

# COSHOCTON COUNTY ECONOMIC DEVELOPMENT STRATEGIC PLAN

Prepared for:  
Coshocton County Port Authority

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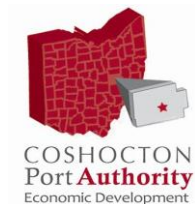
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## **Executive Summary**

This report, developed by Ohio University's Voinovich School of Leadership and Public Service, investigates strategies to enhance economic development for Coshocton County, Ohio as part of RISE Ohio. RISE Ohio was funded by U.S. Economic Development Administration Assistance to Coal Communities (ACC), JobsOhio, and the Ohio Appalachian New Economy Partnership, a program of the Ohio Department of Higher Education and the State of Ohio.

Coshocton County has seen population decline over the last two decades, as well as overall hollowing of prime working age adults. Over 40% of Coshocton County's population is 50 or older. The availability of quality housing is limited, which restricts Coshocton County's ability to address this population decline by attracting first-time home buyers, middle-class families, or those looking to locate near Columbus or the new Intel facility in Licking County for work. Additionally, the closure Conesville Coal-fired power plant was a significant loss in employment and tax revenue for the county. Opportunities for redevelopment of the site should be explored. Manufacturing remains Coshocton's primary employer. Supporting this industry and attracting potential Intel supply chain businesses could be beneficial for Coshocton County.

Coshocton County has key decisions to make to stabilize and ultimately reverse this population decline, and the resulting "brain drain" and other ancillary challenges. This plan specifically recommends three focus areas: 1) Infrastructure (including Housing); 2) Workforce and Entrepreneurial Development; and 3) Tourism. Concentrated strategic investment and support of these themes may help capitalize on emerging opportunities resulting from the development of the Intel facility in Licking County through workforce opportunities, supply chain development, and attraction of new residents. Coshocton County should focus on implementing the priorities put forth in this plan.

# **Coshocton County Economic Development Strategic Plan**

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## 1. Economic Scan

The first task associated with this work involved a demographic and economic scan in order to compile a foundation of solid information on key economic and demographic descriptors (e.g., unemployment rates, income, labor markets, etc.) of Coshocton County and the surrounding areas.

This section provides the existing population and household trends and characteristics of Coshocton County and Ohio, including age, educational attainment, and household incomes. Additionally, this section provides the economic trends in unemployment, labor force participation, and employment by industry.

Figure 1 shows the change in population in Coshocton County from 1990 to 2022. Overall, there has been about a 3% decrease in population during this period. However, the population grew from about 35,427 in 1990 to 37,421 in 2005 before falling to 36,554 in 2022. This more trend of decline is one facing almost ever Appalachian Ohio community as they look for ways to grow their existing population, whether through retention or attraction of new residents. When compared to surrounding Appalachian communities, Coshocton population decline is relatively small. This may be due in part to the proximity to the Columbus MSA. Coshocton is in a good position to attract people who work in Columbus, but no longer wish to live there or wish to have a shorter commute if they are from another further away county.

Figure 2 shows the population distribution of Coshocton County's population. In a perfect scenario, the figure would form a pyramid or triangle with the most residents in the youngest age range, and declining in number as age increased. The figure shows a hollowing in working age individuals from age 20 to 49. This indicates that young people are likely moving to another area to live and work, taking their knowledge and skills with them. Additionally, the figure indicates that there is a significant portion of the population over the age of 50. This can impact on resources such as healthcare and eldercare in the community.

Figure 3 shows the population by place within Coshocton County. This shows that the majority live outside of a village or city. Likewise, figure 4 shows the dispersal by township and city in Coshocton with the majority living in the city of Coshocton which is about 30% of the population. This shows that people are more concentrated in the central and eastern portion of the county.

Figure 5 shows the median income per household for each township or city in Coshocton County. The highest median income is found in the northeast portion of the county, while the area the lower median income is found in in the southern portion of the county and in the area around the city of Coshocton.

Figure 6 shows the median age in Coshocton County as compared to the median age in the surrounding counties, the State of Ohio, and the United States. At 41.1 years old, the median age in Coshocton is higher than all three comparisons. Like the population distribution, this indicates a loss of young people and their talents.

