

Wellsville Strategic Plan

May 2023



ms consultants, inc.
engineers, architects, planners

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PREPARED FOR



OMEGA
OHIO MID-EASTERN GOVERNMENTS ASSOCIATION

Ohio Mid-Eastern
Governments Association

COMMUNITY PARTNERS



Village of
Wellsville

Wellsville
Community
Foundation

CONSULTANT TEAM



ms
consultants,
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Council of
Development
Finance
Agencies

The services of ms consultants, Inc. are provided as part of the regional Resilience Initiative for Southeastern and Eastern Ohio (RISE Ohio), a partnership among the Ohio University Voinovich School of Leadership and Public Service, Buckeye Hills Regional Council and the Ohio Mid-Eastern Governments Association (OMEGA). Funding from the U.S. Economic Development Administration (EDA), JobsOhio, and Ohio University has enabled OMEGA to procure consultants like ms consultants, Inc. to study the region’s federal Opportunity Zones, including Wellsville. No local government match dollars were requested or required to procure the services of ms consultants, Inc.

About the Study

The **Wellsville Strategic Plan** identifies, evaluates, and provides recommendations for redevelopment and revitalization opportunities in the Village of Wellsville, Ohio. It utilizes existing conditions data, best practice research, and community input to develop feasible recommendations and a step-by-step action plan for implementation. Physical improvements are a primary focus, but the study also touches on broader topics such as policy, branding and marketing, and communication.

The project approach and schedule were developed by the consultant team, client, and community partners to reflect the study’s scope and needs. An honest assessment of Wellsville’s current conditions resulted in repositioning the original scope to focus on revitalization of Wellsville’s downtown area, in particular the Main Street corridor, which forms the backbone of the community.

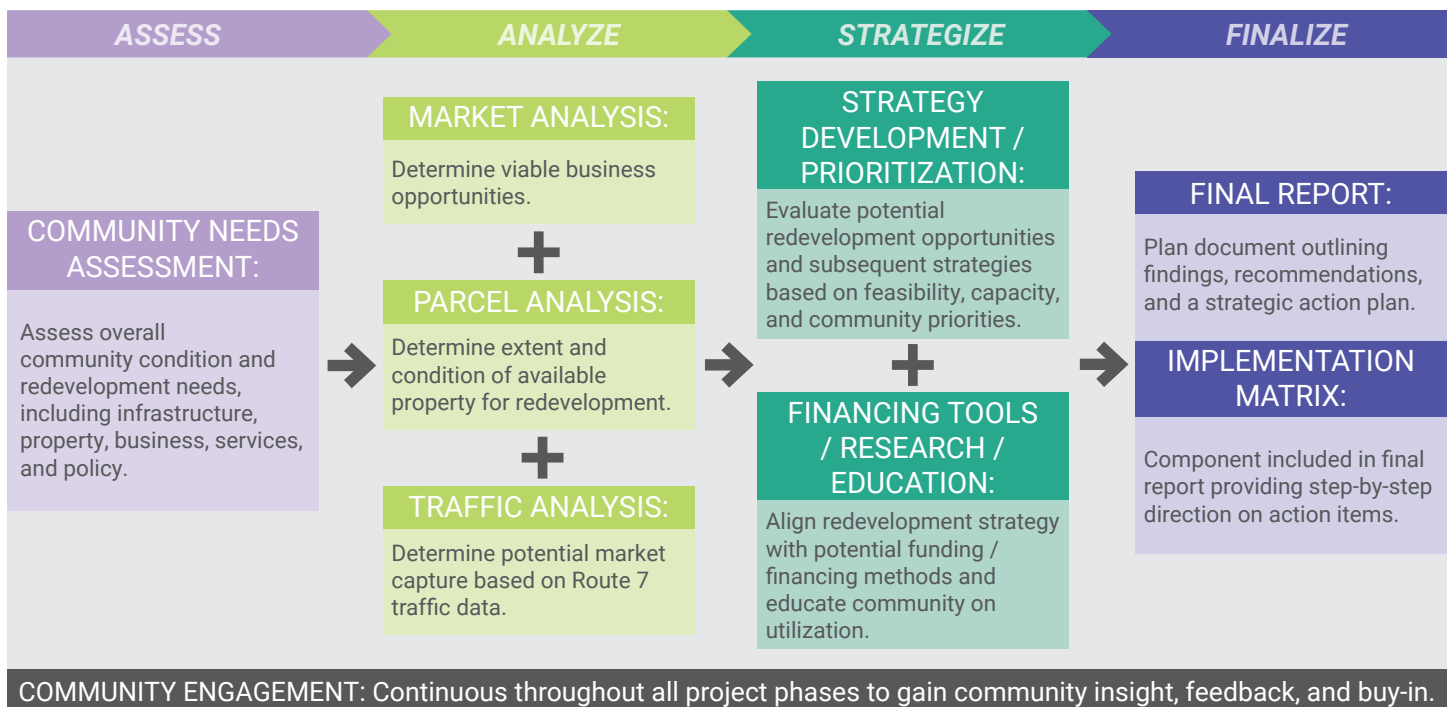


Figure 1: Project approach diagram.

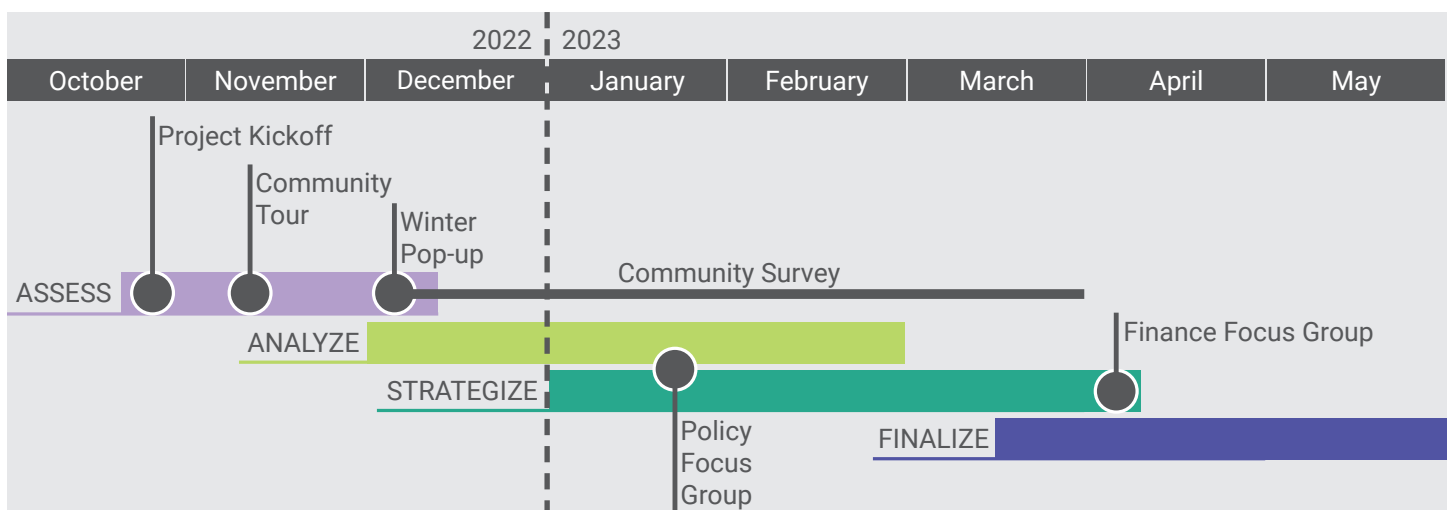
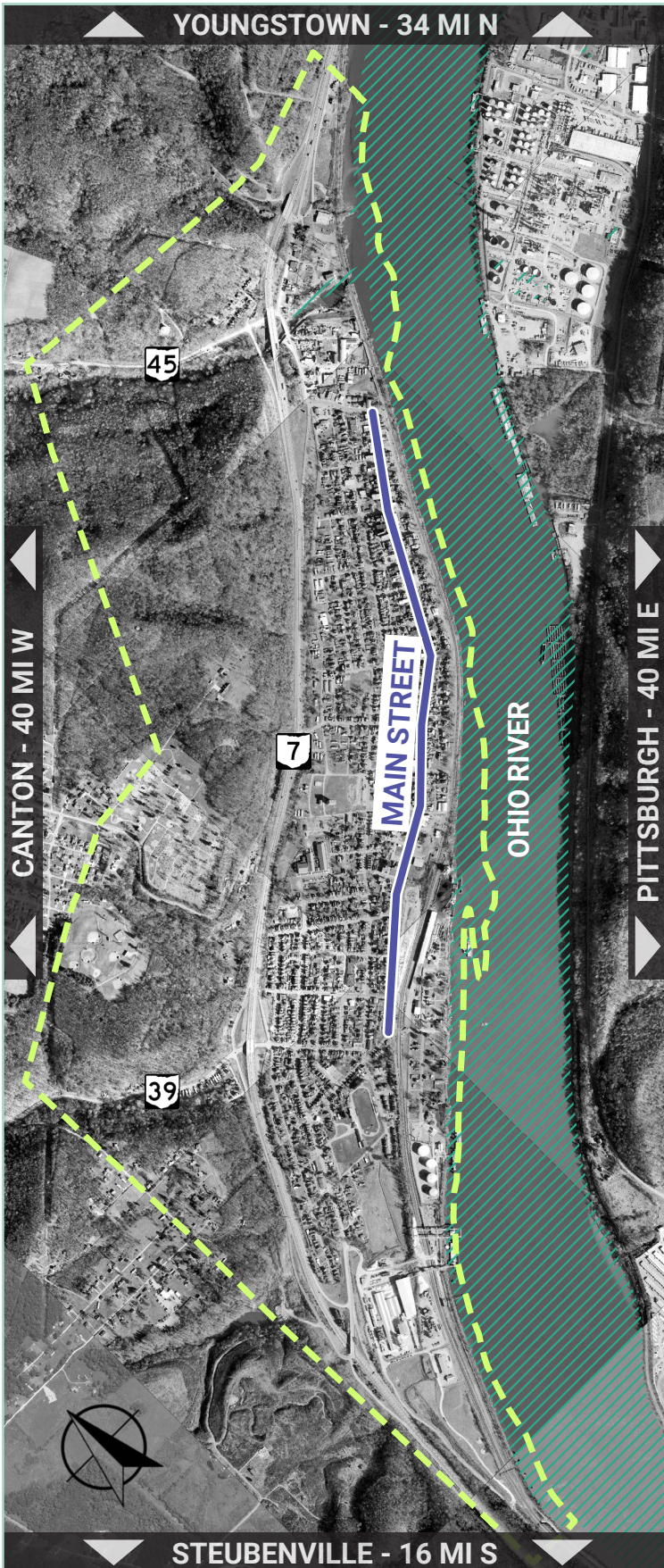


Figure 2: Project schedule diagram.

About the Community



Wellsville has a very rich and proud history tied to both its industrial and civic past. From steamboats to railroads to pottery, the area was consistently on the forefront of manufacturing innovation until American industry overall declined. It was also a highly active point along the Underground Railroad due to its strategic location directly across the Ohio River from West Virginia's northernmost territory.

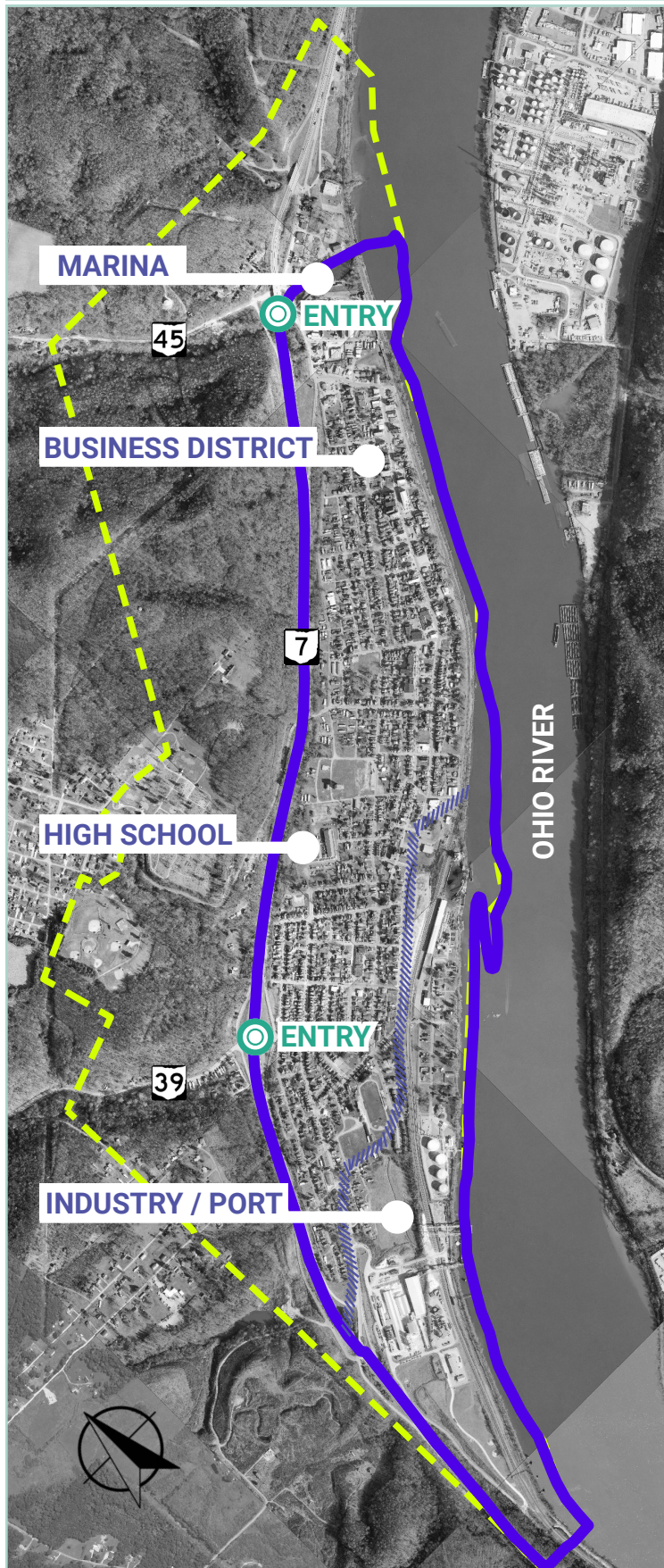
The population of Wellsville peaked in 1920 at about 8,850 residents and has since decreased to about 3,000 residents today. Nonetheless, Wellsville remains an important port village along the Ohio River with dedicated residents, historic and natural beauty, and lots of potential.

POPULATION	
TOTAL POPULATION	MEDIAN AGE
3,055	40.3
HOUSEHOLDS (HH)	
# HOUSEHOLDS	PERSONS / HH
1,350	2.28
INCOME	
IN POVERTY	MEDIAN HH INCOME
19%	\$38,443
EDUCATION	
HIGH SCHOOL+	BACHELORS+
79%	9.2%

Figure 3 (left): Map of Wellsville.

Figure 4 (above): 2022 ESRI Business Analyst and 2021 ACS 5-Year data; due to Wellsville's size, this data has a high margin of error and may reflect inaccurate estimates.

About Opportunity Zones



This study was made possible through funding from the U.S. Economic Development Administration (EDA), JobsOhio, and Ohio University; its primary purpose is to study Wellsville's Opportunity Zone (OZ) and develop a strategy for attracting investment.

According to the IRS, **Opportunity Zones are an economic development tool that allows people to invest in distressed areas in the United States.** The intricacies of how they work are complex and require detailed knowledge to navigate. This particular section of Wellsville is a census tract that met criteria for OZ designation and was nominated by the state for program inclusion. It is the only OZ in Columbiana County and was partially nominated due to the presence of the Wellsville Intermodal Facility, an Ohio River port.

Before Wellsville can tap into its OZ designation as an economic development tool, **the Village must first strengthen its market position by making strategic, impactful investments in its existing physical and civic infrastructure and assets.** Such action will improve quality of life in the area and, in turn, heighten the Village's attractiveness to investors.

OPPORTUNITY ZONE STATISTICS

HH INCOME	IN POVERTY	MEDIAN AGE
29K	35%	40
HIGH SCHOOL+	HOME VALUE	SQ. MILES
75%	50K	0.8

Figure 5 (left): Map of Wellsville (dashed) and its designated Opportunity Zone (solid); hatched line indicates extent of industrial district.

Figure 6 (above): Wellsville Opportunity Zone census tract data from opportunitydb.com.

Community Engagement

For more detailed community engagement results than the following overviews, refer to Appendix A.

COMMUNITY TOUR

Shortly after the formal kickoff meeting, the project team embarked on a community tour of the study area, led by our community partners. On this tour, the team visited and was informed of several pre-identified focus projects, as well as general conditions of Main Street, its buildings, businesses, and owners. Candid conversations were had with current business owners on the challenges of operating in Wellsville.

BIWEEKLY MEETINGS

In addition to isolated events, biweekly meetings were held with the client and community partners to ensure project progress and maintain direction. These meetings were also used by the project team to discuss findings and gain insight on data points of interest.

