two new truck stops; a Flying J in Vandalia and a Love's in Dayton. It will soon have two compressed natural gas filling stations, and local officials have reached out to a major pallet supplier.

NEW WEBSITE WILL PROMOTE REGION, ATTRACT WORKERS

Stanley grouped the work to be done into three general areas: marketing, workforce and site preparation.

He said it's important to have shovel-ready sites – property already served by utilities or that could be served quickly – to show to prospective tenants. He believes the region landed the major facility being built in Union, in part, because it had begun the engineering work on a road to access the land. "It's not just the land, it's land that we are prepared to have serviced," he said.

Officials also have a new website in the works that will serve two main functions: to market the region to the logistics industry, incorporating St. Onge's analysis, and to attract prospective workers.

"We'll be reaching out to the community as a whole saying, 'Here are job opportunities for you,'" Stanley said. As an added benefit, he said, industries will see "we're actively helping to build the workforce."

CURRENT PUSH INCLUDES MANUFACTURING

St. Onge was complimentary of the area's workforce and existing training programs. But it specifically recommended the region develop a surge labor program that could supply temporary workers and that it adopt the Technical Career Education Program sponsored by the Material Handling Industry.

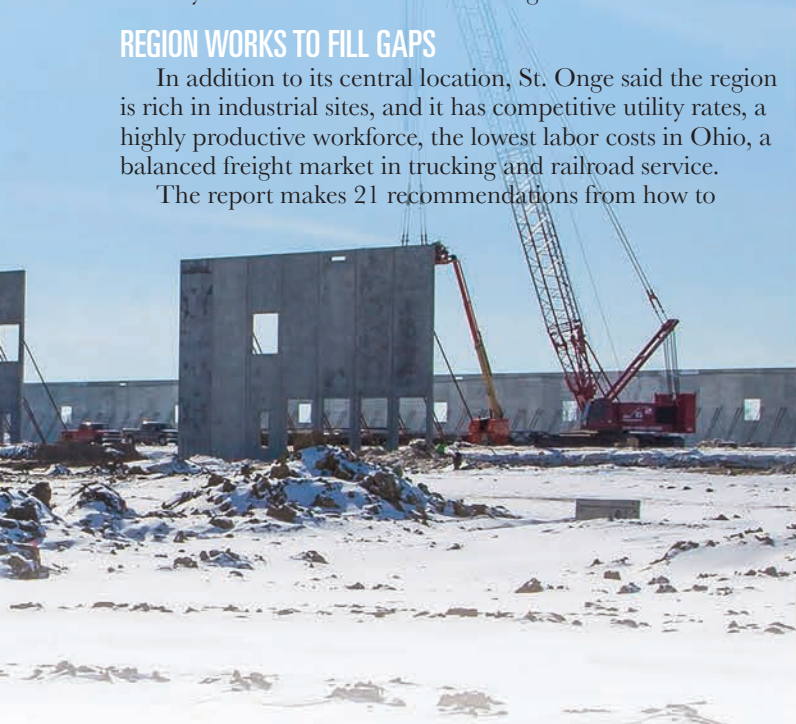
Collins said local officials are actively exploring the issue of training programs, and need to make sure that whatever program is developed is sustainable. "The optimal thing will be to have some kind of center that will be attractive to manufacturers and distribution companies and we're aggressively going after that," he said.

In the meantime, the county Job Center and the Miami Valley Career Technology Center have funded the second round of a pilot training program geared to logistics, distribution, and manufacturing.

Collins noted that the report is useful in supporting existing businesses, as well as attracting new ones, and said the push to grow the distribution industry also includes manufacturing. The two industries are complementary and manufacturing is another important piece of the local economy.

He said, too, that building the logistics industry is just one of several specific development strategies for the region.

"We want to really (diversify)," Collins said. "We are making a conscious effort to put a stake in the ground for this sector, just like we are with the aerospace and advanced manufacturing, etc., so it all complements one another ... But this area right now is an area where we have some really good data and a strategy to develop." ■



Getting Down to Business with DAYTON MAYOR WHALEY

Q: What are your top priorities for your first year in office? How are you going to engage the business community to help you accomplish those priorities?