Figure 7 shows the educational attainment in Coshocton County as compared to the educational attainment in the surrounding counties, the State of Ohio, and the United States. Only 36% of Coshocton County residents 25 years of age or older have at least some college education. This includes community college or other postsecondary education. This is much lower than the surrounding area at 47%.

Figure 8 shows the age of the housing stock in Coshocton County as compared to the age of the housing stock in the surrounding counties and the State of Ohio. Coshocton has more very old housing, built in 1959 or before, in comparison. Additionally, Coshocton County has less new housing, built in 2000 or later, in comparison. This is a concern as they would be poised to attract residents from the Intel facility in Licking County. However, without housing development, there just are not enough homes to support the potential that exists.

Figure 9 shows the housing property values in Coshocton County as compared to the housing property values in the surrounding counties and the State of Ohio. Coshocton has less expensive housing and lacks homes over \$300,000 in comparison. On one hand, the low prices are attractive to potential new residents. However, it is likely that these are old homes or homes in need of repair, which could be a detriment to attraction. Likewise, the lack of more expensive housing could also be a problem for attracting residents looking for higher end living.

Figure 10 shows the monthly unemployment rate from 2019 to 2021 in Coshocton County, the State of Ohio, and the United States. Coshocton County has followed the same general trend as the state and country but is slightly higher. This indicates that residents may be having a harder time finding a job than in other areas.

Figure 11 shows the labor market participation rate from 2010 to 2020 in Coshocton County, the State of Ohio, and the United States. Coshocton County has a much lower rate of participation. Even though unemployment rates are low, this indicates that a larger proportion of the population in Coshocton County is not actively seeking employment or employed. There could be untapped potential in the population that could be attractive to potential businesses looking to locate in Coshocton County if these individuals could be captured in the workforce. Likewise, figure 12 shows the labor force participation rate for Coshocton and the surrounding counties in 2020. When compared this way, Coshocton is doing better than their surrounding counties, except for Guernsey County.

Figure 13 shows the employment by industry in Coshocton County in 2020. Manufacturing is Coshocton County's largest industry employing around 3243 individuals. This is followed by Healthcare and Social Assistance employing around 1571 individuals. With the announcement of the Intel facility in Licking County, Coshocton is positioned to take advantage of their strength in manufacturing as supply chain businesses look to locate near to Intel.

# Economic Development Scan

The information provided will serve as a foundation on key economic and demographic descriptors for Coshocton County and the surrounding areas.



# Coshocton County, Ohio

- 13<sup>th</sup> largest county in Ohio with 564 square miles
- 67<sup>th</sup> populated county with 36,716 residents
- There are 22 townships, 1 city, and 5 villages in Coshocton County, Ohio
- 16,441 Total Housing Units
- The Median Gross Rent is \$632 and Median Home Cost of \$106,300