COMMUNITY SURVEY

Prior to the introductory pop-up event, the project team created a community survey focused on Main Street perceptions, priorities, and desires. The survey was first introduced in paper format at the winter pop-up event, described below, but was later made available online and in print at local businesses and service buildings.

GOVERNMENT FOCUS GROUP

A focus group with Wellsville's mayor, city administrator, and finance director was held to discuss current pain points within Village administration. Both existing conditions and desired outcomes were discussed in relation to the Village's current problems and future goals.



Figure 7: Art installation in progress near Village Hall.



Figure 8: Former Wellsville marina boat launch.



Figure 9: Historic walking trail along the Ohio River.

Community Engagement



Figure 10: Christmas in the Village pop-up at the Alumni Center.

WINTER POP-UP

Representatives from the project team attended Wellsville's annual Christmas in the Village event to introduce and promote the project and survey. Paper surveys were available on the spot and over thirty were completed that day. Those who completed a survey were entered into a gift basket drawing. Community members expressed an overwhelmingly positive reaction to the project at the event.

FINANCE FOCUS GROUP



Figure 11: Finance focus group in the Village Council Chambers.

In April 2023, the team held a focus group with members of local and regional economic development entities and statewide project finance experts. The goal of this convening was to identify potential capital sources for each priority investment strategy in the plan and evaluate the feasibility of each type of capital. CDFR facilitated this conversation, providing an overview of each finance tool discussed and sharing insight on which funding would best fit the key recommendations from the planning process. The outcome of this conversation was a comprehensive list of financing approaches for implementing the strategic plan and next steps for each of the partners present in the meeting.

STUDENT ENGAGEMENT



Figure 12: Student engagement at the Wellsville High School library.

A diverse group of students selected by Wellsville High School's student council advisor provided ideas on what they would like to see in their community. The mayor and consultant team explained the planning process and various goals, then the students were able to write or draw their ideas for the three pre-selected priority development sites.

Survey Analysis

The community survey was made available both online and on paper for residents and other interested parties. It focused on understanding existing conditions, community wants and needs, and local entrepreneurship. The survey received 235 responses overall between November 2022 and April 2023 (6 months), though not all participants responded to every question.

For full survey results, refer to Appendix A.

KEY TAKEAWAYS

- Wellsville's biggest needs include medical services, non-grocer retail, and entertainment options.
- There is a distinct lack of "third places," or places outside of home and work where community members can gather and connect (cafes, bookstores, bakeries, delis...).
- The vast majority of survey takers recognize that a healthy mix of both local businesses and national brands / chains are needed for a balanced community.
- Of the six given priorities, making Main Street more attractive received the most votes, followed by growing local businesses, attracting people to Wellsville, and establishing a multipurpose community center.
- Additional popular suggestions for village priorities included fixing roads and having more places for kids and teens.
- Most respondents would not know how to start their own business or move an existing business into a Main Street building.
- There is a healthy entrepreneurial spirit in Wellsville; about 13% of respondents had their own businesses.

SELECT COMMENTS

“ I believe that a functioning marina with a revitalized Main St. would in turn begin to make Wellsville more attractive to new business and increase the traffic through the village.

We need a coffee shop, a craft beer brewery, a clothing store and more sit down restaurants. We also need to attract businesses that can employ many people so that they will settle here. We can make it a Main Street that is nice to walk down with lots of little shops.

I'd love to see more for the kids! Maybe one of the old churches could be a rec center.

Appeal to the younger generation: People my age are always looking for cute places for lunch and dinner. This is always done outside of Wellsville. Making Main Street visually appealing will increase people's interest in spending time here.

Need to clean it up more. Wish it was like it was when I was a kid. Better streets. More family things. We need to bring more jobs and businesses back to Wellsville. ”

Figure 13: Select comments from survey respondents.

Traffic Analysis

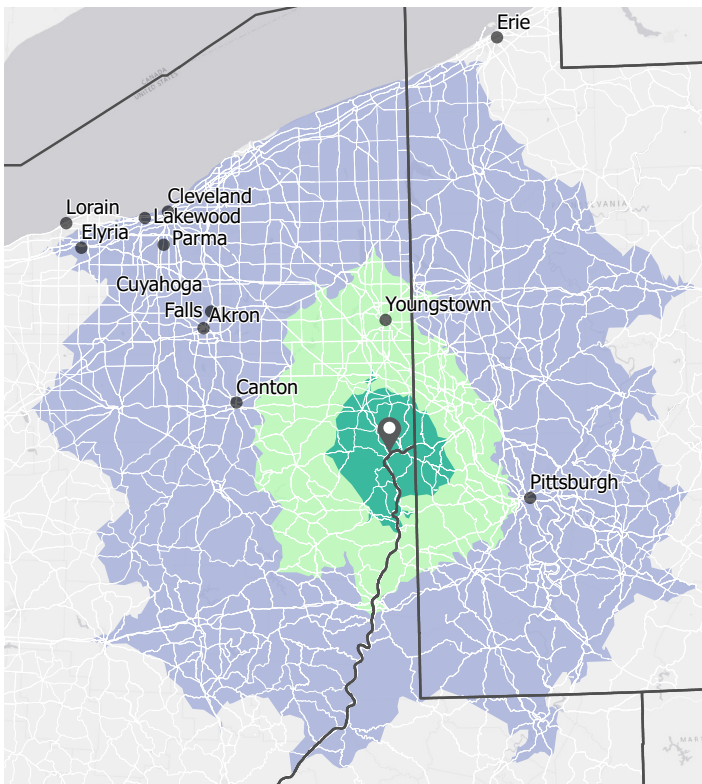


Figure 14: Map of drive time analysis.

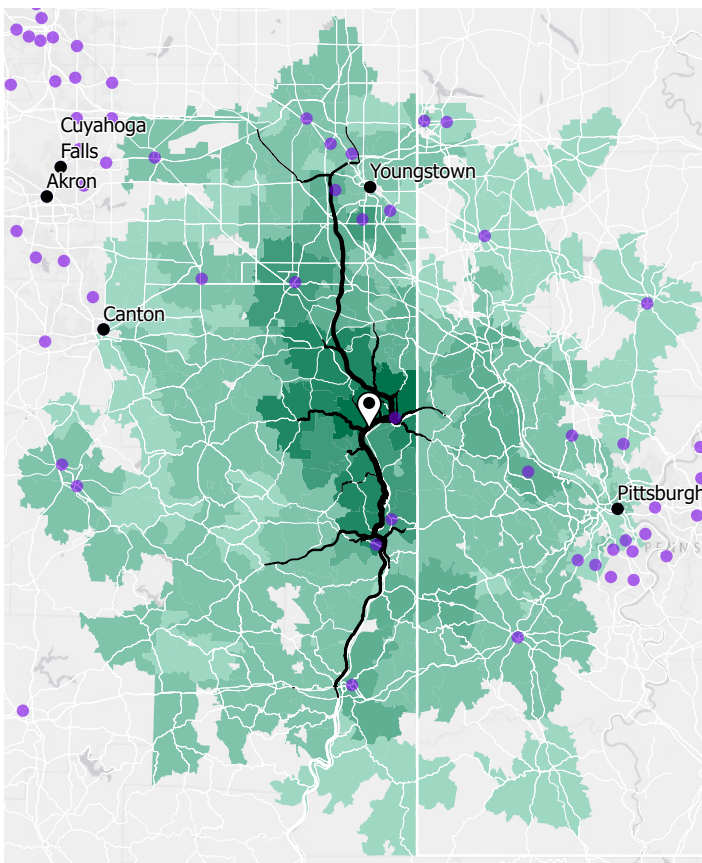


Figure 15: Map of daily vehicular travelers to Wellsville.

DRIVE RADIUS

To the left, Figure 14 shows areas within a two-hour (purple), one-hour (green), and half-hour (blue) drive radius of Wellsville. **The village has an impressive reach to no less than seven separate metropolitan statistical areas (MSAs) across three states within a reasonable drive-time:**

- Akron
- Canton - Massillon
- Cleveland - Elyria
- Pittsburgh
- Weirton - Steubenville
- Wheeling
- Youngstown - Warren - Boardman

An MSA is a county or group of counties with at least one urbanized area with a minimum population of 50,000 and adjacent counties with economic ties to the central area. **MSAs are commonly used in market analyses and other economic studies to assess opportunity and demand.**

DAILY TRAVEL

Figure 15 was generated using mobile phone location data from 2019 to determine how many vehicles arrive in Wellsville on a given day, from where, and which routes are most commonly used.

The green gradient represents the number of vehicles that arrive in Wellsville from a particular zip code on a given day - darker green represents a higher count. **On an average day in 2019, about 4,850 total vehicles arrived in Wellsville from elsewhere.**

The dark black "vein" shows what routes are most commonly used to get to Wellsville. **There is much more north / south travel along routes 7 and 11 compared to east / west travel.**

Additionally, per traffic count data from ODOT, **12,665 individual vehicles on average passed by Wellsville using route 7 in 2021.**

Community Benchmarking

POPULATION								
	30-min. drive	60-min. drive	2-hour drive	Wellsville	Minerva	Carrollton	County	State
2022 Population	122,883	1.1 mil	7 mil	3,055	3,701	2,998	100,375	11.8 mil
2027 Population	120,734	1.1 mil	7 mil	3,009	3,691	2,917	98,879	11.8 mil
Median Age	44.7	45.4	43.5	40.3	43.8	44.0	44.6	40.6
Households	50,582	488,814	3 mil	1,350	1,600	1,275	41,282	4.8 mil
Avg. Household Size	2.33	2.29	2.30	2.28	2.29	2.22	2.35	2.39
Families	93,220	878,508	5.4 mil	2,411	2,945	2,261	77,761	9 mil
High School Diploma+	90%	93%	92%	79%	91%	88%	90%	91%
Bachelors Degree+	17%	27%	31%	9.2%	10%	16%	16%	30%
ECONOMY								
	30-min. drive	60-min. drive	2-hour drive	Wellsville	Minerva	Carrollton	County	State
Median Income	\$53,281	\$59,159	\$60,999	\$38,443	\$54,415	\$57,192	\$58,232	\$62,419
Households in Poverty	16%	13%	13%	19%	16%	22%	13%	13%
Businesses	4,151	42,359	258,494	102	190	269	3,283	395,833
Employees	54,010	554,785	3.7 mil	1,307	2,420	2,469	37,056	6 mil
Unemployment Rate	4%	4%	4%	9%	3%	1%	4%	3%
Annual Budget Exp.	\$60,333	\$73,221	\$76,429	\$44,065	\$62,004	\$68,774	\$62,868	\$77,105
Retail Goods Exp.	\$19,270	\$22,967	\$23,566	\$13,903	\$20,620	\$23,054	\$20,142	\$23,638
HOUSING								
	30-min. drive	60-min. drive	2-hour drive	Wellsville	Minerva	Carrollton	County	State
Housing Units	57,463	542K	3.3 mil	1,591	1,685	1,655	46,175	5.2 mil
Units Built Before 1940	25%	22%	24%	54%	23%	29%	28%	20%
Median Gross Rent	\$662	\$758	\$844	\$524	\$756	\$665	\$664	\$870
Median Home Value	\$107K	\$135K	\$155K	\$55,300	\$97,800	\$110K	\$107K	\$160K
Owner Occupied Units	71%	72%	69%	65%	67%	69%	76%	67%
Vacant Units	11%	9%	9%	17%	8%	12%	9%	8%
HHs w/o a Vehicle	25%	22%	25%	29%	6%	34%	22%	20%

Figure 16: Demographic comparison of various geographies using 2022 ESRI Business Analyst and 2021 ACS 5-Year data.

Market Analysis

Due to Wellsville's small size, remote location, and economic circumstances, a traditional market analysis is unlikely to showcase its true areas of opportunity. However, it is important to benchmark Wellsville against similar communities and surrounding geographies nonetheless to gain a full picture of current conditions. The charts on the previous page accomplish this, but the following pages will provide additional information and observations to supplement this data.

STRONG INDUSTRIES

INDUSTRY	# EMP.	LQ
Manufacturing	231	2.17
Utilities	13	1.50
Construction	118	1.49
Transportation / Warehousing	89	1.45
Health Care / Social Assistance	227	1.41

Figure 17: ESRI Business Analyst Civilian Labor Force Profile Report for 2022.

Location Quotients compare the industry share of a local area's employment relative to that same share nationally. A value greater than 1 indicates that the local area is more specialized in that industry or occupation category than the US as a whole.

Based on Wellsville's labor force, the chart above indicates the top five specialized industries in the Village and how many civilians are employed in each.

SPENDING AND MARKET POTENTIAL

Per ESRI's Market Potential Index (MPI) and Spending Potential Index (SPI) reports, demographic and spending data indicates strong market demand for **pharmacy services, veterinary services, sit-down family restaurants, chain fast food restaurants, tobacco products, outdoor recreational goods/services, electronic equipment repair and rental, and children's toys.**

UNIQUE MARKETS

Wellsville is well-positioned to benefit from several specialized markets due to its location in the foothills of Appalachia, on the Ohio River, and at the intersection of three states.



POWERSPORTS RECREATION

Wellsville is well-known among ATV and dirtbike enthusiasts across the nation as an excellent place for riding due to its remote location and varied terrain.



ANTIQU AND VINTAGE ITEMS

Collectors and hobbyists come far and wide to browse and pick up items from Slack's Antique Shop in downtown Wellsville, where there is no shortage of great finds.



NATURAL BEAUTY

Outdoor enthusiasts enjoy Wellsville's natural beauty from the rolling peaks and valleys of Appalachia's foothills or the meandering banks of the Ohio River.



ARTISAN AND AMISH GOODS

Wellsville is home to many small-scale manufacturers and makers, and many sell their wares at Slack's and local markets.



WATER RECREATION

With nearly three miles of Ohio River shoreline, Wellsville welcomes boaters, fishermen, and other water hobbyists throughout the year.



HISTORIC TOURISM

The area is rich with history, from the Civil Rights Era to the Industrial Revolution, remnants of its past are celebrated throughout the Village.

Parcel Analysis

The developable parcel analysis was limited to the section of Main Street between 3rd and 9th streets, identified as the target redevelopment area by community partners. Property tax delinquency data was obtained from the county auditor; however, no vacancy or property condition data was available. In the absence of this data, the project team was only able to complete a cursory review of these items. Therefore, observations should be treated as assumptions and ultimately verified by local officials.

PARCEL LEGEND

- VACANT**
Vacant parcels are either empty lots or surface parking lots.
- TAX DELINQUENT**
The darker the purple, the more backtaxes owed on the property.
- PUBLICLY OWNED**
Owned by a public entity, such as the Village, county, or land bank.

