



The Montrose Group, LLC

TRANSFORMING YOUR WORLD

UNION TOWNSHIP ECONOMIC DEVELOPMENT STRATEGIC PLAN

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THE MONTROSE GROUP, LLC

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ABOUT THE MONTROSE GROUP, LLC

The Montrose Group, LLC provides economic development planning, lobbying, marketing and public finance and incentive consulting services. The firm brings together some of the leading practitioners in economic development planning and strategy engaged in economic development planning at the state, local, and regional levels, and corporate site location. Together the team utilizes a Learn, Listen and Do approach to economic development planning that starts with fundamental economic development research to understand who a community or site is then listens to what the community wants the region or site to be and then develops a detailed action plan tied to local and outside funding sources centered on the business retention and attraction of high wage jobs and capital investment.

Nothing in this report should be considered legal advice as the Montrose Group, LLC is not a law firm and does not provide legal advice. Competent legal counsel should be sought prior to relying on any strategy outlined in this report.



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UNION TOWNSHIP, OHIO ECONOMIC DEVELOPMENT STRATEGIC PLAN

Executive Summary

Union Township is a rural community situated within an area that is undergoing extensive growth. The location of Union Township within Licking County and the proximity to Columbus, Ohio provides numerous opportunities to create economic prosperity. Union Township is a desirable community for residents and businesses and has a high median household income, low poverty rates and a growing population in comparison to the state of Ohio as a whole. There are multiple prominent educational institutions for the youth of Union Township and for residents seeking higher education. Union Township benefits from being a part of an area that is expanding into the advanced manufacturing and technology industries. Major employers in the township are located primarily along the Interstate 70 and State Route 37 interchange and in the village of Hebron. Employers along Interstate 70 and State Route 37 include MPW Industrial Services, Mid-State Systems, Inc., National Trail Raceway, and Strait & Lamp Lumber. Major employers in the village of Hebron include Covestro, Lamit Industries, Momentive, Plaskolite, THK Manufacturing of North America, Tencate, and Transcendia, Inc. and are primarily located around the Newark Ohio Industrial Park of Hebron along State Route 79 near Interstate 70. Union Township is positioned to capitalize on the growth that is occurring within the surrounding region and corresponding new business attraction efforts that are likely to come as a result of several large investments in central Ohio, including Intel. The location of Union Township along the Interstate 70 corridor allows businesses and residents easy access to major highway infrastructure, easy access to major population and employment centers, as well as creating an industrial business locality along this highway. Union Township has the ability to remain a community where people want to live while also supporting business and economic activity. Conversely, with this growth Union Township will face issues surrounding land use planning, annexation, and infrastructure reliability. The increase in activity throughout the township will put a strain on the current infrastructure and layout of the township. The Union Township economic development strategic plan provides the goals, objectives, and tactics to position Union Township in an intentional growth mindset that drives a healthy and prosperous community.

- Implement Union Township Industrial Site Development Marketing Strategy around key sites along the Interstate 70 corridor in leading and emerging industry sectors which include Advanced Manufacturing, Semiconductor Supply Chain, and Logistics & Distribution, and capitalize on the strong concentration of a healthcare workforce to bring Healthcare facilities into the township and drive private investment to targeted areas.
- Develop a Union Township economic development incentives policy that supports the township's goal of attracting high-value capital investment opportunities and generating wealth that takes into consideration surrounding jurisdiction's competitive incentives programs.
- Utilize state and federal resources to support intentional development within Union Township and meet the goals and objectives of township leadership and its residents.
- Pursue state and federal resources to support needed public infrastructure improvements such as roads, water, and sewer.
- Engage in an update to Union Township's comprehensive plan that establishes a long-range plan which captures the vision of what the community wants to be in the future and provides guidance on elements such as community growth and annexation; infrastructure capacity; housing; public facilities; parks, open space, recreation and trails; economic development; and sustainability and resilience.



ECONOMIC DEVELOPMENT STRATEGIC PLAN

Union Township Economic, Demographic, Industry Cluster, and Workforce Analysis

Union Township is located in southwestern Licking County, Ohio and is the largest of Licking County's 25 townships. The township is approximately 42.3 square miles with 0.6 square miles being covered by water. Union Township is located 25 miles east of downtown Columbus, Ohio and five miles southwest of Newark, Ohio and has historically been an agricultural, manufacturing, and residential community. Union Township has numerous economic, demographic and community assets that position the township for valuable, targeted growth opportunities. The township is in close proximity to higher education institutions such as The Ohio State University, Capital University, Denison University, Franklin University, and C-TEC Career and Technology Education Center which offer educational and certification programs to prepare the existing and future workforce for local employment opportunities. Union Township also has strengths in highway infrastructure with Interstate 70 traversing the southern region of the township. This major interstate runs east-west throughout the United States from the eastern seaboard touching the state of Maryland through Columbus and west to the state of Utah. Having access to a major interstate corridor is a critical element of the economic development site selection process potential businesses require when looking at future sites. Union Township has a high quality of life, a highly educated workforce, and strong income levels that position the township to attract meaningful economic development activity that creates new high-wage jobs and attracts a workforce that values the rural nature Union Township has to offer.

Union Township Strengths

- Located in robust central Ohio economic investment region
- Located near large population centers and metropolitan region
- Large amount of undeveloped, rural land
- Proximity to higher education centers
- Access to major highway infrastructure

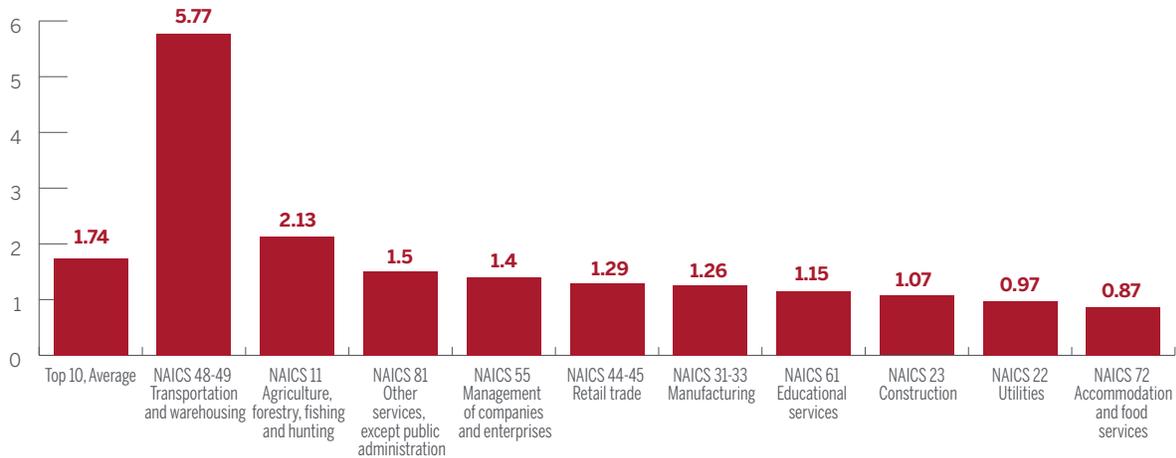
INDUSTRY CLUSTER ANALYSIS

Union Township's 2020 total population estimate is 9,130 of which 4,633 are actively in the labor force. Union Township's employment sector is largely made up of companies in the agriculture, construction, manufacturing, and transportation industries. These industries provide many of the jobs to residents of the township and provide a framework for what industries Union Township should market to for future growth.

A location quotient is a method of using Federal industry cluster data to identify the economic concentration of a certain industry in a state, region, county, or city compared to a base economy, such as a state or nation. For purposes of the Union Township Economic Development Strategic Plan, Licking County industry sectors were analyzed. A location quotient greater than 1 indicates that a locality, in this case Licking County, has a higher concentration of companies in a specific industry sector than does the rest of the nation. For this analysis, data was gathered on the ten industry sectors with the highest location quotient. Licking County currently features a higher concentration in the industries of NAICS 48-49 Transportation and warehousing, NAICS 11 Agriculture, forestry, fishing, and hunting, NAICS 81 Other services, except public administration, NAICS 55 Management of companies and enterprises, NAICS 44-45 Retail trade, NAICS 31-33 Manufacturing, NAICS 61 Educational services, and NAICS 23 Construction. These industry sector strengths are not surprising given the current presence of infrastructure and land in Licking County. Major highway systems and commerce corridors like Interstate 70 provide access for manufacturing, transportation, and warehousing sectors to flourish. The second highest location quotient score, NAICS 11 Agriculture, forestry, fishing, and hunting, is strong due to the rural and agriculture base that much of the county still retains. While there are urban areas and development in many communities throughout Licking County, it is still considered rural. This rural landscape is reflected in Union Township where the township's northern region is home to agricultural and residential areas while the southern portion of the township has a strong connection to industry with proximity to Interstate 70. Union Township includes the village of Hebron to the southeast and sits adjacent to the city of Heath to the northeast. It is important to note that, as of August 2022, the village of Hebron conformed its boundaries by a majority vote of its members. These geographic attributes assist in explaining the industry breakdown of not just Licking County, but Union Township as well.



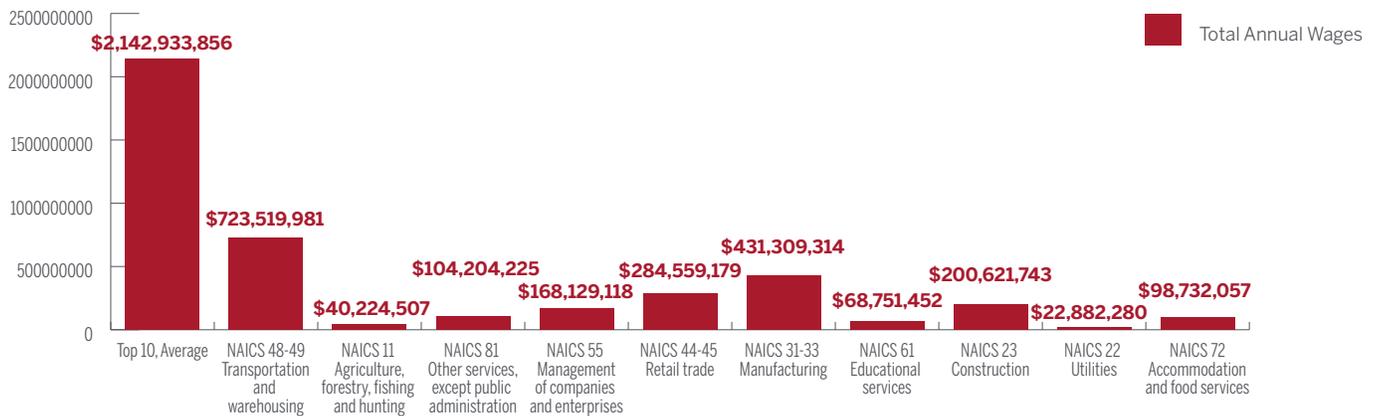
Licking County 2- Digit Industry Location Quotient - 2021 Annual



Source: U.S. Bureau of Labor Statistics

Annual wages represent the wages paid by Licking County employers over a one-year period. Overall, the top ten industry sectors provided \$2,142,933,856 in wages to employees working in Licking County in 2021. NAICS 48-49 Transportation and warehousing had the highest annual wages at \$723,519,981, which represents 33.8% of the total wages of leading industry sectors. NAICS 31-33 Manufacturing represents the second largest sector by wages paid at \$431,309,314, which represents 20.1% of total wages. These two industries combined represent over half the total wages (53.9%) for the county.

Licking County Total Annual Wages, 2021

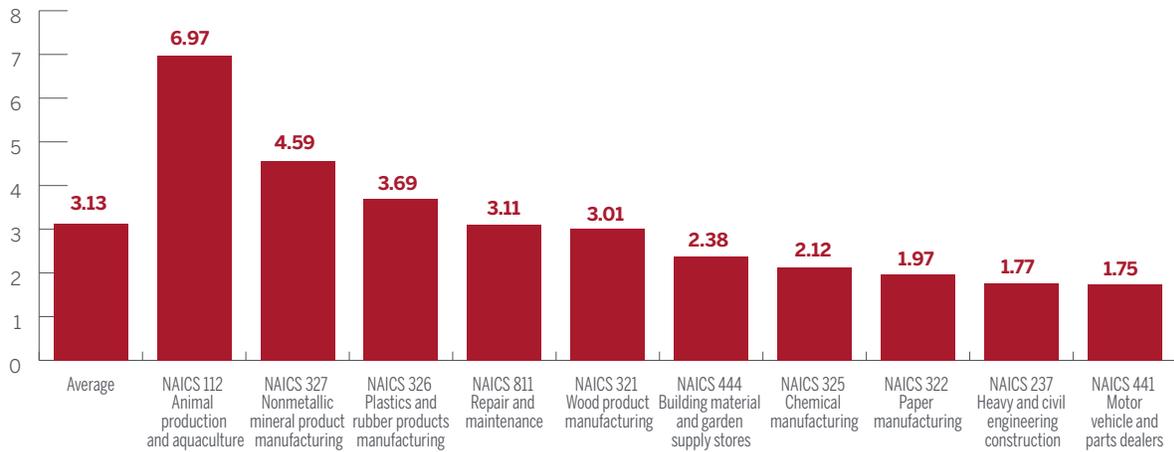


Source: U.S. Bureau of Labor Statistics

Looking deeper into NAICS 3-digit sectors provides a more detailed view of the types of industries that are prevalent in the county. Licking County's five highest location quotient sectors are in Animal production and aquaculture, Nonmetallic mineral product manufacturing, Plastics and rubber products manufacturing, Repair and maintenance, and Wood product manufacturing. Animal products and aquaculture has the highest location quotient at **6.97**, meaning that Licking County has a **6.97** times higher concentration of this industry when compared to the rest of the country. Nonmetallic mineral product manufacturing has the second highest location quotient at **4.57**, followed by Plastics and rubber product manufacturing at **3.69**, Repair and maintenance at **3.11**, and Wood product manufacturing with a location quotient of **3.01**.



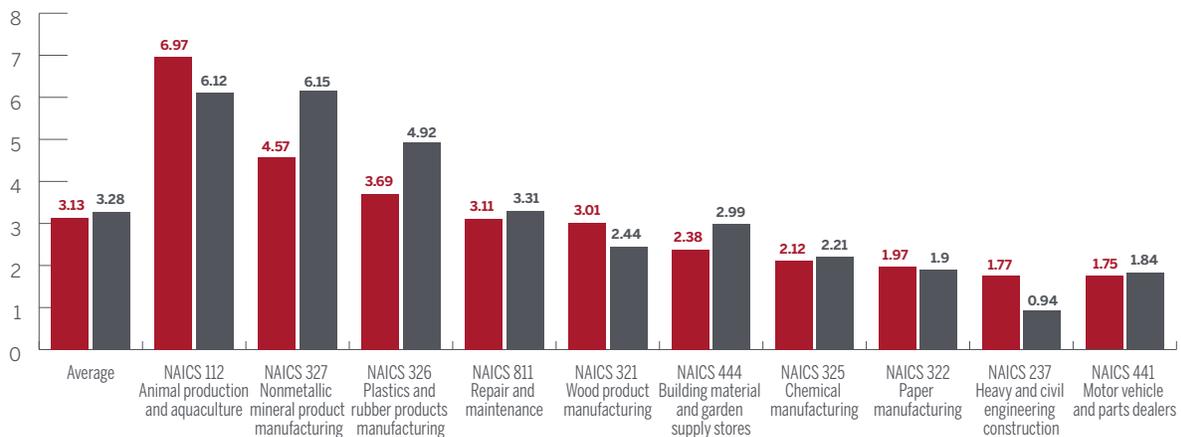
Licking County 3-Digit Industry location Quotient, 2021



Source: U.S. Bureau of Labor Statistics

The percentage change in location quotient within the county's top ten industry sectors shows the industries that are growing and declining relative to national trends. When comparing the top ten NAICS 3-digit industries from 2021 to their status in 2017 we notice that only four of the highest industries from 2021 increased from their position in 2017. NAICS 112 Animal product and aquaculture increased 12.2% from 2017 to 2021 to move from the second highest location quotient to the first. The industry sector with the largest increase from 2017 to 2021 was NAICS 237 Heavy and civil engineering which increased 46.89% over this period. Previously in 2017, this sector had a location quotient score of 0.94 meaning it had a lower industry sector strength concentration compared to the nation. As of 2021, this industry has a higher concentration in Licking County relative to the rest of the nation growing to a location quotient of 1.77. The sector with the largest decrease over this period is NAICS 327 Nonmetallic mineral product manufacturing, which decreased 34.6%. NAICS 326 Plastics and rubber products manufacturing recorded the second largest decrease with a loss of 33.3%.

Industry Sector Location Quotient Comparison

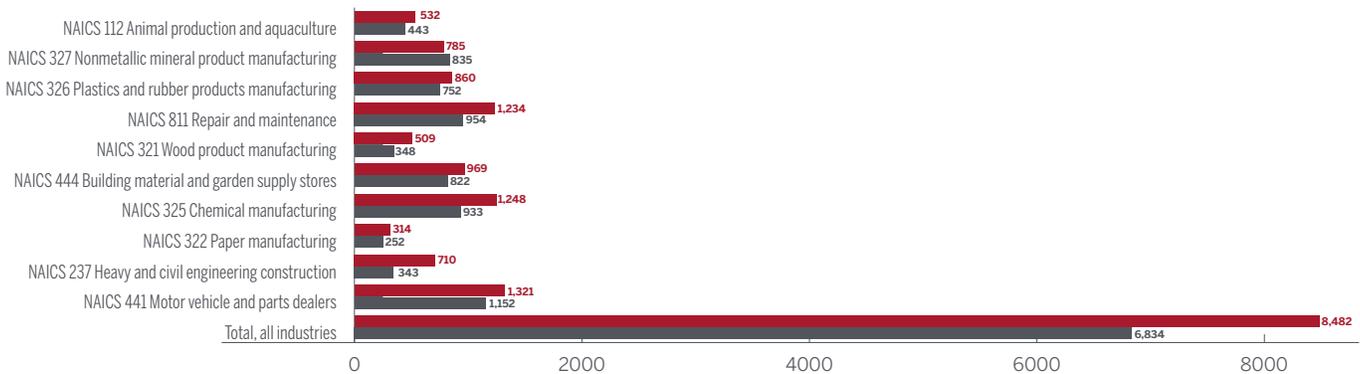


Source: U.S. Bureau of Labor Statistics



Overall employment in Licking County increased between 2017 and 2021. Net new jobs increased by 1,648 positions in that timeframe, which equals an average change of 3.88% per year. Analyzing the top ten industry sectors by Location Quotient, nine of the ten leading industries increased their average annual employment. NAICS 327 Nonmetallic mineral product manufacturing was the only sector that decreased in average annual employment, decreasing by 50 employees. NAICS 237 Heavy and civil engineering construction more than doubled their annual average employment over this time. In 2017, this industry averaged 343 employees and has grown to 710 employees which equates to a 51.7% increase over the five-year period. Other industries that experienced major employment growth include NAICS 321 Wood product manufacturing (31.6%), NAICS 325 Chemical manufacturing (25.2%), and NAICS 811 Repair and maintenance (22.7%).

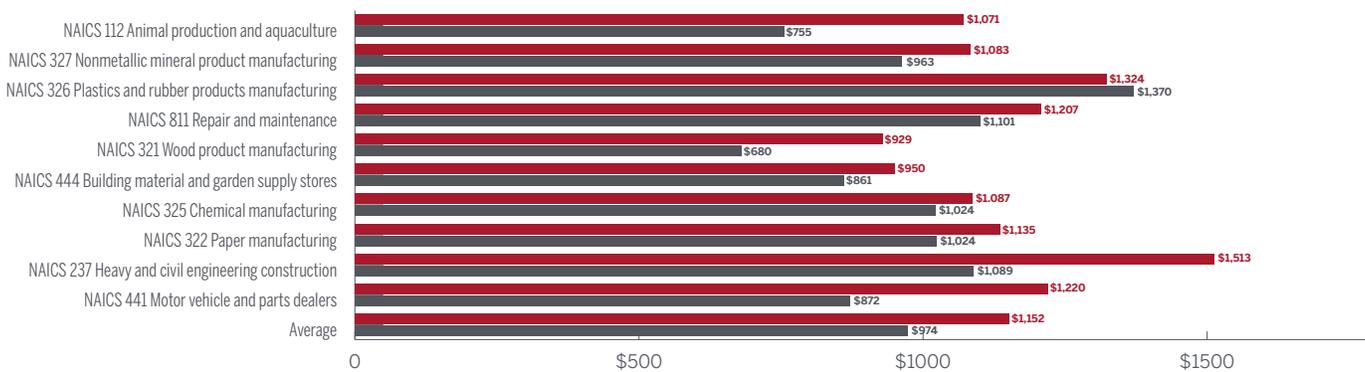
Licking County Average Employees By Industry Sector



Source: U.S. Bureau of Labor Statistics

When analyzing trends in employee wages across all industry sectors, Licking County experienced a normalized wage growth of 3.09% in the five-year period of 2017 to 2021. Wages in the Motor vehicle and parts dealers sector saw the highest percentage change over the five-year period of 28.52%. Heavy and civil engineering construction produced the second largest wage increase over this five-year period of 28.02%. The only industry to report a decrease in wages from 2017 to 2021 was Plastics and rubber products manufacturing. This industry sector decreased 3.47% over the period.

Licking County Average Weekly Wages Trend



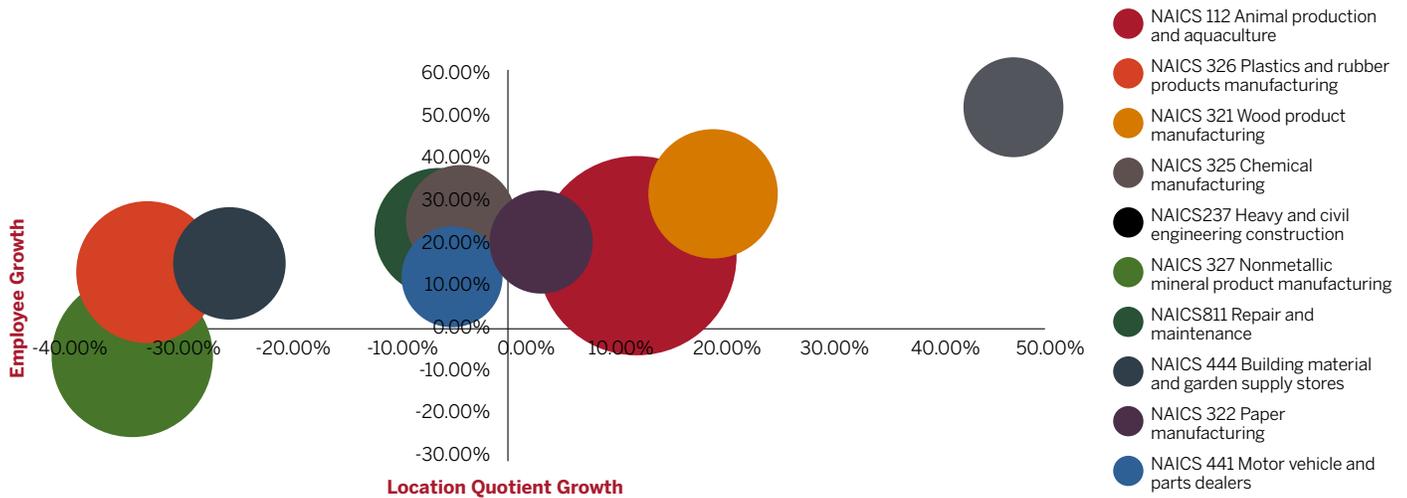
Source: U.S. Bureau of Labor Statistics



LICKING COUNTY, OHIO LOCATION QUOTIENT CHART

Examining Location Quotients and industry sector strengths on a bubble chart demonstrates strong and advancing, strong and declining, weak and emerging, and weak and declining industry sectors in Licking County. Looking at annual growth averages over the five-year period of 2017-2021 shows Licking County had strong and advancing with positive employment growth and a positive location quotient for Animal production and aquaculture and Wood product manufacturing. Heavy and civil engineering construction and Paper manufacturing are weak and emerging industry sectors and, while not large today, they have the potential to grow further in the next 5-10 years with the proper amount of attraction efforts. Motor vehicle and parts dealers; Chemical manufacturing, Repair and maintenance; Building material and garden supply stores; and Plastics and rubber products manufacturing are all moderately strong yet declining sectors and Nonmetallic mineral product manufacturing has experienced weak and declining strength.

Industry Sector Bubble Chart



Union Township, OH Attraction Industry Sectors

Industry	NAICS
Animal production and aquaculture	112
Wood product manufacturing	321
Paper manufacturing	322
Heavy and civil engineering construction	237
Chemical manufacturing	325
Healthcare	621

Demographic, Labor Market and Workforce Analysis

A region's workforce is a critical measure of its economic success. The retirement of the Baby Boomer generation and a lack of alignment between industry and both K-12 and higher education are creating widespread shortages in qualified workforce even in times of high unemployment. Regions that are successful with the retention of a high-quality workforce start with a strategy of targeting good jobs using initial upfront training and job-matching services and create support for workers such as childcare and transportation networks plus financial incentives for companies that take such an approach. An examination of a community's workforce includes a review of its size, unemployment rate, education level, occupations, earnings levels, and more.