A: During the next four years, I will be focused on two major issues: We must ensure that all of Dayton's children are attending excellent schools, regardless of whether they're in a public, charter, or parochial school. Also, we must make Dayton a convenient, responsive, cost-effective place for businesses to locate and expand.

The business community is crucial for us to be successful in these goals. I think businesses understand that educational excellence in our community means a stronger workforce for our city and region. Their advocacy and support for a strong workforce bolsters and supports the work we do to become a City of Learners.

Secondly, I am hosting business roundtables at least once a month to really listen to business owners and understand what it means to be business friendly and how Dayton can be as convenient and responsive as possible to businesses.

Q: In your view, how can the city, working with other community partners, best leverage regional assets to promote economic growth and prosperity for the entire Dayton region?

A: I have said many times that nothing gets done alone in Dayton. We are proud of our relationships with the Dayton Chamber and the Dayton Development Coalition. Further, I have been so impressed with how the

region's leaders champion the center city and truly want Dayton to succeed. There is, I believe, a true understanding that we are all connected as a region and working together we will thrive.

Whether it is the potential of 800 jobs from Fuyao in Moraine, CareSource bringing 200 new jobs to downtown, or a few jobs at Warped Wing Brewing, I want new companies to bring new jobs to the region and existing businesses to grow and expand their job offerings here.

Q: Throughout your campaign, and again in your inaugural address, you focused on education as a top priority for our community. How do you see your new role as mayor contributing to educational improvement and attainment in Dayton?

A: As a city, we can't afford even one low-performing school. The children who attend failing schools, of course, are cheated. But their families also lose, their neighborhoods lose, and the Dayton region loses.

Every child who gets a poor education today will struggle to be a competent worker tomorrow. But administrators and teachers cannot alone assure that children succeed. We need every child attending preschool and hitting kindergarten ready to learn. ■



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“Libraries for a Smarter Future”:

MBP and HRC promoting economic & workforce inclusion in region

In November 2012, voters approved a \$187 million bond issue to construct, renovate and expand the Dayton Metro Library facilities. Leveraging their supplier and workforce diversity efforts with Penn National Gaming and Turner Construction Company for the Hollywood Gaming at Dayton Raceway construction project 1*, the City of Dayton Human Relations Council and the Dayton Chamber Minority Business Partnership joined forces again to support the voter approved “Libraries for a Smarter Future” construction project.

“Libraries for a Smarter Future” construction projects will have a significant social and economic impact on the community and its residents. “The Dayton Metro Library is committed to equal opportunity and non-discrimination in all aspects of employment and contracting on this project” says Tim Kambitsch, Executive Director, Dayton Metro Library. As an indicator of their commitment, in January, the Dayton Metro Library Board approved a Community Inclusion Policy Resolution which establishes the following targets for minority-owned, women-owned, and local-owned businesses in our region:

Minority Business Enterprises (MBE)	17% (9% MBE PEP certified)
Women Business Enterprises (WBE)	5% (2% WBE PEP certified)
Dayton Local Small Business	10% DLSB PEP certified*
(*For Projects located in the City of Dayton)	
Montgomery County Business Enterprises	60%
Local Business Enterprises (LBE)	70%
(LBE includes businesses located in Butler, Clark, Darke, Greene, Miami, Montgomery, Preble, Shelby, and Warren Counties)	

While the targets are jointly owned by the Dayton Metro Library and its Segment 1 Construction Management Advisor (CMA), Skanska/American Trademark Construction Services, the Human Relations Council, Minority Business Partnership and Montgomery County are all committed to ensuring the DML meets both the contractor and workforce goals. “It took a team effort to establish the details for the Community Inclusion Policy and it will take a team effort to ensure we achieve the goals. We are extremely excited because we have so much talent in our region – minority-owned, women-owned and local businesses deserve the opportunity to be

included in this project” says Belinda Matthews Stenson, Director, Minority Business Partnership.