Source: US Census, American Community Survey 5-year Estimates, 2016-2020

# Coshocton County, Ohio

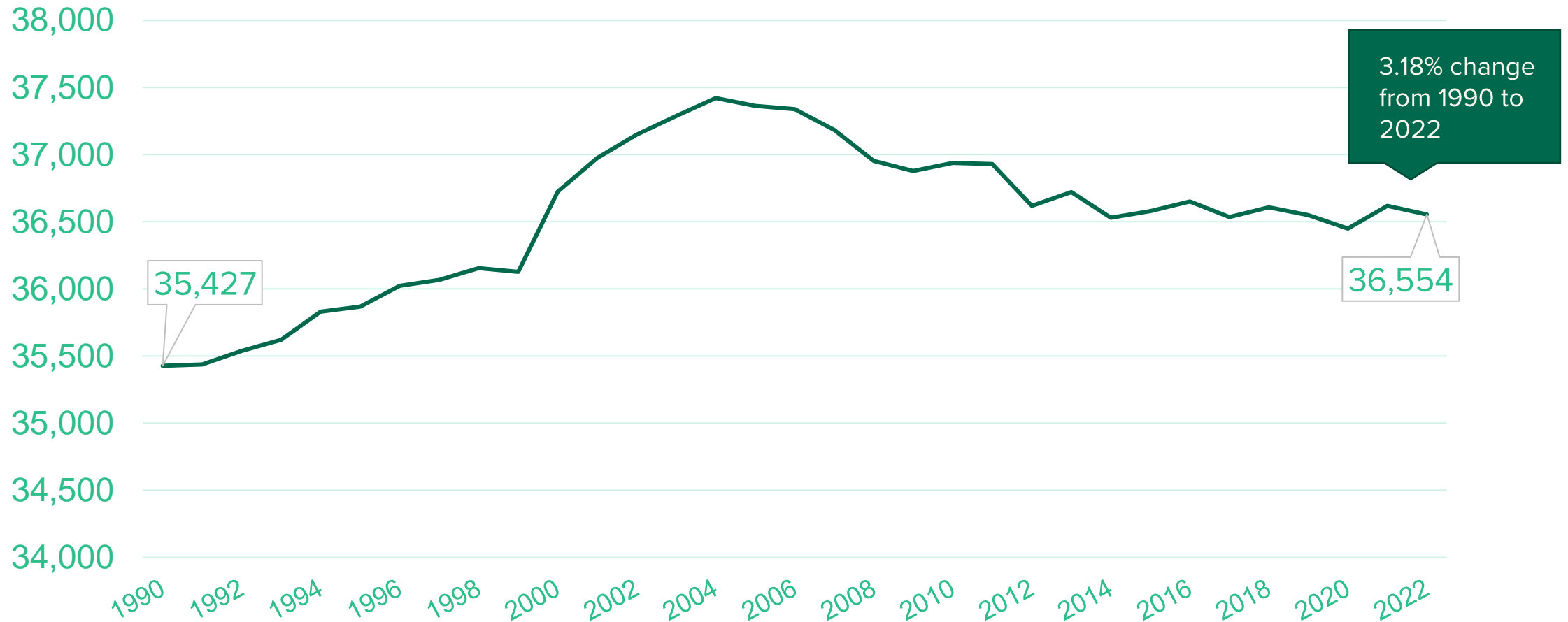
- 28,906 people (16 and older) with a participation rate of 57.9%
  - Ohio participation rate: 63.2%
- 41.1 is the Median Age with 19.3% of the population being over 65 years old
  - Ohio: 39.5 with 17.8% of the population over 65 years old
- \$48,552 is the Median Household income with a poverty rate of 17.4%
  - Ohio: \$58,116 with a poverty rate of 13.4%