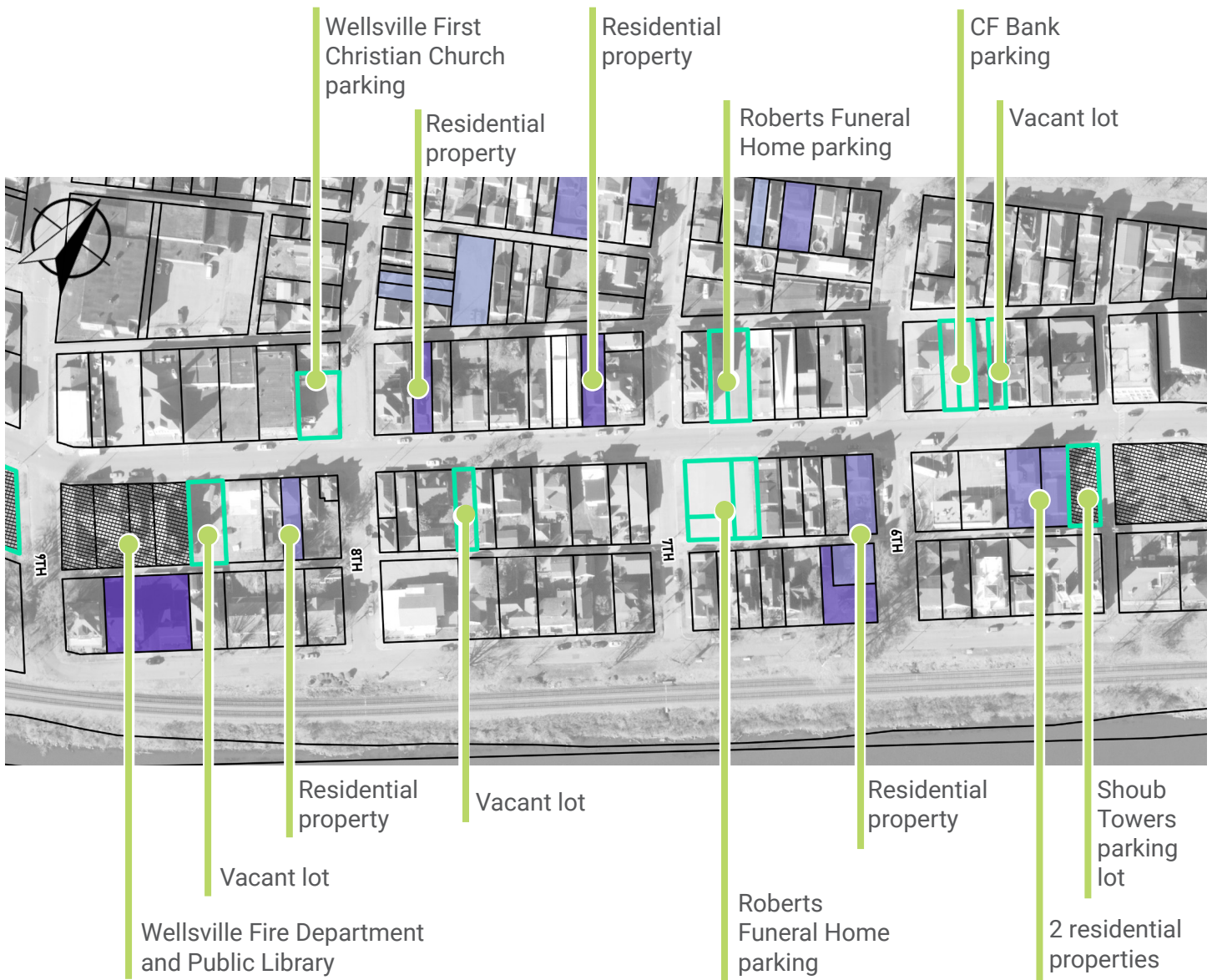
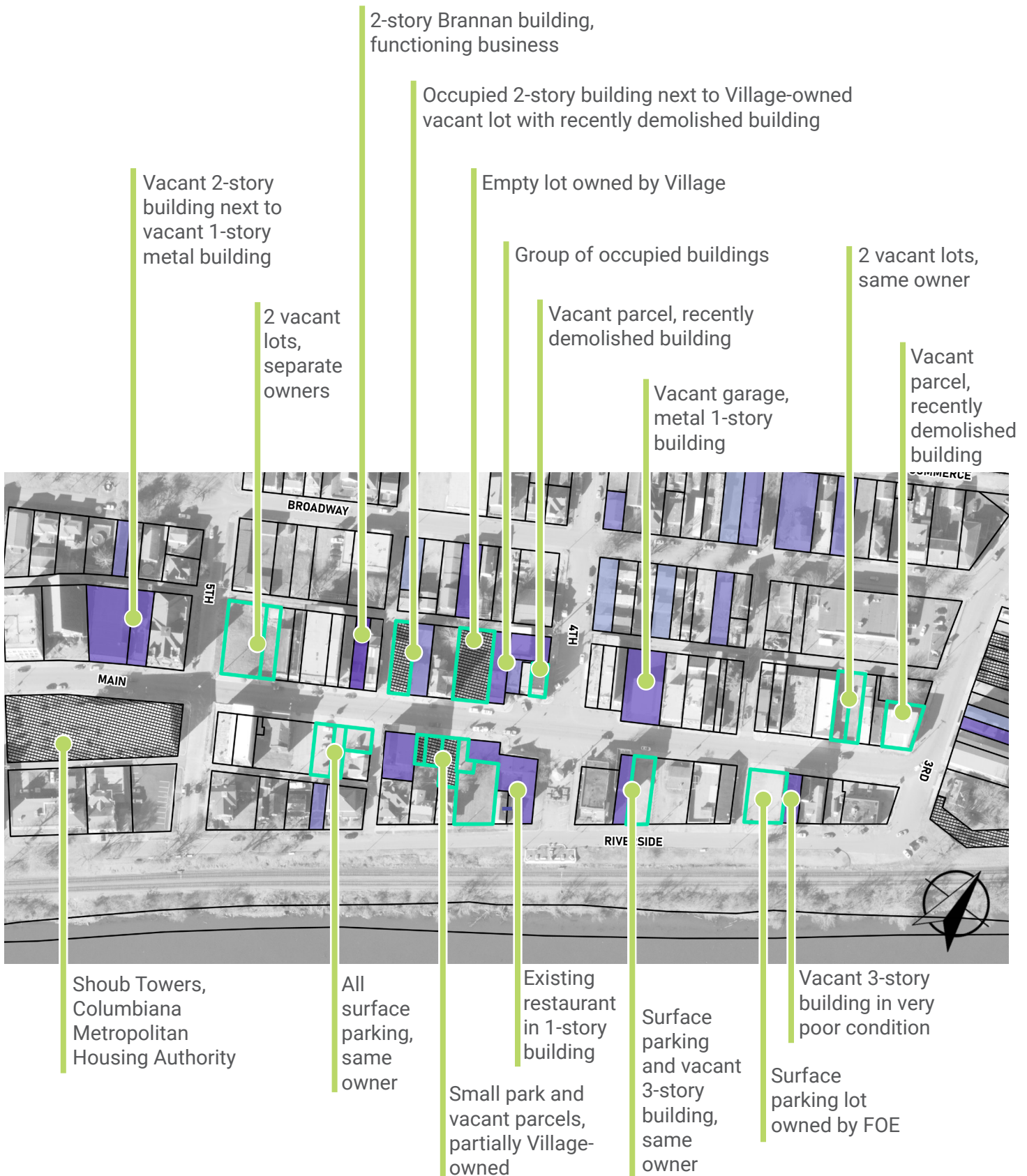


Figure 18: Map of parcel analysis utilizing county auditor data and observation.

Parcel Analysis



Overview

The following recommendations are intended to act as a “menu” of options for strategic investment based on community desire, need, and capacity. They were developed through the community engagement and analysis presented in the prior chapter and discussed with local stakeholders.

Each of the primary recommendations are considered high-impact, feasible, and capable of revitalizing the local economy; they also require the greatest amount of money and effort.

Secondary recommendations are those that would improve quality of life for the community and assist in revitalization by making the area more attractive to investors.

Supporting recommendations are initiatives that would better position the community for strategic implementation and investment.

PRIMARY RECOMMENDATIONS

Main Street Revitalization: Wellsville’s Main Street is its core corridor. The north end of Main Street has the highest concentration of existing commercial and mixed-use buildings, functioning small businesses, and vacant infill lots. Redevelopment of this historic portion of Wellsville involves enhancing the streetscape, making buildings and land development-ready, and cultivating a healthy business climate.

Marina Re-establishment: The Wellsville Marina was once a boon to the local economy, renting over 50 boat slips annually and attracting many visitors to the area. The inlet is in dire need of dredging in order to accommodate any on-water recreational activity, whether that means a simple launch point for kayakers and canoers or a fully functioning marina. The area around the marina can be enhanced either way to improve access and encourage other recreational uses.

Overview

SECONDARY RECOMMENDATIONS

Cultural Center: The Wellsville Community Foundation was recently gifted the Church of the Ascension and would like to transform it into a cultural center for the community. Because Wellsville lacks many community spaces and gathering places, this would be a very welcome addition.

Riverfront Trail and Park: The Village of Wellsville extends nearly three miles along the Ohio Riverfront. Part of this stretch already has an existing waterfront trail that is well-used and well-loved by locals. The existing trail can be extended, possibly past downtown Main Street and all the way to the marina, and enhanced to better connect the community, provide recreation opportunities, and attract visitors.

Community Center: Separate from the proposed cultural center, a regional community center is desired and needed. One of the area's most glaring needs is a place for kids and teens to go after school and in the summer. The community center would provide access to essential services in the form of rotating representatives from different assistance organizations as well as recreational and educational opportunities.

SUPPORTING RECOMMENDATIONS

Branding and Communication: The Village should improve its image and communication with residents, visitors, and potential investors.

Capacity and Partnerships: Because Wellsville is such a small village with limited resources and capacity, developing relationships with other organizations and entities who can provide assistance is essential.

Development Incentives: In order to attract both businesses and property developers, the Village should consider what incentives are possible.



Main Street



GUIDING PRINCIPLES

NEW BUILDINGS: New development should match the existing traditional development pattern along Main Street, which is fine-grained, small-scale, and mixed-use. This type of development is called “infill” because it fits new and improved buildings and public spaces into the existing “holes” - empty buildings, properties in poor or unsafe condition, and vacant lots. Wellsville’s Main Street, like many others in small towns across America, was once a continuous collection of two- to three-story buildings facing the street and housing a wide variety of small businesses including retail, professional services, and dining establishments. Throughout the years, many of these original buildings have deteriorated to unsafe conditions or been demolished. The remnants of this historic development pattern are still visible in the buildings left standing today and the empty parcels where others once stood. In order to encourage redevelopment of these empty parcels, the Village’s zoning code must allow traditional development patterns - mainly, no setbacks and no minimum parking requirements. Without these essential ingredients addressed first and foremost, it will not be possible to recreate the traditional buildings that once were.

PARKING: Surface parking lots are generally not considered productive use of Main Street frontage and should be prioritized for redevelopment. These are some of the most notorious “holes” that we want to infill with new buildings and businesses or new public spaces. Parking should be relegated to alleys and tucked behind buildings, generally out of sight, with signage directing people where parking is available. The only exception should be street parking, which can be diagonal or parallel to the road and clearly marked. Existing surface lots also typically make for prime redevelopment opportunities, as the land is already fairly flat and no existing structures need removed.

Figure 19: Existing Wellsville Main Street.

Main Street

PUBLIC SPACE: Enhancing public space will be a very important aspect of Main Street revitalization. Public space doesn't just mean parks, but anything within the public realm - streets, sidewalks, and alleys are a few additional examples. In order to make the Main Street experience comfortable and desirable to people, they will need a variety of spaces for different activities. The Village should focus on updating the area around the gazebo, adding outdoor dining and seating areas, and considering how a riverfront trail and park would further attract people to downtown.

STREETSCAPE: Streetscapes are another form of public space that can significantly add to an area's appeal and quality of life. Streetscape improvements can include widening sidewalks for pedestrian comfort and "al fresco" seating areas, plus space for streetlights, benches, trash cans, flower pots, and street trees. They can also include on-street improvements to help the flow of traffic while keeping pedestrians safe, like curb bumpouts and high-visibility crosswalks. One often overlooked possibility is adding different types of lighting, like string lights and tree lights.

CASE STUDIES: STREETSCAPE IMPROVEMENTS



Fredericktown, OH

The Village of Fredericktown's historic North Main Street corridor is currently undergoing streetscape improvements as a result of their strategic plan recommendations. The project was funded through the Ohio Department of Transportation's (ODOT) Transportation Alternatives Program in two grant installments for a total of about \$1.4 million. Improvements include widening and enhancing sidewalks, on-street parking, drive lanes, replacing traffic signals, and streetlights. The Village also recently constructed a downtown plaza, heated restroom, and splash pad for community use that will tie into the streetscape improvements; the plaza was funded by private donors and reallocated community center funds.



Fairport Harbor, OH

The Village of Fairport Harbor received a \$265K Community Development Block Grant (CDBG) for the first phase of its downtown streetscape project. The project includes new sidewalks with decorative stamped concrete accents, new and additional streetlights, new entrance signs to the downtown district, and new Americans with Disabilities Act (ADA) accessible curb ramps at crosswalks and accessibility to downtown businesses.

The Village is currently beginning phase two of the project in 2023 with funds from another \$245K CDBG allocation and \$55K from its own Streetlight Fund to cover the overall \$300K price tag.

Main Street

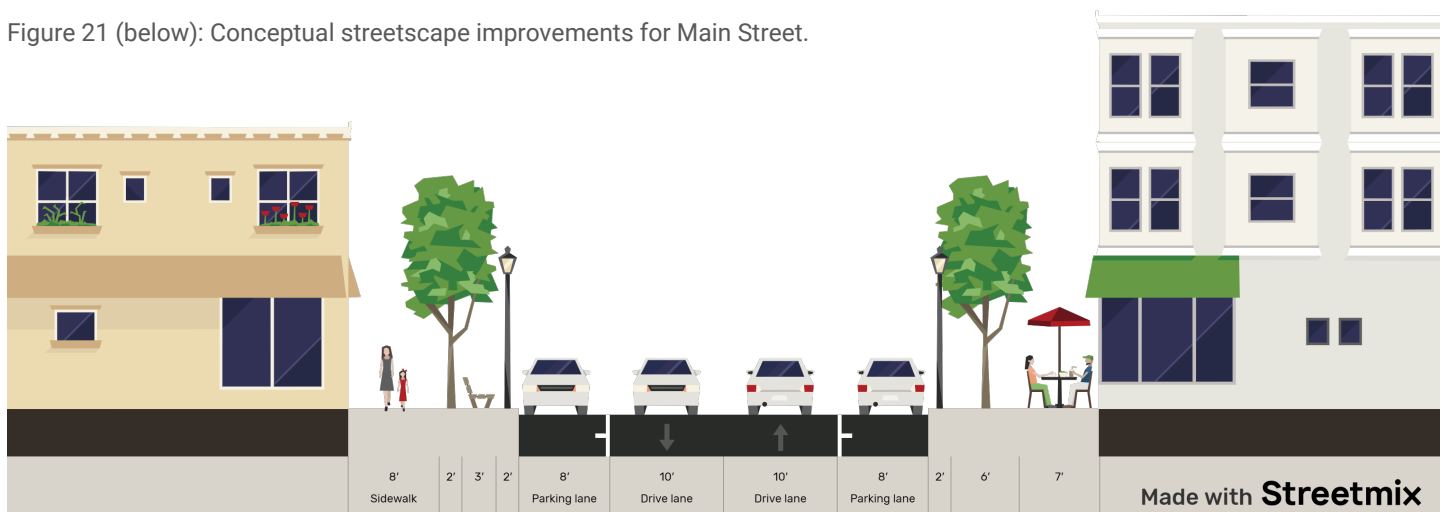
EXISTING BUILDINGS: Existing buildings should be retained and rehabbed wherever possible. This keeps the Village’s character intact while ensuring some spaces maintain an affordable rent. Some existing buildings may need minimal work, while others might require more extensive rehabilitation. Buildings should be assessed individually for their structural soundness and safety. Many of Main Street’s buildings would qualify for Historic Tax Credits (HTC) to help fund improvements; however, it should be noted that applying for HTCs can be a complex process with stringent requirements. Other incentives for business and property owners could include a storefront renovation program and utilizing SBA 504 loans, which provide funding for up to 40% of the total cost of commercial real estate projects and equipment purchases for longer loan terms at fixed, below market interest rates and lower down payment requirements ([Ohio Statewide Development Corporation](#)). Where existing buildings have been demolished in the past, brownfield funding may be appropriate for site cleanup and preparation; old ways of demolition sometimes buried building debris right in the plot of land.

BUSINESS OPPORTUNITIES

Based on market, parcel, and community engagement analyses, the following business types are highly desired, needed, and/or viable for Main Street:

- Coffee shop / cafe / bakery / ice cream
- Deli / sandwich shop
- Restaurants (variety - sit-down, take-out, quick service, casual, fine dining, etc.)
- Medical services (see local success story on following page - some medical needs have been met through this development, but not all)
- Entertainment options for kids and teens
- Gym / yoga / fitness
- Retail goods, including clothing and gifts
- Arts and crafts, such as pottery / ceramics
- Hardware, grocery, and convenience stores
- Recreational goods / equipment / parts stores (sports, bait and tackle, boat rental, etc.)

Figure 21 (below): Conceptual streetscape improvements for Main Street.



Main Street

CASE STUDY: STOREFRONT RENOVATION



South Euclid, OH

The City of South Euclid offers up to a \$30,000 grant to commercial property owners for the purpose of exterior renovations to storefronts. In order to qualify, the storefront must be visible from the street and enhance curb appeal and the property owner must invest at least the amount of funding requested.

[South Euclid Storefront Renovation Program](#)

[Brookings Article](#)

LOCAL SUCCESS: WELLSVILLE CLINIC



Wellsville, OH

Originally, one focus of this study was to be Wellsville's existing, vacant CF Bank building owned by the Wellsville Community Foundation. However, throughout the study's duration, negotiations were already underway, and the much-needed Wellsville Clinic opened in April 2023 as a result of the hard work and dedication of Wellsville's community members.

Figure 20 (below): New Wellsville Clinic in former CF Bank Building - example of adaptive reuse.