The Dayton Metro Library will make every effort to ensure worker utilization supports and mirrors the community served by the Library. The workforce participation/utilization goals for the project have been established for both minority (12%) and female (7%) workers. “I am pleased that the Dayton Metro Library recognizes the importance of a diverse workforce that represents the community. Including participation goals not only for minorities and females, but that are focused on the communities where projects are taking place ensures that the local economy and tax payers realize an economic benefit from the investment in their neighborhoods” says Katy Crosby, Executive Director the Human Relations Council.

Segment 1 of the project has already begun with the E.C. Doren Branch and includes the Main Library, Operations Center, Northwest and Miami Township Branches. “Skanska ATCS is excited to be associated with projects, in which the companies and workforces associated, will

represent the diverse community in which we live and work.” says Chris Hopper, Skanska Project Executive. “Additionally, we are thrilled to be involved in a project that will positively impact our entire region.” ■



*1 See *Hollywood Gaming at Dayton Raceway 2013 Contract Awards Metrics on page 11.*

For more information on the DML construction opportunities related to this project, please visit <http://www.dayton.lib.oh.us/facilities>

For more information on the Minority Business Partnership, please visit <http://mbp.dacc.org>

For more information on the Procurement Enhancement Program (PEP), please visit <http://tinyurl.com/DaytonPEP>

Hollywood Gaming at Dayton Raceway - Construction Goals

Designation	Primary Goals	Secondary PEP Goals	Primary Goals (Work Awarded)*	Secondary PEP Goals (Work Awarded)*	Primary Goals % Difference	Secondary PEP Goals % Difference
MBE.....	15%.....	5%.....	17.9%.....	2.8%.....	+2.90%.....	-2.20%
WBE.....	5%.....	2%.....	5.2%.....	1.9%.....	+2.90%.....	-0.10%
LBE.....	30%.....	5%.....	54.8%.....	15.9%.....	+24.80%.....	+10.9%
SBE.....	10%.....		17.5%			

TABLE KEY:

*as of 02/05/14

- PEP: City of Dayton Procurement Enhancement Program (companies must be certified in the PEP program at the time of award).
- LBE (local business enterprise) includes the following 9 county area: Shelby, Darke, Miami, Clark, Preble, Montgomery, Greene, Butler, and Warren.
- SBE (small business enterprise) is per city PEP list. • DLSB (Dayton Local Small Business) is per city PEP list. • MBE (minority business enterprise) certifications include any NMSDC affiliate (National Minority Supplier Development Council) and Ohio DAS MBE / EDGE program (Department of Administrative Services / Encouraging Diversity, Growth, and Equity Unit). Other certifying agencies may be accepted as agreed to by project partners. • WBE (woman business enterprise) certifications include any WBENC affiliate (Women's Business Enterprise National Council). Other certifying agencies may be accepted as agreed to by project partners.

Note: A certified MBE and WBE shall not be counted toward both the MBE and WBE goals, only one or the other. Otherwise, a company can count toward all goals for which they are qualified / certified.

Generation Dayton: MESSAGE FROM THE CHAIR

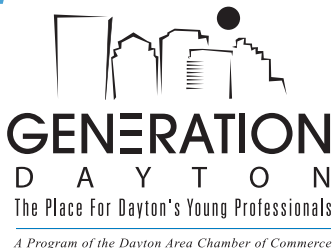
CHAMBER ADVOCACY

We entered 2014 on the heels of so much great progress from 2013's GenD leaders and fellow members. We look forward to continuing these efforts for the New Year. GenD hopes that through the events planned ahead, it will nurture the interest of new members, foster the growth of more engaged sponsors, and the interaction of our community with each GenD member through powerful social media resources. One example is the valuable content to our members that our new website will provide. This tool will help each of us to better utilize our membership and increase networking capabilities.

With strong foundations in our Speaker Series events, we plan to focus the series on professional development of our members with speakers geared toward "Building your business/developing your personal brand in Dayton". This combined with the re-launch of the Mentor Program will give every member a chance to develop lucrative skills & tips in their industries.