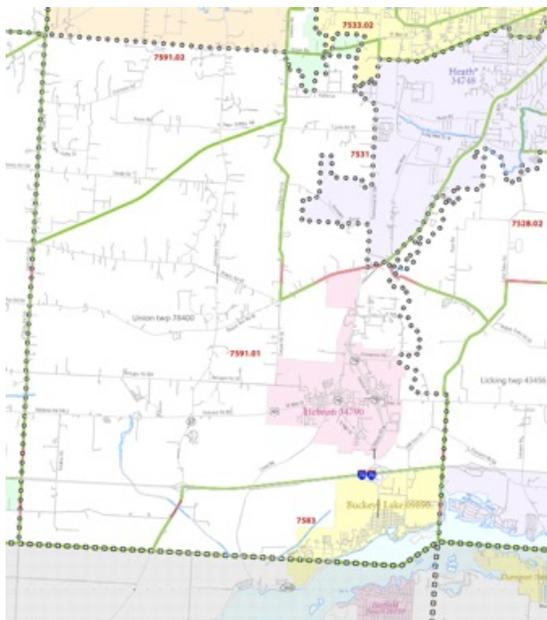


People	Union Township, OH	Ohio	U.S.
2020 Population	9,130	11,799,448	328,239,523
Population Growth 2010-20	4.01%	2.28%	7.35%
Persons 65 years and over	18.1%	17.5%	16.5%
Homeownership Rate	74.8%	66.3%	63.8%
Median Home Value	\$187,000	\$160,500	\$204,900
Median Household Income	\$62,306	\$58,116	\$60,293
Poverty Rate	10.6%	13.6%	10.5%

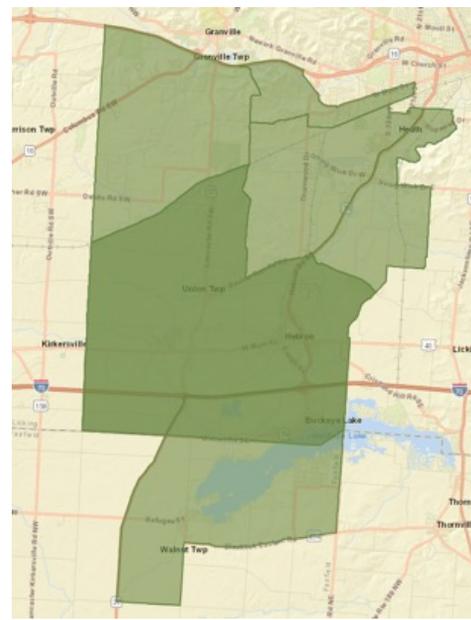
Source: U.S. Census Bureau

According to 2020 U.S. Census Bureau data, Union Township has an estimated population of 9,130. This ranks third out of the 25 townships inside Licking County, trailing only Etna Township and Granville Township. Over the last decade, Union Township has maintained a steady population with minor growth year over year. It is currently above the population growth rates experienced by the state of Ohio and below the growth rates experienced by the United States. While this may seem like a negative statistic, many rural areas of similar size and structure have experienced population decreases over this time frame. Union Township's location in the central Ohio region has likely led to population growth over the last decade. In terms of population density, Union Township currently averages 215.8 people per square mile. Population density is expressed as the average number of people per square mile of land area. Out of the 25 townships in Licking County, Union Township ranks sixth in terms of population density.

Union Township is comprised of multiple U.S. census tracts that represent the township and, in some instances, cross over into areas outside township limits, as defined by the U.S. Census Bureau. For purposes of this plan, census tract data that included any portion of Union Township was included as part of the data collection and analysis. Union Township is represented by U.S. census tracts 7591.01, 7591.02, 7531, and 7583.



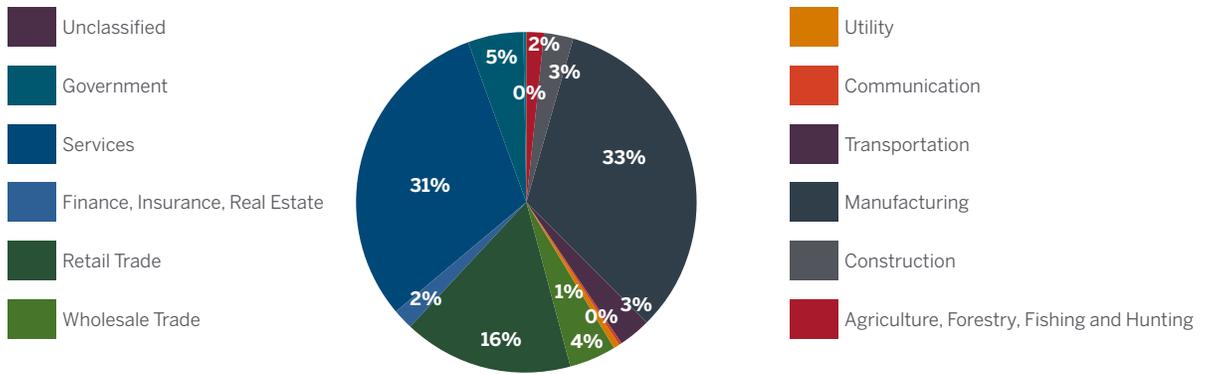
Source: U.S. Census Bureau



Source: Esri, Inc. ArcGIS Business Analyst

Within these census tracts, there are 391 businesses and 5,333 total employees. Major employment sectors within the census tracts include Manufacturing (1,762), Services (1,627), and Retail Trade (855). Manufacturing jobs represent 33 percent of the total employees within Union Township census tracts, followed by Services (30.5%), and Retail Trade (16%) and Union Township's labor force participation rate is 60.3 percent. The graph below shows the full breakdown of the employment sectors for Union Township.

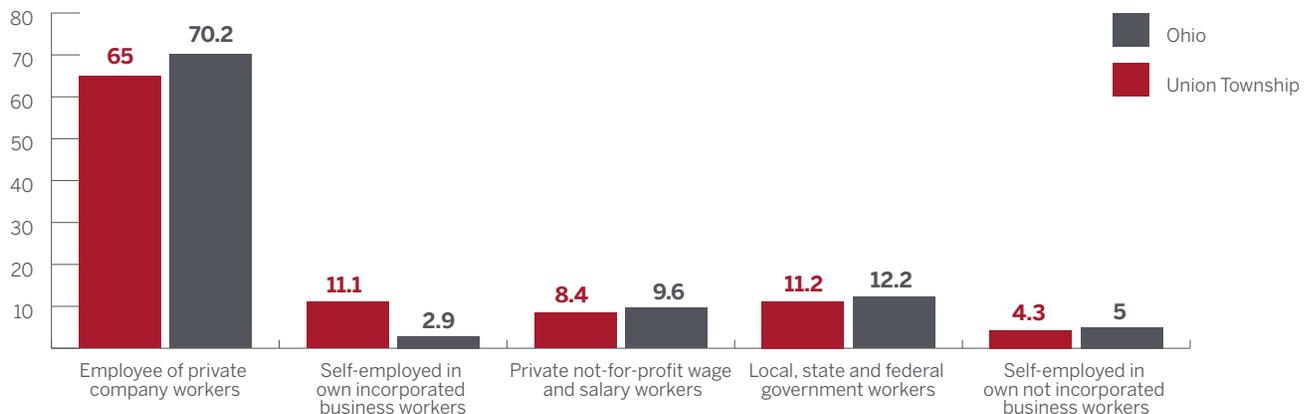
Union Township Employment by Industry Sector



Source: Esri, Inc. ArcGIS Business Analyst

Union Township and its class of workers are similar to the state of Ohio in most categories. 65 percent of employees in the township are employees of private companies compared to a statewide average of 70 percent. The largest difference between the employment breakdown of Union Township and the state of Ohio comes in the Self-employed in own incorporated business workers category which is likely representative of a strong agricultural and entrepreneurial base. Union Township has a class of worker rate of 11.1 percent in this category compared to only 2.9 percent throughout the state of Ohio. The abundance of local businesses in Union Township provides an economic advantage. Small businesses generate roughly 44% of all U.S. economic activity.ⁱ Local business owners present many opportunities that large corporations do not, and small businesses are often more involved in their communities and provide employment opportunities to residents. Below features a graph comparing the breakdown of class of workers in Union Township and the state of Ohio.

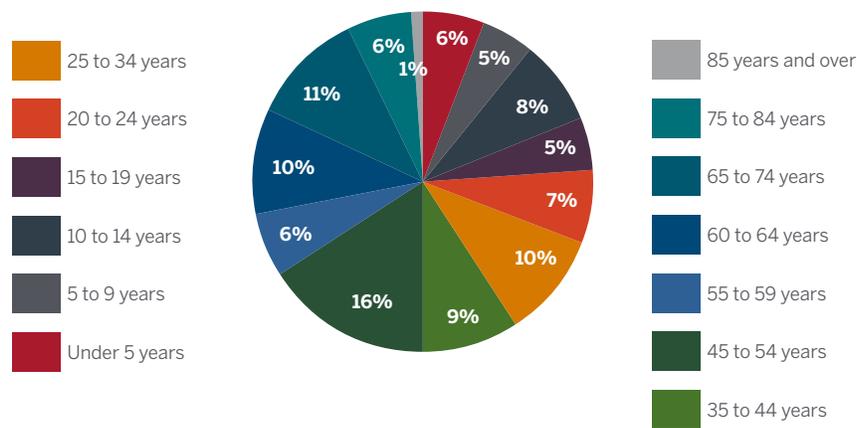
Classification of Worker, Percentage



Source: U.S. Census Bureau

Union Township's workforce has a balanced demographic representation of people that are in their working years, with a slight majority of workers, 52%, in the prime 25-64 age range. The availability of a workforce primed for employment based upon age is a major advantage for any region and one that many states struggle to address. In addition, regions need a pipeline of future workers with a strong student age population. This workforce pipeline creates an opportunity for communities to grow not just through importing workers from other regions but through the retention of their student population following the completion of school or technical training. For Union Township, the pipeline of population younger than 25 is not keeping pace with those between 25 and 64. Like most small rural areas in the U.S., Union Township is not retaining enough of its young people and those that live in the area are not producing enough new citizens to keep pace with workforce demands. Retaining the youth of an area is especially difficult if certain economic conditions are not satisfied. The ability to provide quality jobs for people with higher education is crucial to attracting residents in their prime labor years back to a community. Many rural communities struggle to attract their residents after they leave to pursue degrees in other areas. The available pool of high-quality jobs is one of the main factors when graduates look for employment opportunities.

Age Breakdown

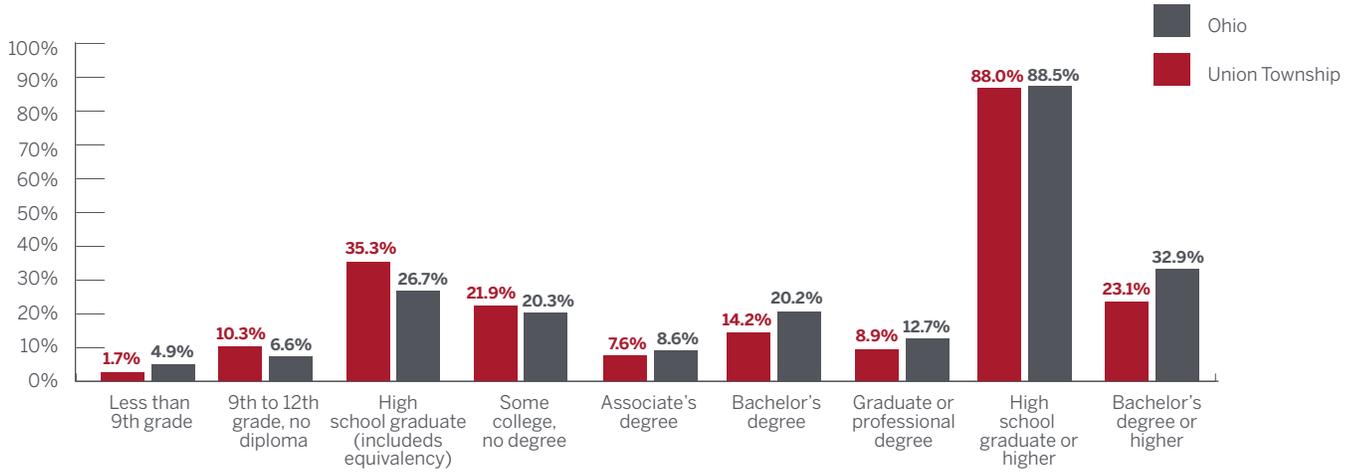


Source: U.S. Census Bureau

The educational attainment of a region is vastly important as it relates to the availability of a skilled workforce. Those regions with a high concentration of college educated workers are set to retain and attract high-wage, white collar jobs in financial services, information technology, health care and professional service firms that drive many successful economies. Union Township's population with a high school degree (88%) mirrors the state of Ohio's rate of 88.5%. Due to the rising presence of jobs requiring higher education in Licking County and the central Ohio region, the need for existing and future workers to have at minimum a high school degree is crucial. This bodes well for Union Township to keep and attract companies to the area. Additionally, the percentage of individuals having attained post-secondary education up to and including an associate degree in Union Township is 7.6% which is lower than the state average of 8.6%, and a bachelor's degree or higher attainment rate of 23.1% compared to the state average of 32.9%. Educational attainment figures suggest Union Township's population is not keeping pace with the state of Ohio and residents of the township may not be meeting the workforce demands within the region. While the township is generating high school graduation rates on par with the state of Ohio, once these students leave to seek higher education, they are likely not returning to Union Township to live and work. Columbus, Granville, Newark, and the surrounding areas provide a multitude of higher education opportunities for the citizens of Union Township and creates an opportunity for the township to retain residents and attract businesses that can capitalize on resident educational attainment and fill jobs that require a bachelor's degree or higher in advanced manufacturing, technical, and management jobs within leading industry sectors in the township and surrounding region.



Educational Attainment

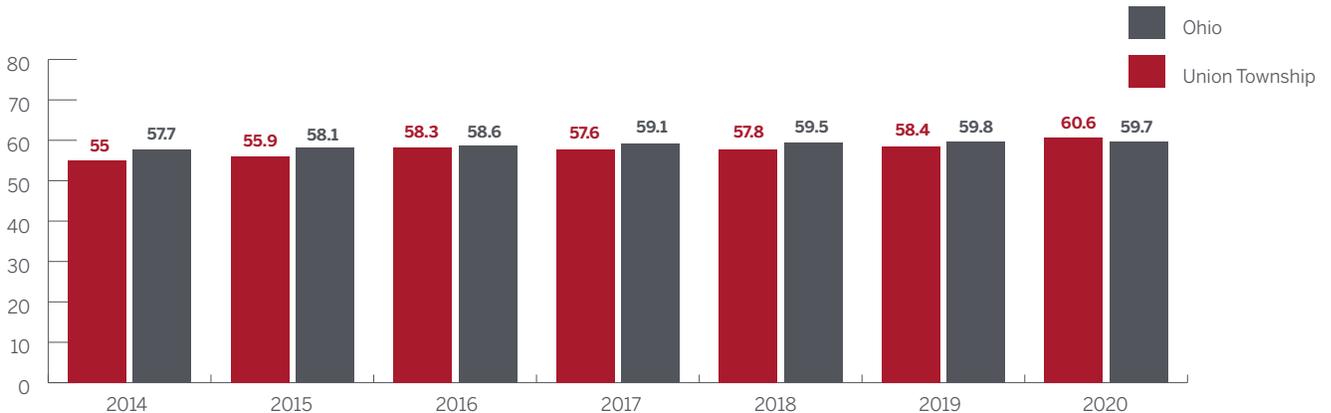


Source: U.S. Census Bureau

A region's employment rate is an important measure of its economic success. Looking at recent employment rate data, the area has experienced an upward trend since 2018. Equally important, Union Township surpassed the employment rate of the State of Ohio after lagging the previous six years. In 2014 and 2015, the employment rate in Union Township was more than two percentage points below the state of Ohio. From 2016 to 2019, the township varied from 0.3 to 1.7 percent below the state's employment rate. As of 2020, Union Township has an unemployment rate one percent higher than the state of Ohio.

Maintaining a strong workforce is a difficult task for any community. There are many impacts on an area's employment rate such as new employment opportunities that arise, citizens moving out of the area and older workers retiring. An area that can retain their workforce is a crucial aspect for prospective businesses that are looking to locate in a particular area for investment. Union Township showing that their workforce has been growing since 2014 bodes well for the future growth of the area.

Employment Rate, Percentage



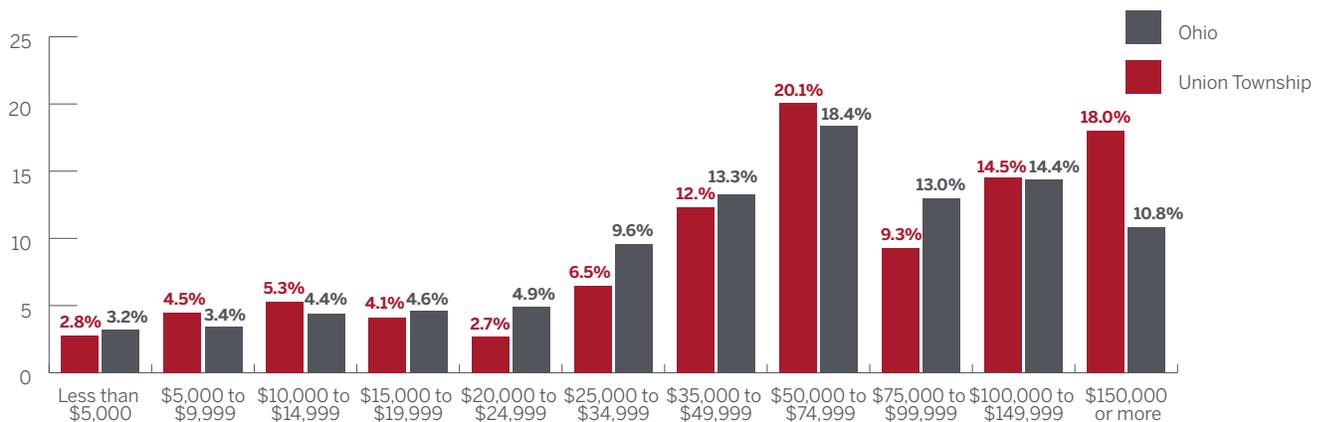
Source: U.S. Census Bureau

An area's household income can show crucial indicators of the strengths and weaknesses of an economy. The level of income in which a household is receiving is a direct impact on the area that they live in. A significant amount of the money a household receives will be returned directly into the local economy in which they are located. From weekly grocery purchases to larger items like cars and homes, income is a major factor in an



area's sustainability. Union Township has competitive income advantages and disadvantages when compared to Ohio in a few key categories. When comparing the overall median household income, Union Township has an income above the state of Ohio and while the township trails the state in lower income brackets, it is at or above the state in higher range incomes above \$50,000. With a median household income of \$62,306, Union Township's median household income is \$4,190 higher than the state of Ohio. Union Township has a higher percentage of income earners in the \$50,000 to \$74,999 income level. While the state of Ohio has a 3.7 percent advantage in the \$75,000 to \$99,999 median household income bracket, the township has a similar median household income rate as Ohio in the \$100,000 to \$149,000 income cohort and is substantially larger in the \$150,000 or more income bracket. Union Township's population has a staggering 7.2 percent larger share of households in the \$150,000 or more category compared to Ohio which can be attributed to residents that live in Union Township but are employed elsewhere in the central Ohio region. As Union Township looks to target intentional development opportunities as a result of Intel's new multi-billion facility and capitalize on higher wage earners that will be moving to the area. Along with Intel, there are a significant number of vendors, manufacturing, and logistics companies looking to expand into the area. If Union Township is successful in attracting these prospective companies, the township will benefit from an influx of high wage earners that further generates wealth. Intel's regional impact may also provide an incentive for residents living in Union Township but working elsewhere to seek these new employment opportunities that are closer to home. Overall, the household income metric shown below is a good insight into the economic strength of Union Township and its attractiveness for future residents and businesses.

Household Income



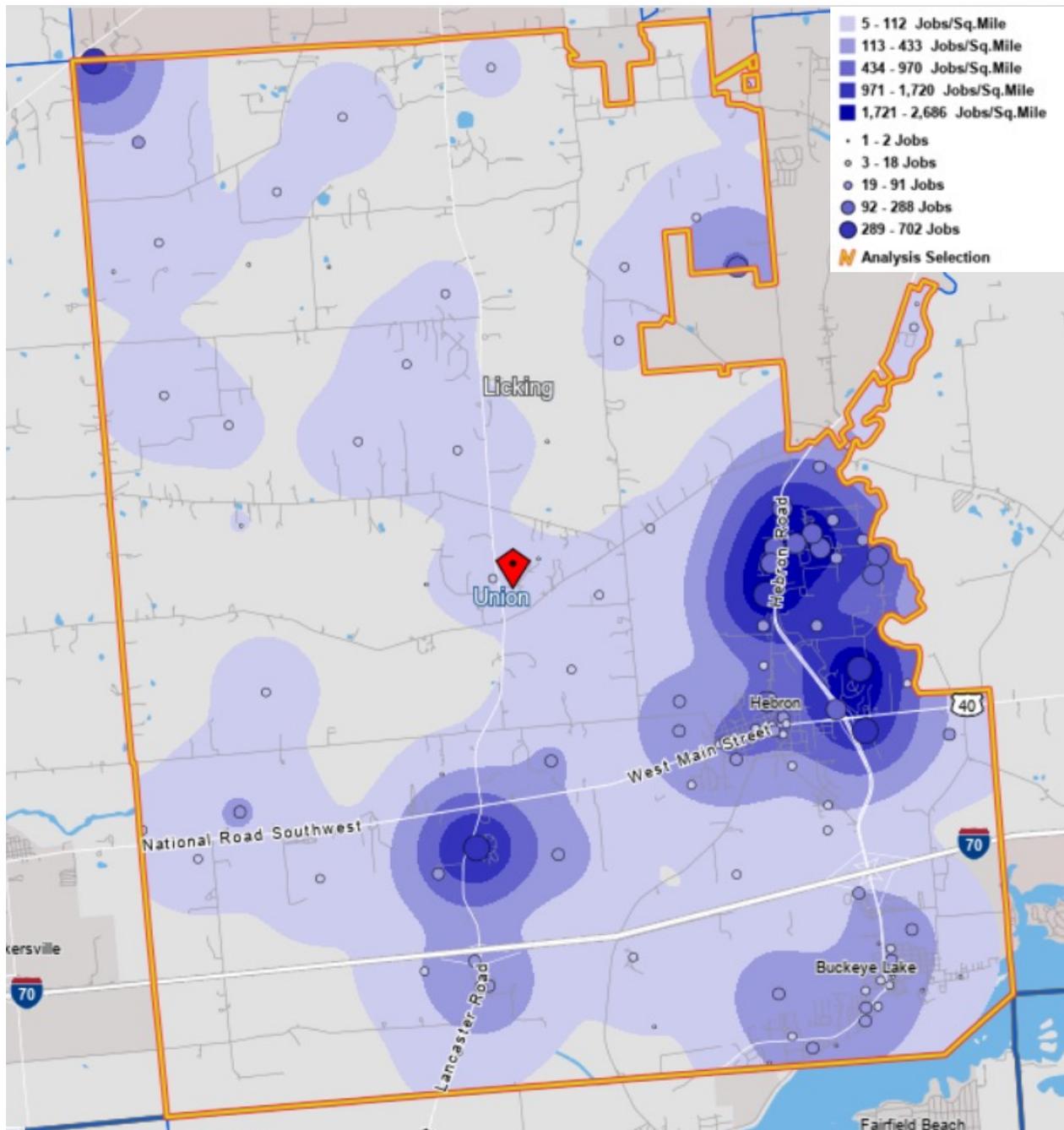
Source: U.S. Census Bureau

UNION TOWNSHIP WORKFORCE ANALYSIS

Union Township's employment base is primarily concentrated in the southern and eastern portions of the township near the village of Hebron and Interstate 70 corridor with interchanges at State Route 37 and State Route 79. This area is home to companies like Momentive Performance Materials Inc., MPW Industrial Services Group, Inc., Strait & Lamp Lumber, Suburban Propane, and THK Manufacturing of America. Industries in this area benefit from the proximity to major Interstate 70 east – west corridor. The northern portion of Union Township has limited access to major highways, which limits the type of businesses that can be attracted to this area of the township. The Granville Business Park sits adjacent to the northern portion of the township, which is home to companies such as Holophane Corporation. While this area lacks the infrastructure that the southern portion of the township possesses, it excels in other areas. It is home to a majority of the township's agricultural land and is the primary residential area within the township. The following U.S. Census Bureau heat map shows the distribution of employment throughout the township.



Union Township, Ohio Employment Concentration



Source: U.S. Census Bureau

Union Township Workforce Snapshot	
Union Township Workforce Statistics	Data Points
Civilian Labor Force	4,633
Unemployment Rate	3.1%
Mean Travel Time to Work	24.2 Minutes
Median Household Income	\$62,306
Per Capita Personal Income	\$40,813
Poverty Rate	10.6%

Source: U.S. Census Bureau

Union Township has a civilian labor force of roughly 4,633 and an unemployment rate of 3.1% compared to Ohio's unemployment rate which is slightly higher at 5.2%. Union Township is positioned between areas of varying economic activity. Union Township would be considered rural by nature with the presence of a strong agricultural base and low-density housing, although this landscape is beginning to shift due to ongoing economic development activities in central Ohio and the impending impacts related to Intel Corporation and the potential for downstream supply chain opportunities. As economic development continues to look eastward into Licking County, the future Union Township landscape could dramatically change. The surrounding Licking County townships provide a snapshot of what the future of Union Township could become. In terms of population, Union Township is the third largest township in Licking County with 9,130 residents behind Etna Township and Granville Township, respectively. Etna and Granville townships are near Union Township with Granville Township bordering the northern edge of the township and Etna Township located to the west. Harrison Township is the fourth largest township in Licking County with a population of 8,520. Four of the largest townships by population are in the southwest portion of Licking County. While Union Township does represent a median household income higher than the state of Ohio, the surrounding townships currently have higher median household incomes. With a median household income of \$62,306, Union Township ranks 17th of the 25 townships in Licking County. Granville Township and Harrison Township have median household incomes of \$117,091 and \$102,212 respectively with Etna Township and Licking Township at \$93,558 and \$91,823. Collectively, these townships demonstrate economic health that will be attractive to future business development and talent attraction efforts.

While Union Township is the sixth densest township in the county, it is important to define where density exists. The village of Hebron is located within the township limits and represents the highest concentration of population and density. Union Township currently has 42.3 total square miles of land with the village of Hebron representing about 2.96 square miles. There are approximately 2,370 residents located within the village of Hebron which represents 25.9% of Union Township's total population, while being located on only 7% of the total land area. Looking at density outside the boundary of the village of Hebron, the population density is much lower, with a calculated density of 172.7 people per square mile.