Main Street

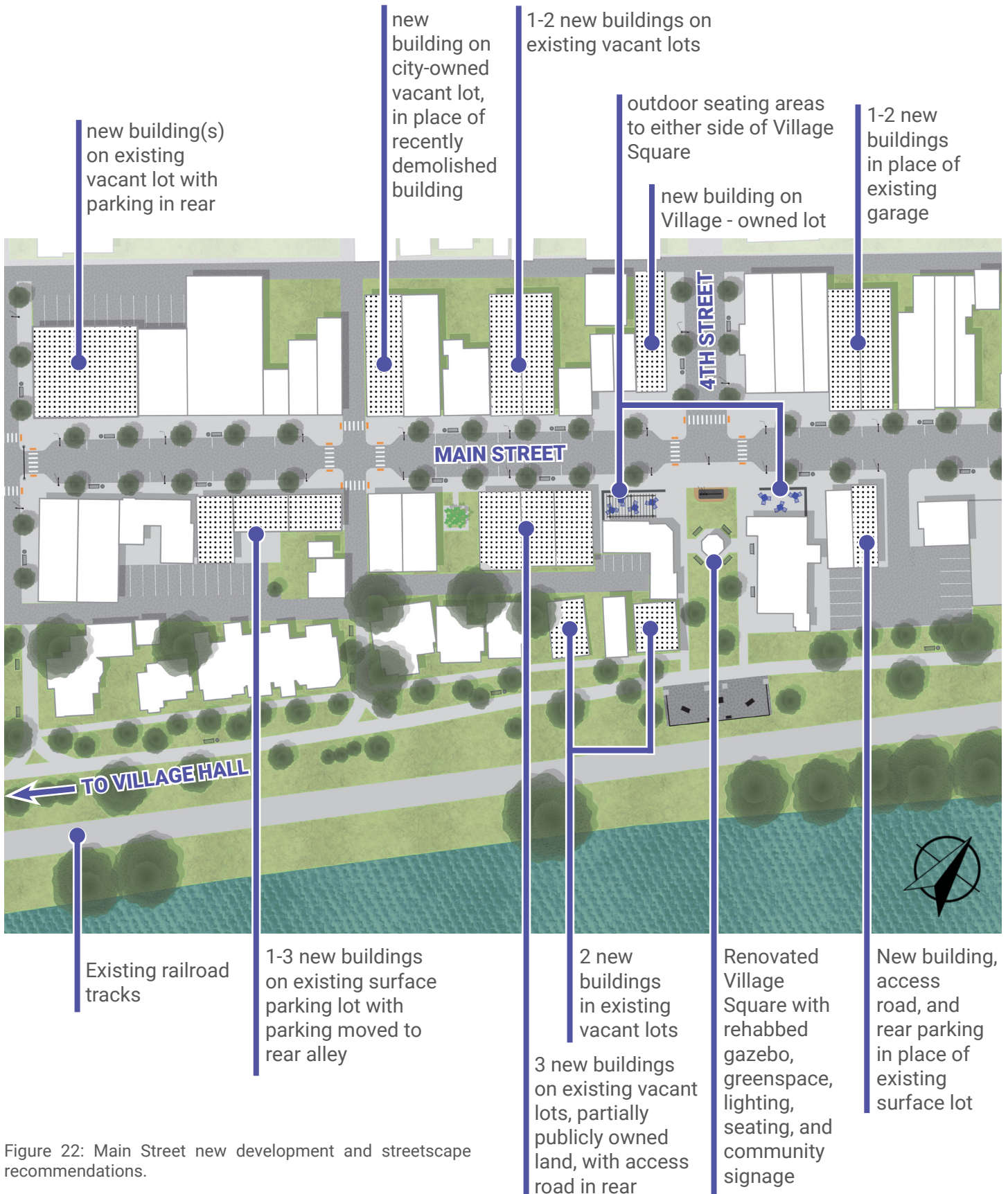


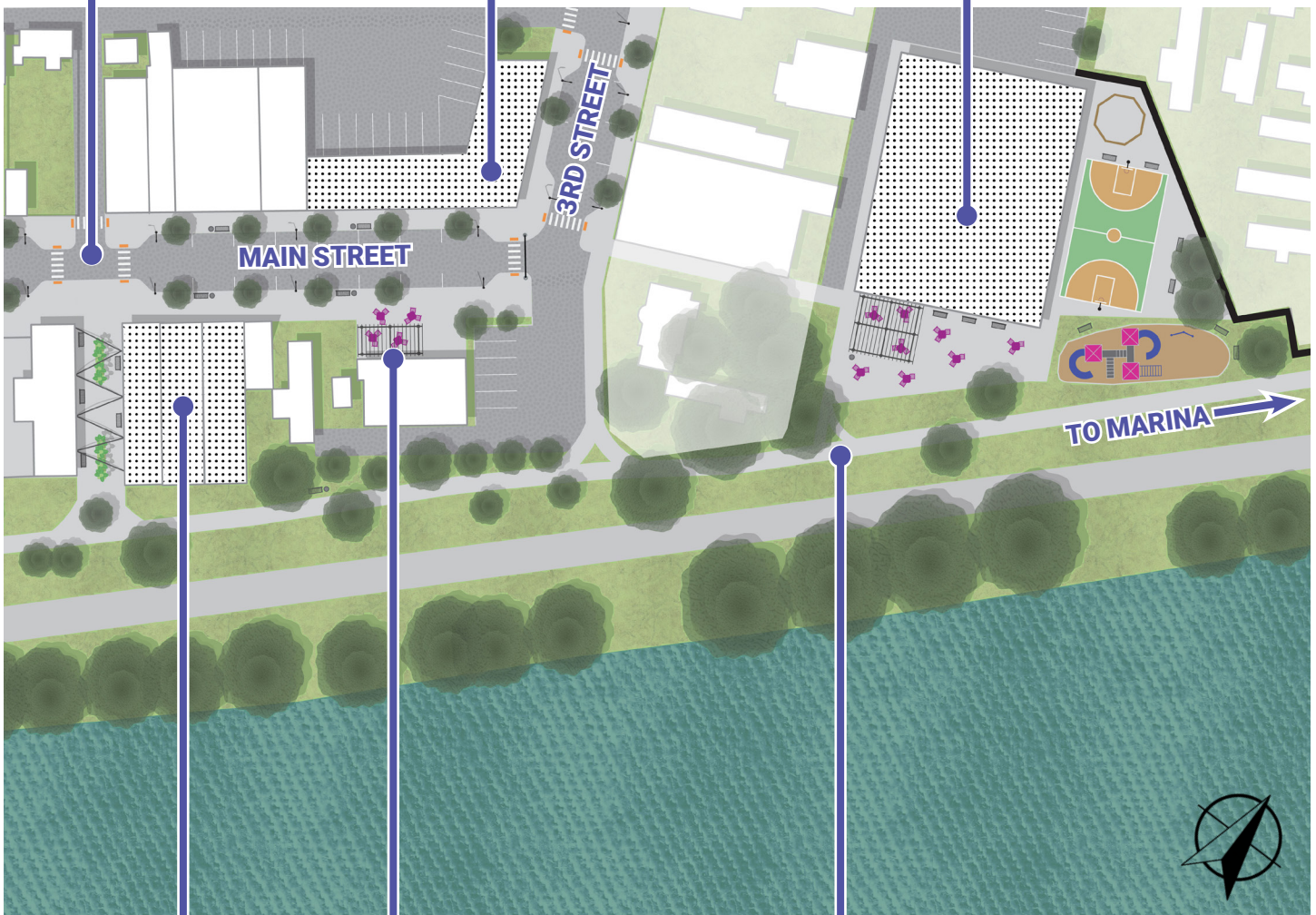
Figure 22: Main Street new development and streetscape recommendations.

Main Street

Improved streetscape throughout, including but not limited to curb bumpouts, striped parallel parking, streetlights, benches and other street furniture, high-visibility crosswalks, street trees

New corner lot building with parking behind in place of 3 existing vacant lots, 2 existing buildings (could be retained if rehabbed), and one surface parking lot; high visibility gateway opportunity

Proposed community center location with outdoor amenities and riverfront trail connectivity; refer to the following pages for more detail



Existing corner store - move parking and access drive to side and add outdoor seating area

Group of new buildings in place of existing building in poor condition and surface parking lot; next to new pedestrian alleyway with outdoor lighting, seating, and greenery

Extended multi-use riverfront trail and park in place of or next to existing Riverside Avenue to connect Village Hall, River Museum, existing riverside path, downtown Main Street / Village Square, Veterans Memorial, Alumni Center, proposed community center, and marina, with historical / educational signage, benches, etc.

Marina

GUIDING PRINCIPLES

BOATING: Ideally, the primary use for the marina would be to hold and launch boats. At the moment this isn't possible due to an extensive amount of silt that needs dredged from the inlet. Because dredging is so costly, one option is to dredge the marina enough for paddle boats to navigate shallow waters while more funding is acquired for a full dredge. Once the inlet is fully dredged, larger boats needing deeper water would be able to dock once again.

PUBLIC SPACE: Whether or not partial or full dredging is parcel, the marina area can still be utilized as public space. Adding play equipment would make the area more useful as a park, and there is potential to connect the marina to downtown via a riverfront trail. The space is already used for fishing, gathering, and celebrating thanks to the recently updated paving, pavilion, and restrooms.

CONCESSIONS: If marina operations are established once again, the area would benefit from a concessions business. This should include boat rental, fishing supplies, snacks, and drinks. Part of the pavilion could be reconfigured for a concession stand, or a newly built one could exist elsewhere on the property. There is also an option for mobile rentals and food trucks.

PARKING: Aside from dredging, developing enough parking for a rekindled marina operation should also be considered. There are several potential areas for marina parking based on current land ownership (see diagram on next page). The main access road leading to the boat launch and turnaround should be reserved for boat put-in and handicap parking only. A designated parking area may need created outside of current city-owned land.

Figure 23 (below): Wellsville Marina when it was still in use.



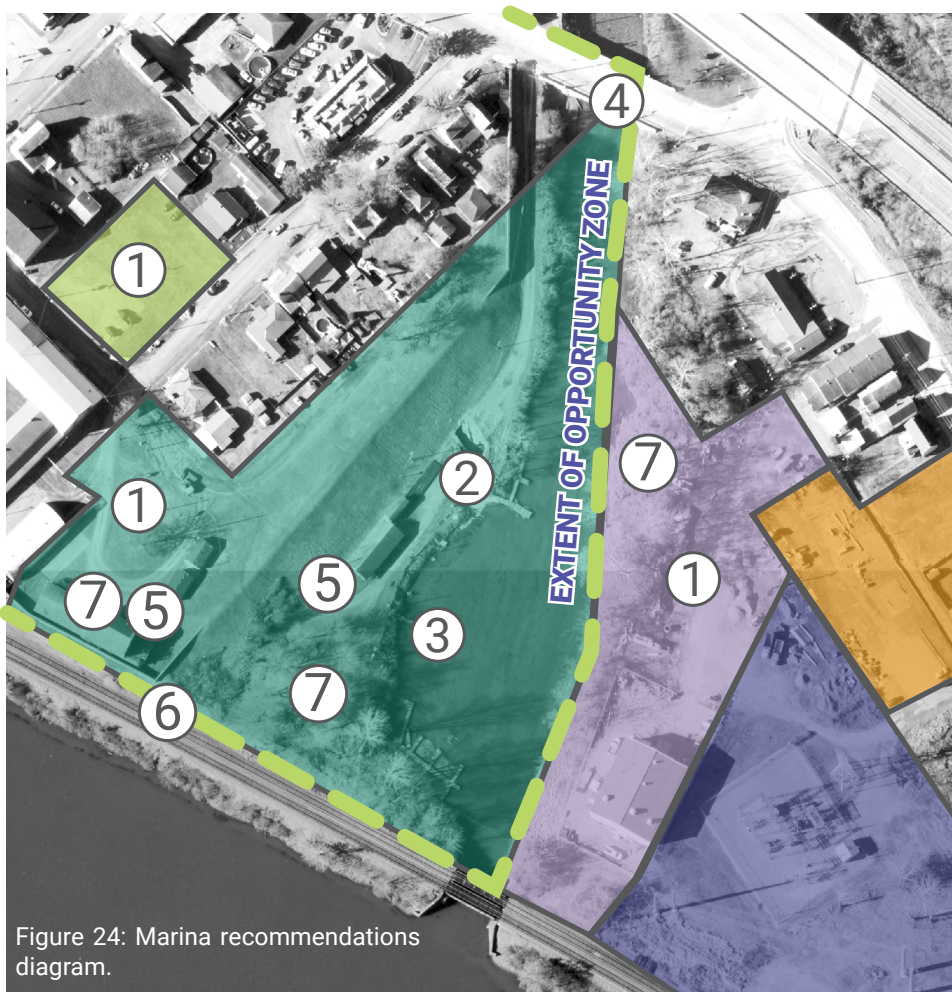
Marina

CASE STUDY: FAIRPORT HARBOR MARINA



Fairport Harbor, OH

The Village of Fairport Harbor partnered with ODNR and the Lake Development Authority in its application for the federal Boating Infrastructure Grant, where it received \$1.1 million to assist its transient marina project. The Lake Development Authority - Lake County's Port Authority - also recently submitted a grant application on behalf of Fairport Harbor for \$5 million from the federal Rebuilding American Infrastructure with Sustainability and Equity (RAISE) program to help build the breakwater. Though construction has yet to begin, the project will include a new breakwater, over 50 new slips, a fueling dock, a mobile vending area, restrooms and showers, and a fish cleaning station.



- ① Potential parking areas
 - ② Area for handicap parking and boat loading / unloading only
 - ③ Dock area
 - ④ Marina entrance with visible signage
 - ⑤ Potential concession and vending areas
 - ⑥ Riverfront trail / park connection
 - ⑦ Potential park / play areas
- Village of Wellsville
 - Fraternity of Eagles
 - Buckeye Water District
 - Ohio Power Co
 - Private Landowner

Figure 24: Marina recommendations diagram.

Cultural Center

GUIDING PRINCIPLES

HISTORIC BUILDING: The building's historic nature should be maintained while still updating it for modern use. If utilizing certain funding and incentive programs, such as Historic Tax Credits, there may be specific requirements regarding restoration and how much of the building's original architecture must be kept. One aspect that should be taken under consideration are the rows of pews, and whether or not keeping them makes sense. Removing the pews would allow for more flexible use of the space, but keeping them may be necessary to keep the building's historic designation intact.

PROGRAMMING: The cultural center should be designed in a way that allows very flexible use for different types of events and programs. The space could be used for several concurrent small events, or one large event with different features

CASE STUDY: CHURCH OF ONE TREE



Santa Rosa, CA

Constructed in 1873, the Church of One Tree closed in the 1950s and operated as a museum until its closure in 1998. The church stood vacant until 2008 when the city of Santa Rosa utilized grant funding from California Proposition 40 to repair and transform the church's interior for use as a rental space for weddings, meetings, and public events. The church's transformation would not have been possible without the organization of a large, community-wide volunteer effort.



Figure 25: Existing Church of the Ascension building.

Cultural Center

in different areas of the complex. Partnering with universities / colleges, book clubs, music venues, and arts and culture organizations in the area will be vital to arranging varied programming. Renting the place out for private events such as weddings and reunions will also be a possibility. Different seasonal uses should also be considered, with a heavy emphasis on outdoor events in late spring through early fall, and vice versa during the colder months.

INDOOR/OUTDOOR: Although the church itself is the main focus, the outdoor area should be conducive to multiple different types of activities and people of all ages and abilities. Inclusive design will involve ADA accessibility considerations, soft areas for small children to safely play, and shaded portions for elderly to relax. The facilities should be as interactive as possible to encourage community use and ownership.



Riverfront Trail and Park

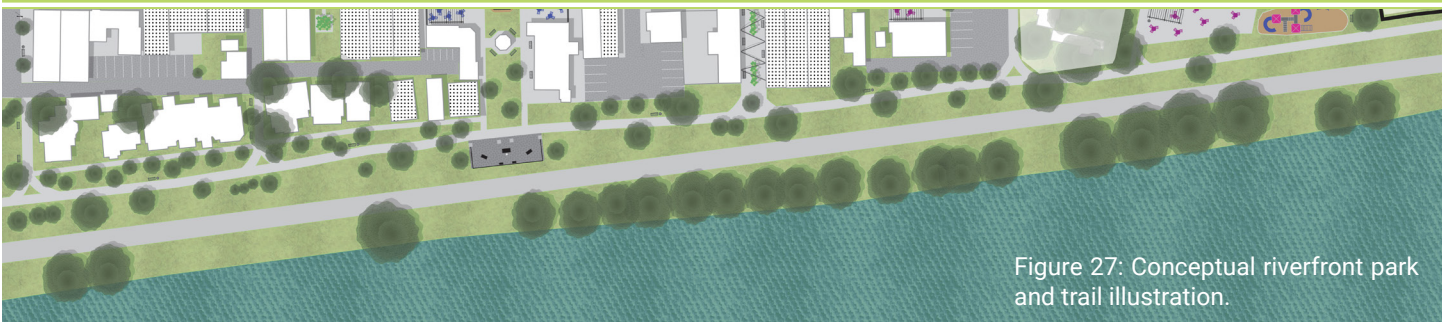


Figure 27: Conceptual riverfront park and trail illustration.

GUIDING PRINCIPLES

RIVERSIDE AVENUE: Riverside Avenue follows the train tracks along the river from 3rd to 9th Street. Although many people park vehicles along the road, it is not used for primary access to nearly any home or building. Instead, each block has mid-block alleyways to allow access. With that said, returning Riverside Avenue to usable community space by developing a riverfront park and trail would benefit the area more than maintaining the road; in fact, it would likely cost less to maintain than the road itself. If total removal is not an option, a trail could also be developed alongside the road.

CONNECTIVITY: The riverfront trail would connect the existing historic trail between 11th and 9th Streets to the downtown area and potentially the marina as well. It could also extend to Village Hall if desired between 11th and 12th Streets. Ultimately it would provide a continuous connection from the middle of Wellsville to its northern tip for a total of about a mile. Aside from physical connectivity, it would also give users access to picturesque views of the river and Village.