Join us in May for our Annual "Get Out & Give Back Dayton" Day as we celebrate our organization's birth while volunteering for local businesses, which provides a large positive economic impact to our Region, estimated at over \$14,000.

Finally, as the 5th year of Reality Bites begins, take advantage of the educational credits the series provides for so many of our members. The real-world information for



A Program of the Dayton Area Chamber of Commerce

our budding entrepreneurs will give them a leg up when reaching leadership roles in the Dayton community. This series is not to be missed this year.

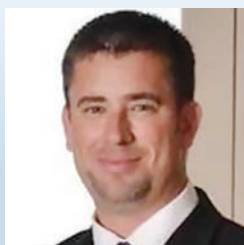
We break into 2014 with passion, determination, and a great sense of our ideals to which we always hold true to our core philosophies and GenD's purpose - to engage, inspire, retain, and attract talented young professionals in the Dayton region by providing opportunities to connect with peers, develop professional skills, and build relationships with business and community leaders. Our leadership team is driving us forward with smart choices, greater opportunities, and most importantly, never losing sight that our purpose is to create opportunity for you as a member to succeed professionally. GenD has so much to offer and our leadership team strives to see 2014 be nothing short of a momentous year for achievement and growth.

2014 Here we come!

Jon Gauder
2014 Chair



GENERATION DAYTON MEMBERSHIP AWARD WINNERS



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Michele Miller
Advocate of the Year



Taryn Ward
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Helping Manufacturers INNOVATE

SINCLAIR WORKFORCE DEVELOPMENT

As the Dayton region's manufacturing sector continues to recover from the loss of thousands of jobs between 2007 and 2011, industry leaders have found themselves tasked with innovating their businesses and their workforce.

One form of innovation comes in the way of training and resources targeted specifically to the region's strengths and needs. A recent survey conducted by the Sinclair Community College Workforce Development division in collaboration with the Dayton Area Chamber of Commerce, The Dayton Region Manufacturers Association, Montgomery County's BusinessFirst! and the MADEinDAYTON blog, sought insight from some of the area's key players in manufacturing on their challenges in bridging the skills gap.

The survey, sent out to more than 1,000 manufacturing employers throughout 14 surrounding counties, revealed that the single largest challenge to filling a position was a lack of technical skills and experience necessary to perform the job.

As the top workforce development program in the region for the past two years, Sinclair has partnered with industry leaders in the manufacturing sector to provide training that

Member Profile

is relevant to their workforce, helping businesses to continue to thrive and expand to add more jobs. With more than 2,500 manufacturers already doing business in the Dayton area and approximately 12 percent of the area's workforce directly tied to manufacturing, its importance to the region's continued recovery is of critical importance.

Sinclair Workforce Development has been instrumental in delivering Lean Manufacturing Solutions training to manufacturers throughout the Dayton region. Lean Manufacturing steers businesses toward an examination of the expenditure of resources that do not directly contribute to the end goal of providing value to a prospective customer. Manufacturers are then able to strategically eliminate the waste of vital resources and implement changes that cut costs and production time.

"The Lean process is really about taking what a company is already doing and making it more efficient and productive," said Deb Norris, Vice President of Workforce

Development. "It's especially effective in the manufacturing industry, where a business can implement Lean and see a very quick increase in productivity and a significant reduction of waste."

It's that understanding of the importance of time and timeliness to the industry that prompted Sinclair to develop SkillsTrac, a comprehensive industrial maintenance training program that covers a wide array of topics and levels of complexity. SkillsTrac coursework is delivered through both online and in hands-on lab settings, providing employees who are currently working a job in manufacturing the flexibility they need to increase their skill set.

"SkillsTrac gives companies the ability to meet very tight training schedules for their workforce with its online components," said Mike Freed, Senior Consultant, Manufacturing Solutions. "This is training that provides businesses with a quick return on investment, as their workforce emerges better equipped to handle new challenges and more prepared to help drive innovation."