Source: US Census, American Community Survey 5-year Estimates, 2016-2020



# Figure 1:

## Coshocton County Population Overtime



Source: US Census, Annual Population Estimates, 1990-2022

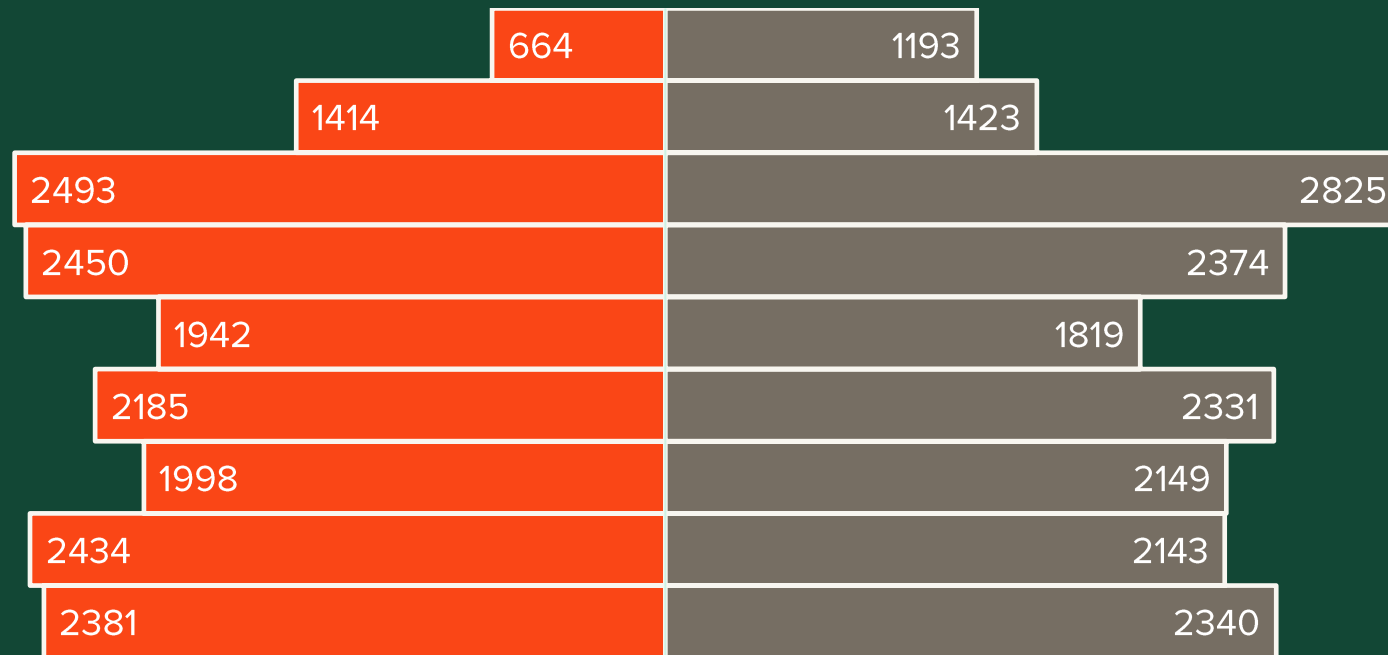


# Figure 2:

## Population Distribution

### POPULATION DISTRIBUTION BY AGE AND SEX, COSHOCTON COUNTY, 2020

80 years and over  
 70 to 79 years  
 60 to 69 years  
 50 to 59 years  
 40 to 49 years  
 30 to 39 years  
 20 to 29 years  
 10 to 19 years  
 0 to 9 years