RECREATION: A continuous and dedicated riverfront trail would provide recreational opportunities to community members and visitors. It would also act as a regional attraction for trail enthusiasts. Benches, trash cans, and other amenities can be placed along the trail to enhance comfort and quality.

HISTORY AND EDUCATION: The park and trail can also take advantage of Wellsville's rich history and relationship with the Ohio River. The Village's River Museum is already located along the existing portion of the trail, and educational opportunities could be expanded upon by adding historical signage throughout the park.

CASE STUDY: PROVIDENCE METROPARK



Grand Rapids, OH

Overlooking the scenic Maumee River, Providence Metropark marks the beginning of the Towpath Trail which runs along the remnants of the Erie Canal. The park features walking trails, green space, and the Isaac Sawyer Ludwig Mill, a historical landmark. The town of Grand Rapids is located across the river and offers small town commercial and dining opportunities for trail users.

Community Center

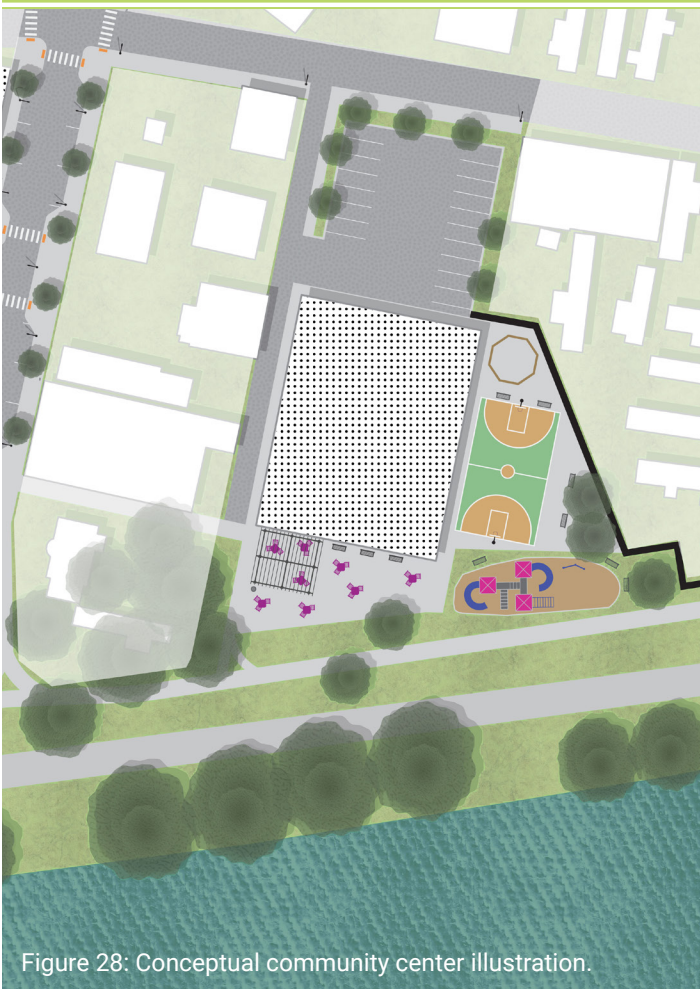


Figure 28: Conceptual community center illustration.

CASE STUDY: PERRYSBURG HEIGHTS



Perrysburg Heights, OH

Serving a lower income and minority neighborhood in the City of Perrysburg, the Heights Community Center is run by the Perrysburg Heights Community Association. The facility includes classrooms, a gymnasium, and 5 acres of outdoor recreation space surrounding the building. The non-profit organization which operates the facility focuses on improving the lives of children living in the Heights neighborhood. Services include educational, recreational, and early childhood development programs.

GUIDING PRINCIPLES

KIDS AND TEENS: One of the most desired improvements in Wellsville is the addition of places for kids and teens to spend time. A community center would create a safe and enriching space for youth to gather after school and in the summer, while also providing them with things to do in the form of sports and clubs.

EDUCATION AND TRAINING: The center can also be used for adults to gain education and training in various skills, such as cooking classes, financial literacy, and computer literacy. If partnered with educational institutions, the facility could also offer accreditations and remote courses.

COMMUNITY RESOURCES: Access to community resources and organizations would be an additional benefit of a centralized community center. Representatives could have office hours at the community center on a rotating basis, providing easy access to individuals with limited time or transportation options.

LOCATION: Community centers are fairly large facilities, so a site selection process should be undertaken first and foremost. One potential location is the vacant land between Main Street and the marina, which would have the added bonus of bringing more people to these activity areas.

Supporting Recommendations

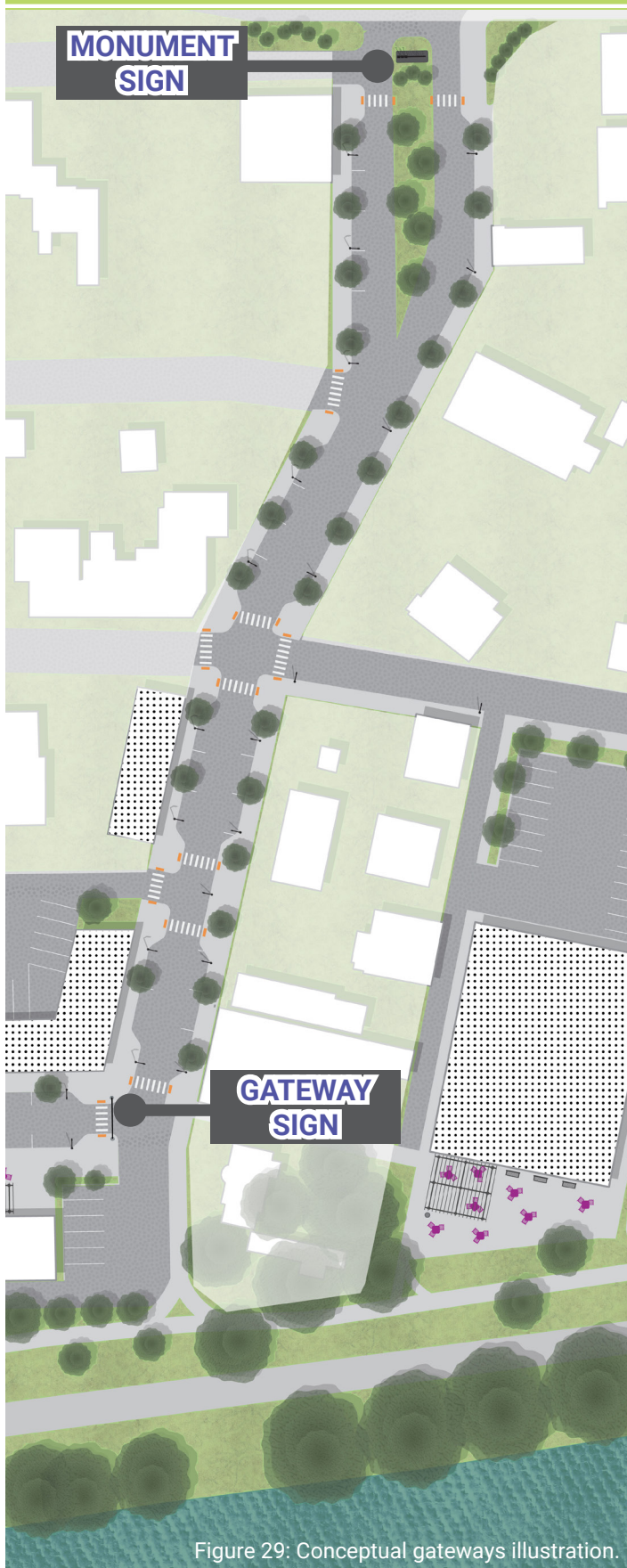


Figure 29: Conceptual gateways illustration.

BRANDING AND COMMUNICATION

SIGNAGE: Monument signs at the Village’s main entry points and gateway signage on either end of the Main Street business district would help create a sense of place. Electronic monument signs can also be placed at community focal points, such as Village Hall and Village Square (gazebo area), with scrolling information about community news and events.



Figure 30: Electronic monument sign example.

WEBSITE: The Village should reinvest in maintaining a government website. This provides a central source of information for all stakeholders and interested parties. At this time, anyone who wants to do business in Wellsville, invest in real estate, or understand how any process works must call the Village and be told the process. All of this information should be readily available online to make it easier for people to find what they need. This includes the zoning code and ordinances, processes and fees for development and permitting, and information and resources on how to start a business in the Village. The best way to get investment in the Village is to make it easy to invest.

Supporting Recommendations

BRANDING AND COMMUNICATION

LOGO: In conjunction with the above two recommendations (signage and a website), a logo would be a worthy investment for the Village. This may seem like an inconsequential thing, but a logo allows for the beginnings of a brand and marketing strategy. Residents wear their hometowns with pride - developing a logo makes it easy to have Wellsville-themed merchandise and free advertising, as well as brand any announcements, signage, and other government-sponsored happenings.

NEWSLETTER: One of the most expressed needs in the Village was more information on community events, projects, and resources. Aside from regularly maintaining a website, the Village could publish a quarterly newsletter and deliver it to all residents and businesses to keep people informed.

COMMUNITY EVENTS: Community events should be regularly scheduled and predictable, with plenty of announcements and reminders in various forms of communication (print, email, television, signage, etc.) Additionally, events should be held in places that help support the local business community, and businesses need informed of opportunities to showcase their goods and services.

STUDENT ENGAGEMENT: Engaging the Village youth is a common theme throughout this plan. One excellent and resourceful way to engage students is to get them involved in Village operations through running, maintaining, or assisting with the above suggestions. A class or club could be responsible for writing, editing, and publishing a Village newsletter, organizing and volunteering for community events, maintaining the Village website, and even competing to design a Village logo.

CAPACITY AND PARTNERSHIPS

The Village's largest hurdle in planning and implementation is capacity. It is essential that the community continues to form partnerships with other organizations and government entities at the local, county, and state level to assist with these processes. The Village could also hire a grants specialist on staff, work with a consultant, or request pro bono services.

In addition to these options, many programs exist to help small communities build capacity and provide technical assistance. The [Appalachian Regional Commission \(ARC\) READY Appalachia initiative](#) offers flexible funding to organizations in four key economic development pillars: nonprofits, community foundations, local governments, and local development districts, and free training to those who work for them.

DEVELOPMENT INCENTIVES

When the time comes, the Village needs to consider additional business, real estate, and overall economic development incentives that can be offered to investors. Such incentives often provide tax breaks to those who invest in a community, or gap financing when they come up short. The Opportunity Zone program is one example of an incentive that is already offered to potential investors. Other forms of incentive exist and can make or break a deal. The Village needs to first build up its tax base and market position before regular incentives can become a reality. Some grant and loan funds can be dedicated as incentives to builders, developers, and investors in combined efforts with the Village.

Process

The implementation process can vary from project to project but follows a general order of operations.

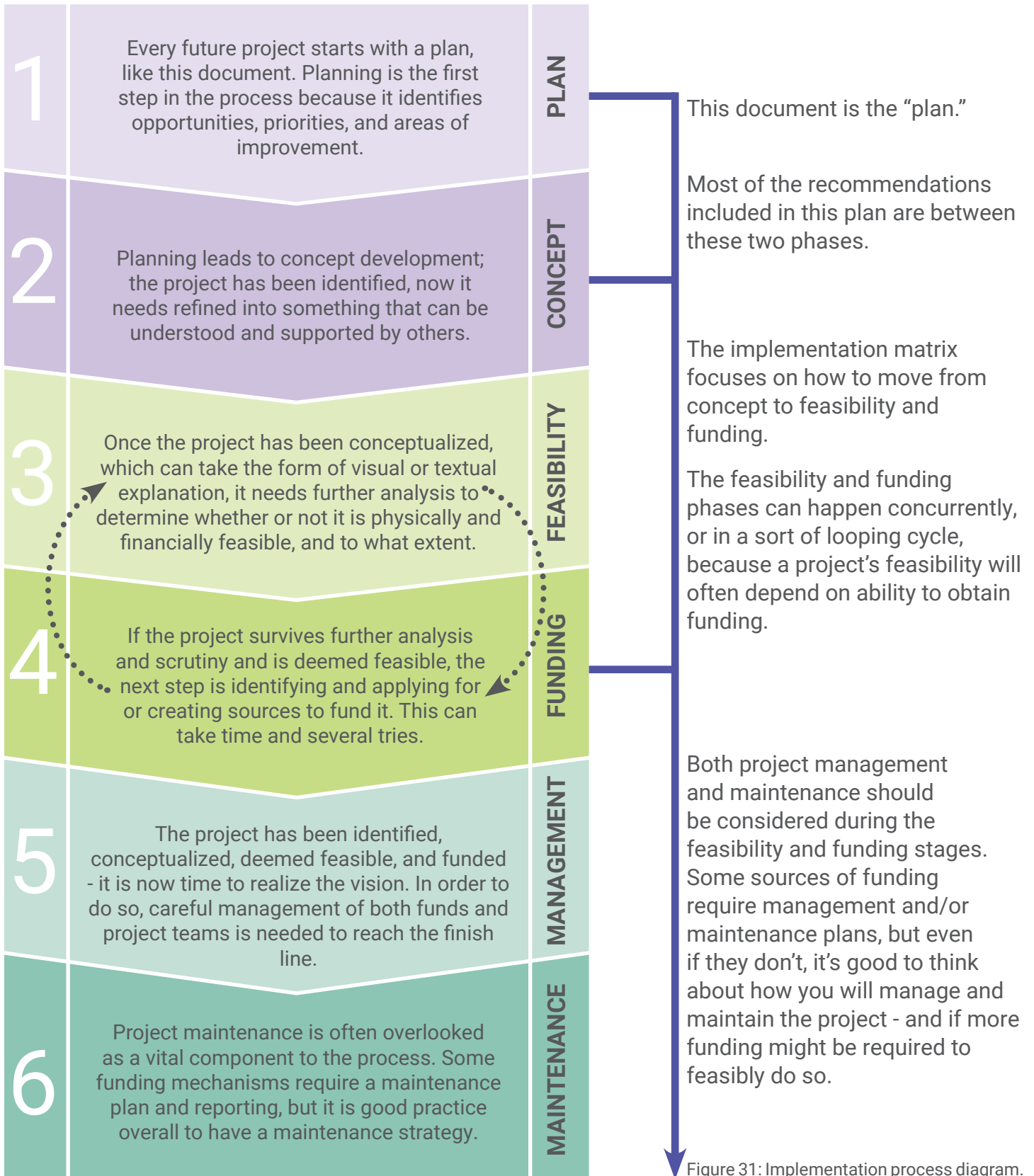


Figure 31: Implementation process diagram.

Funding

The most important aspect of implementation is acquiring funding. You can have all the ideas in the world, with all the data to back them up, but without capital, nothing gets accomplished.

Programs and resources exist to help municipalities with small staffs and low manpower apply for and obtain funding. One such resource is the Ohio Department of Development's [Office of Community Development Grantee Technical Assistance Site](#).

The following implementation matrix identifies specific actions for each recommendation in the last section and pairs them with best-fit funding options. Some funding suggestions are grant and loan programs and others are financing tools.

Many of these funding approaches can apply to several recommended projects, so they may show up in multiple strategies. The primary source recommendations are listed on this page, and the list of financial tools are defined in Appendix B.