Understanding that need for innovation is one of the driving forces behind Sinclair Workforce Development's most recent push to establish a manufacturing component to the college's thriving Unmanned Aerial Systems (UAS) program. Having already established itself as a leader in UAS technologies through the UAS Training and Certification Center, Sinclair has been able to leverage its experience and resources through partnerships with UAS manufacturers from across the country. These partnerships have brought new businesses to the region that are using the college's trained staff and Certificates of Authorization (COAs) necessary to conduct test flights.

Already a leader in training and development for rapid prototyping and 3D printing, CNC machining, and modeling and simulation through the college's Advanced Integrated Manufacturing (AIM) Center, Sinclair will next add curriculum to focus on the manufacturing side of UAS.

"We see our UAS program as being a great fit for a region like the Dayton area, which has both a strong manufacturing base and ties to the defense and aerospace industry," said Dr. Andrew Shepherd, UAS Director for Sinclair. "Much like the rest of the aerospace industry, UAS require strict guidelines for quality control and that's a good fit for manufacturers in our region. With more companies coming here to test out new UAS technologies, adding a manufacturing component to our offerings helps us to take the program to another level." ■

"This is training that provides businesses with a quick return on investment, as their workforce emerges better equipped to handle new challenges and more prepared to help drive innovation."



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Manufacturing WORKS



Manufacturing is alive and well in the Dayton region. Let's start with the big picture. The Dayton region encompasses 14 counties, anchored by Auglaize to the north and Clinton to the south.

More than 2570 manufacturing companies populate this area, which makes the Dayton region one of the largest, most highly developed, and diversified manufacturing hubs in the United States. Regional manufacturers are known nationally and globally for their tooling, machining, and material processing capabilities.

In 2011, regional manufacturers sold \$36.6 billion in goods to local, regional, national, and international customers in markets ranging from automotives, aerospace and defense to communications, energy, medical, and transportation. Between 2006 and 2011, manufacturers invested \$3.8 billion in the region and created more than 15,000 jobs.

The 112,519 people employed in manufacturing represent 11.6% of the local work force. Collectively, they earned \$5.6 billion in 2012, accounting for 19% of regional workforce earnings. Because manufacturing jobs demand skill, knowledge, technological capability and talent, on average, manufacturing employees earn roughly \$50,000 a year. Manufacturing is the second largest employer in Montgomery County, exceeded only by public services, such as education, health care and social services.

Manufacturing isn't just important to our region and



our state, it's crucial. That's why each year, DRMA commissions a study, capturing critical decision-making data that can be shared with manufacturers, policy makers, and community leaders.

Every dollar generated by manufacturing has a built-in "plus" factor. According to the National Association of Manufacturers (NAM), each dollar spent by manufacturing creates on average \$1.48 in impact, and some regional studies indicate the local impact may be as high as \$1.71. In contrast, data indicates that on average every \$1 spent by the service industry creates an impact of 71 cents. Manufacturing has a more powerful effect on local economies than any other sector-period.

The Dayton region ranks first in the nation in terms of desirable sites for new and expansion projects, including manufacturing. Dayton anchors one of the most important 90-minute markets in the US. The region is within 600 miles of 53% of the entire US population, and 60% of all workers employed in manufacturing work and live within that radius.

Dayton was ranked fourth in the nation as a hub for manufacturing innovation, and a study of manufacturing in the state notes that Dayton is one of only two regions in Ohio that offers both mid- and high-technology manufacturing capabilities.

At the state level, manufacturing is responsible for approximately 17% of Ohio's gross domestic product. More

than 640,000 people are employed in manufacturing, which makes Ohio the third most manufacturing-intensive state in the nation. Only California and Texas exceed our manufacturing capacity.

So, what's the bottom line? Manufacturing is alive, well, and thriving. Manufacturing in the Dayton region has unmatched capabilities now, and extraordinary potential for growth. It employs thousands of workers who on average earn more than those in other sectors. It occurs in high-tech environments that are light, bright, and clean. It serves all people and spans all industries, from automotives to aerospace and technology, to transportation. It represents one of the largest metalworking, machining, material processing, and tooling clusters in the nation.