Union Township Regional Area Comparison				
Township Name	Population	Employment Rate	Median Household Income	Population Density
Union	9,130	60.6%	\$62,306	215.8
Granville	10,244	53.2%	\$117,091	395.5
Harrison	8,520	63.7%	\$102,212	309.8
St. Albans	2,542	60.6%	\$74,866	96.3
Licking	2,352	73.3%	\$91,823	87.1
Etna	18,896	64.6%	\$93,558	807.5

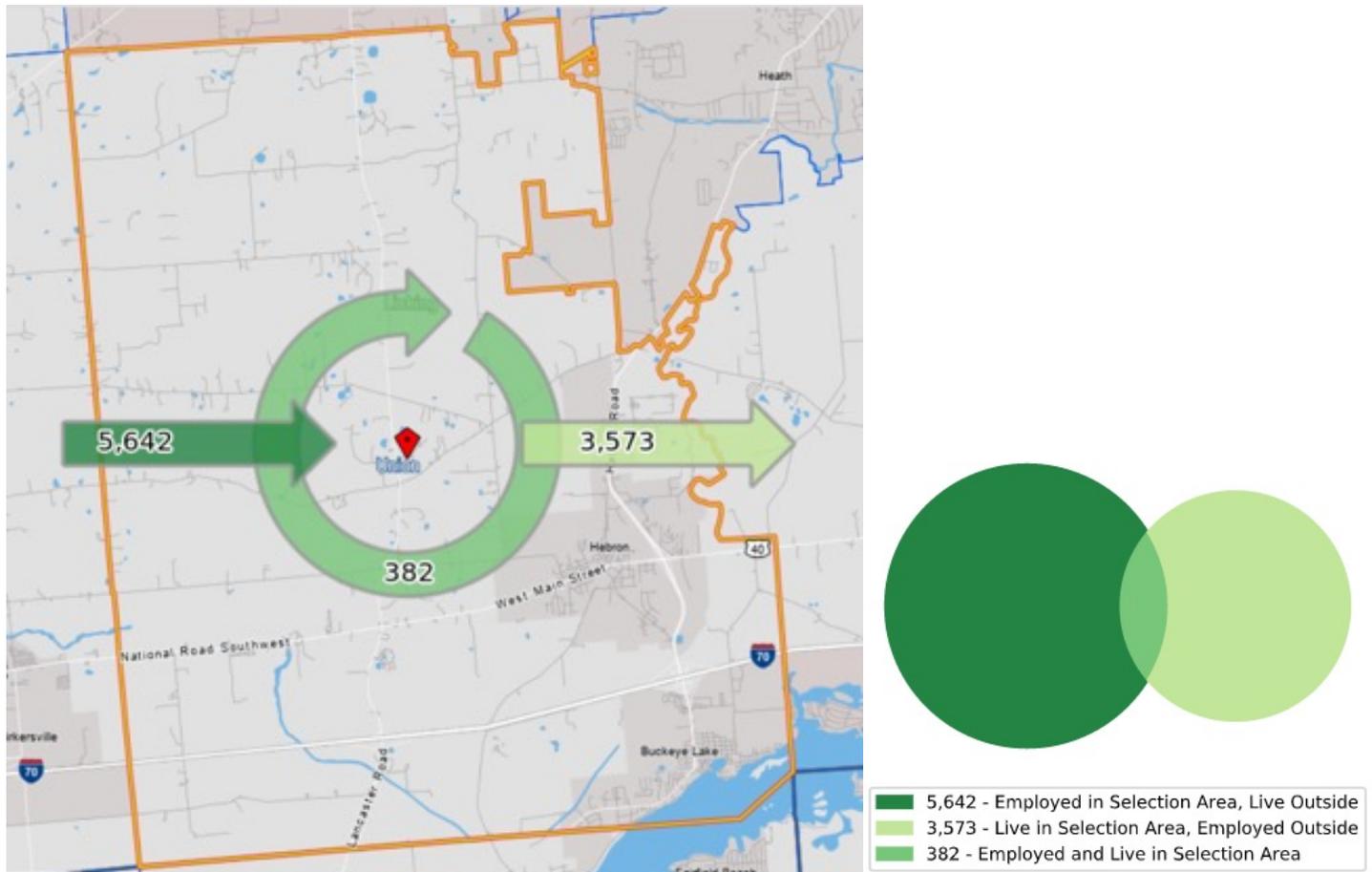
Source: U.S. Census Bureau

Measuring the inflow and outflow of workforce in the township, there are 6,024 total people employed within Union Township. Of these employees, 5,642 (93.7%) of these are individuals that live outside Union Township and travel into the township for employment. There are 382 (6.3%) people both employed and living within Union Township and 3,573 people (90.3%) living in Union Township and employed outside of Union Township.



A majority of Union Township's labor force comes from other areas into the township for work. Due to the access of Interstate 70, employees and residents in Union Township can travel for employment with ease. Along with the presence of large employment centers like Columbus along this highway corridor, residents can find employment opportunities within the central Ohio region with ease. This is especially evident in the healthcare industry, one of Union Township's largest employment sectors. With limited healthcare facilities located inside Union Township, these employees are all leaving the township to work elsewhere. The low percentage of workers that work and live within Union Township is an area which the township could target for development. Having residents that work and live within an area's jurisdiction and its surrounding communities provides an economic advantage for the township. Residents will spend more time and money within the local community that they work and live in.

Union Township Commuter Patterns



Source: U.S Census Bureau

QUALITY OF LIFE INDEX

Montrose Group's quality of life index (QLI) relies less on traditional cost of doing business measures such as occupational wage rates, construction and real estate costs and other traditional costs of doing business measures that drive larger manufacturing, logistics and industrial or technology based corporate site location projects. Instead, Montrose focuses on aspects regarding social well-being, access to healthcare, educational attainment, and more to display the status of a community. These aspects play an important role in creating a healthy community which in turn produces an impact on the economic status of an area. Many companies are more focused on the long-term prospects for a region to succeed and to be attractive to their workers to live.



Quality of Life Index Analysis

Crime Assesses relative risk of crime in seven major crime areas including personal crime, murder, rape, robbery, assault, burglary, larceny, and motor vehicle theft	Housing Ratio of rental cost compared to income, breakdown of home prices by income, eviction rates, and cost of homeownership	Commute Times Average commute times as defined by U.S. Census Bureau compared to state averages
Walkability U.S. Environmental Protection Agency Walkability Index	Healthcare Analyzes premature deaths, adult obesity, uninsured residents, and Primary Care Physicians per resident	Education Assesses statewide performance index rating, high school graduation rate, high school degree or higher attainment, and Bachelors degree or higher attainment
Wealth Measures per capita income, poverty rate, personal savings, and per capita retail sales		

The Montrose Group Quality of Life Index is a multidimensional analysis that scores key aspects of a community and can be thought of as an analysis of a range of objectively measurable community and social wellbeing conditions in seven key areas that are measured nationally and at the statewide level. Federal, state, and proprietary data sources are used to collect and analyze Quality of Life data which are weighted to generate a community Quality of Life score that is then compared to a baseline score of 100. Communities with a baseline score of 100 or higher have a ranking that meets or exceeds federal and state statistics, a score between 60-80 indicates a good ranking, and so on. Much like the federal location quotient statistic, communities with a higher QLI score have an exceptional competitive advantage over other areas. The QLI analysis should be used to understand strengths and weaknesses and identify opportunities to drive change via community development strategies, private sector engagement, and multi-jurisdictional cooperation. This wide scope makes QLI research a powerful, practical, and effective measure of socioeconomic development policies and actions.

Union Township Crime Index.

Union Township Crime Index



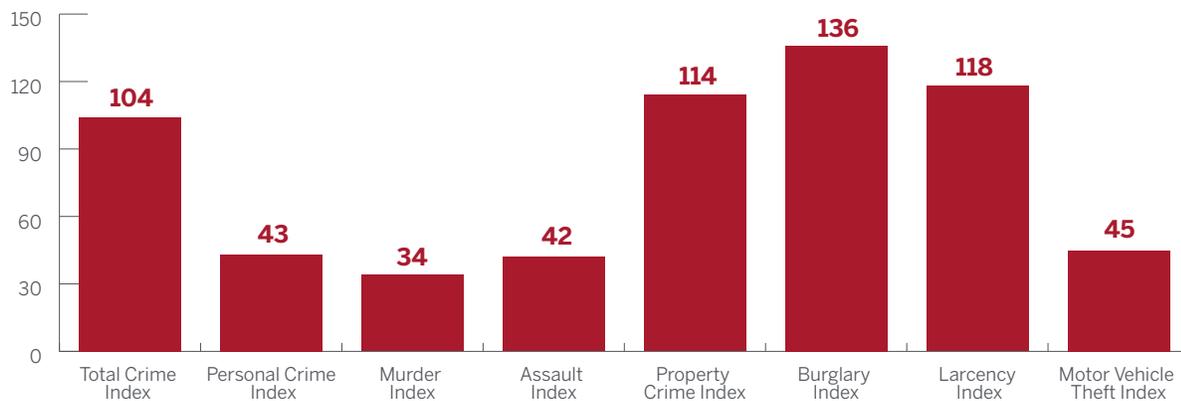
Excellent
96
*Total Crime Index as compared to the state of Ohio

A *Crime Index* provides a view of the relative risk of crime in a community as compared to the rest of the nation using data from resources such as the Federal Bureau of Investigation’s Uniform Crime Reporting system. According to economic theory, crime should decrease as economic growth and opportunity improve. Communities with lower crime indexes suggest higher labor force participation rates, stable wage rates, and lower risk for business operations. The Crime Index is an indication of the relative risk of a crime occurring and is measured against the overall risk at a national level. Values above 100 indicate the area has an above average risk of occurring compared to the US. Values below 100 indicate the area has a below average risk of occurring compared to the US.

CrimeRisk is intended to provide an assessment of the relative risk of seven major crime types and their summarization to the block group scale. Relative crime rates are very important in real estate applications, insurance underwriting, shopping center and stand-alone retail facilities. CrimeRisk is a block group and higher-level geographic database consisting of a series of standardized indexes for a range of serious crimes against both persons and property. It is derived from an extensive analysis of several years of crime reports from the vast majority of law enforcement jurisdictions nationwide. The crimes included in the database are the “Part 1” crimes and include murder, rape, robbery, assault, burglary, theft, and motor vehicle theft. These categories are the primary reporting categories used by the FBI in its Uniform Crime Report (UCR), with the exception of Arson, for which data is very inconsistently reported at the jurisdictional level.

Crime Indexes provide a view of the relative risk of specific crime types. It is not a database of actual crimes, but rather the relative risk in an area compared to the United States in its entirety. Updated semiannually, the database includes indexes for several categories of personal and property crime. Union Township has a Crime Index of 96, which registers as an Excellent index rating and demonstrates the low relative risk of crime and the overall safety and well-being of the community. An Excellent Crime Index score will be important to the health and wealth of the township, maintaining strong property values, and the attraction of private sector investment into targeted development areas within Union Township.

Union Township Crime Index



Source: Esri, Inc. ArcGIS Business Analyst



Union Township Housing Index.

Union Township Housing Index



Excellent
145
<small>*Housing Index as compared to state of Ohio (Rent by income, Home cost by income, Vacancy rate, Homeownership rate)</small>

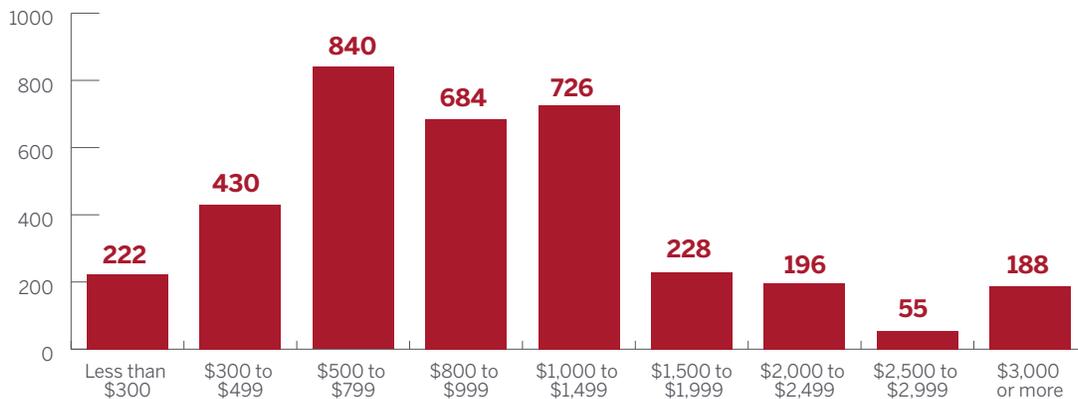
Housing is an essential sector of the economy and makes up the largest component of an individual's wealth at almost a third of the total assets.ⁱⁱ Quality housing must not only be reflected in the structural aspects of a home, but also in average prices. For individuals, the lower the price, the better. For communities, the higher the price the better as property values translate into tax base. However, adequate housing can also facilitate labor mobility within an economy and as communities grow, corresponding growth of residential housing options must also keep pace. When looking at building a better community, housing affordability and availability is key to ensuring mobile talent considers your community as a viable community to live and there is adequate housing stock to choose from. Union Township residents spend a smaller portion of their income on rent (13.73%) and mortgage costs as a percentage of income are slightly above the state average. Licking County's vacancy rate of just 1.75 percent is significantly lower than the statewide average of 8.27 percent and Union Township's homeownership is more than 23 percentage points higher than the state of Ohio. Overall, Union Township has a high-quality housing market which further supports the strong demand for new residents to consider moving to the township.

Housing Comparison

Housing Comparison		
Area of Study	Union Township	Ohio
Rent Cost by Income	13.73%	17.03%
Home Cost by Income	26.87%	26.55%
Vacancy Rate, Licking County	1.75%	8.27%
Homeownership Percentage	89.7%	66.3%

Source: U.S. Census Bureau, Esri, Inc. ArcGIS Business Analyst

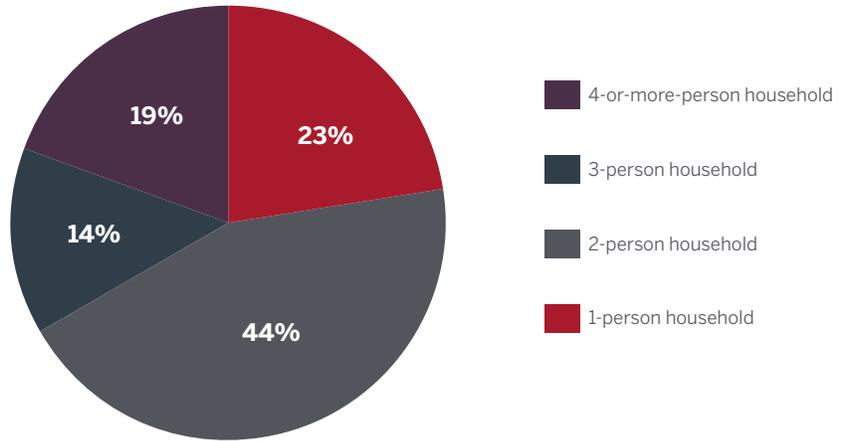
Number of Properties by Monthly Housing Costs



Source: Esri, Inc. ArcGIS Business Analyst

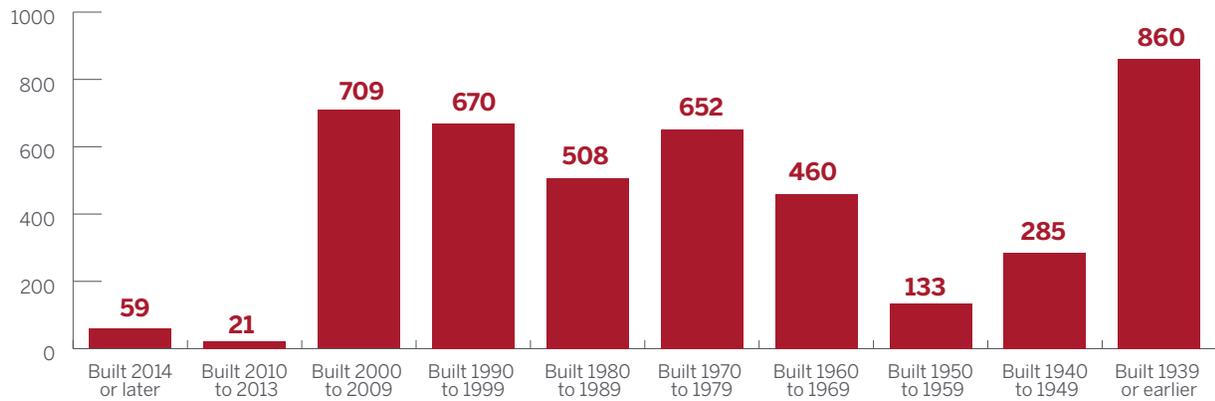


Household Size



Source: Esri, Inc. ArcGIS Business Analyst

Age of Housing Stock

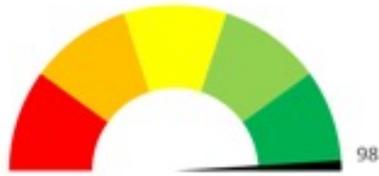


Source: Esri, Inc. ArcGIS Business Analyst



Union Township Commute Time Index.

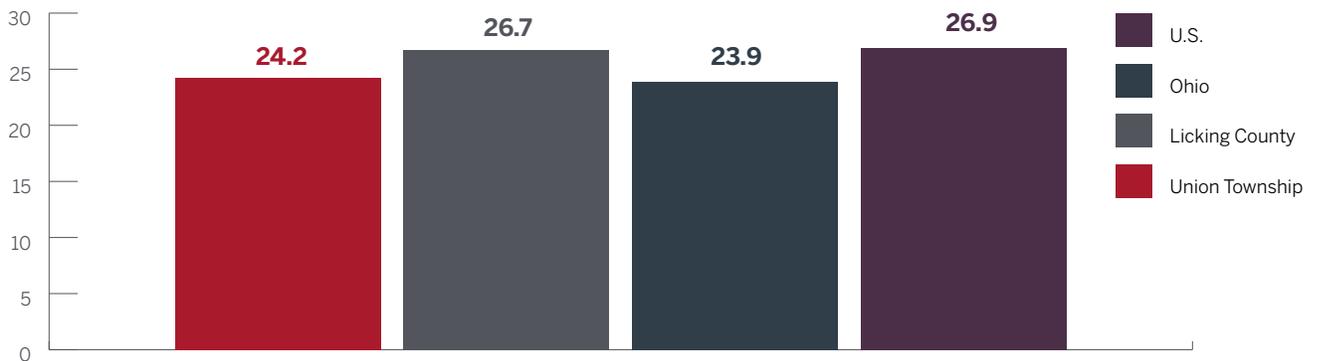
Union Township Commute Time Index



Excellent
98
*Commute time (minutes) compared to state of Ohio

Commute Times vary depending on the geographic locations and access to multiple modes of transportation. A diverse transportation network shortens commute times, increases company productivity and competitiveness, and increases access to a broader pool of talent. Arduous commutes may deter talent from considering jobs in a given location.ⁱⁱⁱ As businesses look to communities with strong quality-of-life features, convenient locations, and ease of travel to work by car, bike, or foot should be considered. Union Township has an average commute time of 24.2 minutes. Union Township's average commute time is lower when compared to Licking County and the United States and is indicative of its close proximity to major employment centers throughout central Ohio. The state of Ohio has a slightly less average commute time with 23.9 minutes. As mentioned previously, the presence of Interstate 70 that traverses the township provides ease of access for residents to travel to an employer in the region and people may be willing to travel further distances for work as demonstrated by the township's low rate of people (9.7%) who live and work inside the township. Due to the rural nature of Union Township and the absence of a dense population center, biking or walking to work is difficult. 89.6% of people in Union Township reported taking a car, truck, or van to work while only 2.5% of people reported walking to work. Due to changing working conditions within our rapidly evolving economy, commute times are becoming an increasingly important aspect of life. With a shift in employees working from home due to the impacts of COVID-19 in the workplace, the value of low commute times is increasing.

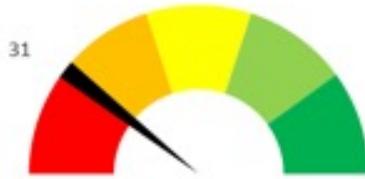
Commute Times (Minutes)



Source: U.S. Census Bureau

Union Township Walkability Index.

Union Township Walkability Index

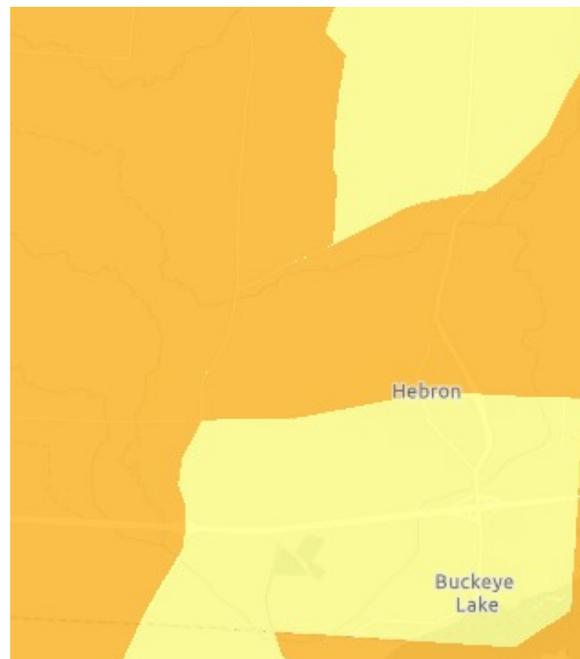
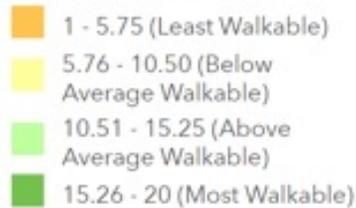


A *Walkability Index* is a nationwide geographic ranking system led by the U.S. Environmental Protection Agency. The Walkability Index uses selected variables on density, diversity of land uses, and proximity to transit to calculate the ease of walking around. Walkable communities vary depending on population and land mass (urban, suburban, rural) and take into account access to public transit.^{iv} The EPA's Walkability Index covers every census block group in the nation, providing a basis for comparing walkability from community to community. Selected variables incorporated into this index include:

- Intersection density - higher intersection density is correlated with more walk trips
- Proximity to transit stops – distance from population center to nearest transit stop in meters where shorter distances correlate with more walk trips
- Diversity of land uses:
 - o Employment mix – the mix of employment types in a block group (such as retail, office, or industrial) where higher values correlate with more walk trips
 - o Employment and household mix – the mix of employment types and occupied housing such that a block group with a diverse set of employment types (such as office, retail, and service) plus many occupied housing units will have a relatively high value and higher values correlate with more walk trips.^v

NationalWalkabilityIndex

Walkability Index



Union Township has little to no walking or alternative transportation infrastructure within a majority of the township, however this is likely due to the rural nature of Union Township and its primarily residential and agricultural landscape. Connector routes to a dense population center like a village or city are not available to a majority of the residents in Union Township and almost all activities of township residents require travel by



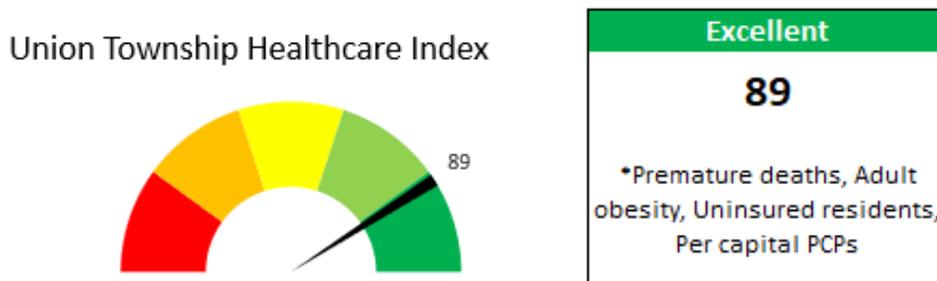
vehicle. The index of the village of Hebron also registers as a below average to least walkable community according to the U.S. EPA's Walkability Index. Although, this does not necessarily pose an issue for the township, from a quality-of-life standpoint having an integrated alternative transportation infrastructure such as bike and walking trails can provide less dense areas with a solution for pedestrian traffic when walking is unattainable and serve as a connector to surrounding communities such as Granville, Heath, and Hebron.

Name	Walk Score	Bike Score
Union Township	0	19
Hebron	36	33

Source: Walkscore

Developing alternative transportation infrastructure can provide benefits in a multitude of different forms. Development of bike paths promotes healthy lifestyles, provides access to local parks, work, and provides youth alternate modes of transportation to school. The township is home to the Ohio Canal Greenway, a 3.8-mile multi-purpose trail, and Infirmary Mound Park, which has walking and hiking, however neither trail provides broad connectivity to surrounding communities in Licking County. In addition, Evans Foundation Park and Buckeye Lake have popular alternative transportation routes that are adjacent to Union Township and could be connector assets to enhance Union Township's walkability. Licking County has the Licking Park District that acquires, manages, and preserves numerous nature preserves, park systems, and trails that are unique to each location. Ohio Park Districts are organized under Ohio Revised Code Chapter 1545 and park districts have numerous powers as it relates to preserving and protecting unique natural habitats and historical landmarks and can acquire land, easements, and secure leases. A Park District works with local governments, park districts, private organizations, and the Ohio Department of Natural Resources to ensure the best assets of a natural environment are protected for future generations. Licking County and the Licking Park District should determine ways to increase mobility throughout the county that includes Union Township via alternative transportation routes such as bike paths and walking trails. Programs such as ODOT's Transportation Alternatives Program (TAP) provides funding for projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities, and environmental mitigation; recreational trail program projects; and safe routes to school projects. Thomas J. Evans Foundation is a private family foundation established in 1965. The foundation has a special niche owning more than 200 parcels that are leased to non-profits and governmental municipalities for public use, many of which are public parks and recreational facilities. The Foundation is also known for their work developing the extensive bike path network in Licking County with more than 44 miles of path reaching county wide. Union Township should include the Foundation as a partner in discussions and planning related to alternative transportation infrastructure projects.

Union Township Healthcare Index.



Access to health care and services, and improving health outcomes, can demonstrate the health and wellbeing of a community. A Healthcare Index considers access to health care services and helps identify underperforming markets where barriers to health care, such as social, racial, economic, and physical factors may exist, and where there are markets that have the services needed to support healthy living.^{vii} Union Township does not have a major hospital or healthcare center within its jurisdiction however there is an abundance of healthcare centers in Licking County and the surrounding region. Union Township's Healthcare Index is best represented

as part of the overall countywide rating, using 2022 County Health Rankings used data from 2019 for this measure. Licking County has one reported primary care physicians throughout the county that represents one primary care physician per every 2,361 residents and overall, Licking County has a higher ratio of population to primary care physicians when compared to Ohio and the nation. Licking County has a lower rate of premature deaths than the state of Ohio and is on par with the state of Ohio with regards to adult obesity and uninsured residents. The health of a community is not only important to the individual, but to the economy of a community as well. As the population ages, workers begin to leave the work force and move into retirement. If a community features an overall negative healthcare system a community's workforce will be directly impacted. Workers will leave the labor force at a younger age and be required to spend more disposable income on healthcare needs. Licking County is home to the Licking Memorial Hospital and is near central Ohio which has an abundance of healthcare providers that are likely serving the Union Township and Licking County population with specialized medical care. Community health assessments, typically led by the local health department, can help identify voids in healthcare services and prioritize enhancing services and specialized care.