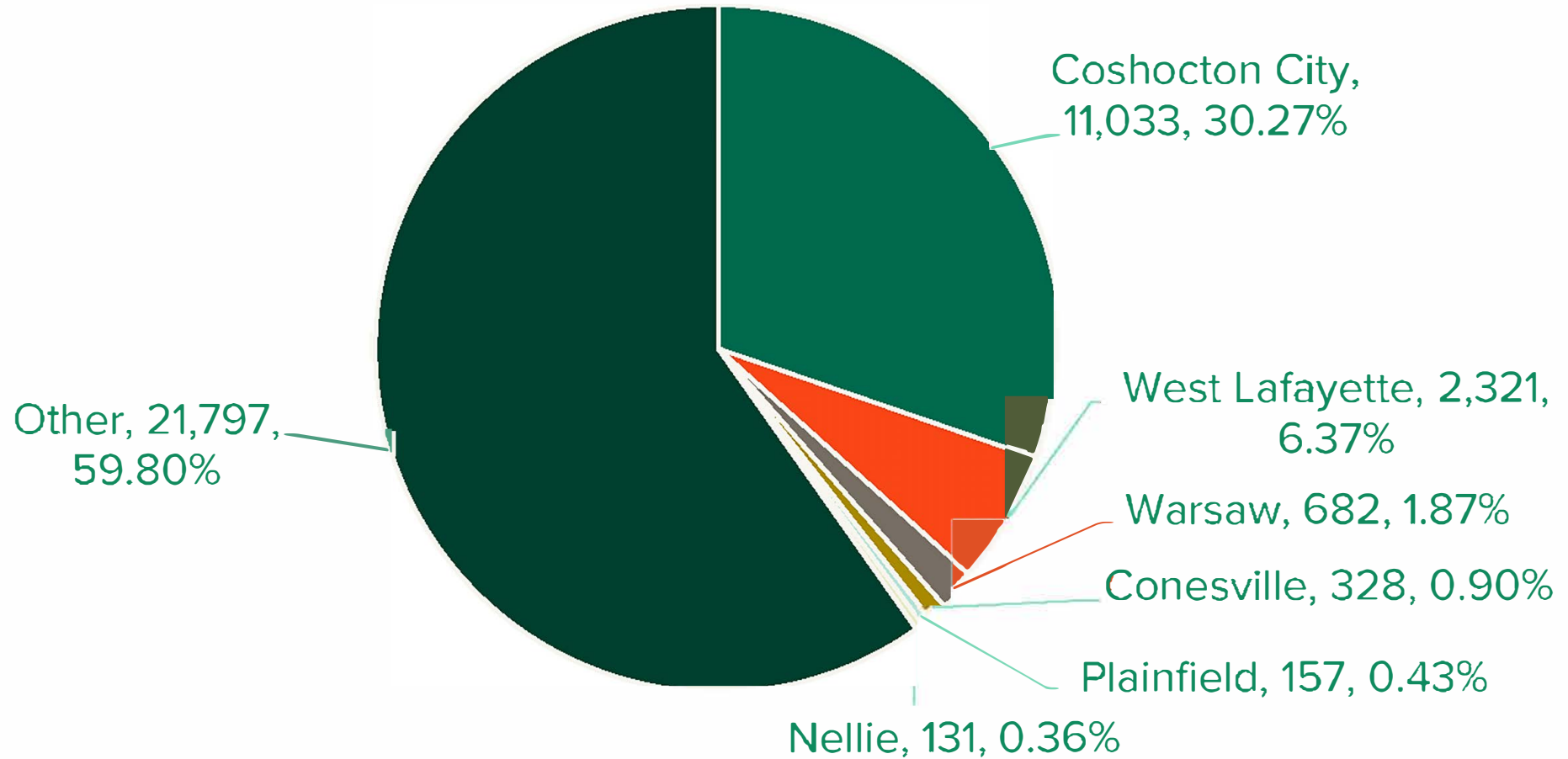


Female  
 Male

Source: US Census, American Community Survey 5-year