Manufacturing in the Dayton region works. ■

You Should Know

DAYTON REGION

- Ranks no. 1 in the US for new and expansion projects – including manufacturing.
- Ranks no. 4 in the US as a manufacturing innovation hub and for number of engineers per 1000 employees.
- Is within 600 miles of 53% of US population and 60% of all workers employed in manufacturing.

REGIONAL MANUFACTURERS

- Employed 112,519 people in 2570 companies at an average annual wage of \$50,000.
- Had an annual payroll of \$5.6 billion.
- Sold \$36.6 billion in goods and services and Invested \$3.8 billion in economic development.

REGIONAL MANUFACTURING

- Added more jobs than any other industry in 2011.
- Is one of two areas in Ohio with mid-range and high-tech manufacturing clusters.
- Is the second largest employer in Montgomery County (12.5%).

- Spans every industry, including automotive, aerospace, machinery, mid-range technologies, high-tech manufacturing and transportation.
- Is the face of small business.

OHIO

- Ranks no. 3 in the US for number of workers employed in manufacturing (640,000).
- Ranks behind the two largest states in the US: California and Texas.

OHIO MANUFACTURING

- Contributed up to 35% of all jobs gained.
- Employs about 13% of all Ohioans.
- Employees earn 9% more on average than non-manufacturing workers.
- Pays well: Employees earn \$53,000 per year on average.
- Accounts for 17% of Ohio's GDP.
- Produces \$80.7 billion in output.
- Supports roughly 26% of Ohio's manufacturing jobs through exports.
- Accounts for 95% of all Ohio exports.
- Is fueling Ohio's economic recovery.

Note: Throughout, data reflect the most recent information available (2010-2011).

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Dayton Dragons Baseball at 15 Years:

A Success Story for our Local Economy and Region

Fifteen years ago the announcement that professional baseball was coming to downtown Dayton, along with a new state-of-the-art ballpark, was met with tremendous excitement. And after 14 baseball seasons the results have been nothing short of phenomenal.

The Dragons and the Dayton region have been nationally recognized for the unprecedented support of the downtown ballpark. From the time when the first game was played on April 27, 2000, fans have flocked to Fifth Third Field at a level beyond the wildest dreams of even the most optimistic supporter.

Not surprisingly, the Dragons inaugural opening night produced an overflow, sold-out crowd. Amazingly, 14 years later, every game ever played at Fifth Third Field has also been sold out. The consecutive game sell-out total – often referred to now as “the streak” – currently stands at 983 straight games, the highest total in all of professional sports history, anywhere in North America. The Dragons have been the #1 Single-A team in attendance all 14 years, and they rank in the top 10 in attendance each year out of 160 teams in the minor league baseball network.

The support of the Dragons has brought millions of fans to downtown Dayton. Dragons Baseball games attendance alone has topped 8.2 million over their 14 seasons. Add in four major concerts, two Reds exhibition games, amateur boxing, hundreds of high school baseball games, collegiate baseball tournaments, the Dragons 5k, scout overnights, movie nights, beer fest, and several other non-baseball related events, over 10 million people have come to downtown to eat, drink, park, and contribute to the local economy.

But that is only the beginning of the story. The Dragons have become a fabric of the community and they are an important part of our quality of life. Fifth Third Field has become a community landmark. It is an attraction for everyone from business owners to boy scouts, and the ballpark was just the first domino to fall in a series of other development projects for downtown: the Schuster Performing Arts Center, RiverScape, Tech Town, numerous apartment and condominium projects, the Patterson Boulevard Canal Parkway, the Cannery Lofts, the Ice Avenue Lofts, the Cooper Lofts, and the latest project, Water Street.

Dragons Baseball has been not only an economic development tool for the region, but also a vehicle for companies to provide their clients, prospects, and employees with business and entertainment opportunities; while the baseball and the entertainment surrounding the games have improved the quality of life for families and organizations throughout the region.

The Dragons have succeeded on a simple equation of affordability, unsurpassed customer service, providing business partners with a great marketing outlet, being involved in the community, and providing a nightly quality family entertainment product on and off the field.