Health Comparison

Health Comparison		
Area of Study	County	Ohio
Premature Death	7,500	8,700
Adult Obesity	35.0%	35.0%
Uninsured Residents	8.0%	8.0%
Primary Care Physicians Per Person	2,361:1	1,290:1

Source: Ohio County Health Rankings, U.S. Census Bureau

Union Township Education Index.

Union Township Education Index



Excellent

102

*Ohio Department of Education
PI ranking, Graduation rate, HS
degree or higher, Bachelor's
degree or higher

The strategy for communities looking to attract talent and grow population should include an analysis of *Education*. Educational attainment has long been a cornerstone for business retention, expansion, new business attraction, and entrepreneurship. The level of education and occupational skills found in communities traditionally correlates to demonstrated economic growth and stability. Approximately half (51.4%) of all entrepreneurs hold at least a bachelor's degree.^{viii} From an individual's perspective, higher educational attainment is generally linked to better employment prospects, higher income, and a better quality of life. And from a Placemaking and QLI standpoint, communities should maximize opportunities to attract a skilled workforce that will not only fill existing jobs but will attract new employers and generate entrepreneurial activity that will draw in new entrepreneurs and business start-ups.

The Performance Index is a calculation that measures student performance on the Ohio Achievement Assessments/Ohio Graduate Tests at the 3rd, 4th, 5th, 6th, 7th and 8th grade levels and English I, English II, Algebra I, Geometry, Integrated Math I and Integrated Math II.^{ix} The average performance index school score for Ohio schools in 2022 was 77.05. All school districts serving Union Township were awarded higher performance index scores than the state average, scoring a combined average of nearly twenty points higher than the state at 93.77. In 2021 the statewide graduation rate for Ohio was 87.2% and, once again, Union Township school districts were significantly higher (96.9%) than the statewide average. Union Township does have a slightly lower percentage of residents with advanced degrees compared to the state, however the township's proximity to a large workforce base will aid in business attraction efforts to target sites in the



township. Overall, the two school districts present higher student performance and graduation rates than most other schools within Ohio. School districts serving Union Township also invest 11 percent more in per pupil expenditures compared to the state. Overall, Union Township is fortunate to be served by some of the state's highest ranking and most sought-after school districts, which positions the township as a desirable location for future residents and creates an opportunity to attract a pipeline of future workforce for the township and surrounding labor shed.

Education Comparison

Education Comparison		
	County	State
PI Ranking	93.77	77.1
Graduation Rate	96.9	87.2
HS or Higher	88.0%	90.8%
Bachelor's Degree	23.1%	29.0%
Per Pupil Expenditure	\$11,490.11	\$10,289.32

Source: Ohio Department of Education, U.S. Census Bureau

Union Township Wealth Index.

Union Township Wealth Index



Excellent

93

*Per capita income, Poverty rate, Personal savings per capita, Retail sales per capita

Wealth in a QLI analysis considers education and income, however it also looks at the wealth of a community. Is a community's tax base growing? Are property values increasing? Are homeownership rates strong? Are residents actively engaged in the workforce? While these factors are analyzed individually, collectively they paint a strong picture for the future of a community. Union Township is comparatively better than Ohio and the nation in terms of population in poverty, owner occupied housing units and civilian labor force. These factors show that Union Township has a healthy ecosystem for economic and social growth. Union Township should leverage these elevated population statistics when attracting prospective business opportunities. Low poverty rates and high per capita incomes are two of the main foundations for maintaining a healthy community. These aspects have impacts on a community that help promote small business growth, attract large private investment, and create healthy social interactions. Union Township is higher than the state averages in per capita income and retail sales per capita, but a lower average FDIC deposits per person. The poverty rate in Union Township is 2.8% below the state average. Overall, Union Township is strong in standing and should continue efforts to generate high-wage jobs and generate wealth in the community through economic development and talent attraction strategies.

Wealth Comparison

Wealth Comparison		
Area of Study	Union Township	Ohio
Per Capita Income	\$40,813	\$32,465
Poverty Rate	10.60%	13.40%
FDIC Deposits Per Person	\$18.54	\$44.07
Retail Sales Per Capita	\$15,224	\$14,941

Source: U.S. Census Bureau, Federal Deposit Insurance Corporation



Quality of life is a dynamic concept that ranges over evolving objective and subjective measures. Determining quality of life is crucial to understand a community’s overall contentment. Increasing quality of life measures impacts both the social and financial standings of residents. Overall, Union Township can be considered above average when taking all these factors into account. Union Township scores Excellent in all Quality of Life categories except walkability, which is understandable considering the rural nature of the township. The best performing indices for Union Township are a housing index and education index exceeding the state of Ohio. While a low walkability score is reflective of the rural nature of the township, Union Township has an opportunity to work with the Licking Park District on alternative transportation routes the connect residents to population centers such as Granville, Heath, and Hebron.

ECONOMIC CONCLUSIONS

Union Township faces a quickly evolving future with the shifting landscape of the areas surrounding the township. With the future location of Intel in Licking County, the landscape of the area will look significantly different in the coming years than it does now. Union Township is able to capitalize on the changing economic landscape through positive, intentional development of the area. As new private investment begins to show interest in the areas within a proximate location to Intel, Union Township stands to attract new companies within the commercial, advanced manufacturing, and logistics sectors. To obtain the highest and best use of the available land in Union Township, the community and its leaders will need to make strategic decisions on what the landscape of the township looks like in the future. One of the beginning tasks of this process is to evaluate the current strengths, weaknesses, opportunities, and threats to the township.

Union Township SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Union Township’s location along Interstate 70 creates robust business attraction opportunities. • Proximity to Columbus region’s strong base of economic activity provides multiple benefits to existing residents. • Union Township has an abundance of available land situated around interstate the creates opportunities to attract potential employment centers. • Union Township has exemplary educational institutions for youth and young adults in proximity. • Union Township has experienced positive population and job growth over the past decade. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Union Township’s existing infrastructure is not suitable to handle rapid growth opportunities. • Union Township has a low inventory of residential housing stock suitable for attracting new residents. • A lack of employment opportunities for people holding advanced degrees within Union Township.
<p>Opportunities</p> <ul style="list-style-type: none"> • Intel’s announcement near Union Township will lead to business attraction opportunities. • Targeted use of economic development tools provides an opportunity to bring a variety of new, high wage jobs to the township. • Union Township’s positive relationship with neighboring municipalities like the Village of Granville and Granville Township provides opportunity for partnered growth. 	<p>Threats</p> <ul style="list-style-type: none"> • Union Township faces annexation concerns from neighboring municipalities. • Managing future growth and density provides complications to the current infrastructure of Union Township. • Without infrastructure upgrades, the township may not be able to accommodate future growth.



Listen Sessions Report

In August of 2022, Montrose and Union Township conducted four listen sessions with representatives of the community. The four groups represented stakeholders from education, government, community members and business leaders. The listen sessions were conducted via one-on-one discussions and stakeholder group discussions and included individuals from various sectors including business, utilities, development, education, real estate, government, elected office, and not-for-profit organizations. Each participant was given a questionnaire ahead of time, included as Appendix A, and asked to provide feedback around each of the questions. The listen sessions were instructive and provided Union Township and Montrose with the opportunity to understand the strengths and weaknesses that exist in the area and what the community wants to see by way of economic development. The challenges and opportunities identified in the listen sessions fit into several different categories outlined in the chart below.

Union Township Listen Session Challenges & Opportunities

- Preserving township's rural landscape
- Capitalizing on I-70 commerce corridor
- Intentionally targeting new business development opportunities
- Investing in necessary infrastructure
- Partnering with neighboring jurisdictions to manage growth

Each listen session provided its own perspectives on the current state of economic development efforts in Union Township and the future opportunities that exist to realize economic development successes in the community. Participants in the listen sessions were upfront, honest, optimistic, and forward-thinking. Common elements emerged in each session that can help guide the leaders of Union Township in their decision-making process about targeted economic development initiatives and partnerships. Taking the responses to the questionnaire and categorizing and summarizing the input from the listen sessions includes:

Union Township Stakeholder Interviews	Interview Responses
3. What industry sectors, either existing or new, should be a focus for economic development to encourage economic growth?	<ul style="list-style-type: none"> • Union Township needs to identify the types of business it wants to attract. • Union Township is in an advantageous position when developing future businesses. • Union Township should focus on industry sectors that do not disrupt the current landscape of the township. • The preservation of Union Township's agricultural sector is important.
4. What makes living, working, or owning a business in Union Township attractive?	<ul style="list-style-type: none"> • Easy access to Columbus and central Ohio. • Union Township offers reasonable taxes for residents and businesses. • Minimal amount of crime in the area. • Many residents of Union Township identify with the small-town rural feel of the area. • Exemplary school systems and access to higher education assets.
5. What attributes should be preserved or enhanced in Union Township as we look to the future landscape of Licking County and central Ohio?	<ul style="list-style-type: none"> • Union Township has good relationships with neighboring jurisdictions and can develop closer partnerships. • Union Township should focus on enhancing pedestrian travel: <ul style="list-style-type: none"> ◦ Improve alternative transportation routes. ◦ There is minimal bike infrastructure in the area. • Rapid growth on the horizon needs to be planned for and preservation of Union Township's rural landscape needs to be a priority. • While more housing is needed in the region, the current low-density housing structure should be preserved.
6. Does the community support the use of tax abatements and public finance tools like Tax Increment Financing to encourage development and fund infrastructure?	<ul style="list-style-type: none"> • Due to Intel's announcement, Union Township should develop an incentives policy that defines when incentives would be offered. • Economic development tools are available that can provide a financial solution to necessary infrastructure upgrades. • If tax incentives are provided, they should be carefully considered and offered to companies creating high-wage jobs.



UNION TOWNSHIP ECONOMIC DEVELOPMENT ACTION STEPS

In order to achieve intentional growth and support prosperity over the next five years, build on the successes around transportation corridors, capitalize on emerging industry sectors such as the semiconductor supply chain, and diversify the Union Township economy, Union Township's leadership should enact the following action plan tactics.

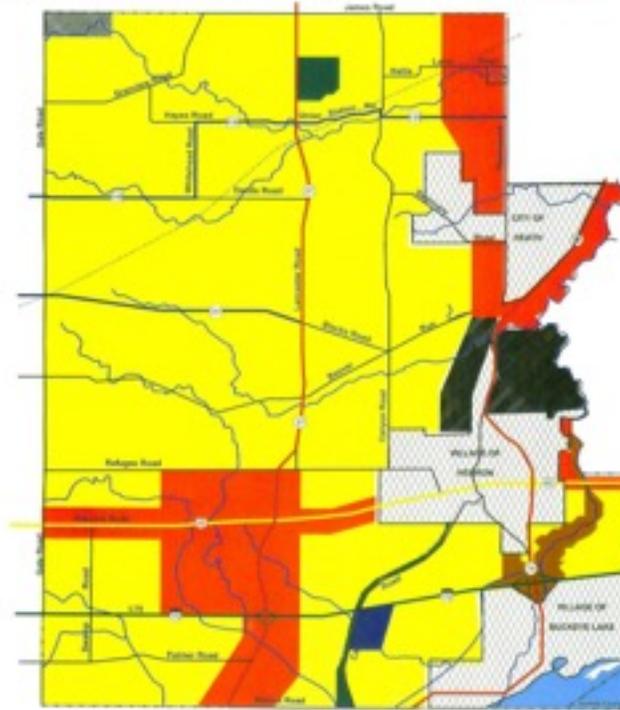
1. Implement Union Township Industrial Site Development Marketing Strategy around key sites along the Interstate 70 corridor in leading and emerging industry sectors which include Advanced Manufacturing, Semiconductor Supply Chain, and Logistics & Distribution, and capitalize on the strong concentration of a healthcare workforce to bring Healthcare facilities into the township and drive private investment to targeted areas.
2. Develop a Union Township economic development incentives policy that supports the township's goal of attracting high-value capital investment opportunities and generating wealth that takes into consideration surrounding jurisdiction's competitive incentives programs.
3. Utilize state and federal resources to support intentional development within Union Township and meet the goals and objectives of township leadership and its residents.
4. Pursue state and federal resources to support needed public infrastructure improvements such as roads, water, and sewer.
5. Engage in an update to Union Township's comprehensive plan that establishes a long-range plan which captures the vision of what the community wants to be in the future and provides guidance on elements such as community growth and annexation; infrastructure capacity; housing; public facilities; parks, open space, recreation and trails; economic development; and sustainability and resilience.

Union Township Economic Development Action Plan Tactic #1 – Implement Union Township Industrial Site Development Marketing Strategy around key sites along the Interstate 70 corridor in leading and emerging industry sectors which include Advanced Manufacturing, Semiconductor Supply Chain, and Logistics & Distribution to drive private investment to targeted areas.

Union Township is one of central Ohio's unique rural communities in that it is home to a strong agricultural base, low-density residential housing, and two industrial areas along the major east – west Interstate 70 corridor at State Route 37 and State Route 79. In 1998, the township adopted a Future Land Use Map in its Comprehensive Plan that identifies each of these corridors for business use and manufacturing use, which is reflective of current uses along these corridors and is home to much of the township's employment base. The township's location along this major commerce corridor creates significant economic development and business attraction opportunities the community must be prepared to entertain.



UNION FUTURE LAND USE MAP



KEY

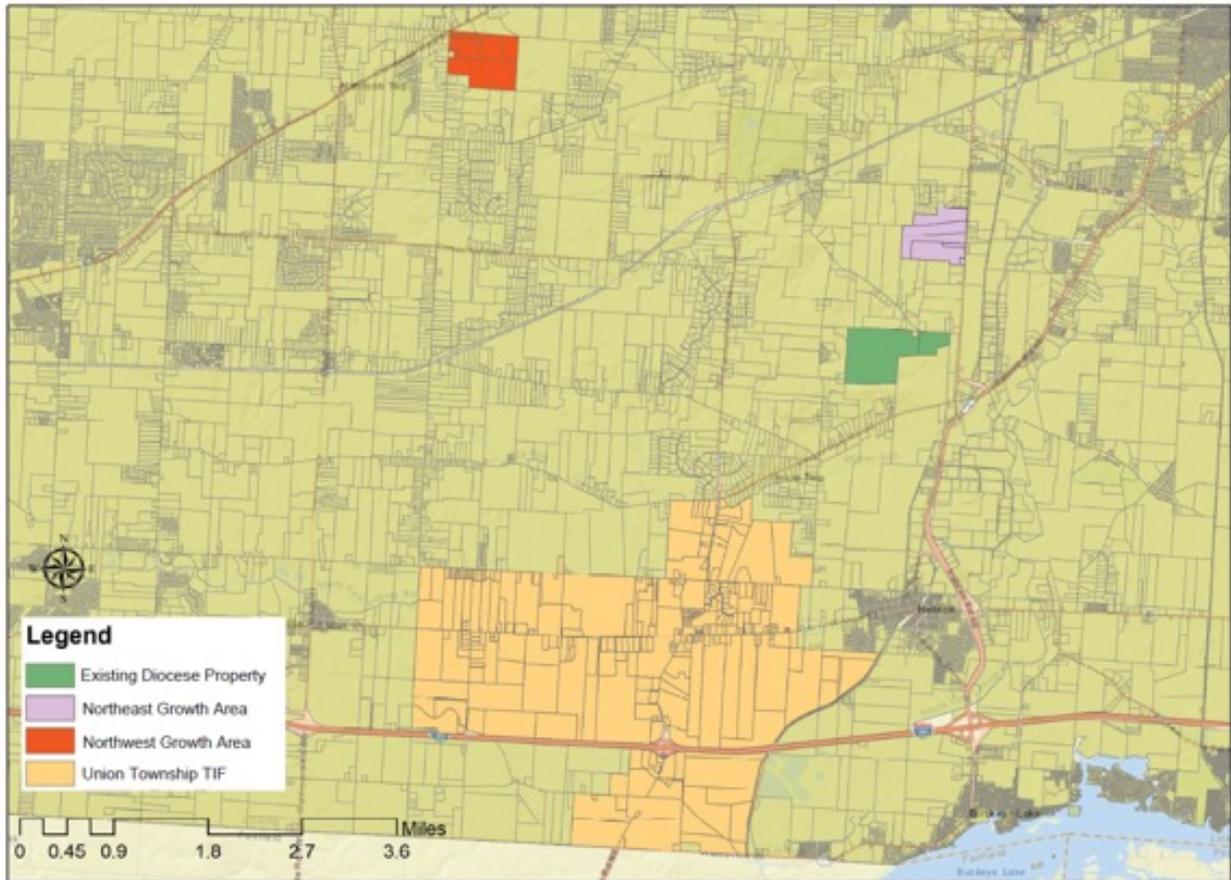
	Rural Residential		Manufacturing
	Business		Open Space
	Parks		Public/Institutional

Source: Union Township Comprehensive Plan, 1998

While Union Township should work to attract new businesses to the areas along Interstate 70, as depicted in the map below, community leaders should be intentional about the types of businesses it desires to see locate in the township and the level of economic development incentives it offers to business attraction interests as it relates to the Future Land Use Map developed under the Comprehensive Plan. The largest area with development potential lies in parcels located along the Interstate 70 and State Route 37 corridor. A small portion of land to the northwest is located near the Granville Business Park along State Route 16 and Gale Road. Acreage along Thornwood Drive south and west of Heath is identified as Business in the Future Land Use Map and is located near industrial developments. As the Township looks at land preservation efforts, it should be noted that the Roman Catholic Diocese of Columbus owns 227 acres of land in the township, depicted in the map below. Township Trustees should work with the Roman Catholic Diocese of Columbus to understand their long-term vision for the property and preservation of greenspace on and around the Monastery of Our Lady of the Rosary.

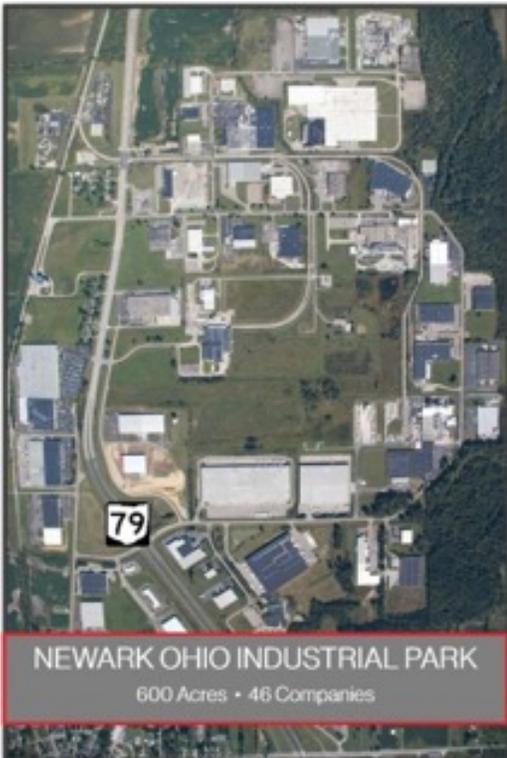


Union Township Proposed Growth Areas



Seminary Ridge Business Park. The Heath-Newark-Licking County Port Authority owns 131-acres of land south of Beaver Run Road, west of State Route 79, and within 3 miles of Interstate 70 in southeastern Union Township. The Seminary Ridge Business Park is equipped with significant public and private infrastructure assets and adjacent to state-owned rail line operated by Ohio Central Railroad; 138kV and 24.5kV electric via an adjacent AEP substation and a Licking Rural Electric substation; is bordered by natural gas, water, and sewer; and an interstate gas transmission. The publicly owned land offers a 15-year, 100% tax exemption via the Community Reinvestment Area program. The availability of large development parcels that can accommodate 1 million square feet of space, access to public and private infrastructure including rail, and a CRA tax abatement program makes the Seminary Ridge Business Park an ideal location for advanced manufacturing businesses.

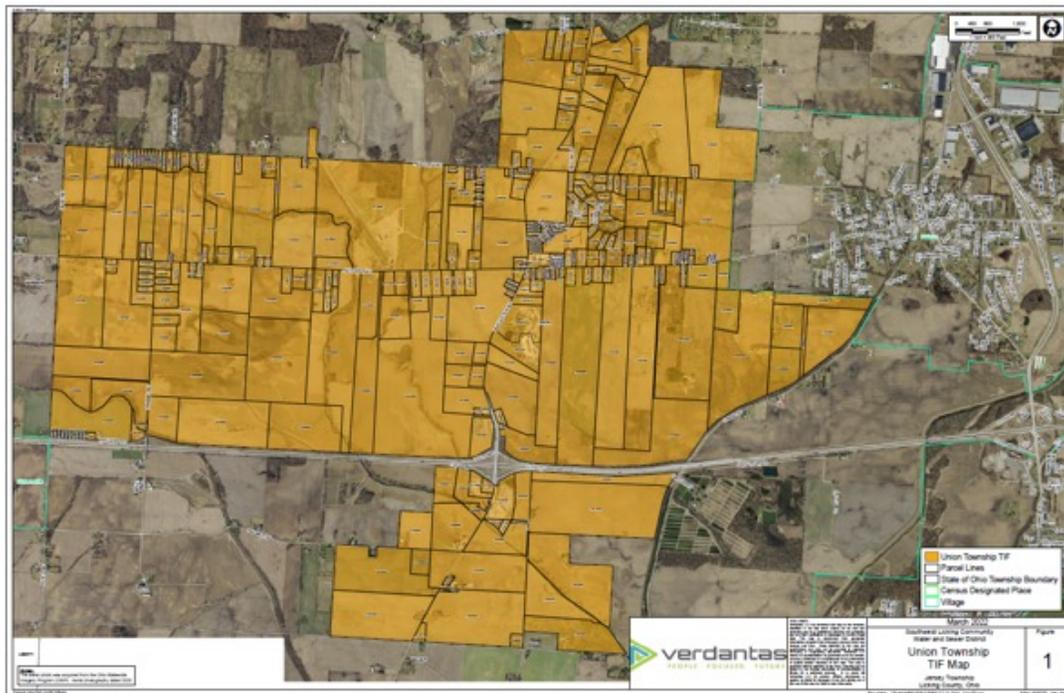




Newark Ohio Industrial Park of Hebron. The Newark Ohio Industrial Park of Hebron is located along State Route 79 near Interstate 70 and is within the village of Hebron and Union Township. Major employers such as Covestro, Momentive, Plastipak Packaging, Inc., RR Donnelly, Schwebel's, THK Manufacturing of America, and Transcendia are located within the park and buildings along Milliken Drive and O'Neill Drive represent more than 300,000sf of available industrial space. Advanced manufacturing operations that are compatible to businesses within the industrial park should be pursued to fill available space within the park that will benefit Union Township.

In 2022, Union Township approved Tax Increment Finance (TIF) Ordinance 2022-40 as delineated in orange in the map above, which creates a mechanism for public infrastructure investments and improvements to support community and economic development priorities. Payments derived from the increased assessed value of any improvement to real property beyond that amount are directed towards a separate fund to finance the construction of public infrastructure defined within the TIF legislation. The ability for Union Township to utilize the benefits of a TIF to make necessary public infrastructure improvements positions this area for future industrial and manufacturing growth in key industry sector strengths of Advanced manufacturing, Transportation and distribution facilities, and Semiconductor supply chain operations.

Union Township TIF District



Union Township should consider, as part of its updated zoning code strategy, parameters around the types of development that should ideally occur within the Union Township TIF District. While there are several ways to approach a zoning code, Union Township could consider developing a Planned Business Park code that provides a framework for development opportunities that have limited (or minimal) impact upon the surrounding environment. Under a Planned Business Park framework, Union Township can define permitted uses, conditional uses, and prohibited uses that take into account development impact on properties and landowners surrounding the TIF district.



City of Bowling Green, Ohio S-4 Planned Business Park. The city of Bowling Green, Ohio is located in northwest Ohio along the Interstate 75 corridor and similar to Union Township, is centrally located within exponential economic development activity within the northwest Ohio region. The city of Bowling Green has established an S-4 *Planned Business Park* that defines development parameters within a designated area of the city.^x

- (A) *Purpose.* This district is intended to provide for office and industrial uses having a minimal impact upon the surrounding environment in areas that are suitable for office and industrial development by reason of their location and the availability of adequate utility and transportation systems. Uses established in this district will be developed in a business park setting.
- (B) *Permitted uses.*
- (1) Bakeries and bottling plants;
 - (2) Truck and motor freight terminals;
 - (3) Moving and storage companies;
 - (4) Compounding, processing, and packaging of meat, dairy and food products, exclusive of slaughtering;
 - (5) Manufacturing and/or assembling of electrical and electronic products, components, and equipment;
 - (6) Machine shops and tool die shops;
 - (7) Electric substations, equipment buildings, electric transmission lines, and electric towers;
 - (8) Gas regulator and gas meter stations;
 - (9) Water filtration and pumping stations;
 - (10) Sanitary sewer treatment plants and pumping stations;
 - (11) Printing, binding, and typesetting plants;
 - (12) Research and engineering laboratories;
 - (13) Commercial radio and television transmitting stations and antenna towers;
 - (14) Sign painting and manufacturing;
 - (15) Stamping plants;
 - (16) Manufacture of computers and manufacture, duplication, and/or shipping of computer software;
 - (17) Manufacture of plastics;
 - (18) Manufacture of cosmetics;
 - (19) Other manufacturing, processing, assembling, or compounding operations processing characteristics similar to those uses listed in this section;
 - (20) Offices and corporate headquarters;
 - (21) Warehouses and wholesale warehouses; and
 - (22) Such manufacturing uses may have a retail outlet provided the products offered for sale are manufactured on site. For example, a manufacturer of furniture may offer retail sales of tables manufactured on site, but not chairs manufactured at another site.
- (C) *Conditional uses.*
- (1) Indoor sports training facility, which may include an accessory retail shop for the sale of related equipment, subject to the following conditions:
 - (a) The construction required to accommodate the facility shall not permanently alter the building so that it cannot be reused for industrial, office or business purposes.
 - (b) The applicant must submit a report as part of the zoning permit application from an architect, engineer or contractor indicating the building is suitable for use as an indoor sports training facility and any building modifications required would not preclude the building's reuse for industrial, office or business purposes.
 - (c) Buildings and use subject to city inspections for zoning compliance.
 - (d) A change-in-use permit is required and approval based on compliance with city ordinances.
 - (2) Vocational training school, subject to the following conditions:
 - (a) The entry drive shall be in compliance with the Access Management Policies and Guidelines.
 - (b) The construction required to accommodate the facility shall not permanently alter the building so that it cannot be reused for industrial, office or business purposes.