PRIMARY FINANCIAL TOOLS

- Tax-Exempt Bond Financing
- Tax Increment Financing
- Special Assessment District
- Property Assessed Clean Energy (PACE) Financing
- Historic Preservation Tax Credits

PRIMARY FUNDING SOURCES

Ohio Department of Development (ODOD) Community Development Programs

- Community Development Block Grants (CDBG)
- Buildings Demolition and Site Revitalization Program
- Appalachian Community Development Program (ACGP)

Ohio Department of Natural Resources (ODNR)

- Boating Infrastructure Grant Program
- Paddling Enhancement Grant
- Clean Ohio Trail Fund

Appalachian Regional Commission (ARC)

- Area Development Program
- Partnerships for Opportunity and Workforce and Economic Revitalization (POWER) Initiative

Economic Development Administration (EDA)

- Assistance to Coal Communities (ACC) Program
- Economic Adjustment Assistance (EAA) Program

Heritage Ohio

- Paul Bruhn Historic Revitalization Grants Program

United States Department of Agriculture (USDA)

- Community Facilities Programs
- Business Programs

Ohio Arts Council Grants

Primary Recommendations

	COST	TIMELINE	RESPONSIBLE PARTIES AND PARTNERS	FUNDING
Strategy 1: Initiate targeted redevelopment and revitalization on Main Street.				
Develop a property / building vacancy and condition assessment methodology to proactively track blight and opportunities for acquisition and investment	\$	1 year	<ul style="list-style-type: none"> • Village • County • Wellsville Community Foundation • OMEGA 	<ul style="list-style-type: none"> • NPS Main Street Facade Improvement Grant • Building Development and Site Revitalization Program • Appalachian Community Grant Program • Appalachian Regional Commission Area Development Program • Appalachian Regional Initiative for Stronger Economies (ARISE)
Acquire vacant and blighted property for rehabilitation or demolition	\$\$	ongoing		
Create a storefront renovation assistance program for building and business owners	\$\$	1-2 years		
Update the zoning code to be more development-friendly	\$	1-2 years		
Create a Main Street organization to centralize efforts and stakeholders	\$	1-2 years		
Communicate a clear and concise development process to prospective investors	\$	1-2 years		
Support local business and real estate development through incentives, educational programs, and other forms of assistance	\$\$\$	ongoing		
Encourage small-scale, infill, adaptive reuse, historic restoration, and mixed-use redevelopment through incentives, education, and other forms of resources and assistance	\$\$\$	ongoing		
Promote community events on Main Street to support local businesses by attracting residents and visitors to the area	\$\$	ongoing		
Strategy 2: Invest in streetscape improvements on Main Street.				
Develop preliminary plan (included in this document)	-	-	<ul style="list-style-type: none"> • Village • County • ODOT 	<ul style="list-style-type: none"> • Tax Increment Finance (TIF) for short term improvements focused on Village Square and streetscape • Special Assessment District once more businesses are established on the main street • NPS Main Street Facade Improvement Grant • Appalachian Community Grant Program
Procure feasibility study and cost estimate, including permitting requirements and stakeholder input	\$\$	1-2 years		
Develop upkeep and maintenance plan	\$	1-2 years		
Continue with schematic design, design development, construction documentation, and construction phases	\$\$\$	1-4 years		

Primary Recommendations

	COST	TIMELINE	RESPONSIBLE PARTIES AND PARTNERS	FUNDING
Strategy 3: Re-establish Wellsville Marina.				
Develop preliminary use goals and site plan (included in this document)	-	-	<ul style="list-style-type: none"> • Village • County • State • Community Foundation • OMEGA • Team NEO • Port Authority • Columbiana / Summit County • USACE • OH EPA • ODNR 	<ul style="list-style-type: none"> • Bond financing • Ohio Water Development Authority • Local Economic Development Loan Program • Boating Infrastructure Grant Program • Paddling Enhancement Grant
Dredge the inlet (should happen whether or not further engineering and design is desired)	\$\$\$	2-5 years		
Procure engineering feasibility study and cost estimate for multiple design scenarios with various levels of investment and complexity, including permitting requirements and stakeholder input	\$\$	2-3 years		
Create business, management, and marketing plan after desired scenario is chosen and services to be provided are determined	\$	2-3 years		
Continue with schematic design, design development, construction documentation, and construction phases once a desired scenario is selected and business plan is finalized	\$\$\$	2-8 years		

Secondary Recommendations

	COST	TIMELINE	RESPONSIBLE PARTIES AND PARTNERS	FUNDING
Strategy 1: Renovate Church of the Ascension.				
Develop preliminary use goals and site plan (included in this document)	-	-	<ul style="list-style-type: none"> • Village • Bricker Graydon (for any PACE eligible upgrades) 	<ul style="list-style-type: none"> • Historic Tax Credits • 501c3 Bonds • Property Assessed Clean Energy (PACE) financing - for building upgrades • Appalachian Community Grant Program
Conduct historical assessment of facility for use and design restrictions	\$	1-2 years		
Create a business, management, and marketing plan for desired programming	\$\$	1-2 years		
Continue with schematic design, design development, construction documentation, and construction phases once assessment is complete and business plan is finalized	\$\$\$	1-4 years		
Strategy 2: Extend and enhance the Riverfront Trail.				
Develop preliminary plan (included in this document)	-	-	<ul style="list-style-type: none"> • Village • ODOT • County • OMEGA • Community Foundation 	<ul style="list-style-type: none"> • Recreational Trails Program (RTP) • Congestion Mitigation and Air Quality Program (CMAQ) • Associated Transit Improvements • Federal Lands and Tribal Transportation (FLTTP) • State and Local Government Funding • National Recreational Trails (NRT) • Rivers, Trails, and Conservation Assistance Program (RTCA) • Land and Water Conservation Fund (LWCF) • Community Development Block Grant (CDBG) • Appalachian Community Grant Program • Clean Ohio Trails Fund
Procure feasibility study and cost estimate, including permitting requirements and stakeholder input	\$\$	2-5 years		
Develop upkeep and maintenance plan	\$	2-3 years		
Continue with schematic design, design development, construction documentation, and construction phases	\$\$\$	2-5 years		

Secondary Recommendations

	COST	TIMELINE	RESPONSIBLE PARTIES AND PARTNERS	FUNDING
Strategy 3: Construct a Regional Community Center.				
Develop preliminary use goals (included in this document)	-	-	<ul style="list-style-type: none"> • Village • OMEGA • Community Foundation • County • Port Authority, • Bricker Graydon 	<ul style="list-style-type: none"> • 501c3 Bonds • Property Assessed Clean Energy (PACE) financing for building upgrades • Appalachian Community Grant Program
Conduct feasibility study and site selection process	\$	1-2 years		
Develop preliminary / conceptual site and architectural plans	\$\$	2-3 years		
Create a business, management, and marketing plan	\$	2 years		
Continue with schematic design, design development, construction documentation, and construction phases	\$\$\$	2-5 years		

Wellsville Community Survey

All questions are optional.

DROP OFF OR MAIL COMPLETED SURVEYS TO VILLAGE HALL: 1200 Main Street, Wellsville, OH 43968

1. Indicate whether you do the following activities in Wellsville or elsewhere by selecting one option per row. If an activity does not apply to you, leave the whole row blank.

	I do this in Wellsville	I do this outside of Wellsville or online
Primary Medical Care	<input type="radio"/>	<input type="radio"/>
Dentist	<input type="radio"/>	<input type="radio"/>
Eye Doctor	<input type="radio"/>	<input type="radio"/>
Specialized Medical Care	<input type="radio"/>	<input type="radio"/>
Medical Emergency	<input type="radio"/>	<input type="radio"/>
Legal Assistance	<input type="radio"/>	<input type="radio"/>
Financial Services or Banking	<input type="radio"/>	<input type="radio"/>
Working your Primary Job	<input type="radio"/>	<input type="radio"/>
Working a Secondary Job	<input type="radio"/>	<input type="radio"/>
Church or Religious Services	<input type="radio"/>	<input type="radio"/>
Exercise or Recreation	<input type="radio"/>	<input type="radio"/>
Grocery Shopping	<input type="radio"/>	<input type="radio"/>
Quick / Convenience Shopping	<input type="radio"/>	<input type="radio"/>
Gift Shopping	<input type="radio"/>	<input type="radio"/>
Clothes Shopping	<input type="radio"/>	<input type="radio"/>
Buying Furniture	<input type="radio"/>	<input type="radio"/>
Other Shopping	<input type="radio"/>	<input type="radio"/>
Haircut / Beauty Appointment	<input type="radio"/>	<input type="radio"/>
Going out for Drinks	<input type="radio"/>	<input type="radio"/>
Ordering Takeout or Delivery	<input type="radio"/>	<input type="radio"/>
Grabbing a Coffee	<input type="radio"/>	<input type="radio"/>
Meeting up for Lunch	<input type="radio"/>	<input type="radio"/>
Going out for Dinner	<input type="radio"/>	<input type="radio"/>
Birthdays / Other Celebrations	<input type="radio"/>	<input type="radio"/>
Kids Activities / Entertainment	<input type="radio"/>	<input type="radio"/>
Other Entertainment	<input type="radio"/>	<input type="radio"/>

2. Name a specific business in a nearby community that you enjoy going to (*Examples: Numbers Brewing in Lisbon, Hoges or Steelnative in East Liverpool*):

Fill in: _____

3. What type of business / place would you **most** like to see in Wellsville?

Fill in: _____

4. Select one of the following:

- I would prefer to see more chains and recognizable national brands in Wellsville (Home Depot, Ross, etc.)
- I would prefer to see more local and small businesses in Wellsville
- I think we need a balance of both
- I don't think we need any more businesses in Wellsville

5. Select your top three priorities out of the following options, or write your own.

- Making the Wellsville Marina operational again
- Establishing a multipurpose community center
- Making Main Street more attractive
- Growing local businesses
- Attracting people to Wellsville
- Extending the riverfront trail the full length of Riverside Avenue
- Other: _____

6. If you wanted to start your own business in Wellsville, would you know where to start?

Yes No

7. If you wanted to move a business into a Main Street building or storefront, would you know where to start?

Yes No

TURN OVER

8. Do you currently own or operate a business online or out of your home, such as selling baked goods or crafts, providing professional services, or something else?

- Yes
- No

9. If yes, what is the business?

Fill in: _____

10. Do you have any other general comments for the Downtown Wellsville Plan?

Comments: _____

The following questions help us make sure we are hearing from community members with different backgrounds. All questions are optional.

11. Please select all that apply.

- I live in Wellsville
- I work in Wellsville
- I visit Wellsville often
- I have family and / or friends in Wellsville
- I grew up in Wellsville
- None of the above

12. What is your age?

- 17 or under
- 18 - 24
- 25 - 34
- 35 - 54
- 55 - 64
- 65 or above

13. What is your gender?

- Male
- Female
- Other

14. What is your annual household income before taxes?

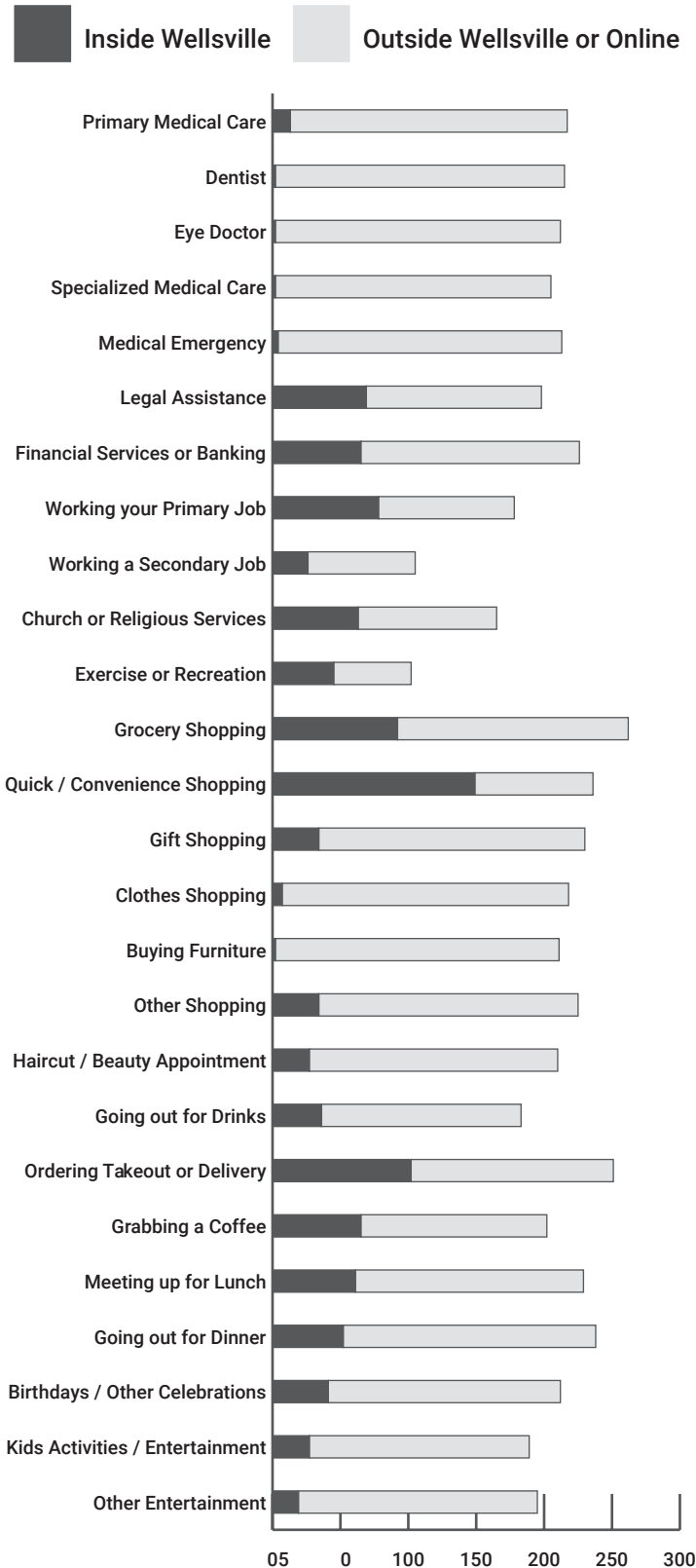
- Less than \$12,500
- \$12,501 to \$25,000
- \$25,001 to \$50,000
- \$50,001 to \$75,000
- \$75,001 or more

15. What is your level of education?

- High school
- Some college
- Associates degree
- Bachelor's degree
- Graduate degree
- None of the above

DROP OFF OR MAIL COMPLETED SURVEYS TO VILLAGE HALL: 1200 Main Street, Wellsville, OH 43968

Indicate whether you do the following activities in Wellsville or elsewhere. If an activity does not apply to you, leave both options blank.



Name a specific business in a nearby community that you enjoy going to.

Top 5 Responses

- 1 Coaches
- 2 Casa De Emmanuel
- 3 Dunkin Donuts
- 4 El Paso
- 5 Hoges

What type of business / place would you most like to see in Wellsville?

of Responses | Type of Business

- 55 Restaurants
- 36* Recreation
- 31 Cafes, Bakeries, Delis, Ice Cream Parlors
- 25 Retail
- 13 Entertainment
- 13 Grocery/Convenience Stores
- 11 Medical
- 8 Anything
- 6 Banking
- 3 Industrial / Manufacturing
- * 22 specifically said kids / childrens recreation

Also Mentioned:

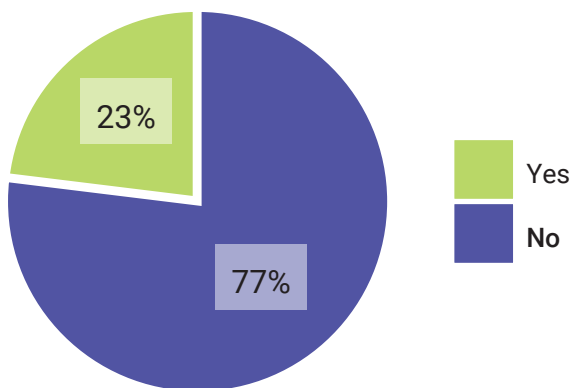
I think a food truck park would do great between the roadhouse and save a lot with open area for people of all ages to enjoy. Maybe a stage to have live music on the weekend.

I don't think it's one business but a business district to enjoy the area to walk around and spend time

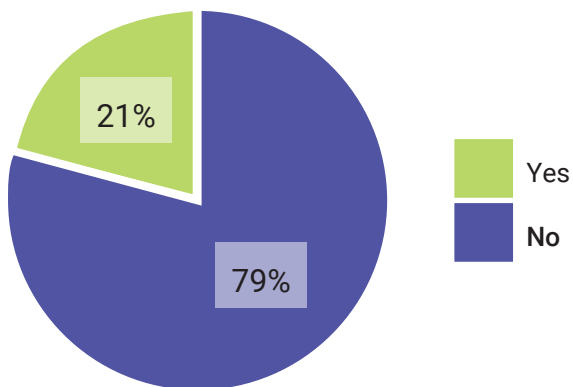
I love gift shops that feature local small Biz/Ohio pride.

Family business' that can be passed down generations

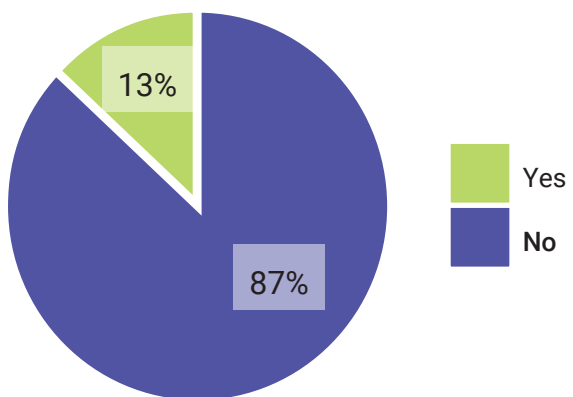
If you wanted to start your own business in Wellsville, would you know where to start?



If you wanted to move a business into a Main Street building or storefront, would you know where to start?