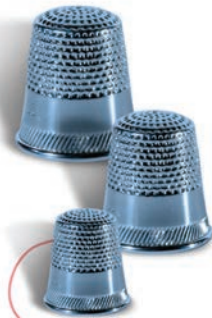
As the Dragons begin their 15th season, it is now the time to contact the Dragons to secure your company’s ticket package, suites, group outings, and sponsorship. Please contact them at (937) 228-BATS (2287), email at dragons@daytondragons.com, or visit them on the web at daytondragons.com. ■

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Tuesday, May 13, 2014
7:15 AM - 9:15 AM

How to Save Money on Print

(WITHOUT REALLY TRYING)

By Judd Plattenburg — Oregon Printing Communications



Things have changed tremendously in the print world. Nobody's declaring print "dead" anymore — instead, people have realized that print plays an essential, if evolving, role in any modern business's communications strategy.

What have changed are the strengths and weaknesses of different print services. Products that used to be top-dollar have come down in price — and cheaper techniques that once meant compromising on quality have improved leaps and bounds.

When's the last time you evaluated your printing costs? Now is the perfect time to sit down with your print provider and take a look. You may be able to save money on print—without changing much at all. Ask your printer these questions:

Are there more affordable substitutes for the products I'm using?

For years, businesses paid handsomely for high-quality paper and advanced finishing effects. But things have changed—and chances are there's now a less expensive version of the letterhead stock you love.

Can I switch from offset to digital?

Digital printing used to be simply the fast and cheap printing option. Today's digital printers, however, offer quality



that's indistinguishable from even the best offset work. Plus, they're perfect for short-run or custom jobs.

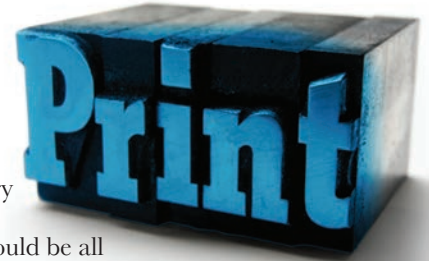
Should I be submitting files in a different format?

Do you send files created using design software? If so, you could be slowing your prints' movement through the shop. Most print shops use a PDF-based workflow. Send a finished PDF, and you'll make your printer's life easier—and get your prints sooner.

Is my mailing list being properly maintained?

If you use direct mail marketing, this question is key. You want maximum bang for your buck—so you don't want duplicate flyers sent to customers or mailed to outdated addresses. Ensure your printer has a strategy for keeping your list current.

These small changes mean you won't have to forgo new materials or cut back on other areas of your marketing budget. They'll free up unnecessary spending on your printer's end—and your printer should be all too happy to pass those savings on to you. ■



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5 Ways to Get Your Banker to Say

"YES"

By Lori Geier, Regional Business Banking Manager – Fifth Third Bank (Cincinnati)

Do you have a great idea and are on the way to starting your own business? Or, have you started your own business, but now need additional funding for expansion and growth? You may be asking yourself: Where do I begin and how can I make the



conversation with my banker more successful?

Arming yourself with the following information will help your banker better understand your needs and in turn, help determine appropriate financial options for you and your business.

1. Have a good business plan. Being able to present your strategic business plan to your banker will help him or her gain a better sense of your business' future stability.

2. Identify your long-term business goals. Your banker will need to understand where you want to grow in the future. For example, do you want to double the size of your company in ten years? Presenting your long-term business goals will help your banker determine if you are on track to achieving those goals, as well as recommend the right products and services for your business.

3. Understand your current financial situation. Be prepared to answer the following questions:

- What funds do you have available?
- Do you have investors?
- How much of your personal finances have you invested?
- How much are you willing to contribute in the future?