- (D) **Prohibited uses.** All the following uses are expressly prohibited in the S-4 District:
- (1) Fertilizer manufacture and animal rendering;
 - (2) Stockyards;
 - (3) Petroleum refineries and storage areas;
 - (4) Nuclear power plants;
 - (5) Paper mills;
 - (6) Hay mills;
 - (7) All retail sales unless such sales are of products manufactured on site; and
 - (8) All residential uses.
- (E) **Compliance.** Compliance with the state environmental protection agency with respect to discharges into the atmosphere and into any drainage system shall be a requirement for any permitted use.

The city of Bowling Green did include a definition of property that retained permitted and conditional uses and would be exempted from any revisions to the zoning regulations regarding permitted and conditional uses within the S-4 Planned Industrial District.^{xi}

Additionally, the city of Bowling Green has defined “Bulk and Density Regulations” for each district to define required minimum lot sizes, building setbacks, minimum lot frontage, maximum building height, and maximum lot coverage.

Bulk Density Regulations – S-4 Planned Business Park

DISTRICT	USE	MIN LOT PER FAMILY	FR YD	SD YD	RR YD	MIN LOT FRTG	MAX FL	MAX Height (Feet)	MAX LOT COV
S-4	Planned Business Park	*XXX	50	10	20	-	-	60++	40%

XXX – All setbacks, screening, and bulk-density requirements may be modified if approved by the Planning Commission.

++ – No maximum height is imposed. When building height exceeds the stated limit, all applicable building setbacks shall be increased by ½ foot for each foot the building exceeds the stated limit.

Source: City of Bowling Green Zoning Code Book

In today’s economic development world, if it is not advanced, it is not manufacturing. From food packaging and processing to semiconductors and biotech, nearly all manufacturing today is sophisticated, either in terms of machinery, operational processes, or skills – often all three.^{xii} In general, location strategies fall somewhere between two parameters. At one end of the spectrum are cost-driven decisions; at the other end are performance-driven decisions. A cost-driven strategy is one that emphasizes reductions in operating expenses. A performance-driven location strategy is one where cost containment is secondary to overriding value enhancement factors related to innovation and the strategic viability of the enterprise.^{xiii} Most of the R&D, commercialization, financing and headquarters functions – and much manufacturing – in advanced technology companies are located within the context of performance-driven factors. Communications and collaboration synergies to ensure creativity, leverage market trends and gain intelligence often keep these functions located together and geographically clustered with similar organizations. Such functions are typically located according to factors such as talent and skills availability (usually in conjunction with a superior quality of life environment to attract knowledge workers), presence of synergistic organizations, business and tax climate which supports innovation, and sites that have both the appropriate infrastructure for the particular activity and which project an intangible sense of image that communicates cutting-edge discovery.^{xiv} The supporting business functions will tend to be sited by cost factors and workforce availability and, as technology companies evolve from startup to mature organizations, the business backbone requirements increase proportionally and are often cost driven.^{xv} Established and often global technology and bioscience companies have large (in some cases, huge) enabling and supporting organizations beyond their core technology businesses and manufacturing activity. These include internal finance, human resources, training, marketing, regulatory, corporate governance and customer servicing.^{xvi} Location selection for specific advanced manufacturing activities generally fall somewhere between a cost and performance focus, depending on the technical talent required, sophistication and degree of automation of the manufacturing process and commensurate skill needs, intellectual property sensitivity, site and infrastructure requirements, and the need



to be proximate to markets, suppliers and other corporate functions.^{xvii} The ability of local communities and sites to be prepared to support advanced manufacturing facilities from public infrastructure capacity to expeditious incentives policies are critical to winning new companies, capital investment, and job creation.

Industrial site development action plan tactics are specific steps that provide a roadmap for a community to develop competitive sites and lay out strategies to attract economic growth. Companies looking to locate or expand prefer locations that are "site ready" meaning they have infrastructure in place, are properly zoned, have environmental studies complete, and have tax incentive agreements in place. Consideration for Union Township industrial and manufacturing development should reflect:

1. Preparing sites for the attraction of companies in the leading industry sectors of Advanced manufacturing, Transportation and distribution facilities, and Semiconductor supply chain operations.
2. Leveraging partnerships with GROW Licking County, One Columbus, JobsOhio, and local utility and infrastructure providers to launch an attraction and marketing campaign aimed at the attraction of Advanced manufacturing, Transportation and distribution facilities, and Semiconductor supply chain operations.
3. Union Township should work with existing property owners and GROW Licking County to jointly market business attraction opportunities and, if necessary, gain ownership and development control of sites.

In addition to a targeted industrial site development approach, Union Township should stay engaged in and advance township-specific priorities identified in the broader, regional FRAMEWORK plan. FRAMEWORK will produce a collaborative vision, addressing economics, land use, character of place, transportation, housing, and other topics. The initiative includes 15 jurisdictions who will focus on understanding the impacts and identifying the potential benefits of the anticipated investments of from the public and private sectors, catalyzed by the investment from Intel. The objective is to work with these Licking County communities who will be most immediately impacted to establish a development framework and strategic approach to managing change to ensure that the communities remain healthy and are successfully positioned for the future. This effort is not intended to replace or negate any planning occurring in the local communities, rather it will lift up and ensure that the specific plans are "stitched" together. Not surprisingly there are numerous planning efforts at the community level but also at the county level. FRAMEWORK is the only effort to integrate these studies together. The effort will put together a vision and framework that makes the most sense for Licking County with consideration for where and how growth should happen with respect to our collective interdependence. As a part of this process, they are working to engage local, regional and national partners to plan with the goal of working to leverage assets to help preserve the elements that make each Licking County Community unique yet allow communities to benefit from the growth.^{xviii}

Union Township Economic Development Action Plan Tactic #2 – Develop a competitive Union Township economic incentives policy that supports the township’s goal of attracting capital investment and high-wage, high-growth jobs by utilizing a public-private partnership of tax abatement, TIF and JEDD.

The state of Ohio has several tax incentives available to communities to encourage economic growth, retain and create jobs, encourage private sector capital investment, and increase a community’s tax base. The laws and rules for these economic development incentives are spelled out in the Ohio Revised Code, but their use is at the direction and approval of local entities such as counties, municipalities, and townships. Tax incentives have been used as a policy tool for local communities looking to spur economic development and attract and retain quality jobs. While tax incentives can influence economic growth and opportunity in communities, intentionally administering incentives that support targeted industry sectors, the creation of high-value jobs, and supporting business behaviors supportive of the local community are important.

Economic development incentives remain a core aspect of local and state economic development policy as direct financial benefits are integrated into a firm’s site location decision-making process. What distinguishes incentives from broader economic development efforts is that governments selectively provide these incentives to individual businesses, arguing their investment or expansion would not occur “but for” the incentive.^{xviii} In an effort to drive high-value economic development investment in Union Township, the



township should develop an economic development incentives policy that encourages private sector investment in existing industries and key industry sectors that generate wealth creation for both Union Township and its residents; includes rigorous evaluation of incentives offered to ensure incentives are being offered as part of a competitive location analysis; and aligns with the broader intentional economic objectives of Union Township.

An effective incentive strategy is a thoroughly researched game plan that identifies and targets incentives that will most benefit the project by reducing capital expenditures and operating costs, improving site readiness and reducing risks associated with project implementation. Specific to Union Township, building an incentive strategy around tax abatement programs will help guide the township’s recommendations to Licking County.

Community Reinvestment Area (CRA). The CRA program allows counties and municipalities to designate areas of its community for real property tax abatement for the remodeling of existing structures and the construction of new structures. The program is regulated by the Ohio Revised Code, sections 3735.65 to 3735.70. The tax abatement provided under the CRA program exempts from taxation the assessed value of a new structure or the increase in assessed value of a structure that has been remodeled. The program does not provide an exemption from taxation of the increase in the value of the land underneath the new structure or remodeled structure, nor does it allow for the exemption from taxation of existing taxes on the tax duplicate. The CRA program is comprised of two distinct designations – pre-1994 CRAs and post-1994 CRAs.

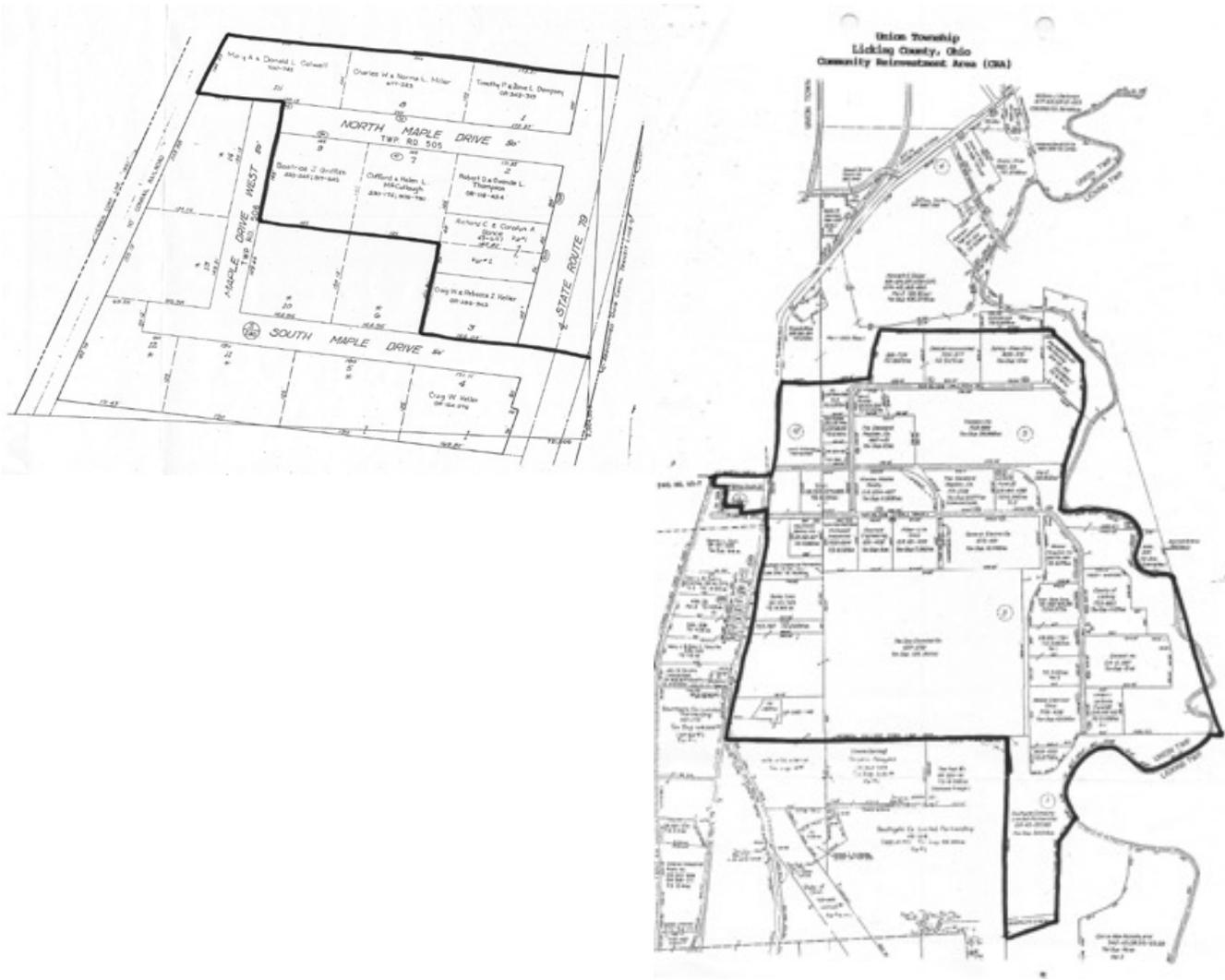
Exemption Levels	Pre-1994 CRA	Post-1994 CRA
Real Property Exemptions	Must be 100%	Up to 100%
Personal Property	None	None
Inventory	None	None
Term Exemptions	Pre-1994 CRA	Post-1994 CRA
Residential Remodeling (2 units or less; minimum \$2500)	Up to 10 years as specified in CRA legislation	Up to 15 years as specified in CRA legislation
Residential Remodeling (more than 2 units; minimum \$5000)	Up to 12 years as specified in CRA legislation	Up to 15 years as specified in CRA legislation
Residential New Construction	Up to 15 years as specified in CRA legislation	Up to 15 years as specified in CRA legislation
Commercial and Industrial Remodeling (minimum \$5000)	Up to 12 years as specified in CRA legislation	Up to 15 years as negotiated and approved in CRA agreement
Commercial and Industrial New Construction	Up to 15 years as specified in CRA legislation	Up to 15 years as negotiated and approved in CRA agreement
Retail Sales Per Capita	\$15,224	\$14,941

Source: Ohio Department of Development

On August 13, 1987, the Licking County Commissioners created a pre-1994 Community Reinvestment Area #1 and designated properties along the State Route 79 corridor as a part of this pre-1994 CRA. This pre-1994 CRA is identified as Zone Number 089-78400-01 with the Ohio Department of Development.^{xix} CRAs created prior to July 1, 1994 function considerably different from those created after that date. Pre-1994 CRA authorizing legislation can only be amended twice after July 1, 1994 and still continue operation under the pre-1994 laws. A third amendment would invoke the new post-1994 CRA rules. Any amendment cannot formally extend the life of an old CRA by more than five years. The Union Township pre-1994 CRA has undergone one amendment on August 20, 1987 in which a Housing Officer was designated to administer and implement the provisions of the pre-1994 CRA and the amendment added a section that allowed the Board of County Commissioners the right to re-evaluate the designation of the CRA #1 after one year at which time the Board may direct the Housing Officer not to accept any new applications for exemptions. The Licking County Commissioners can file one additional amendment to the Union Township pre-1994 CRA #1. Union Township should work with the Licking County Commissioners and Licking County Prosecutor to determine if an expansion to the boundaries of the pre-1994 CRA #1 to include the entirety of Union Township is allowable. Union Township should then request that the Licking County Commissioners amend the pre-1994 CRA #1 to include the entire boundary of Union Township.



Union Township Pre-1994 CRA Boundary



Enterprise Zone (EZ). Union Township is included in an existing Enterprise Zone designation as delineated below. The EZ program allows counties, municipalities, and townships to designate an area of its community for real property tax abatement for businesses that are looking to renovate existing commercial and industrial structures or construct new commercial or industrial structures. Retail projects are not eligible for tax exemption under the EZ program unless they are located in an impacted city. Residential projects are also not eligible for a tax exemption under the EZ program. The program is regulated by the Ohio Revised Code sections 5709.61 to 5709.69. The tax abatement provided under the EZ program exempts from taxation the assessed value of a new structure or the increase in assessed value of a structure that has been remodeled, and the assessed value of the land underneath the new structure or remodeled structure. The EZ program allows for an exemption of seventy-five percent (75%) of real property taxes for a municipality, and an exemption of sixty percent (60%) for a county for a period not to exceed fifteen (15) years. The county, municipality or township offering the EZ tax abatement may offer tax abatement up to one hundred percent (100%) with the approval of the impacted school district. If the EZ tax abatement is being offered to a company that, as a result of the project, is relocating jobs from one Ohio location to the new location, the community must seek a waiver from the Ohio Department of Development (ODOD) for the tax abatement.

Tax Increment Financing District (TIF). The TIF program allows counties, municipalities, and townships to use real property taxes created from the increase in the assessed value of land, new structures, and remodeled structures to pay for the provision of public improvements. Public infrastructure improvement includes, but



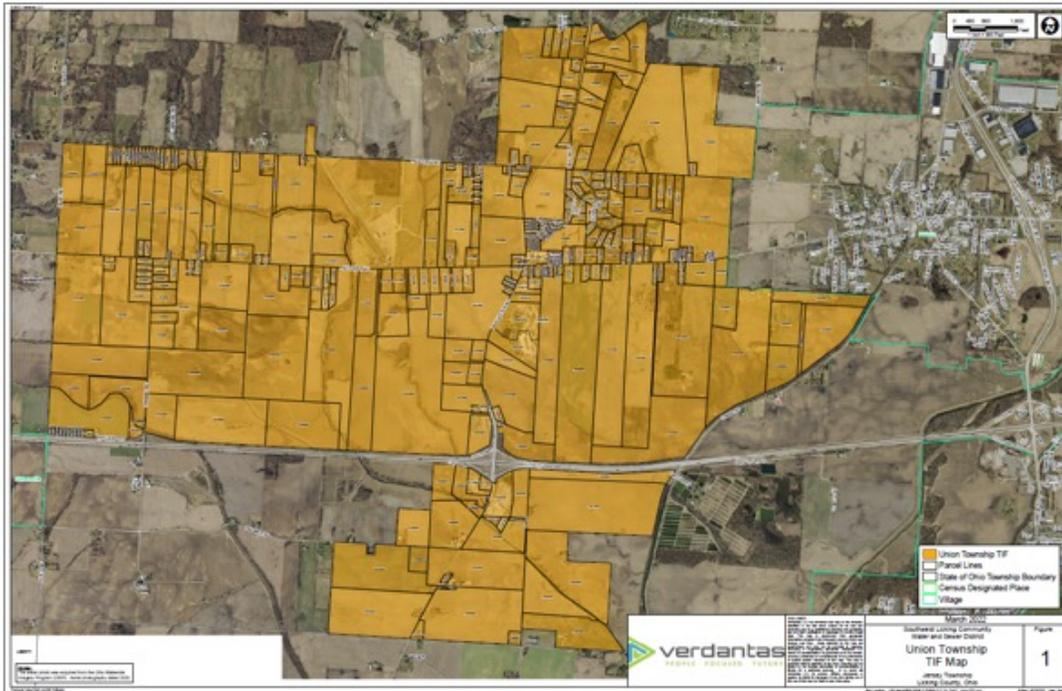
is not limited to, public roads and highways; water and sewer lines; the continued maintenance of those public roads and highways and water and sewer lines; environmental remediation; land acquisition, including acquisition in aid of industry, commerce, distribution, or research; demolition, including demolition on private property when determined to be necessary for economic development purposes; stormwater and flood remediation projects, including such projects on private property when determined to be necessary for public health, safety, and welfare; the provision of gas, electric, and communications service facilities, including the provision of gas or electric service facilities owned by nongovernmental entities when such improvements are determined to be necessary for economic development purposes; and the enhancement of public waterways through improvements that allow for greater public access. Counties, municipalities, and townships may establish a TIF district for a period not to exceed ten (10) years and for exemption of not more than seventy-five percent (75%). The TIF district may be established for up to thirty (30) years and for an exemption of one hundred percent (100%) with the approval of the impacted school district, or communities may establish a 100% for 30 years non-school TIF whereby the local government (county, municipality, township) uses TIF moneys to “make the school district whole” before it pays for eligible infrastructure costs.

In order to attract new industrial development along the I-70 Corridor, Union Township will need to work with Licking County to develop a public-private partnership that includes tax abatement programs, Tax Increment Financing districts, and Joint Economic Development Districts. Union Township has used incentives programs like the Enterprise Zone (EZ) program to incentivize job creation, job retention, payroll growth, growth of the local tax base, and new capital investment, and has established the Tax Increment Finance (TIF) district along the Interstate 70 corridor to support public infrastructure improvements that foster economic growth. Union County currently has one active Enterprise Zone tax abatement agreement for MPW Industrial Services, Inc. that expires in 2025. This tax abatement incentive supported a \$1 million investment in real property improvements and a \$750,000 investment in tangible personal property. MPW Industrial Services, Inc. committed to the retention of 684 jobs and the creation of 25 new, full-time jobs that generate an additional \$832,000 in new payroll annually. As a result of this investment, Union Township and Licking County approved a 100% for 15-year Enterprise Zone tax abatement with the company. As of the most recent annual report, the company exceeded its job creation commitment and payroll estimates, creating 30 new jobs at \$2.053 million in new payroll and nearly doubled its real property investment commitment. Cumulative real property taxes abated in the last reporting year totaled an estimated \$70,855 with the company paying an estimated \$736,352 in property taxes.

Union Township’s Tax Increment Financing (TIF) district along the I-70 Corridor was established to help fund the development of sewer and water utilities along this commerce corridor (TIF Ord. 2022-40). The TIF can be used in conjunction with tax abatement when tax abatement is required for industrial or commercial development. In most communities in Central Ohio including the City of Pataskala, Etna Township, Madison Township and Harrison Township in Pickaway County, and West Jefferson in Madison County, a TIF is put in place for 20-30 years and it overlaps with the tax abatement that is in place for 10-15 years. For the first 10-15 years of the TIF, the real estate taxes are abated through an Enterprise Zone (EZ) or Community Reinvestment (CRA) and the TIF begins to see value in its final 5-15 years when the tax abatement expires.

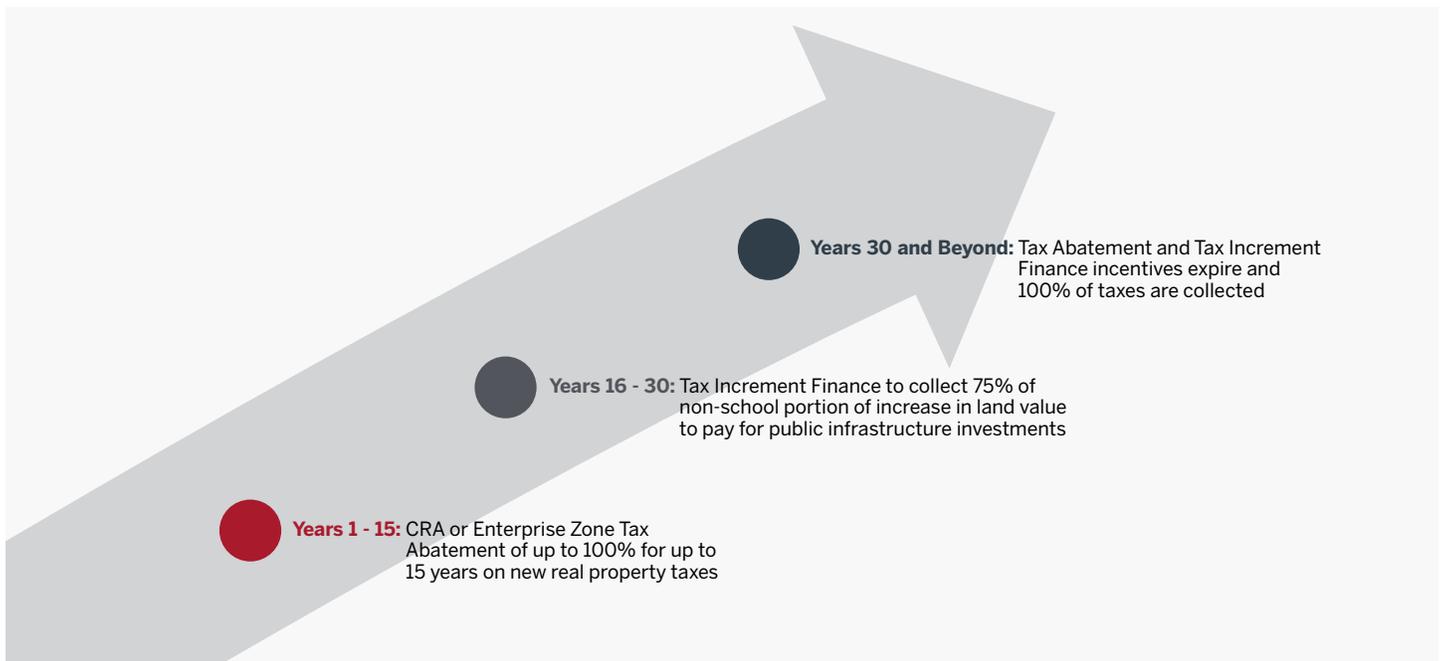


Union Township TIF District



Union Township's TIF is a 75% for 10-year non-school TIF to fund critical public utilities and can begin to see TIF revenues generated as soon as new real property taxes are collected on new or remodeled structures as a result of new private sector investment within the boundaries of the TIF district. For Union Township to realize the full benefits of the TIF while maintaining the ability to use tax abatement incentives to attract development along the Interstate 70 corridor, Union Township should gain approval from the impacted school district, Lakewood Local Schools, to extend the term of the TIF from 10 years to 30 years. TIF revenues on the non-school portion of increased land values can be collected immediately and in concert with a CRA or EZ tax abatement for an economic development project.

Union Township Tax Incentives Process



In addition to the TIF and tax abatement, Union Township is going through the process of establishing a Joint Economic Development District (JEDD) to allow for the collection of income tax. One mechanism Union Township should consider is establishing a school compensation agreement with the local school districts through the JEDD. This school donation agreement, negotiated prior to the application or award of tax exemptions, outlines the compensation level the local school district agrees to in exchange for not challenging any tax abatement or TIF exemption and in accordance with Ohio Revised Code Section 5709. The JEDD, TIF and tax abatement are the three legs of the "public-private partnership" stool that allow for new private sector capital investment, high wage jobs, and public sector infrastructure investment.

The township's use of tax incentives will play an important part in ensuring new companies strongly consider investing in Union Township compared to other Licking County sites. While competitive with its neighbors based on the most recent EZ tax incentive, Union Township will likely compete against communities throughout central Ohio that use different approaches for tax abatements to make them competitive and compensate school districts for some abated property tax revenue. A benchmarking overview of Licking County tax incentive programs and neighboring community tax incentive programs demonstrates the competitive landscape in central Ohio for attracting and winning economic development investments. In order to be competitive in Licking County and in the central Ohio marketplace, Union Township should work with Licking County to expand the pre-1994 Community Reinvestment Area #1 to include the entirety of Union Township, consider offering 100%, 15-year tax abatement to companies in the growing industry sectors of Advanced manufacturing, Transportation and distribution facilities, and the Semiconductor supply chain. The table below shows that 100%, 15-year tax abatement incentives are being offered throughout the region to attract high-wage jobs and capital investment.