Estimates, 2016-2020



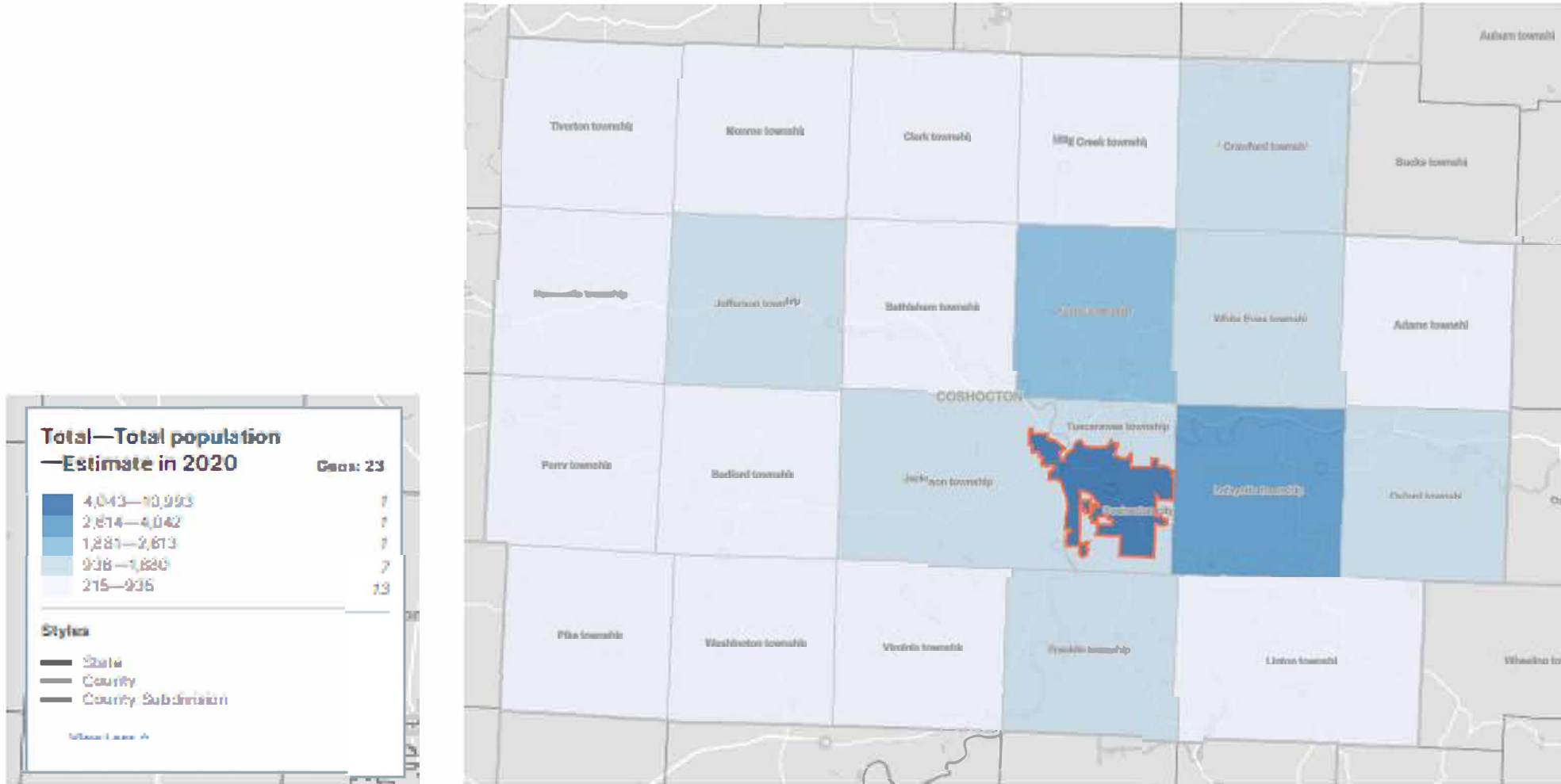
# Figure 3: Population by City or Village