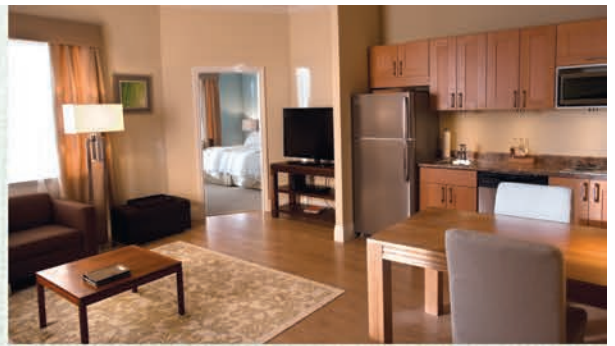
4. Know your current cash flow and expected revenue. Your banker will want to know if you currently have a revenue stream and how you are tracking it. Be ready to discuss seasonal changes to your P&L and ongoing costs, such as rent, utilities, payroll, equipment, and supplies.

5. Bring the appropriate supporting documents. Bring copies of these documents to your meeting:

- Tax returns and bank statements
- Proof of personal and business insurance
- Letters of incorporation, registrations or trademarks
- Any applicable licenses

Not only will this preparation be valuable for the success of your business, but also is vital for your banker to offer the right financial options. Visit us to learn more. ■

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(Left to right) Jacquie Greene, Carolyn Hetherington, Christine Murphy, and Jill Wiltshire

THE BUSINESS TRAVELER'S CENTER IS Celebrating 15 Years!

The Business Travelers Center (BTC) at our airport begins its 15th year of service to the business travelers using our Dayton International Airport (DAY). The idea was conceived in 1997 as a partnership between the city of Dayton, DAY and the Dayton Area Chamber of Commerce. In 1999 funds became available to set aside space to replace the closed respite lounges of the airlines and in early 2000, the partnership “took off” with outstanding success.

The BTC serves over 2,800 area businesses and 200,000 employees that belong to the Chamber, including and especially those men and women serving and working at Wright-Patterson Air Force Base. Our mission is to provide a world-class reception and hospitality center for military personnel and the business traveler at the Dayton International Airport. This facility is supported and staffed by employees of the Dayton Chamber. The Center provides complimentary beverages and internet access

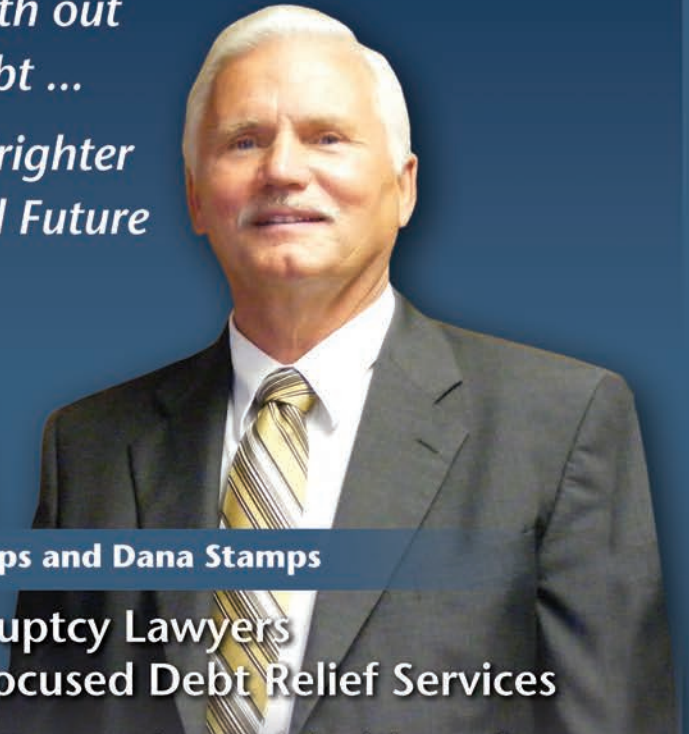
and a comfortable lounging area for travelers.

If you are a business traveler using DAY, including and especially our VA, military and civilian Department of Defense travelers, we welcome you to the BTC as the guests of the Dayton Area Chamber of Commerce. The BTC is located inside security between the Boston Stoker Coffee Shop and the bookstore. We look forward to continuing to serve the region’s business community through this great airport service and amenity. For more information about the Center visit us online at daytonchamber.org. To get your free pass, contact the Chamber at 226-1444. ■

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