LICKING COUNTY BENCHMARKING OVERVIEW

Licking County Benchmarking Overview Enterprise Zone Tax Abatement Program					
Community	Type	Rate	Term	Investment/Jobs	Company
Licking County, Etna Township	Enterprise Zone, 2005	60%	10 years	Real Property: \$1,650,000 New Jobs: 20 New Payroll: \$517,000	Best Lightings Products, Inc. and Katz Holdings LLC
Licking County, City of Newark	Enterprise Zone, 2016	100%	15 years	Real Property: \$12,283,700 New Jobs: 25 New Payroll: \$1,000,000	MPW Industrial Services, Inc.
Licking County, Union Township	Enterprise Zone, 2008	100%	15 years	Real Property: \$1,000,000 New Jobs: 25 New Payroll: \$832,000	MPW Industrial Services, Inc.
Licking County, City of Newark	Enterprise Zone, 2020	75%	10 years	Real Property: \$170,000,000 New Jobs: None New Payroll: None	Packaging Corporation of America
Licking County, Reynoldsburg	Enterprise Zone, 2005	100%	15 years	Real Property: \$20,000,000 New Jobs: None New Payroll: None	Victoria Secret Direct LLC
Central Ohio Benchmarking Overview Community Reinvestment Area Tax Abatement					
Community	Type	Rate	Term	PILOTS	Companies
Pickaway County, Rickenbacker	CRA, post-94	100%	15 years	School PILOT payment based on \$28/PSF building value 30% of non-tax abatement value to school; JEDD income tax pays for infrastructure	NorthPoint Development, Duke Realty, BASF, Goodyear, Amazon, Hyperlogistics
Licking County, Etna Township	CRA, post-94	100%	15 years	Income tax sharing with schools; 50% of all new income tax generated through JEDD	Kohl's Distribution, ProLogis Development, Amazon, Coty, Inc.

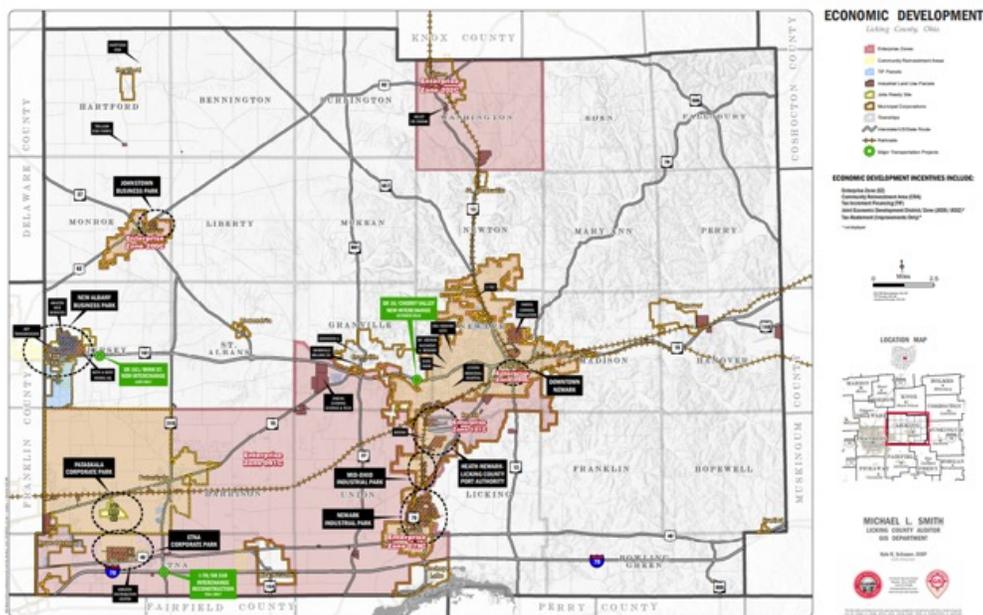


**Central Ohio Benchmarking Overview
Community Reinvestment Area Tax Abatement**

Community	Type	Rate	Term	Investment/Jobs	Company
Delaware County	CRA, post-94, TIF	50%	15 years	Income tax sharing with schools; 50% of all new income tax in JEDD; 50% CRA in years 1-10, TIF for remaining 20 years	Mixed-use development, Ohio Health, OSU Medical Center, Evans Farms, Kerbler Farms
New Albany	CRA, post-94	100%	15 years	Income tax sharing: 30% to infrastructure; 26% to Columbus; 22% to Licking Heights Schools; 22% to New Albany	Google, VanTrust Development, Facebook, Amazon, Accel, Inc.
Whitehall	CRA, post-94	100%	15 years	Income tax sharing agreement with schools; 33% of new income tax	Heartland Bank, Wasserstrom, Rite Rug
Groveport	CRA, post-94 and pre-94	100%	15 years	Income tax sharing agreement with schools – 50% of new income tax	AEP, Gap, Wal-Mart Distribution, Opus Distribution, VanTrust Development

Tax Incentive Policy Approach. Union Township has used incentives programs like the Community Reinvestment Area (CRA) program and Enterprise Zone (EZ) program to incentivize job creation, job retention, payroll growth, growth of the local tax base, and new capital investment, and has recently implemented a Tax Increment Finance (TIF) district along the Interstate 70 corridor to support public infrastructure improvements that foster growth. Union Township currently has one active Enterprise Zone tax abatement agreement for MPW Industrial Services, Inc. that expires in 2025. This tax abatement incentive supported a \$1 million investment in real property improvements and a \$750,000 investment in tangible personal property. MPW Industrial Services, Inc. committed to the retention of 684 jobs and the creation of 25 new, full-time jobs that generate an additional \$832,000 in new payroll annually. As a result of this investment, Union Township and Licking County approved a 100% for 15-year Enterprise Zone tax abatement with the company. As of the most recent annual report, the company exceeded its job creation commitment and payroll estimates, creating 30 new jobs at \$2.053 million in new payroll and nearly doubled its real property investment commitment. Cumulative real property taxes abated in the last reporting year totaled an estimated \$70,855 with the company paying an estimated \$736,352 in property taxes.

Licking County, Ohio Incentives Districts



Union Township does not have the ability to offer tax abatement on its own, per the Ohio Revised Code. Licking

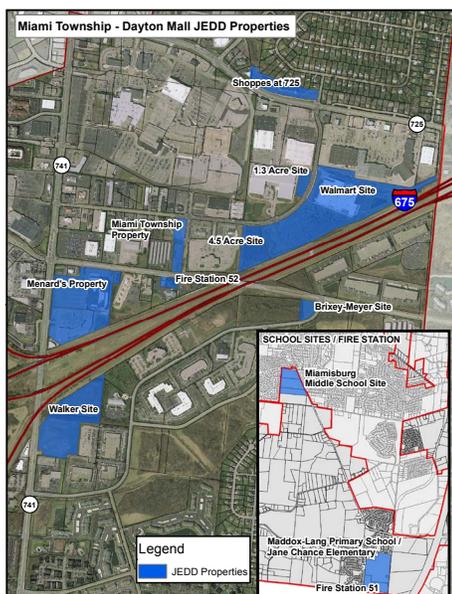
County can approve tax abatement in Union Township. The Township should approach the Licking County Commissioners and GROW Licking County to develop an economic development incentive policy that will make the Township competitive for industrial development. To effectively attract new business investments, Union Township should offer 100 percent, 15-year tax abatement incentives and, if necessary, secure upfront school donation agreements (PILOTs) with local school districts. This defined incentive structure provides consistency and clarity with regard to local incentives and demonstrates the county's efficient negotiating process with business prospects.

Union Township Economic Development Action Plan Tactic #3 – Utilize local, state, and federal resources to support intentional development and land preservation within Union Township which meets the goals and objectives of Township leadership and its residents.

Union Township is a rural landscape with a strong agricultural presence complimented by low density residential housing situated primarily in the northern portion of the township and industrial and commercial development along the southern portion of the township. Preservation of the agricultural community and low density commercial, industrial, and residential development is important to Union Township and measures should be considered to support intentional development and land preservation that has made Union Township a desired community to live in. Intentional development and land preservation efforts can be thought of through the lens of land use planning. The benefits of land use planning are extensive and include environmental protection, avoidance of urban sprawl, departure from impacts of transportation, promotion of compatible uses, and public health and safety considerations.^{xx}

State law authorizes Ohio townships to operate under a basic form of government and perform a wide variety of functions. Ohio townships most commonly provide residents with services such as road maintenance, cemetery management, police and fire protection, emergency medical services, solid waste disposal, and zoning. Other functions include economic development, accounting and finances (taxes, borrowing, grants, special assessments, fees, etc.), public records, land use planning, blight elimination, cable and other franchise management, community centers, building code enforcement, off-road vehicle regulation, streetlighting, public information, and youth programs.^{xxi} While townships are considered an efficient and effective form of government in that they do not levy income or sales taxes and do not receive casino revenue and their principal source of local revenue is property tax.^{xxii} As Union Township looks at long term growth implications, it should consider the various federal and state mechanisms in place to secure land as part of a targeted conservation and preservation management strategy aimed at managing residential, commercial, and industrial growth in targeted areas while preserving the township's natural assets and desirable rural character.

Joint Economic Development District Agreements. Other townships have utilized different strategies to avoid annexation. Miami Township and Liberty Township in southwest Ohio created Joint Economic Development Districts (JEDDs). A JEDD is meant to create a partnership between local jurisdictions and provide economic development to both parties in the form of revenue sharing. Miami Township, for example, created a JEDD agreement with the City of Dayton to enable construction and development of certain public and private improvements located within and near the territory of the district. The JEDD levies a 2.25% income tax on all businesses within the JEDD boundaries. The income tax is split 70/30 between the township and city. The JEDD also created regional cooperation between the township and the city using combined public services and using municipal charter powers to provide business assistance. Currently, there are 27 commercial businesses and 5 government facilities in the JEDD. The total area of the JEDD is approximately 204 acres broken down into 13 main properties and 8 property owners. The contract's term is through December 31, 2060 and contains an option for renewal. This JEDD has successfully helped Miami Township prevent annexation because it has allowed the township to foster economic development while maintaining its governmental integrity.^{xxiii} Likewise, Liberty Township partnered with the Cities of Middletown and Mason on a JEDD for the levy of a 1.5%



income tax on individual earnings as well as business net profits derived from businesses and employees within the JEDD. This JEDD contract calls for the City of Mason to provide for the improvement and construction to such roads that provide a transportation network to and from the JEDD area. This helps with transportation flow within the region overall. This JEDD board includes a Liberty Township representative, an employee representative, a business owner representative, and a Mason/Middletown representative who then all collectively choose a chairperson. Equal representation on the JEDD board ensures that all parties will maintain their own integrity and their interests are kept in mind. The agreement also includes comprehensive anti-annexation covenants for the entirety of Liberty Township for the life of the JEDD.^{xxiv}

New Community Authority. Chapter 349 of the Ohio Revised Codes allows for the creation of New Community Organizations that are defined as a community or development of property in relation to an existing community planned so that the resulting community includes facilities for the conduct of industrial, commercial, residential, cultural, educational, and recreational activities, and designed in accordance with planning concepts for the placement of utility, open space, and other supportive facilities.^{xxv} New Community Authorities (NCAs) are a governmental unit formed for the purposes, or the development of a new community characterized by well-balanced and diversified land use patterns, and which includes land acquisition and land development, along with the acquisition, construction, operation, and maintenance of community facilities and are typically created to levy a new community development charge on all private facilities in a new community for the purpose of financing new community facilities. New community facilities are broadly defined and can include any of the following:

- All real property, buildings, structures, or other facilities, including related fixtures, equipment, and furnishings, to be owned, operated, financed, constructed, and maintained in furtherance of community activities, whether within or without the new community district.
- Public, community, village, neighborhood, or town buildings, centers and plazas, auditoriums, day care centers, recreation halls, educational facilities, health care facilities including hospital facilities.
- Telecommunications facilities, including all facilities necessary to provide telecommunications service.
- Recreational facilities.
- Natural resource facilities, including parks and other open space land, lakes and streams, cultural facilities.
- Community streets and off-street parking facilities, pathway and bikeway systems, pedestrian underpasses and overpasses, lighting facilities, design amenities
- Community facilities and buildings needed in connection with water supply or sewage disposal installations; and
- Energy facilities including those for renewable or sustainable energy sources, and steam, gas, or electric lines or installation.



The creation (or organization) of a New Community Authority must be initiated by a petition submitted to the Board of County Commissioners and filed by the developer and the petition must include (1) the name of the proposed NCA; (2) address where the principal office of the authority will be located or the manner in which the location will be selected; (3) a map and full and accurate description of the boundaries of the new community district together with a description of the properties within the boundaries, if any, which will be included in the district; (4) a statement setting forth the zoning regulations proposed for zoning the area

within the boundaries of the district for comprehensive development as a new community, and if the area has been zone for such development, a certified copy of the applicable zoning regulations should accompany the petition; (5) a current plan indicating the proposed development program for the new community district, the land acquisition and land; (6) the suggested number of members for the board of trustees, consistent with section 349.04 of the Revised Code; (7) a preliminary economic feasibility analysis, including the area development pattern and demand, location and proposed new community district size, present and future socio-economic conditions, public services provision, financial plan, and the developer's management capability; and (8) a statement that the development will comply with all applicable environmental laws and regulations.^{xxxvi}

A developer eligible to petition for the creation of a New Community Authority has a broad definition and includes any person, organized for carrying out a new community development program who owns or controls, through leases of at least seventy-five years' duration, options, or contracts to purchase, the land within a new community district, or any municipal corporation, county, or port authority that owns the land within a new community district, or has the ability to acquire such land, either by voluntary acquisition or condemnation in order to eliminate slum, blighted, and deteriorated or deteriorating areas and to prevent the recurrence thereof. "Developer" may also mean a person, municipal corporation, county, or port authority that controls land within a new community district through leases of at least seventy-five years' duration. "Developer" includes a lessor that continues to own and control land for purposes of this chapter pursuant to leases with a ninety-nine-year renewable term, so long as all of the following apply:

- (1) The developer's new community district consists of at least five leases described in this section.
- (2) The leases are subject to forfeiture for all of the following:
 - (a) Failing to pay taxes and assessments;
 - (b) Failing to pay an annual fee of up to one per cent of rent for sanitary purposes and improvements made to streets; and
 - (c) Failing to keep the premises as required by sanitary and police regulations of the developer.
- (3) The new community authority is established on or before December 31, 2024.^{xxvii}

New Community Authorities have numerous powers and authorities, as defined by the Ohio Revised Code, such as:

- (A) Acquire by purchase, lease, gift, or otherwise, on such terms and in such manner as it considers proper, real and personal property or any estate, interest, or right therein, within or without the new community district;
- (B) Improve, maintain, sell, lease or otherwise dispose of real and personal property and community facilities, on such terms and in such manner as it considers proper;
- (C) Landscape and otherwise aesthetically improve areas within the new community district, including but not limited to maintenance, landscaping and other community improvement services;
- (D) Provide, engage in, or otherwise sponsor recreational, educational, health, social, vocational, cultural, beautification, and amusement activities and related services primarily for residents of, visitors to, employees working within, or employers operating businesses in the district, or any combination thereof.
- (E) Fix, alter, impose, collect and receive service and user fees, rentals, and other charges to cover all costs in carrying out the new community development program;
- (F) Adopt, modify, and enforce reasonable rules and regulations governing the use of community facilities;
- (G) Employ such managers, administrative officers, agents, engineers, architects, attorneys, contractors, sub-contractors, and employees as may be appropriate in the exercise of the rights, powers and duties conferred upon it, prescribe the duties and compensation for such persons, require bonds to be given by any such persons and by officers of the authority for the faithful performance of their duties, and fix the amount and surety therefor; and pay the same;
- (H) Sue and be sued in its corporate name;
- (I) Make and enter into all contracts and agreements and execute all instruments relating to a new community development program, including contracts with the developer and other persons or entities related thereto for land acquisition and land development; acquisition, construction, and maintenance of community facilities; the provision of community services and management and coordinating services; with federal, state, interstate, regional, and local agencies and political subdivisions or combinations thereof in connection with the financing of such program, and with any municipal corporation or other public body, or combination thereof, providing for the acquisition, construction, improvement, extension,



maintenance or operation of joint lands or facilities or for the provision of any services or activities relating to and in furtherance of a new community development program, including the creation of or participation in a regional transit authority created pursuant to the Revised Code;

- (J) Apply for and accept grants, loans or commitments of guarantee or insurance including any guarantees of community authority bonds and notes, from the United States, the state, or other public body or other sources, and provide any consideration which may be required in order to obtain such grants, loans or contracts of guarantee or insurance. Such loans or contracts of guarantee or insurance may be evidenced by the issuance of bonds as provided in section 349.08 of the Revised Code;
- (K) Procure insurance against loss to it by reason of damage to its properties resulting from fire, theft, accident, or other casualties, or by reason of its liability for any damages to persons or property occurring in the construction or operation of facilities or areas under its jurisdiction or the conduct of its activities;
- (L) Maintain such funds or reserves as it considers necessary for the efficient performance of its duties;
- (M) Enter agreements with the boards of education of any school districts in which all or part of the new community district lies, whereby the community authority may acquire property for, may construct and equip, and may sell, lease, dedicate, with or without consideration, or otherwise transfer lands, schools, classrooms, or other facilities, whether or not within the new community district, from the authority to the school district for school and related purposes;
- (N) Prepare plans for acquisition and development of lands and facilities, and enter into agreements with city, county, or regional planning commissions to perform or obtain all or any part of planning services for the new community district;
- (O) Engage in planning for the new community district, which may be predominantly residential and open space, and prepare or approve a development plan or plans therefor, and engage in land acquisitions and land development in accordance with such plan or plans;
- (P) Issue new community authority bonds and notes and community authority refunding bonds, payable solely from the income source provided in section 349.08 of the Revised Code, unless the bonds are refunded by refunding bonds, for the purpose of paying any part of the cost as applied to the new community development program or parts thereof;
- (Q) Enforce any covenants running with the land of which the new community authority is the beneficiary, including but not limited to the collection by any and all appropriate means of any community development charge deemed to be a covenant running with the land and enforceable by the new community authority pursuant to section 349.07 of the Revised Code; and to waive, reduce, or terminate any community development charge of which it is the beneficiary to the extent not needed for any of the purposes provided in section 349.07 of the Revised Code, the procedure for which shall be provided in such covenants, and if new community authority bonds have been issued pledging any such community development charge, to the extent not prohibited in the resolution authorizing the issuance of such new community authority bonds or the trust agreement or indenture of mortgage securing the bonds;
- (R) Appropriate for its use, under sections 163.01 to 163.22 of the Revised Code, any land, easement, rights, rights-of-way, franchises, or other property in the new community district required by the authority for community facilities. The authority may not so appropriate any land, easement, rights, rights-of-way, franchises, or other property that is not included in the new community district.
- (S) Enter into any agreements as may be necessary, appropriate, or useful to support a new community development program, including, but not limited to, cooperative agreements or other agreements with political subdivisions for services, materials, or products; for the administration, calculation, or collection of community development charges; or for sharing of revenue derived from community development charges, community facilities, or other sources. The agreements may be made with or without consideration as the parties determine.^{xxviii}

Finally, New Community Authorities have the power to levy a community development charge. A community development charge is typically a special assessment levied on the entire development. This community development charge is over and above property taxes on facilities in the development and may be levied on business revenues, including, for example, hotel stays, retail sales or even parking within the district. Community development charges are used to finance community facilities and may serve as guarantee of TIF revenues.^{xxix}





Ohio Department of Agriculture Clean Ohio Local Agricultural Easement Purchase Program. The Clean Ohio Local Agricultural Easement Purchase Program (LAEPP) provides funding to farmland owners for placing an agricultural easement on their property. Monies are issued for up to 75 percent of the appraised value of a farm's development rights. A payment cap has been set at \$2,000 per acre, with a maximum of \$500,000 per farm. A minimum of 25 percent of the points-based appraised value of the agricultural easement must be provided either in cash match by the local sponsor, donation by the landowner, or a combination of donation and cash match.^{xxx}

All easement transactions are recorded on the property deed and transfer with the land to successive owners. Since the beginning of this program in 2002, the Office of Farmland Preservation has received approximately 2,875 applications for the highly competitive LAEPP. Easements have been secured on 374 farms totaling 63,049 acres in 55 counties across Ohio. Funds from the purchase of these easements are invested in the local economy by the landowners who use them by expanding their farming operations, purchasing new equipment, reducing debt, adding conservation practices, planning for retirement, sending their children to college or for other purposes. When the state purchases a farmland easement, the proceeds are plowed into Ohio's economy.^{xxxi}

Landowners must apply for Clean Ohio funds through local governments (such as counties, townships, and municipalities), Soil and Water Conservation Districts (SWCD), or a charitable organization. These entities are referred to as "local sponsors," and once they are certified, they have the ability to submit applications on a landowner's behalf to the Ohio Department of Agriculture (ODA) for consideration. Application opportunities are open for a maximum of 90 days and interested landowners are encouraged to contact a potential local sponsor.^{xxxii}

To be eligible, a farm must be enrolled in CAUV and the Agricultural District Program through the county auditor's office; be a minimum of 40 acres unless the farm is adjacent to a preserved farm, then it must be a minimum of 25 acres; farms that are 10-24 acres and also share a substantial border with permanently protected land compatible with agriculture must submit a written request with supporting documentation before eligibility for application can be determined; the owner must certify that the property does not contain hazardous substances; the owner must have been in compliance with state and federal agricultural laws for the past five years; the owner must have possession of the clear title to the applicant property; and the local sponsor must agree to share monitoring and enforcement responsibilities.^{xxxiii}



U.S. Department of Agriculture Agricultural Conservation Easement Program. The Agricultural Conservation Easement Program (ACEP) protects

the agricultural viability and related conservation values of eligible land by limiting nonagricultural uses which negatively affect agricultural uses and conservation values, protect grazing uses and related conservation values by restoring or conserving eligible grazing land, and protecting and restoring and enhancing wetlands on eligible land. Two conservation easement programs exist within the USDA – agricultural land easements and wetlands reserve easements.^{xxxiv}

Agricultural Land Easements (ALE) help private and tribal landowners, land trusts, and other entities such as state and local governments protect croplands and grasslands on working farms and ranches by limiting non-agricultural uses of the land through conservation easements.

Benefits. Agricultural Land Easements protect the long-term viability of the nation's food supply by preventing conversion of productive working lands to non-agricultural uses. Land protected by agricultural land easements provides additional public benefits, including environmental quality, historic preservation, wildlife habitat and protection of open space. Additionally, ALE easements leverage local partnerships to match NRCS funding and local partners are responsible for the long-term stewardship of the easement.^{xxxv} State and local governments and non-governmental organizations that have farmland, rangeland or grassland protection programs are eligible for ALE funding. Eligible landowners also include owners of privately held land including land that is held by tribes and tribal members.^{xxxvi} Eligible land types include parcels enrolled to protect Prime, Unique, or Other productive soil; parcels enrolled to provide protection of grazing uses and related conservation values; parcels containing historical or archeological resources; and land that furthers a state or local policy consistent with the purposes of ACEP-ALE.



Financial Assistance. NRCS provides financial assistance to eligible partners for purchasing Agricultural Land Easements that protect the agricultural use and conservation values of eligible land. For working farms, the program helps farmers and ranchers keep their land in agriculture. Under the Agricultural Land Easement component, NRCS may contribute up to 50 percent of the fair market value of the agricultural land easement. The program also protects grazing uses and related conservation values by conserving grassland, including rangeland, pastureland and shrubland. Where NRCS determines that grasslands of special environmental significance will be protected, NRCS may contribute up to 75 percent of the fair market value of the agricultural land easement. Agricultural Land Easements are permanent or for the maximum term allowed by law.^{xxxvii}

Wetlands Reserve Easements (WRE) help private and tribal landowners protect, restore, and enhance wetlands which have been previously degraded due to agricultural uses.^{xxxviii}

Benefits. Wetland Reserve Easements provide habitat for fish and wildlife, including threatened and endangered species, improve water quality by filtering sediments and chemicals, reduce flooding, recharge groundwater, protect biological diversity, provide resilience to climate change, and provide opportunities for educational, scientific, and limited recreational activities.^{xxxix} Eligible partners include owners of privately held land including land that is held by American Indian tribes. All landowners, including required members of landowner-legal entities, must meet adjusted gross income (AGI) limitations and must be compliant with the HEL/WC provisions of the Food Security Act of 1985. Land eligible for wetland reserve easements includes privately held farmed or converted wetland that can be successfully and cost-effectively restored. NRCS will prioritize applications based the easement's potential for protecting and enhancing habitat for migratory birds and other wildlife.^{xi}

To enroll land through wetland reserve easements, NRCS enters into purchase agreements with eligible private landowners or Indian tribes that include the right for NRCS to develop and implement a Wetland Reserve Plan of Operations (WRPO). This plan will detail practices to help restore, protect and enhance the wetlands functions and values.^{xii}

Wetland Reserve enrollment options include:

- **Permanent Easements** – Permanent easements are conservation easements in perpetuity. NRCS pays 100 percent of the easement value for the purchase of the easement. Additionally, NRCS pays between 75 to 100 percent of the restoration costs.
- **30-year Easements** – 30-year easements expire after 30 years. Under 30-year easements, NRCS pays 50 to 75 percent of the easement value for the purchase of the easement. Additionally, NRCS pays between 50 to 75 percent of the restoration costs.
- **Term Easements** - Term easements are easements that are for the maximum duration allowed under applicable State laws. NRCS pays 50 to 75 percent of the easement value for the purchase of the term easement. Additionally, NRCS pays between 50 to 75 percent of the restoration costs.
- **30-year Contracts** – 30-year contracts are only available to enroll acreage owned by Indian tribes and program payment rates are commensurate with 30-year easements.^{xiii}

For all Wetland Reserve Easements options, NRCS pays all costs associated with recording the easement in the local land records office, including recording fees, charges for abstracts, survey and appraisal fees and title insurance.