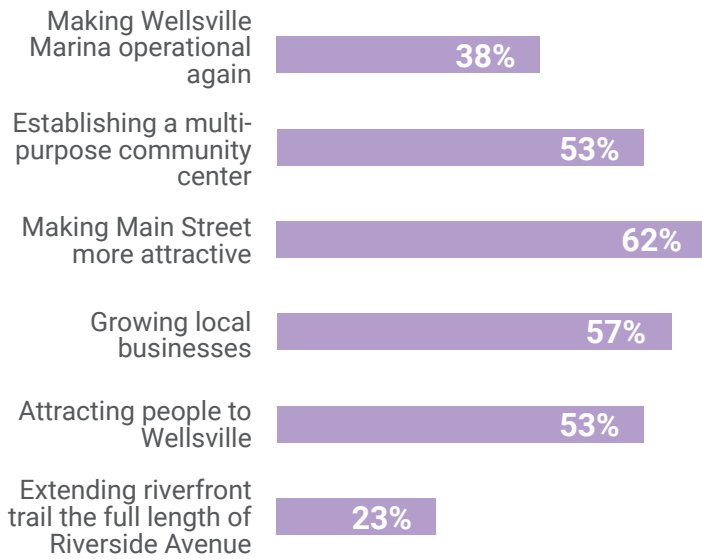
Do you currently own or operate a business online or out of your home?



If yes, what is the business?

- Antiques
- K / Creations
- storage
- Uber / Lyft
- Real Estate
- Real Estate
- Gift basket and florals
- LC3 Creative
- Own business in wellsville
- Itworks, homemade shirts.
- Cupcakes
- Ministry
- BBQ Food Trailer
- CARR-B-Q
- Quilting
- Craft businesses
- Crafts and baking
- Catering
- I sell jewelry
- Construction company
- Real estate rentals
- The Riverside Woodshop
- Not currently but did in the past! My sister and I coordinated/decorated events as a side biz and rented out furniture and other decor items for weddings, grad parties etc
- DiCarlo's Pizza
- I sell crafts on the side and help my father with his business The Friendly Tavern in Steubenville.
- GIS and Map Making
- Beauty services
- Sewing
- Dress/Costume Making, 3D Printing, Wood Burning, Laser Engraving

Select your top 3 priorities out of the following options, or write your own.

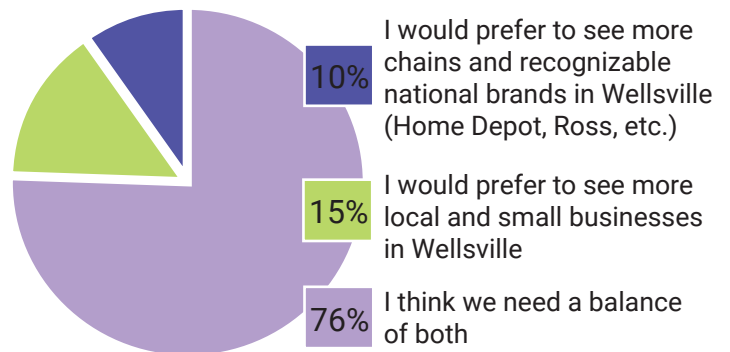


- Paving the main streets & side roads.. as well as having them painted with lines so drivers stay on the correct side of the road where appropriate.
- Swimming pool at old sterling china lot
- establish jobs, especially in manufacturing
- Cleaning up run down properties and eliminating drugs must be first prioritys
- Providing a safe place for the kids to hang out and work in town
- There needs to be something for kids and teens to do
- Find out who is buying the property on Nevada street and what their intentions are!
- make the pits (atv) riding trails a place like WV hatfield mc coy trails
- Fixing roads
- Bring workers into Wellsville
- I love the idea of running along the river! I generally go to a local cemetery or park to get off the road but like having close access to people for safety
- Utilize our empty property in town
- more for Kids
- counseling/medical services
- making the village safer
- UpKeep school - landscaping
- Get creative to give young people HOPE!
- Clean up the dilapidated/broken properties, clean up mess on/by Ruverside Park

Write-In Priorities

- Skating - ice or blade
- Make the town look better before all-class reunion
- more kids activities
- I believe all are great
- Something for the children to do such as an all-recreation zone
- A place where kids and teens can go do stuff like skate/ play games
- Getting drugs under control
- Recognizing the current businesses and how to make them succeed
- 1) Get rid of the drug houses 2)Fixing the roads to make them drivable 3) Force the coal and lime businesses/ polluters to either clean up or shut down, they do much more damage to the town than they contribute 4)Enforce zoning and building codes, clean up weeds and trash, parking on sidewalks looks horrible, make roads one way if have to. 5)Get a street sweeper, there is so much dirt and gravel on the roads that plumes of dust are created ever time a vehicle drives by making everything dirty. A place has to be clean and presentable to attract people and buisnesses.
- Most of the above will hurt of village and increase taxes, which we don't have much income from... Fixing the roads, primarily at the end of clark avenue, industrial park
- Update Hammond Park Pavillions
- Bring in a business that has 50+ employees

Select one of the following:



Do you have any other general comments for the Downtown Wellsville Plan?

Need to clean it up more. Wish it was like it was when I was a kid. Better streets. More family things. We need to bring more jobs and businesses back to Wellsville.

I would love to try to open a small business in Wellsville in the future. I am a nail tech and I provided this service in Wellsville in the past. I would love to see Wellsville grow again. I think the citizens of Wellsville need more options for entertainment, health, and personal care.

Bring community ideas into town that are different and exciting

Tear down many deplorable buildings

used book store, herb / plant shop, flower shop, jewelry store, quilt shop

The gazebo area needs cleaned up as a lot of public activities are held there. Especially before all-class reunion in 2025.

I think Wellsville has been making great strides in trying to have more things to do / businesses. There is some great things for families to do in festivals and such.

More kid friendly activities

Wellsville is full of good people. the council needs to support the police, and help them arrest drug dealers. Council needs a business liason? Chain stores to bring people to the small businesses.

Need dilapidated property remediation plan

Appeal to all ages

I believe that a functioning marina with a revitalized main st. would in turn begin to make Wellsville more attractive to new business and increase the traffic through the village.

Enforcement of run down property personal and commercial...buy another street sweeper

Need to clear the blight and get vacant buildings occupied.

We need something for the children to do.

Want to see something for kids and teens to do

Building Code needed to prevent further tear downs. More parks and walking trails.

Build small income homes on empty lots like the pottery land.

Make wellsville better again

I want to have an office in downtown Wellsville but its too expensive.

Bring back the trees and especially welcoming lighting.

First make main Street smooth, take down the bad buildings, and stop decorating with junk and take pride

The blight of the housing (and commercial properties) in disrepair to me should be your first priority. Your streets need to be in better condition as well.

Paving streets. Painting & general care of good standing buildings & tear down of unusable structures

Other than the river front there is no reason to open a business in wellsville, that has to change. It makes me sad to see the state it has become. You cant attract people if you dont have something to draw them in.

I would love to see Main Street thrive again like it did in the 80's and 90's.

Enforce the laws around the village, taking care of properties, removing junk piled up around homes, barking dog ordinance, street sweeper. The biggest issue is enforcing the owners of these run down houses to either fix them up or tear them down.

Do you have any other general comments for the Downtown Wellsville Plan?

Nobody is going to want to come here until it's cleaned up. Very few residents seem to have any pride in how their properties or town look. Picking up trash and pulling weeds cost nothing but doesn't happen much anymore.

Since this town is so small maybe help the other side of town instead of focusing on a few blocks Downtown!

Build recreational area for kids

It would be nice to have a "town square" environment on weekends with live entertainment, food..etc. I think it would draw in a crowd like East Liverpool does with their First Fridays event.

Anything will help, Wellsville has nothing

Cops sit in front of drug houses throughout the day

Who cares about main st...

Glad to see new businesses such as Slacks,Hanger and the new bake shop

Need to clean up some of the buildings up.

Community reinvestment area establishment to lower taxes on properties being rehabilitated

We have torn down old buildings but just left with empty lots. Very little on main street not attractive for any business. We must build and get out to bring business in. If the village owns these lots why not build then lease new building out. Yes alot of work but investment takes time to see a return.

Wellsville will never recover without jobs

Wellsville is plagued with rundown houses, buildings that are falling in on themselves and overgrown yards, junk cars and drugs. Passing stricter zoning and other measures to force people to clean up these messes will help to make it look more attractive to potential businesses. Looks do matter.

Include pertaining to the youth

We need a coffee shop, a craft beer brewery, a clothing store and more sit down restaurants. We also need to attract businesses that can employ many people so that they will settle here. We can make it a main street that is nice to walk down with lots of little shops.

Make the old pottery land a park. Could put walking track around it with basketball, pickleball, playground would attract all ages. Would be in middle of town so most people could get to.

Enforce rules about physical appearances of property

Have the county quit letting these building/houses sit so long they need tore down.

It's turning into a lot..develop it get Nina's property sold. Who pays all her taxes?

make downtown old western theme street a place were poeple would come just to see, stop and shop. Old 5&10, hardware store, old time barber shop and Johnnie's lunch western style. A destination place.

Needs work with the curb appeal and parking before I would advise anyone. move a business there.

Awnings, benches, flowers... there are so many other small Main Street towns that are similar with much more appeal. We need to draw a better clientele (people who care and want to see to village succeed, and those that will be repeat customers) to the businesses that get put in.

Fix up the buildings that are there, like the old 5 and 10. With a large building like that. Wellsville could have an Adult DAY Service. That is much needed in the try state area.

Clean it up

This is very exciting and I appreciate that there are people out there working on this vision for Wellsville!

Do you have any other general comments for the Downtown Wellsville Plan?

Wellsville only wants help and gives help if you have the right "Last Name" I'd like to see an impartial mayor and council. It's always the same names and/or family involved. There are plenty others qualified but yet would never be selected because of "last name" Wellsville needs to step up in the time and quit with the "Good ole boy"

Accommodation to our children

Brewery/ food on riverside

Need to find a way for the people who are here to want to support small business, If not, no stores will remain, i.e. Bombshell, Hanger, and us. No since having a location is people don't use it.

More police action on known drug dealers in our community

Without this sounding rude.. I would love to see more professional businesses in town > all the way from service to product to output etc. small towns are great bc we know everyone but the downside of that is we get lax and the businesses and names start to suffer before plummeting. Maybe add in chamber of commerce trainings for businesses, options to learn how to budget and market well, etc. I think a lot of people in our area are entrepreneurial minded but they don't have access to or the know how to actually run a business well and long term. Knowledge is power!

I grew up in Wellsville and now live in a city named Westerville. They have a thriving Uptown district. I believe thru government, business and associations they have created a place that other communities often want to copy or find out.

Ohio main street program

<https://www.uptownwestervilleinc.com/>

<https://shopuptownwesterville.com/>

<https://www.visitwesterville.org/>

<https://www.westervillechamber.com/>

<https://www.westerville.org/>

Activity related to family and entertainment

I would like to see our historical buildings saved.

I'm glad there is effort being made on this. Wellsville has some great people and I feel like we need more things to attract more of the right kinds of people to the town.

Find ways to get the community involved. A mural group. I can help with having my students sing/perform downtown if we have regularly scheduled events with vendors, etc.

I would like to see any kind of pediatric medical services in Wellsville - doctor, dentist, optometrist. Kids can't even get basic childhood vaccines without leaving town because Rite Aid can't vaccinate kids under 13 without an Rx from the doctor (and there's no pediatrician in town to write an Rx). Urgent care for all ages would be wonderful.

Downtown area looks terrible

There is very little to do Downtown, for children and adults alike.

Beautify with green space all over!

It's Better Than No Plan

I hope to see our community grow and expand beyond the years

It will be tough, but with the right people involved there could definitely be some improvements. A lot of people are still very passionate and proud of being from Wellsville.

Do you have any other general comments for the Downtown Wellsville Plan?

I'd love to see more for the Kids! Maybe one of the old Churches could be a rec center.

though this opinion may be one-sided, it feels like a lot of people do not care about the community and find the town a waste. This attitude is found in a lot of different ages too, which is disappointing to see as an "outsider." Other people in other towns have pride, but most of those proud of Wellsville seem to be much older. Young people don't want to stay and find it useless to help because "it won't change anything." I would like to see things change where we can have pride and not have situations where people are more concerned about just making it by, but where they are thriving

Some nice signs would be nice in town. Daw outside (inside) appearance needs much improved

I love that there are people willing to do anything to improve the town of Wellsville. I will volunteer personally to help in projects like developing the trail on riverside. I have been part of this community since 1978. I would ask when projects are going on that someone is able to let the community know. This is interesting to me and I am ready to help. - Matt Joiday WHS Spanish Teacher.

P.S. I would be willing to get a small team of volunteers. Some of the students would definitely enjoy doing that type of work together. I am pretty handy with a shovel as well.

As an outsider, this is a nice town that seems to need a lot of TLC for the little things. Blight + cleanliness come to mind. I've enjoyed visiting + working here so far + would like to see the area improve.

Wellsville has the potential to be a nice, quaint, commuter town with affordable housing for young people working in Pittsburgh and the surrounding area. Can we buy up some of the blight and make condos, etc?
If you give people a good reason to be here, they will come.

There are many places in town that "have seen better days" and those places do not help attract new people to the area. There is a shortage of clean and appropriate housing/rentals for/to attract new people to the area.

1) If there were quality health care professionals in Wellsville, I would consider switching from my current care provider to ones in Wellsville.

2) A multi-purpose community center is desperately needed!

We need to make the community look better by taking down/cleaning up the broken and hazardous properties. Something needs to be done about the ""art"" on Riverside: it is unsafe with the nails and close to a children's park. We need to utilize our Riverfront for recreation/walking trail.

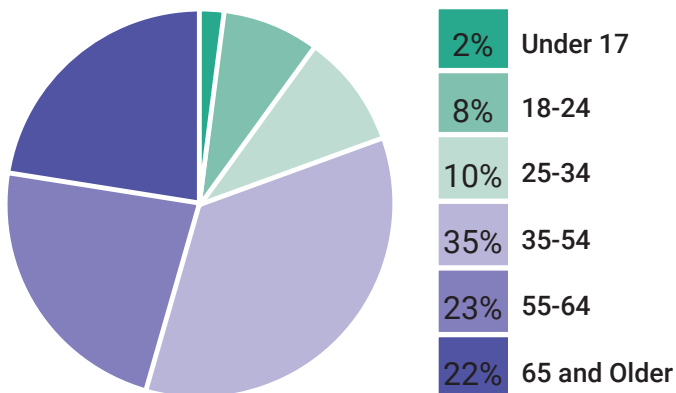
Can businesses/citizens ""Adopt a Block"" + volunteer to clean up/plant flowers/etc. on an on going basis?

Maybe we could give a tax break or award to homeowners/businesses who keep up their properties. Encourage positive change! :)

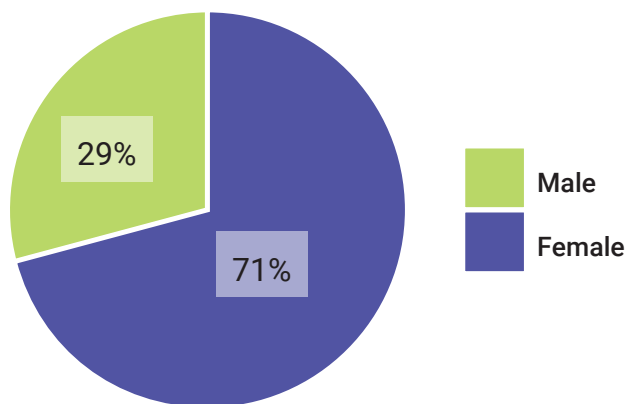
Appeal to the younger generation: People my age are always looking for cute places for lunch and dinner. This is always done outside of Wellsville. Making Main Street visually appealing will increase people's interest in spending time here.

Tear down the unsightly homes and commercial buildings!

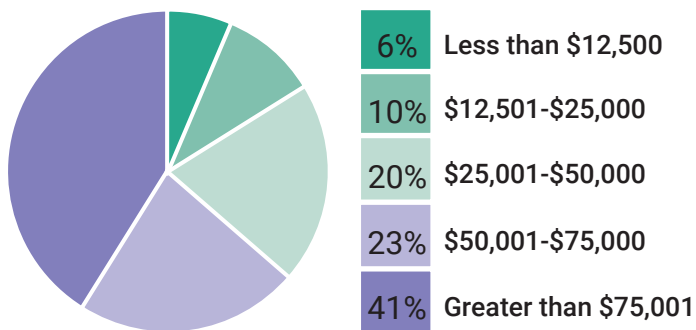
What is your age?



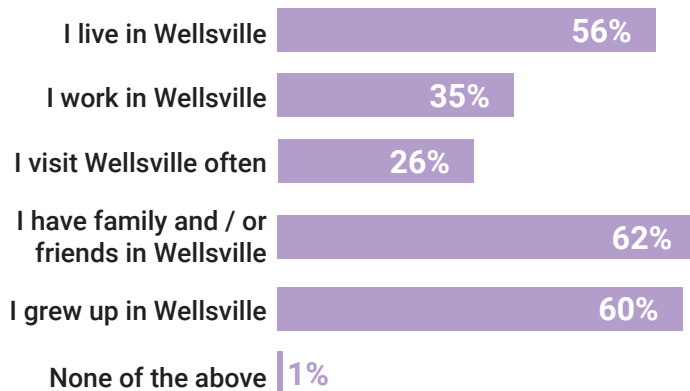
What is your gender?



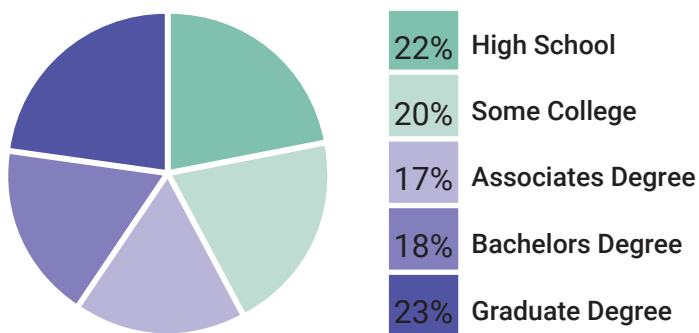
What is your annual household income before taxes?



Please select all that apply.



What is your level of education?



Government Focus Group

Date: January 20, 2023

Attendees: Wellsville Mayor, Finance Director, and Village Administrator; consultant team; OMEGA representatives

Outcome 1: Buildings / Property

- Primary issue is building and property maintenance
- Need a better process for assessing condition, safety, and vacancy in order to acquire and demolish or rehab; currently using nuisance policies
- Do not have regular building inspections right now, no inspector on staff or contracted, so rely on county; Mayor has been talking with council about hiring an inspector
- Do not keep vacancy and condition records; only property records available are through county and only cover tax delinquency
- Ordinance passed in 2019 that allows Fire Chief to deem a building unsafe
- Have been demolishing acquired buildings due to liability
- When a property is foreclosed on, county auditor gives Village right of first refusal to buy at auction - Village has acquired property this way twice; auctions in Sept and July
- County land bank has taken down four buildings and has been a good partner to the Village; have also been working with a solicitor who helps with these strategies

Outcome 2: Community / Services

- Would like to establish a community center for Village / region - partner with KSU and Community Action Agency of Columbiana County to provide services and support to locals - cultural and student education, cafe, recreation, etc.

- Need to get kids / youth involved in community and give them something to do; really like how Columbiana is engaging students in community development and improvements: designing an alley, city administrator relationship, entrepreneur club
- Village does not have a website right now and zoning code and ordinances are not available electronically / online - in process of publishing online; property, business, and community communication is posted on Facebook by local business owner / councilman
- Scout Solar installing small field of solar panels

Outcome 3: Partnerships / Relationships

- Have been talking to and following other nearby communities on their initiatives
- East Liverpool for redevelopment and building/property inspection and acquisition methods - The Vault example
- Columbiana for youth engagement and Main Street business development programs (formed a commission, first month free rent)
- Port Authority could be a conduit for funding like Community Improvement Corp

Outcome 4: Other Ideas

- Marina redevelopment - building by marina is coming down, used to be a community center; have ODNR grant that they can hang onto \$150K for dredging, but match requirements difficult due to high cost; able to use money for design and EPA compliance for disposing of silt
- Local congressman has been helpful and supportive in marina redevelopment concept
- Interested in downtown redevelopment district
- Cultural tourism opportunity, Underground Railroad - can tie history into riverwalk / historic trail

Finance Focus Group

Date: April 4, 2023

Attendees: Refer to following page.

Summary

In April 2023, the team held a focus group with members of local and regional economic development entities and statewide project finance experts. The goal of this convening was to identify potential capital sources for each priority investment strategy in the plan and evaluate the feasibility of each type of capital. CDFA facilitated this conversation, providing an overview of each finance tool discussed and sharing insight on which funding would best fit the key recommendations from the planning process. The outcome of this conversation was a comprehensive list of financing approaches for implementing the strategic plan and next steps for each of the partners present in the meeting.

Outcome 1: Marina Bond Financing

- Chris Burnham from the DFA of Summit County attended and offered to help coordinate bond financing for the marina (and maybe other projects) potentially in partnership with Consumer National Bank (I know he spoke to Derek Williams in particular) as the bond buyer (chris.burnham@developmentfinanceauthority.org)

Outcome 2: EPA Connection

- Jennifer Kurko was planning to attend I believe, and is worth connecting with to see if there are any EPA dollars from the state/regional level for the marina project or possibly something related to the riverfront greenspace (jennifer.kurko@epa.ohio.gov)

Outcome 3: TIF Counsel

- Bricker & Eckler were also on our outreach list and unable to attend, but I know ms was in touch with them earlier in this project (not sure if you were involved at that stage) - they could serve as counsel for establishing a TIF district for Village Square, and would be good to talk to about that course of action (Jeffrey Harris or Price Finley <https://www.bricker.com/home>)

Outcome 4: Industrial Property Owners

- Christine Nelson of TeamNEO offered to assist the Village with tax negotiations involving industrial corporations and property owners to ensure fair agreements (cnelson@teamneo.org)

Outcome 5: CDFA Connections

- Consultant team members from CDFA offered to assist in making further connections for the Village of Wellsville once the plan was complete to establish partnerships that would benefit the recommended projects.

Outcome 6: Consumers Bank Involvement

- Local representatives from Consumers National Bank wanted to stay engaged with the Village, Community Foundation, and overall plan implementation process once the plan was complete, and would like to provide support however / wherever they can.

Finance Focus Group

WELLSVILLE FOCUS GROUP CONTACT LIST

NAME	TITLE	ORGANIZATION	EMAIL
Tom Ricchiuto	Senior Manager	Baker Tilly Municipal Advisors	tom.ricchiuto@bakertilly.com
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Becky Tolson	Assistant VP, Branch Relationship Manager	Consumers National Bank	becky.tolson@consumers.bank
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Joe Shemasek	Vice President, Business Development Officer	Consumers National Bank	joseph.shemasek@consumers.bank
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Hoi Wah Yu	Fiscal Officer	Village of Wellsville	FiscalClerk@wellsvilleohio.us
Robert Boley	Mayor	Village of Wellsville	mayor@wellsvilleohio.us
Cressey Belden*	Secretary	Wellsville Community Foundation	cressey_belden@icloud.com
David Thompson	Board Member	Wellsville Community Foundation	dthomps1206@gmail.com
Eddie Murphy*	President	Wellsville Community Foundation	edemurphy@att.net

*Unable to attend meeting, but available for connection, communication, and coordination.

Student Engagement

Date: May 17, 2023

Attendees: Wellsville High School student representatives from various grades chosen by the Student Council Advisor.

Summary

Students were invited to share their ideas for the identified focus areas in the Wellsville Strategic Plan, as well as any additional comments or thoughts they had on Wellsville’s future.

MAIN STREET

- awnings on buildings
- flowers (x2)
- benches
- lights strung
- quit cutting down trees!
- Dairy Dream renovation - ice cream / food stop, picnic tables and places to sit
- replace Bella C Pizza
- picnic tables
- more attention towards Wellsville Museum
- school field trips to museum and memorials
- replace unused buildings with shops, cafes, restaurants

MARINA

- “resort” style
- kayaks and paddleboats / watersports for rent
- pavilions
- grills
- Wellsville gift shop
- swings
- docks
- tear down Jim Kenney Center, replace with parking
- picnic / event areas
- kayaking

CULTURAL CENTER

- transform into a public attraction / museum
- keep surrounding buildings spic and span

GENERAL BUSINESSES

- diners
- more trending shops (not outdated)
- 24-hour diner
- arts and crafts store
- movie theater (x2)
- more restaurants
- name brand stores
- chick-fil-a (x2)
- park / drive-in
- daycare
- salon
- thrift store
- pottery class
- bakery
- Denny’s / IHOP
- Barnes & Noble / bookstore
- coffee place (not Dunkin)

OTHER

- Broadway Avenue: fountains on in spring and summer, trees planted and lights strung
- Events: food truck festival, bring carnival back, more business advertisement
- outlet mall
- repair potholes
- more trees

Ideas & Guidance



STRONG TOWNS

<https://www.strongtowns.org/>

Strong Towns is a 501(c)(3) nonprofit media advocacy organization that produces content supporting livable cities over suburban development. Strong Towns assisted in case studies and cost benefit analyses.



REVITALIZE, OR DIE.

<https://revitalizeordie.com/>

Jeff Siegler's website provides resources to assist in community engagement and capacity building for small town planning.



RECAST CITY

<https://www.recastcity.com/home>

Alongside its individualized consulting work, Recast City creates content informing small towns of best practices to revitalize their local economy. A strong emphasis is placed on small-scale manufacturing and artisan businesses.



CL RED

<https://cl-red.com/>

CL Real Estate and Development specializes in small town development projects that create jobs and grow a sense of community through the promotion of tourism, the arts, education, and small businesses.



CONGRESS FOR NEW URBANISM

<https://www.cnu.org/>

The CNU is comprised of planners, architects, government officials, engineers, etc, all of whom are champions of walkability. The CNU creates educational programs to assist fellow professionals in creating walkable places.



SMALL NATION

<https://smallnationstrong.com/>

Small Nation was founded to help small towns, businesses and investors thrive in a world of big corporations and cities. Small Nation worked with the village of Bellfontaine to create a business incubator program. Their work elsewhere includes real estate development and adaptive reuse.



MAIN STREET AMERICA

<https://www.mainstreet.org/home>

An independent subsidiary of the National Trust for Historic Preservation, MSA strengthens communities through preservation-oriented economic development. MSA has produced a library of resources to help all cities achieve these goals.

Organizations and Contacts



Council of Development Finance Agencies

Contact: 614-705-1300 | <https://www.cdfa.net/>

A national association dedicated to the advancement of development finance concerns and interests.



Team NEO

Contact: 216-363-5400 | <https://www.northeastohioregion.com/>

Northeast Ohio's Economic Development partner is focused on building talented, equitable, and innovative local businesses and economies.



OMEGA

Contact: 937-723-8254 | <https://omega-cdc.org/>

Omega CDC empowers families to break the cycle of generational poverty through cradle-to-career place-based services.



US Department of Agriculture

Contact: 216-363-5400 | <https://www.rd.usda.gov/oh>

USDA Rural Development supports rural prosperity in Ohio by investing in modern infrastructure such as high-speed internet and water and waste treatment systems.



JobsOhio

Contact: 614-350-0378 | <https://www.jobsohio.com/>

JobsOhio exists to empower corporations, entrepreneurs, and talented individuals to build their businesses and careers in Ohio through advocacy and investment partnerships with the State.



Fund for Our Economic Future

Contact: 216-456-9800 | <https://www.thefundneo.org/>

The organization focuses on advancing growth in new industries, making workforce systems work better for people, building new wealth creation models, bringing jobs to people, and connecting people to jobs.



Greater Ohio Policy Center

Contact: 614-224-0187 | <https://www.greaterohio.org/>

The Greater Ohio Policy Center was founded to improve the communities of Ohio through smart growth strategies and research.



Appalachian Regional Commission

Contact: 202-884-7700 | <https://www.arc.gov/>

The ARC is an economic development partnership entity of the federal government and 13 state governments focusing on building capacity and strengthening economic growth in 423 counties across the Appalachian Region.

Financing Definitions

Tax-Exempt Bond Financing

Bonds should be considered for projects with eligible needs larger than \$1 million. In its simplest form, a bond is a loan or debt incurred by a qualified borrower. The borrower can be a government entity, a 501 (c) (3) nonprofit, or a private enterprise engaged in manufacturing or agriculture. Bonds are issued by authorized public or quasi-public units of government and are sold to the investing public. The proceeds are typically made available to finance the costs of a capital project.

There are two categories of tax-exempt bonds: General Obligation Bonds (GOs) and Revenue Bonds. GOs are bonds backed by the full faith and credit of the issuing entity, generally tax revenues, and are often used to finance public purposes – such as highways, schools, bridges, sewers, jails, parks, and government buildings. Private entities may not significantly use, operate, control, or own the facilities that are being financed by GOs. By contrast, Revenue Bonds are issued for income producing projects with the pledge that the debt will be repaid by the revenues generated from the project's operations.

Bonds can generally be issued for two main purposes: Government Bonds are issued for projects that serve a public purpose, while Private Activity Bonds (PABs) can be issued to finance projects that benefit private entities. In the economic development sector, PABs are the development finance mechanisms that drive projects involving both the public and private sectors. Government Bonds and Qualified PABs are both tax-exempt bonds, meaning the interest that accrues to the investor is exempt from federal taxation. The tax-exempt nature of bonds makes them a highly sought out investment security. Qualified PABs range in type of projects, including airports, universities, affordable rental housing, hospitals, small and mid-sized manufacturers, first time farmers, and nonprofits.

Tax Increment Financing (TIF)

Tax increment financing (TIF) is a mechanism for capturing the future tax revenues of new development or redevelopment in order to pay for the present cost of the site improvements. TIF can be applied to a district or a single property, with legislation varying state by state. Aspects of development that increase economic activity for the property or district generate greater tax revenues, which then become the repayment stream – also called the increment – for the debt used to finance those improvements. The life of a district can be anywhere from 10-40 years, depending on how much time is needed for the tax increment to pay back the costs or bonds issued for the development. This structure is set up so that the tax increment from a TIF is created without raising taxes or dipping into the existing tax base at the time that the TIF is established.

A TIF district – the area capturing the tax increment itself – is drawn in order to direct benefits to a designated area. This is typically an area that is economically sluggish or physically distressed, where development would not otherwise occur. Once the TIF's geographic boundaries are established the initial assessed value of the property or district can be determined. Then, an analysis of current tax revenue from property tax, sales tax, and other taxes is conducted in order to benchmark the existing tax level. That existing tax base is frozen, and from that point forward all newly-generated tax revenues from developments in the district goes toward the increment, which is in turn used to repay the initial project costs. Costs related to new development or redevelopment may include public infrastructure, land acquisition, relocation, demolition, utilities, debt service, planning costs, or a variety of other site improvements.

Tangible improvements could include the construction of a parking lot, renovations to redevelop a historic structure, or connecting a site to city water and gas to support new activity. TIF can also support intangible needs such as architecture or site planning costs associated with redevelopment or the purchase of property needed for business expansion. The flexibility of this tool makes it possible to use it on a wide variety of development projects.

Special Assessment District Financing

Special assessment district financing programs are known by a variety of names and can be structured in a variety of ways, but there are two predominant methods: Business and Neighborhood Districts, and Government Districts.

Business and neighborhood-focused districts are typically run by property owners in the district. These owners impose self-assessed taxes on themselves in order to generate funds for physical improvements or other amenities. Services and programs may include security and safety patrols, economic development, graffiti removal, snow removal, marketing, beautification projects, and cleanliness programs. The local government establishes the district in cooperation with the district's property owners, and once the district is authorized, the assessed tax is paid to the government through a collection process. The government then returns the special assessment to the district's management entity, typically a nonprofit or redevelopment agency, to fund improvements.

Government-focused districts often provide services that are similar in scope to those provided by business districts, yet the work of these districts is directed by government entities.

Such government-directed programs tend to focus on infrastructure development, such as transportation, roads, sewers, and community amenities like schools and public facilities. These districts are typically formed in undeveloped or underdeveloped areas where commercial and residential development cannot otherwise be supported.

Some of these districts can also be used in conjunction with other tools (i.e. TIF and revolving loan funds) to assess an additional tax on property in a redevelopment area. This extra assessment can finance added services or amenities in the district and pay debt service on the bonds used to finance the project. Special assessment districts have been used to establish road and sewer revolving loan funds as well, and these infrastructure improvements help to encourage economic development.

Property Assessed Clean Energy (PACE) Financing

Property Assessed Clean Energy (PACE) financing is a tool that can be used to support new energy efficiency upgrades, retrofitting, and/or energy generation on private properties. Increasingly, PACE is also being used to finance a wide range of sustainability and resiliency projects.

PACE programs can be structured to finance energy-related improvements on both commercial properties (C-PACE) and residential properties (R-PACE). With PACE, property owners have access to low-interest loans provided by private lenders for sustainability-related improvements. Loan payments are then collected through municipalities by incorporating them with the landowner's regular yearly property tax payments. The obligation for repayment is tied to the property rather than the individual owner, which mitigates the risks of nonpayment for the municipality and provides flexibility for the landowner. PACE loans are structured so that the payments are primarily covered by energy savings, and in the long-term, overall operating costs are reduced.

Historic Preservation Tax Credits

Although they are one of the most abundant tools in the development finance toolbox, tax credits are widely under-utilized because this type of financing program can be complex. Tax credit programs incentivize investment in projects and businesses by reducing the amount an investor owes to the government in taxes when they claim the return on a credit. Such a resource commitment could be an investment in a bricks and mortar real estate project or a cash investment in a business. Tax credits can be used for several purposes in development projects: to provide an increased internal rate of return for investors, to reduce the interest rates on a particular financing package, and perhaps most importantly, to provide a repayment method for investors in place of cash. In the latter case, the credits can often be sold on the secondary market to generate income.

Historic rehabilitation tax credits were established to discourage unnecessary demolition of older buildings and to slow capital flight from older urban areas. Both federal and state tax incentive programs exist to encourage the rehabilitation of historic buildings, and in Ohio the state created a program that complements the federal program to provide additional public assistance for projects that need support. The State Historic Preservation Office in Ohio works with owners of eligible historic properties to help them qualify for available rehabilitation tax credits.