The Evans Foundation & Licking County Foundation were founded in the mid-1960's by Thomas J. Evans to create a funding stream for Mr. Evans' assets to be reinvested into the betterment of the Licking County community. Since the foundation's inception, it has aided many local nonprofits by providing property, helping with facilities, or investing in various community and educational programs. The Evans Foundation is located within the Licking County Foundation, which oversees and manages investments made by the Evans Foundation into the community. The Licking County Foundation is a public charitable organization made up of a diverse collection of funds given by caring individuals, businesses and organizations that have a common concern for the well-being of the people of Licking County.^{xiiii}

To that end, the Licking County Foundation:

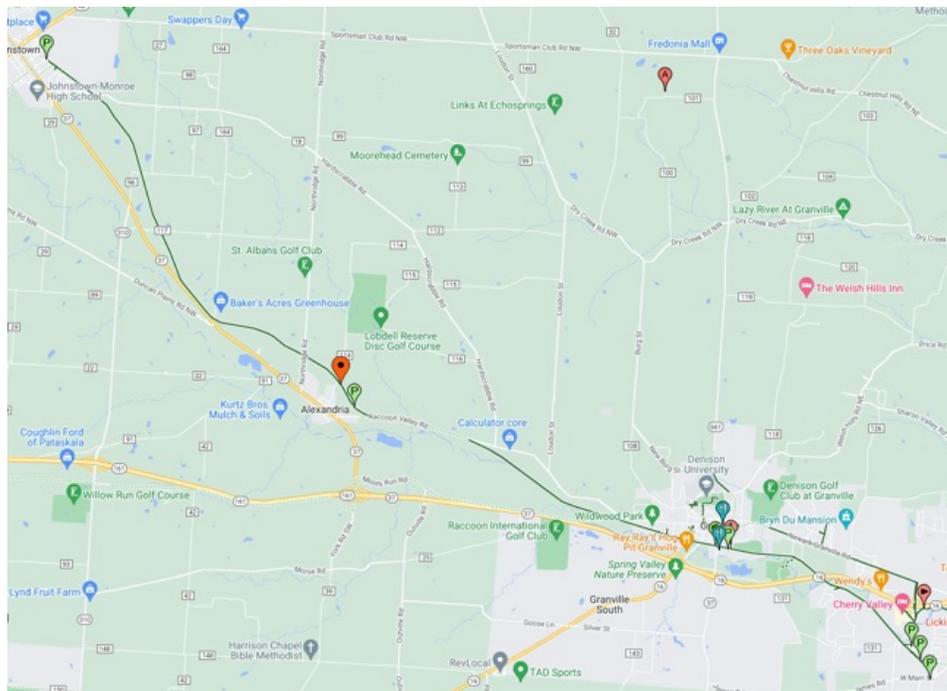
- Builds permanent charitable assets to use on behalf of the whole community.
- Invests and manages funds wisely and distributes grants in a timely and equitable manner in keeping with the needs of the community and the intent of donors.



- Maintains and enhances the educational, social, cultural, health and civic resources of the community through support of qualified charitable organizations.
- Provides philanthropic leadership that inspires citizens, stimulates change, and supports efforts to improve the quality of life in the community.^{xliv}

A few examples of organizations that are using Thomas J. Evans property include: Big Brothers Big Sisters, Camp O'Bannon, Carol Strawn Center, Central Ohio Technical College, C-TEC, Goodwill Industries, Hartford Fairgrounds, LEADS, the Newark Area Soccer Association, Par Excellence, Newark City Schools, the Licking County Food Pantry, the Licking County Red Cross and Look Up Ministries.

In addition to serving local nonprofits, the most significant project has been the development of a 46-mile paved, multi-use trail system throughout Licking County that includes the 14.2-mile TJ Evans Trail which travels from Johnstown through Alexandria and Granville into Newark.^{xlv} The TJ Evans Trail was one of Ohio's first Rails to Trails projects, which today has invested \$23 million in more than 113 projects throughout the state.^{xlvi}



Source: OhioBikeways.net

Land Preservation Benchmarking.



The Western Reserve Land Conservancy is a nonprofit organization located in northeast Ohio that provides land conservation and restoration services. The Land Conservancy works with landowners, communities, government agencies,

park systems and other nonprofit organizations to permanently preserve natural areas and working farms throughout northern and eastern Ohio. The Land Conservancy employs legal tools, funding sources, and real estate principles to identify priority projects and, before taking on a project, assesses the conservation value of the land. This means the project must have at least one of the following values:

- Recreation or education
- Habitat protection
- Open space protection that yields significant public benefit
- Historic preservation

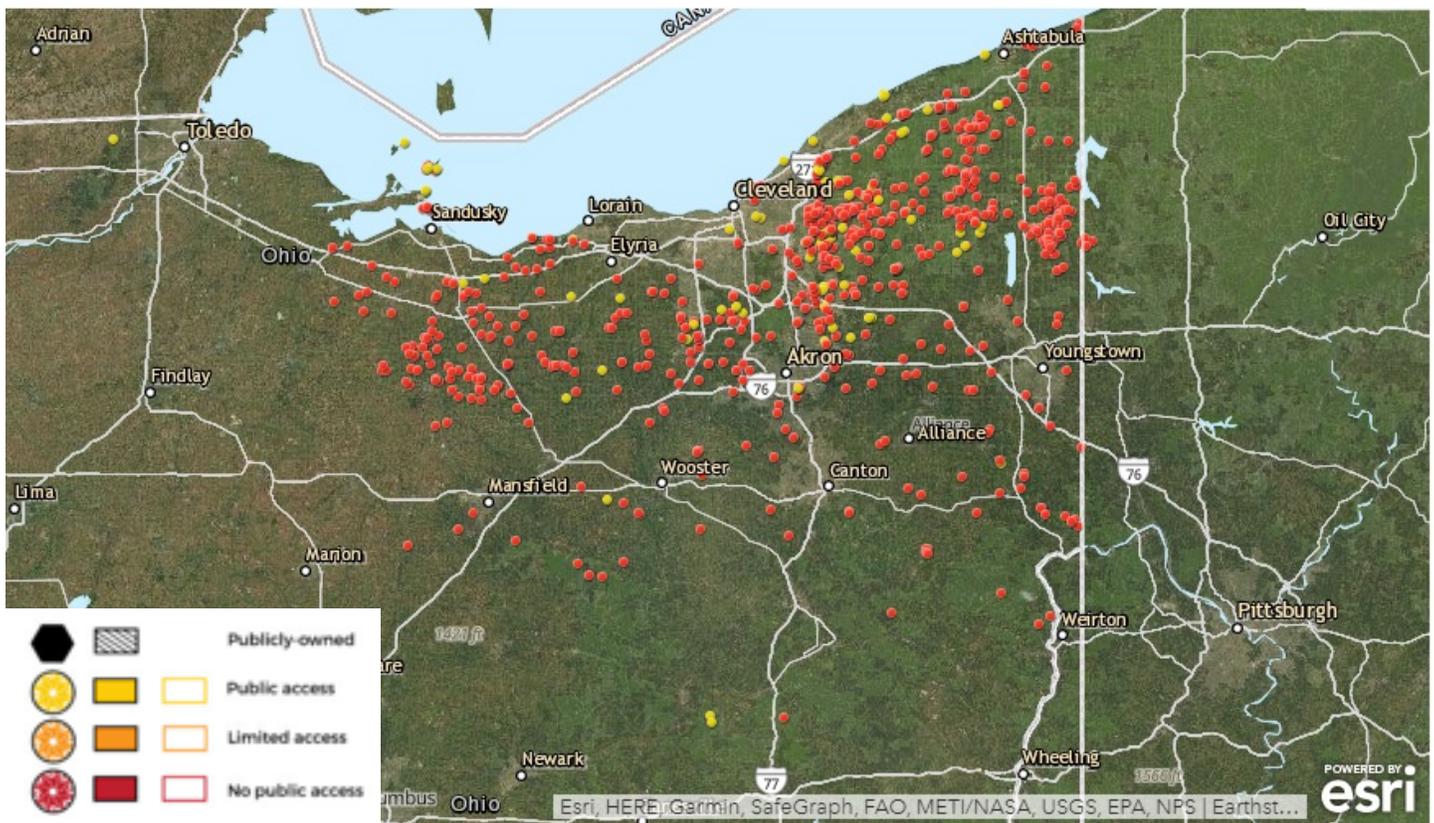
In addition to the input from partners, Land Conservancy staff employs cutting-edge Geographical Information Systems (GIS) technology to help identify high priority conservation areas.^{xlvii} The Land Conservancy uses data ranging from the density of tree cover to the quality of the wetlands to evaluate properties as they become candidates for protection. Connecting tracts of protected land is vital, so property adjacent to an already-



preserved tract is viewed as an excellent candidate for protection. These connections are important for the movement of wildlife as well as the establishment of territories and nesting habitats. Connected areas of protected land also give the greatest potential for groundwater recharge, the filtering of nutrients and pollutants and scenic beauty.^{xlviii} According to the Land Conservancy, they “seek to create a web of strategically connected land throughout our region.” Once a conservation project is assessed, the Conservancy work with landowners to create an agreement that benefits the local resources while meeting the needs of the owner.^{xlix}

Creating Public Parks. The Land Conservancy works with landowners and various partners to help create public parks and preserves. Often, the Land Conservancy will act as a pre-acquisition agent to support public partners, providing a full range of services, including conservation planning, purchase of real property interests, short-term financing and long-term funding and ongoing stewardship.

Preservation of Working Farms. A landowner may wish to protect his or her property from development while keeping its ownership in the family. A conservation easement is a tool the Land Conservancy often use to keep the land in private ownership while protecting it forever. Recognizing each landowner is different and unique, the Land Conservancy partners with families to meet their specific needs, whether they own a working farm, a resource-rich natural land or rural property. The Land Conservancy takes pride in getting to know families; to talk with them about their options; and to review the financial or tax benefits they may receive by protecting their property.ⁱⁱ



The map above displays properties throughout the Land Conservancy region that it has had a hand in protecting. Much of the protected land is under private ownership protected by a conservation easement. Publicly owned land is symbolized with black hexagons and black hatch symbols. All the properties are also symbolized by whether they are publicly accessible. Red = No public access; Orange = Limited public access (please contact owner to discuss potential access); Yellow = Publicly accessible but please follow the access guidelines of the property owner. All green areas represent other conserved lands.ⁱⁱⁱ



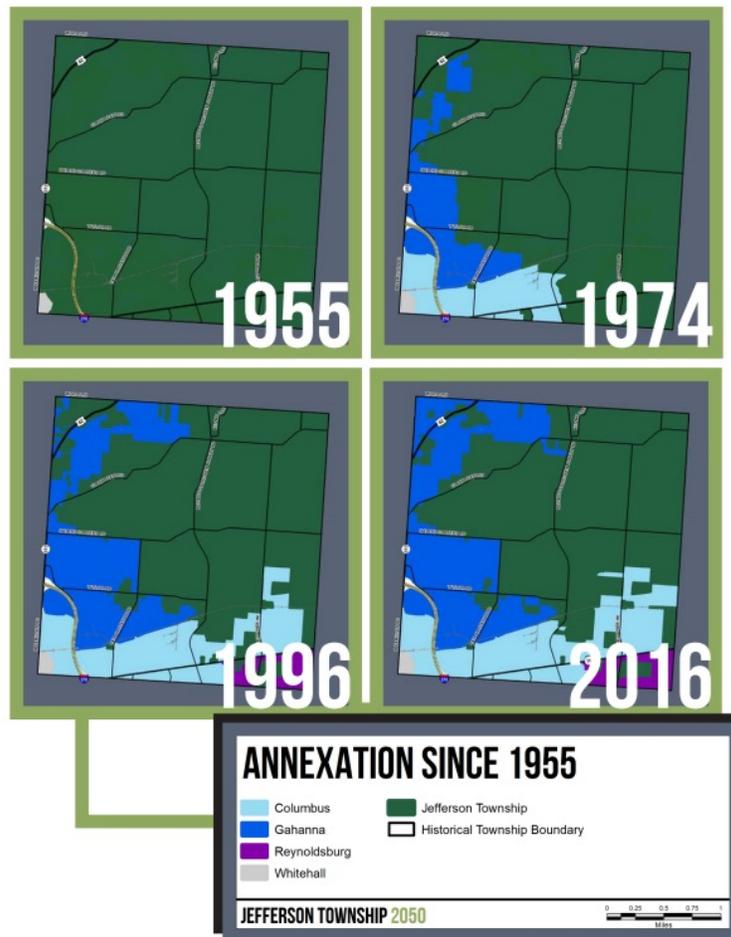
Oberlin Preserve. The preserve includes restored native prairie and wet woods habitat. A visit to this property includes walking prairie trails and viewing the wet woods from the right-of-way trail to the east. The property is owned and managed by the Western Reserve Land Conservatory and comprises 62.75 acres of land in the city of Oberlin.^{liii} In October 2015, Western Reserve Land Conservancy acquired property on the southern edge of the city of Oberlin in Lorain County. This property is part of what is considered the Oberlin Great South Woods.

The site is on the south side of Hamilton Road, west of the Oberlin Ball Fields and the Lorain County Metro Parks-operated Splash Zone. The site is historically significant, having been a stop on the Underground Railroad and once owned by the family of John A. Copeland, Jr.^{liv}

Three properties located in Coshocton County are the closest properties to Union Township. Yellow properties represent more than 2,800 acres of public access land in the Coshocton Forest. One property to the east along the Interstate 77 corridor is a private property and consists of 56.5 acres designated as a private preserve.

Jefferson Township, Franklin County, Ohio recently completed a Jefferson Township 2050 Comprehensive Plan that specifically identifies “Sustainability” as an important approach to preserving the rural character of the township in the midst of the central Ohio region’s significant economic landscape shifts over the last decade. The ideas, goals, and objectives of Jefferson Township’s “Sustainability” priority sets recommendations to retain its rural character and community core values in the face of these changes.^{lvi} As denoted in the time lapse maps below, Jefferson Township has transformed from a rural, agricultural community dating back to 1995 and began to experience significant annexation pressures from the cities of Columbus and Gahanna as far back as 1975. By 2016, the township had become surrounded by annexation activities to the north, west, and south.^{lvii}





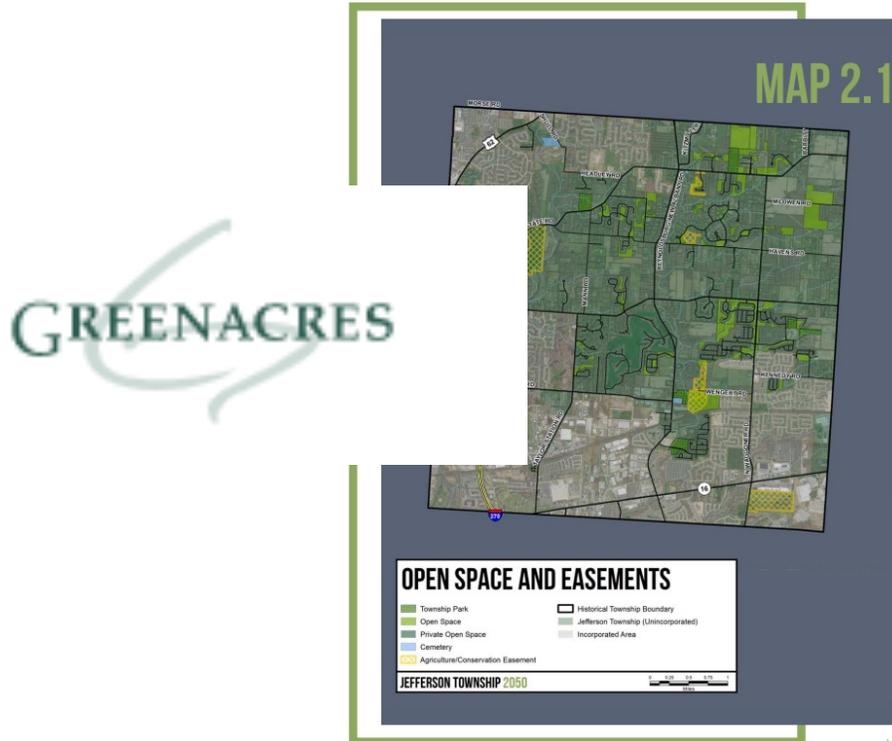
Jefferson Township has adopted a centralized water and sewer system, a dedicated fire and emergency medical service and township zoning to encourage property owners keep their land in the township; however, past annexations have eroded the core of the township over time. According to the township’s Comprehensive Plan, as population growth increases development pressure, the potential for annexation must be considered, especially along corporation lines and fringe parcels. Similar to Union Township, when a property is annexed, Jefferson Township loses a portion of property taxes, primarily road district funds. Additionally, Jefferson Township loses the ability to control the aesthetics of an annexed parcel, as the Jefferson Township Zoning Resolution would no longer be in effect on that parcel. Jefferson Township utilizes the Jefferson Township Zoning Resolution to control lot sizes and densities, placement of structures, signage, and parking regulations. However, even after an annexation, property taxes for Jefferson Township Fire and Emergency Medical Services remain, and service continues from Jefferson Water and Sewer District if the parcel has access to those services.^{lviii}

To better position the township for future annexation tensions, Jefferson Township has adopted two specific strategies – City-Township Collaboration and Open Space Acquisition.

City-Township Collaboration. To maintain the aesthetic character of Jefferson Township, it is important to maintain a good working relationship with neighboring municipalities, as annexation is sometimes inevitable. In some cases, municipalities may offer competitive incentives, favorable zoning or better access to infrastructure than the township is able to provide. When this happens, the township must be able to rely on a good relationship with the municipality to ensure that development occurs in a way that blends municipal policies with surrounding township land use. Jefferson Township has committed to working with nearby municipalities to ensure that development that occurs as a result of annexation is done in such a way that reflects its values of resource conservation, open space and high-quality aesthetic design.^{lix}

Open Space Acquisition. Within the Comprehensive Plan, Jefferson Township notes it may explore ways to use public funds to purchase land or development rights from willing property owners. Section 505.26 of the Ohio Revised Code grants the Board of Township Trustees the power to acquire an ownership interest

in land, water, or wetland for the “purposes of protecting and preserving the natural, scenic, open, or wooded condition of land, water, or wetlands against modification or encroachment.” In addition, the township may use public funds to purchase development easements to preserve sensitive land and control growth. By strategically acquiring land and development rights, the Board of Trustees will be able to preserve the character and charm of the rural aesthetic found in Jefferson Township.^{lx}



Utilization of Land Conservation Association. The Jefferson Township Land Conservation Association (JTLCA) was formed in 1998 for the purposes of holding conservation easements to preserve the natural rural beauty found in Jefferson Township. To date, the Jefferson Township Land Conservation Association has secured conservation easements across more than 250 acres of privately held land.^{lxi} A conservation easement acts as a permanent deed restriction that runs with the land and determines to what degree a parcel may be developed. Private landowners may work with the JTLCA to dictate the terms of the conservation easement. In exchange for the donation of a conservation easement, the landowner may be entitled to receive federal income tax benefits to offset the value of future development potential.^{lxii} The landowner would retain the right to use or sell the land for purposes specified in the Conservation Easement, such as farming, hunting, or timber production.^{lxiii}

Greenacres Foundation is located in southwest Ohio and is a working foundation focused on the preservation of 600 acres of woodland and farmland and as an educational and recreational site for the public. Greenacres Farm was originally comprised of 47 acres of farmland that was acquired by Louis Nippert, great-grandson of Proctor & Gamble founder James Gamble, and his wife Louise in 1949.^{lxiv} Between 1949 and 1998, the Nippert’s purchased several adjacent tracts of land that make up the 600 acres and in 1988 established the Greenacres Foundation to preserve the land for the education and enjoyment of future generations. As a foundation, over 30,000 students a year visit the farm and the foundation continues to expand preservation efforts into new communities throughout the southwest Ohio region.^{lxv} Today the foundation employs 30 staff members that support land preservation efforts, programming, and community outreach.

Greenacres Foundation takes a “generative” approach to all they do, building for the future in all ways.^{lxvi} The Foundation builds soil for agriculture productive capacity through its farming techniques, builds the woods by preserving them and protecting them from invasive species, and grows people through education of visitors to Greenacres and by on-going professional development of its staff.^{lxvii} According to the Foundation, “we do not inherit the earth from our grandparents, we borrow it from our grandchildren” (Chief Seattle) and we must pay the loan back with interest. We must generate a better earth than we received.^{lxviii} In addition to land

preservation, the farm sells a variety of fresh produce, pasture raised meats and eggs, including woodland raised pork, pasture raised chicken, and grassfed lamb. Greenacres is also home to the Greenacres Equine Center, which is an official United States Pony Club Riding Center and offers children to learn to ride horses through both mounted and unmounted education.^{lxxix}

Greenacres Foundation reported 2019 total assets of \$373.68 million that included investments, land, buildings, and equipment. Total expenses for 2019 were \$19.42 million and included \$3.41 million in employee salaries and wages, \$1.84 million in professional fees, and \$8.38 million in contributions, gifts, and grants paid.^{lxxx}

Annexation in Ohio. Chapter 709 of the Ohio Revised Code (“ORC”) explains the annexation process for municipalities and townships.^{lxxxi} Annexation is the legal process by which land located in an unincorporated area may become part of a neighboring city or village. To qualify for annexation, the unincorporated land must be immediately “contiguous to” (next to and touching) the existing municipality’s boundaries.^{lxxxii} Annexation enables economic development by bringing land into a local government territory to supply its businesses and residents with municipal utility services, such as water and sewer, and other public services which help create or expand existing infrastructure.^{lxxxiii} Annexation can also allow municipalities to create housing and jobs as well as improve the overall economy of the community. However, township governments often oppose annexations, based on concern that annexation will hurt the township’s own economic growth and its continued integrity as a governmental unit. Annexation is also a relatively permanent process. While it is relatively simple to annex property, it is very difficult to remove annexed land from a municipality. Approval of city council is required before land can be de-annexed. Rarely have Ohio city or village councils allowed annexed land to leave city or village boundaries.

There are five paths to annexation in Ohio. **Regular Annexation** is initiated by the owners of real property immediately contiguous to a municipality and requires the signatures of a majority of the property owners in the territory proposed for annexation. Once properly signed by the required number of owners, the petition is filed with the county commissioner’s office. The statute specifies notice requirements that must be met before a public hearing. Before becoming effective, the petition must be approved by the county board of commissioners and by the municipality to which the land will be annexed. **Type 1 Expedited Annexation** is also initiated by the real property owners immediately contiguous to the municipality, but it must contain all the signatures of the affected property owners in the territory proposed for annexation. This type of petition must include an annexation agreement, or a cooperative economic development agreement (“CEDA”) signed by the township and the municipality. Because all affected parties are involved in the agreement, no notice or public hearing is required, and the petition must be approved as a matter of right. **Type 2 Expedited Annexation** is analogous to Type 1 in that it requires all necessary property owner signatures, but it is unique because the land will not be excluded from the township. The land is still subject to the taxing authority of the township and the adjacent municipality. Once filed, if the township and city both agree to the annexation, the board of county commissioners must approve the petition without a hearing. The petition is then submitted to the city council for review. **Type 3 Expedited Annexation** is only permitted when there exists a “significant economic development” project as authorized by the State of Ohio. This method requires signatures of all the property owners and agreement that the property will not be excluded from the township unless an annexation agreement or a CEDA provides otherwise. This type of annexation may require hearings before being granted. Finally, **Annexation by Petition of a Municipality** may be initiated by a municipality for contiguous land owned by the municipality, the county, or the state. Under this type of annexation, the territory annexed shall not be excluded or removed from the township under ORC 503.07. If the only territory to be annexed is contiguous territory owned by the municipality, the board must adopt a resolution granting the petition. If the only territory to be annexed is contiguous territory owned by a county, the board may grant or deny the petition, by resolution. If the only territory to be annexed is contiguous territory owned by the state and the Director of Administrative Services has filed a written consent to the granting of the annexation, the board must grant the annexation.

Annexation Agreements. Under ORC 709.192, the legislative authority of one municipal corporation, by ordinance or resolution, and the board of township trustees of one or more townships, by resolution, may enter into annexation agreements.^{lxxxiv} An annexation agreement may be entered into for any period of time and may be amended at any time in the same manner as it was initially authorized. According to Ohio Revised Code, annexation agreements may provide for any of the following:

- (1) The territory to be annexed;
- (2) Any periods of time during which no annexations will be made and any areas that will not be annexed;
- (3) Land use planning matters;



- (4) The provision of joint services and permanent improvements within incorporated or unincorporated areas;
- (5) The provision of services and improvements by a municipal corporation in the unincorporated areas;
- (6) The provision of services and improvements by a township within the territory of a municipal corporation;
- (7) The payment of service fees to a municipal corporation by a township;
- (8) The payment of service fees to a township by a municipal corporation;
- (9) The reallocation of the minimum mandated levies established pursuant to section 5705.31 of the Revised Code between a municipal corporation and a township in areas annexed after the effective date of this section;
- (10) The issuance of notes and bonds and other debt obligations by a municipal corporation or township for public purposes authorized by or under an annexation agreement and provision for the allocation of the payment of the principal of, interest on, and other charges and costs of issuing and servicing the repayment of the debt;
- (11) Agreements by a municipal corporation and township, with owners or developers of land to be annexed, or with both those landowners and land developers, concerning the provision of public services, facilities, and permanent improvements;
- (12) The application of tax abatement statutes within the territory covered by the annexation agreement subsequent to its execution;
- (13) Changing township boundaries under Chapter 503. of the Revised Code to exclude newly annexed territory from the original township and providing services to that territory;
- (14) Payments in lieu of taxes, if any, to be paid to a township by a municipal corporation, which payments may be in addition to or in lieu of other payments required by law to be made to the township by that municipal corporation;
- (15) Any other matter pertaining to the annexation or development of publicly or privately owned territory.^{lxxv}

Annexation agreements shall not be in derogation of the powers granted to municipal corporations by Article XVIII, Ohio Constitution, by any other provisions of the Ohio Constitution, or by the provisions of a municipal charter, nor shall municipal corporations and townships agree to share proceeds of any tax levy, although those proceeds may be used to make payments authorized in an annexation agreement.^{lxxvi}

If any party to an annexation agreement believes another party has failed to perform its part of any provision of that agreement, including the failure to make any payment of moneys due under the agreement, that party shall give notice to the other party clearly stating what breach has occurred. The party receiving the notice has ninety days from the receipt of that notice to cure the breach. If the breach has not been cured within that ninety-day period, the party that sent the notice may sue for recovery of the money due under the agreement, sue for specific enforcement of the agreement, or terminate the agreement upon giving notice of termination to all the other parties.^{lxxvii}

In order to promote economic development or to provide appropriate state functions and services to any part of the state, the state may become a party to an annexation agreement upon the approval of the director of development and with the written consent of the legislative authority of the municipal corporation and each of the boards of township trustees that are parties to the agreement.^{lxxviii}

The board of county commissioners, by resolution, or any person, upon request, may become a party to an annexation agreement, but only upon the approval of the legislative authority of the municipal corporation and each of the boards of township trustees that are parties to the agreement, except that, if the state is a party to the agreement, the director of development is responsible for giving the approval.^{lxxix}

The powers granted by this section and any annexation agreement entered into under this section shall be liberally construed to allow parties to these agreements to carry out the agreements' provisions relevant to government improvements, facilities, and services, and to promote and support economic development and the creation and preservation of economic opportunities.^{lxxx}

Liberty Township and the City of Powell Agreement. Some unincorporated areas have been able to successfully enter annexation agreements with municipalities while conserving the annexed land and protecting its own interests. The Liberty Township and City of Powell agreement is an example of that.^{lxxxii}



Development

In the agreement, the City of Powell agreed to adopt, maintain, and enforce Liberty Township's Zoning Plan for the annexed property with respect to the zoning, use, and development of the annexed parcel. Powell may only administratively (but not legislatively), approve minor modifications of an insignificant nature to the Township Zoning Plan, such as street alignments within proposed subdivisions, locations of lot lines and drainage easements and other similar administrative changes of an insignificant nature which do not materially affect the Township Zoning Plan for such area. However, the City of Powell cannot make a change in the use or character of or for such area; an increase in the overall density established by the Township Zoning Plan; an overall reduction in designated open space; any rezoning of the area; any change in the development standards or permitted uses established for the Annexation Parcel under the Township Zoning Plan; and any change requiring or accomplished by legislative action on the part of the city. The only way the City of Powell can make a major modification to the Township Zoning Plan for the annexed property is if the legislative authorities of both parties mutually consent in writing to do so. The City of Powell and Liberty Township also agreed to entertain reciprocal requests for economic development assistance in connection with infrastructure improvements and extensions of utility services affecting this property.

Joint Boundaries

Powell and Liberty Township agreed that an overlay of the city and township boundaries for all portions of the annexed area and that such area will remain subject to the township's real estate taxes, excluding the township's road and bridge inside millage which may only be levied in the unincorporated portion of the township. The city and township also agreed to resist any proposed change to the township's boundaries regarding the annexed land including denying petitions seeking that change, refraining from supporting such change, vigorously resisting, in both administrative and judicial forums, and with the assistance with the city's and township's legal counsel, any effort or action seeking such change; and otherwise undertaking such actions as may be reasonably requested by either party which will be detrimental to the success of any effort seeking such change.

Tax Abatements

Liberty Township and the City of Powell agreed that if the city grants any sort of tax abatement on the annexed property, it must pay the township the difference between the amount of tax revenue the township got before the abatement and the amount the township would've received on the annexed property if not for the abatement.

City Services

The City of Powell agreed to furnish all customary government services furnished to other areas of the city to the annexed property. Liberty Township and the City of Powell also agreed to engage in activities to promote, complement and benefit the development and use of this property as determined in the sole discretion of each of the parties. However, the township is not expected or required to undertake any such activity to the detriment of other township areas.

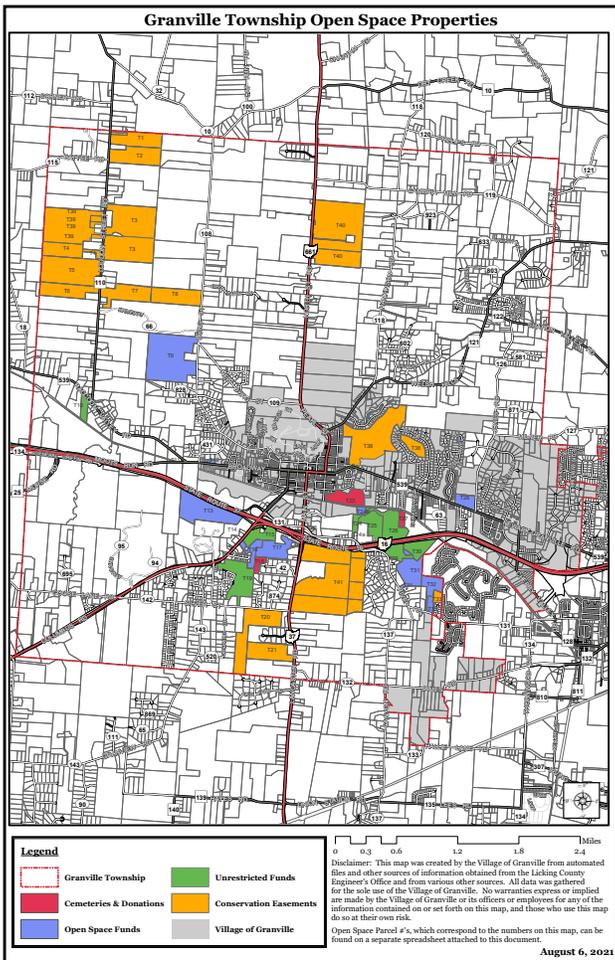
Service Payments

The City of Powell agreed to make service fee payments to Liberty Township equal to fifty percent (50%) of the gross amount of the income tax actually collected by the city, without any setoffs or deductions whatsoever other than refunds, from the net profits of any business located on and from persons working in any portion of the annexed area including, without limitation, income tax revenue collected from construction activities occurring on the annexed parcel. The cost of administering, enforcing, and collecting the city income tax generated from the area included within the annexed area will also be at the sole cost and responsibility of the city.

Implemented Term Limits

Finally, the City of Powell and Liberty Township agreed to a term limit for the annexation. The initial term of the agreement will be for fifty (50) years, and will terminate at midnight, April 19, 2065. Unless all legislative authorities of the parties affirmatively act to terminate the agreement within one (1) year prior to the expiration of the initial term or any subsequent twenty-five (25) year term, the agreement shall automatically renew for an additional period of twenty-five (25) years. The agreement will automatically be renewed thereafter for twenty-five (25) year periods with no limit upon the number of such renewals.





Etna Township and the City of Reynoldsburg Agreement.

A similar, albeit less comprehensive, agreement took place between Etna Township and the City of Reynoldsburg in 2021.^{lxxxii} The City of Reynoldsburg agreed to provide all services and assistance currently available to the rest of the city to the annexed land in accordance with the Reynoldsburg Codified Ordinances. This includes: a full-time administrative staff such as the city attorney, city auditor utility clerks, clerks of court, and income tax commissioner; a full-time Building Department, who performs work related to the development and implementation of land use policies and zoning regulations; a full-time Reynoldsburg Police Department; the City's Service Department including roadway maintenance and repairs, mowing of public rights-of-way, snow plowing, and sign and guardrail maintenance; refuse and recycling pick-up services; access to parks and public facilities; and wastewater collection and treatment and water treatment and distribution services. In terms of protecting Etna Township's interests and conserving land, the parties agreed on a provision providing a buffer separating the annexed property and any remaining adjacent land in Etna Township in the event the use of the annexed property permitted under the Reynoldsburg Zoning Ordinance is incompatible with that of the Etna Township Zoning Ordinance.

Annexation Strategies. Some townships have used creative strategies to minimize annexation or prevent it altogether as it does not always align with the township's interest. Granville Township is a notable example in this respect. Granville Township became the first township in the State of Ohio to pass an open space levy pursuant to ORC 5705.19(HH), which permits townships to pass real estate

tax levies for the acquisition of open space through outright purchases of land and development easements.^{lxxxiii} The purpose behind Granville Township passing an open space levy is to ensure the preservation of areas of scenic/natural beauty as well as areas of historical or unusual geological significance that may be subject to development; preservation of the integrity of the comprehensive plan; protection of agricultural lands; preservation of Granville lands in danger of being annexed to other communities and/or high density development; and protection of edges and boundaries, Village entrances, buffers, open vistas, and view sheds. The Open Space program protects land from development in two ways, outright purchases and conservation easements. Outright purchases occur when the landowner transfers legal ownership of the property to the township. Property purchased with Open Space funds are held to the usages described in the Open Space Levy Language. Even with an outright purchase, the township can also include a conservation easement on the property that will "follow the land." This means the terms of the easement will remain with the property even if the property is sold by Granville Township or it is passed down to the landowner's heirs. If the property is sold, all proceeds will be put back in the Open Space Fund. In a conservation easement strategy, the township acquires an easement through payment to the landowner. The property owner would then give up some rights over land use and all development, but conservation easements can be tailored so that the landowners retain ownership and usage rights—such as the right to continue farming or raising livestock—while still ensuring that the land remains undeveloped in perpetuity. Additionally, because Granville Township is a public political institution, it can structure transactions for owners who are interested in financing their sale of land to the township in a manner that provides tax benefits not ordinarily available in private transactions. This gives the township the opportunity to pay for property over time and flexibility in stretching resources. It also provides an additional inducement to sellers of property to work with the township in exchange for tax benefits. Finally, Granville Township also pursues money from state and federal programs to help them with the Open Space plan. For example, 50% of the cost to purchase a conservation easement on the 94-acre Wolfe property was covered by a USDA grant. Because of the Open Space Plan, Granville Township has been able to successfully minimize annexation since the 1.0 mill open space levy became effective in 1998.



Union Township Economic Development Action Plan Tactic #4 – Pursue local, state and federal resources to support needed public infrastructure improvements such as roads, water and sewer.

Central Ohio faces unprecedented economic, demographic, and fiscal opportunities as a result of Intel's announcement of a multibillion investment. This once-in-a-lifetime opportunity makes it imperative for the public and private sectors to rethink the way they do business. These new opportunities are incredibly diverse, but they share an underlying need for modern, efficient and reliable infrastructure. From private investment in telecommunication systems, broadband networks, freight railroads, energy projects and pipelines, to publicly spending on transportation, water, buildings and parks, infrastructure is the backbone of a healthy economy.^{lxxxiv} Public infrastructure investments will be critical to Union Township's ability to attract new economic development investment to targeted development areas within the township. To successfully attract new, value-added private sector investments, Union Township should pursue state and federal resources that help fund necessary improvements that address existing gaps in public infrastructure availability and create new capacity for future growth opportunities.

State of Ohio Infrastructure Programs.

JobsOhio Ohio Site Inventory Program (OSIP). JobsOhio announced its Sites 2.0 program in October 2019. The program provides up to \$50M annually for 5-years to fund construction-ready sites for companies to attract or expand in Ohio. The program is focused on providing funding for sites with lagging infrastructure or economic blight with the goal of filling gaps in Ohio's real estate inventory, mitigating developer risk, and accelerating the process of bringing in-demand projects and sites online. The JobsOhio OSIP program key components include having a lead development entity (i.e., community, port authority, private developer, etc.) identified; providing loans to support new construction; and providing grants to support costs associated with demolition, environmental remediation, building renovations, site preparation and infrastructure improvements. The maximum grant award per project is \$2M, with a maximum grant/loan combination of \$5M per project. OSIP funding cannot represent more than 50% of the total project costs. In discussions with JobsOhio they will be looking at sites that have all the development work completed on the site including environmental reports, appraisals, archeological studies, geotechnical reports, appropriate zoning, and appropriate incentives. Pre-vet applications will be submitted through Zoom Prospector and done in conjunction with JobsOhio's central Ohio Network Partner, OneColumbus. Union Township should get necessary site development analyses completed to prepare for a future round of funding in the OSIP program. Union Township should also work together with GROW Licking County to bring a proposed JobsOhio OSIP project to OneColumbus and begin to pursue infrastructure funding.

ODOT Transportation Improvement Districts. Transportation Improvement Districts (TID) are a form of local government dedicated to promoting intergovernmental coordination and public-private cooperation of transportation resources and investments. Ohio Revised Code (ORC) Chapter 5540.02 outlines the powers of a TID as a "body both corporate and politic, and the exercise by it of the powers conferred by this chapter in the financing, construction, maintenance, repair and operation of a project are and shall be held to be essential governmental functions." The Ohio Department of Transportation's TID program is managed by the Office of Jobs and Commerce. The program provides funding for transportation projects that promote economic development in terms of job creation, job retention and private sector capital investment. Ohio House Bill 74 Section 203.40 approved by the 134th Ohio General Assembly provides \$4.5M in funding each fiscal year of the biennium. TID program funding can be used on all publicly owned roadways in Ohio. Licking County has an active Transportation Improvement District that is eligible to leverage up to \$500,000 in funding per fiscal year for roadway improvement projects that facilitate commerce and economic development.

Ohio Roadwork Development (629) Funds. Roadwork Development (629) funds are managed by the Ohio Development Services Agency and are available for public roadway improvements, including engineering and design costs. Funds are available for projects primarily involving manufacturing, research and development, high technology, corporate headquarters, and distribution activity. Projects must typically create or retain jobs. Grants are usually provided to a local jurisdiction and require local participation.



Tax Increment Financing District (TIF). As noted above, Union Township has established a Tax Increment Financing district (TIF) along the Interstate 70 and State Route 37 interchange which captures the property tax increase on land and re-direct it through a Payment in Lieu of Taxes to pay for infrastructure needed to foster continued, intentional development along this corridor.

In addition to those listed above for each site, there exist additional loan and grant sources to fund water, sewer, roadway and infrastructure throughout Union Township.

Ohio Water Development Authority. Current market rate is 3.82% for 30 years (rate applicable through 10/31/2022). Loans are available for water/sewer projects only on a 5 - 30-year basis. Planning loans for 5 years are available at the same rate. Communities cannot pay off planning or construction loans early, without penalty. However, OWDA recently has ruled that all projects must pay a percentage of the planning loan back annually, starting one year from the date of loan inception vs. the historic payment pattern with a balloon payment due at the end of the 5-year planning loan period.

There are discounted rates for communities who qualify based on distressed economic criteria, findings and orders, and previous OWDA loan recipients.

Regular construction/planning applications are received monthly throughout the calendar year. Applications are submitted to OWDA and are reviewed monthly. Contact Kim Killian, Loan Officer at OWDA for more information and details.

Ohio Public Works Commission (OPWC or Issue 2). The next round of applications will be due to the Licking County Engineer in September 2023, with funding available after July 1, 2024. Only infrastructure projects (i.e., water, sewer, roads, bridges, culverts, etc.) can be funded through this program. Loans, grants, and credit enhancement (interest rebates) are available for communities in Ohio. Interest rates on loans vary throughout the 19 OPWC Districts in Ohio. Licking County is located in OPWC District 17.

Applications for new/expansion projects do not rate as well as repair/replacement or upgrading of infrastructure. Any infrastructure projects that would benefit the community by job creation/retention would rank higher on the District's ranking sheet. OPWC funds can also be used to fund infrastructure to industrial park sites.

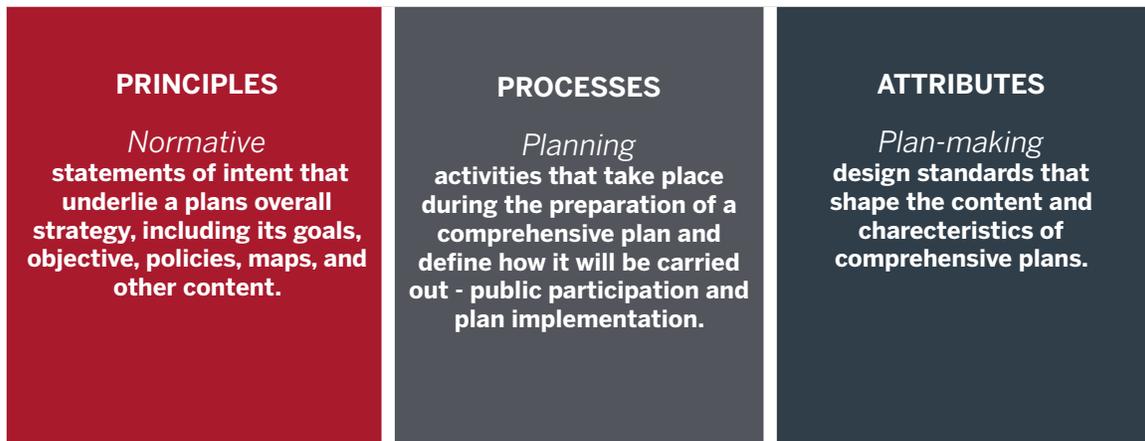
Ohio EPA. Loan funds are available for water and wastewater projects, as well as combined sewer overflow (CSO) projects. Water projects for Licking County would qualify for Standard Construction Loan at 2.41% for 30 years (rate applicable as of October 2022).^{lxxxv} Therefore, it is important that projects be nominated and on the OEPA list of intended projects. Water projects are nominated annually on March 1 for the next program cycle funding. Wastewater projects for Licking County would qualify for Standard Construction Loan at 2.41% for 30 years (rate applicable as of October 2022). Wastewater projects must be nominated in August of every year to be on the OEPA list of intended projects.^{lxxxvi}

Union Township Economic Development Action Plan Tactic #5 – Engage in an update to Union Township's comprehensive plan that establishes a long-range plan which captures the vision of what the community wants to be in the future and provides guidance on elements such as community growth and annexation; infrastructure capacity; housing; public facilities; parks, open space, recreation, and trails; economic development; and sustainability and resilience.

Union Township has an existing comprehensive plan that was adopted in 1998 and has provided a roadmap for planning and development to township leadership during that time. With the rapidly changing economic environment the central Ohio region is facing, having an updated comprehensive plan ensures communities have priority development processes and visions in place to guide growth. To prepare for and be proactive with the impact future development could have on Union Township, leadership should undertake the development of a Comprehensive Plan Update to capture the vision of what the community wants to be in the future.



The goal of planning is to maximize the health, safety, and economic well-being of all people living in our communities. This involves thinking about how we can move around our community, how we can attract and retain thriving businesses, where we want to live, and opportunities for recreation. Planning helps create communities of lasting value.^{lxxxvii} Comprehensive plans are dynamic and can vary in what topics are addressed due to the differences in issues that each community faces.



Source: American Planning Association

A successful comprehensive plan should address a multitude of components pertaining to Union Township, including managing community growth and annexation; infrastructure capacity needs; housing and density; the need for public facilities and services; intentional economic development; and sustainability and resilience. Union Township should follow the American Planning Association's standards when developing the Comprehensive Plan Update. An update to the township's Comprehensive Plan will:

- Allow the township to be proactive and have greater control over managing growth and destiny
- Allow the township to step back from day-to-day activities and identify factors influencing and shaping the community
- Provide one of the only opportunities to comprehensively analyze a community and evaluate how competing interests can be balanced
- Provide guidance for the orderly growth, development, and physical appearance of the community
- Build consensus and commitment from elected and appointed officials, staff, the overall community, and other interested stakeholders
- Provide guidance for future decision-making
- Prepare the township for action^{lxxxviii}

Some comprehensive plans are embodied in a single, all-inclusive document; others are organized by an umbrella document cross-referencing more specific sub-plans such as an independent parks master plan. Union Township's involvement in various Licking County planning processes should be considered when developing an update to the Union Township Comprehensive Plan.



Six Principles of Union Township Comprehensive Plan

Livable Built Environment

Ensure that all elements of the built environment, including land use, transportation, housing, energy, and infrastructure, work together to provide sustainable, green places for living, working, and recreation, with a high quality of life.

Harmony With Nature

Ensure that the contributions of natural resources to human well-being are explicitly recognized and valued and that maintaining the health of these resources is a primary objective.

Resilient Economy

Ensure that the community is prepared to deal with both positive and negative changes in its economic health and to initiate sustainable development and redevelopment strategies that foster complimentary business and growth and build reliance on local assets.

Interwoven Equity

Ensure fairness and equity in providing for the housing, services, health, safety, and livelihood needs of all citizens and groups.

Healthy Community

Ensure that public health needs are recognized and addressed through provisions for community engagement, access to recreation, health care, environmental consciousness, and safe neighborhoods.

Responsible Interregionalism/Megaregionalism

Ensure that all local proposals account for, connect with, and support the plans of adjacent jurisdictions and the surrounding region and that they incorporate interregional and megaregional considerations.

Source: American Planning Association

Beyond the integrated and action-oriented implementation tools, an effective and implementable comprehensive plan needs to remain a living and breathing roadmap. As Union Township undertakes an update to its Comprehensive Plan, the township should establish procedures for integrating the plan into decision-making, keeping it updated and providing accountability for implementing it over time.

- **Mechanism for Decision-Making.** In some jurisdictions, the vision, guiding principles, goals, objectives, and element-based policies are used as part of decision-making during rezonings and development-related processes. In other jurisdictions, conformance with the comprehensive plan is required for all items placed on the agenda of an elected and appointed board or commission. This ensures elected and appointed officials, staff, developers, and the community understand the importance of the comprehensive plan and the guidance it provides moving forward.^{lxxxix}
- **Annual Progress Report and Updates.** A comprehensive plan, or any plan for that matter, only truly reflects a snapshot in time. While it is intended to provide short- and long-term guidance for the future, it will not get everything right, nor will it be perfectly implemented. It is intended to provide guidance moving forward, and it is not set in stone. It can only be effective if it is up to date and relevant with current community realities. It is important that the comprehensive plan is made available to the public, such as on the jurisdiction's website, and kept up to date as implementation actions are completed over time, i.e., checking off completed actions and reprioritizing remaining actions, reporting back to elected and/or appointed officials regarding progress, and periodically updating the plan.^{xc}
- **Implementation Accountability.** It is essential that procedures are put in place to identify who is responsible for managing the implementation program. In many jurisdictions, positions such as the city manager (or assistant city manager) or planning director are designated as the implementation manager.

Creating an implementable comprehensive plan takes a concerted effort by the entire community. It is sometimes not an easy process, but it is essential for your community's future.



APPENDIX A

Definition of Economic Indicators

Gross Domestic Product (GDP) is the value of the goods and services produced by the nation's economy less the value of the goods and services used up in production and is equal to the sum of personal consumption expenditures, gross private domestic investment, net exports of goods and services, and government consumption expenditures and gross investment.

Consumer Price Index (CPI) is a measure of the average change in prices over time in a fixed market basket of goods and services based on prices of food, clothing, shelter, and fuels, transportation fares, charges for doctors' and dentists' services, drugs, and the other goods and services that people buy for day-to-day living collected each month in 87 urban areas across the country from about 6,000 housing units and approximately 24,000 retail establishments--department stores, supermarkets, hospitals, filling stations, and other types of stores and service establishments including all taxes directly associated with the purchase and use of items are included in the index.

Industry Cluster is a regional concentration of related industries in a particular location consisting of companies, suppliers, and service providers, as well as government agencies and other institutions that provide specialized training and education, information, research, and technical support enhance productivity and spur innovation by bringing together technology, information, specialized talent, competing companies, academic institution, and other organizations with close proximity, and the accompanying tight linkages, yield better market insights, more refined researches agendas, larger pools of specialized talent, and faster deployment of new knowledge.

Nonfarm business sector is a subset of the domestic economy and excludes the economic activities of the following: general government, private households, nonprofit organizations serving individuals, and farms that accounts for about 77 percent of the value of the GDP in 2000.

Personal Income is the income that persons receive in return for their provision of labor, land, and capital used in current production, plus current transfer receipts less contributions for government social insurance (domestic), personal income arising from current production consists of compensation of employees, proprietors' income with inventory valuation adjustment and capital consumption adjustment (CCAdj), rental income of persons with CCAdj, and personal income receipts on assets (personal interest income and personal dividend income).

Unemployment Rate is measured by the Bureau of Labor Statistics (BLS) of the U.S. Department of Labor is a measure of those Americans who are employed with jobs and those that are unemployed based upon those that have applied for federal government unemployment insurance and based upon a monthly survey called the Current Population Survey (CPS) to measure the extent of unemployment in the country.



UNION TOWNSHIP ECONOMIC DEVELOPMENT STRATEGIC PLAN

Stakeholder Questionnaire

Union Township's location along Interstate 70, and its abundance of land, creates opportunities for targeted economic development success which includes positioning the Township for new economic development opportunities related to the recent Intel announcement. Central Ohio's robust economy and Union Township's strategic location and availability of land have prompted the Union Township leadership to hire The Montrose Group as they seek professional economic development and land use strategic planning services to conduct a Union Township Economic Development Strategic Plan and prepare the community to capitalize on future economic activity.

Five Economic Conclusions about Union Township

1. *Union Township has experienced positive population and job growth over the last decade. While population and job growth are above state averages, growth remains slightly below national averages.*
2. *Union Township has a competitive location advantage as a part of the One Columbus and central Ohio region. Interstate 70 traverses the southern portion of the township with two interchanges at State Routes 37 and 79 where development opportunities exist. Additionally, the township's proximity to the future Intel manufacturing site in Licking County creates future opportunities to attract Intel supply chain operations.*
3. *Current major employment levels within Licking County industry sectors include:*
 - a. *Educational services, healthcare, social assistance – 969 jobs*
 - b. *Retail Trade – 660 jobs*
 - c. *Finance, insurance, and real estate – 550 jobs*
 - d. *Manufacturing – 550 jobs*
 - e. *Professional, scientific, and management, and administrative and waste management services– 194 jobs*
 - f. *Arts, entertainment, and recreation, and accommodation and food services– 132 jobs*
4. *Union Township is situated among major higher education and research institutions. The Ohio State University, Denison University, Otterbein University, Columbus State Community College, Capital University, Central Ohio Technical College, and more bring substantial workforce development, talent attraction and research & development opportunities that will support targeted economic development activities.*
5. *Union Township is well positioned to succeed in a multitude of areas including agriculture and advanced manufacturing industries. The county's location along Interstate 70, its participation in the central Ohio economic development initiatives, and its location within the Intel supply chain footprint position Union Township well for the attraction of high-wage jobs in Advanced Manufacturing.*
6. *Union Township values the agricultural industry sector and preservation of lower-density residential housing that creates a desirable rural feel within the central Ohio landscape. Add sentence about Granville Schools as attraction.*



STAKEHOLDER QUESTIONNAIRE

Considering the five economic conclusions about Union Township as a backdrop to the economic development strategic planning process, as a stakeholder in Union Township we would ask you to think through the following questions and provide your thoughts and ideas about the assets, needs, and strategies of Union Township and the path the Township should pursue to ensure targeted new business investments are made, jobs are created, and wealth is generated, while still preserving the agricultural and residential landscape of the community.

1. What is your understanding/impression of the economic development successes and efforts of Licking County in relation to Union Township? Have economic development marketing efforts been targeted to the right types of businesses that complement the township?
2. In your view, what are the priority hurdles or challenges, which currently impact Union Township from attracting new investment (availability of adequate public infrastructure, housing density, etc.)?
3. What industry sectors, either existing or new, should be a focus for economic development to encourage economic growth?
4. What makes living, working, or owning a business in Union Township attractive?
5. What attributes should be preserved or enhanced in Union Township as we look to the future landscape of Licking County and central Ohio?
6. Does the community support the use of tax abatements and public finance tools like Tax Abatement, Tax Increment Financing, Joint Economic Development Districts, or impact fees to encourage targeted development and fund infrastructure?

We appreciate your time and input into the Economic Development Strategic Plan. If you have any additional thoughts you would like incorporated into this listen session, please email Jamie Beier Grant at jbgrant@montrosegroupllc.com and Harrison Crume at hcrume@montrosegroupllc.com.



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