Source: US Census, American Community Survey 5-year Estimates, 2016-2020

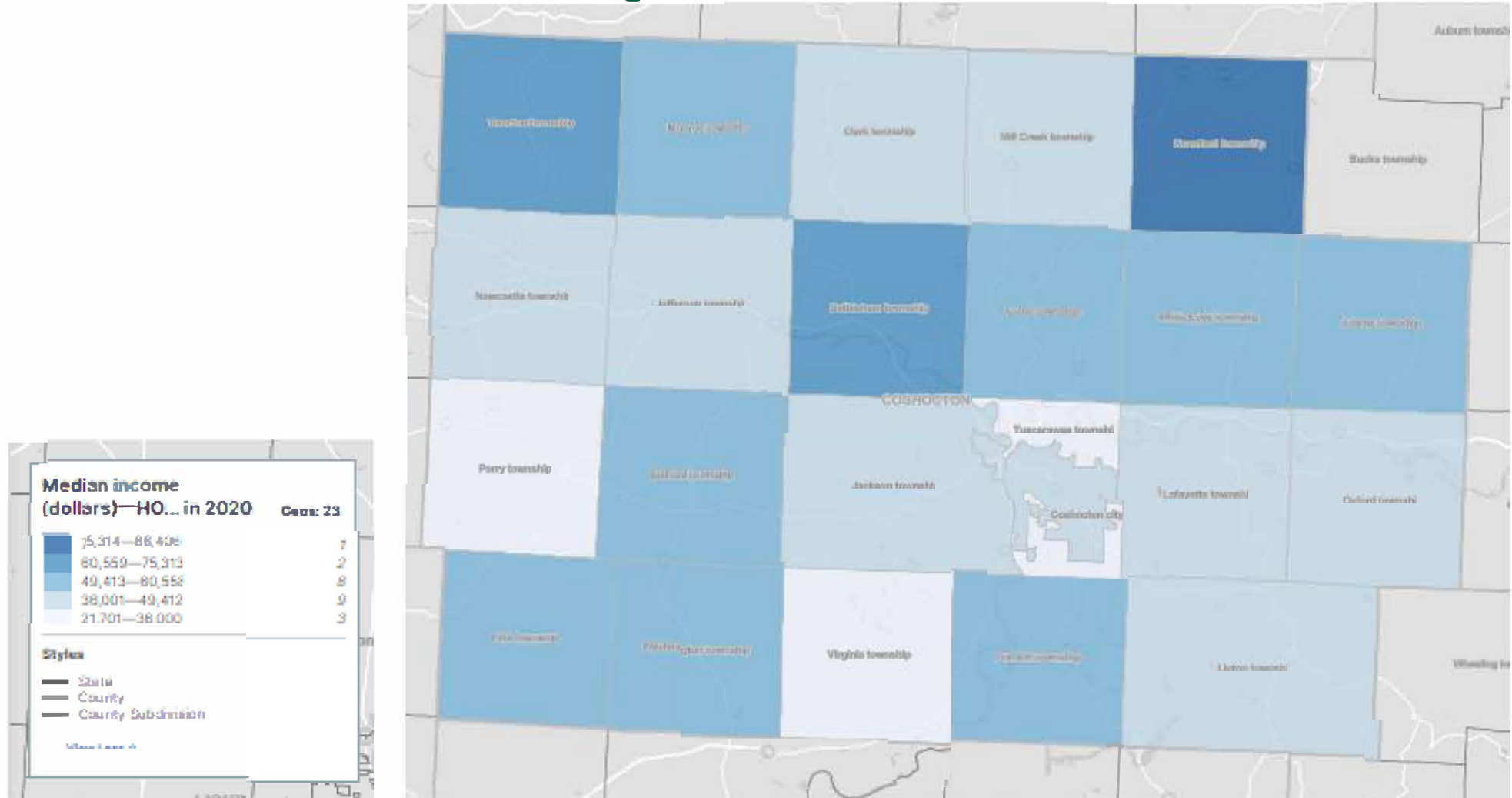
# Figure 4:

# Population Map



Source: US Census, American Community Survey 5-year Estimates, 2016-2020

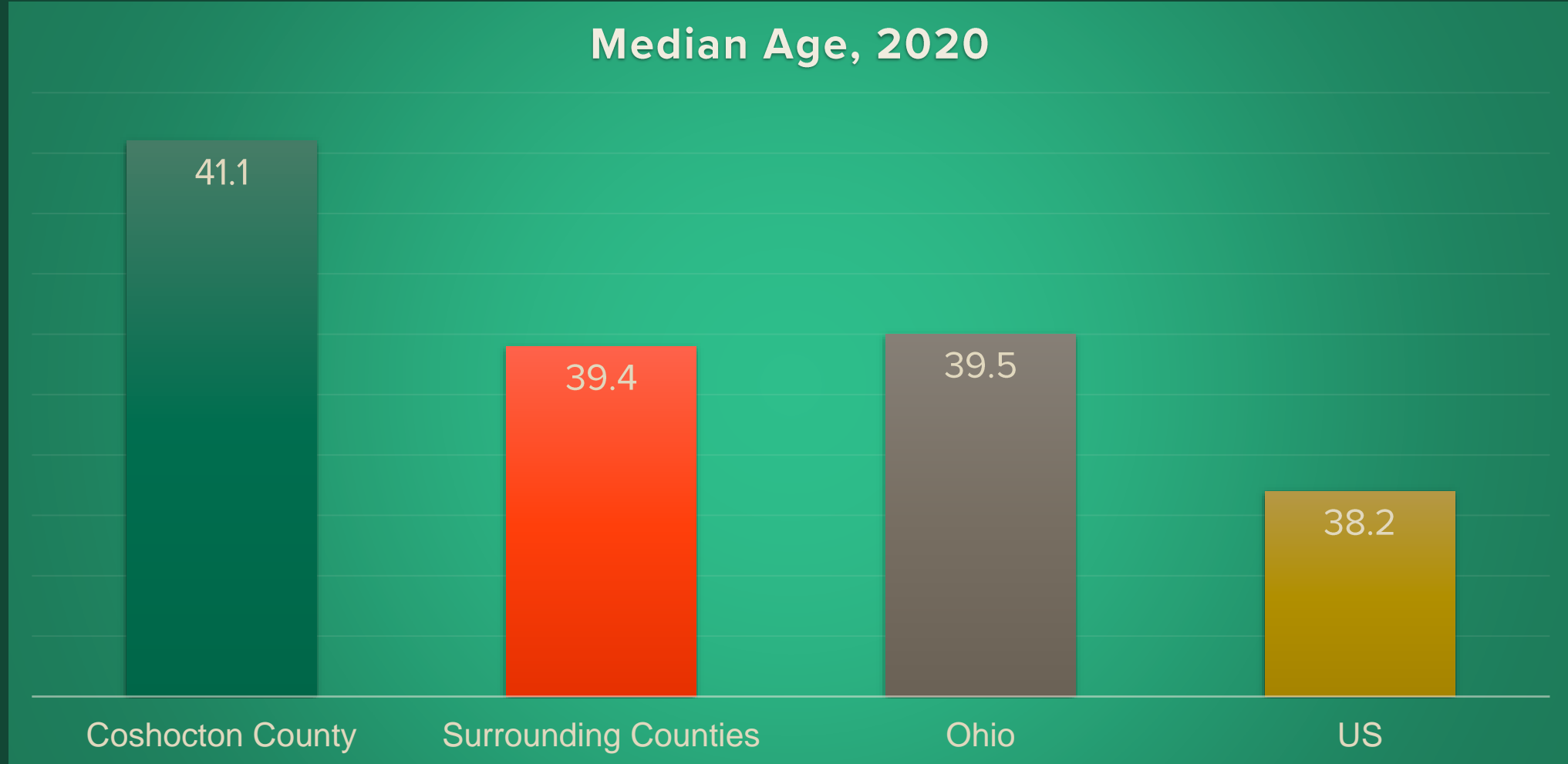
# Figure 5: Median Income Map



Source: US Census, American Community Survey 5-year Estimates, 2016-2020

# Figure 6:

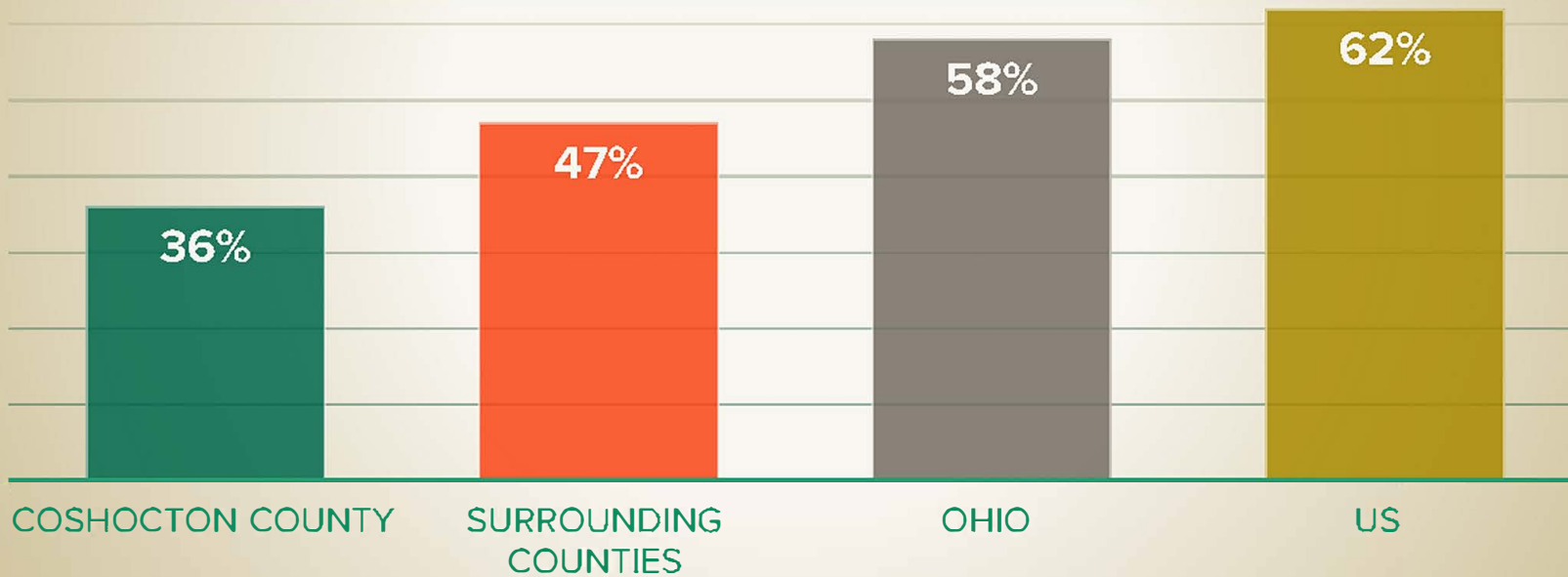
## Median Age



Source: US Census, American Community Survey 5-year Estimates, 2016-2020

# Figure 7: Education

## Some College, or Higher 2020 (population 25 or older)



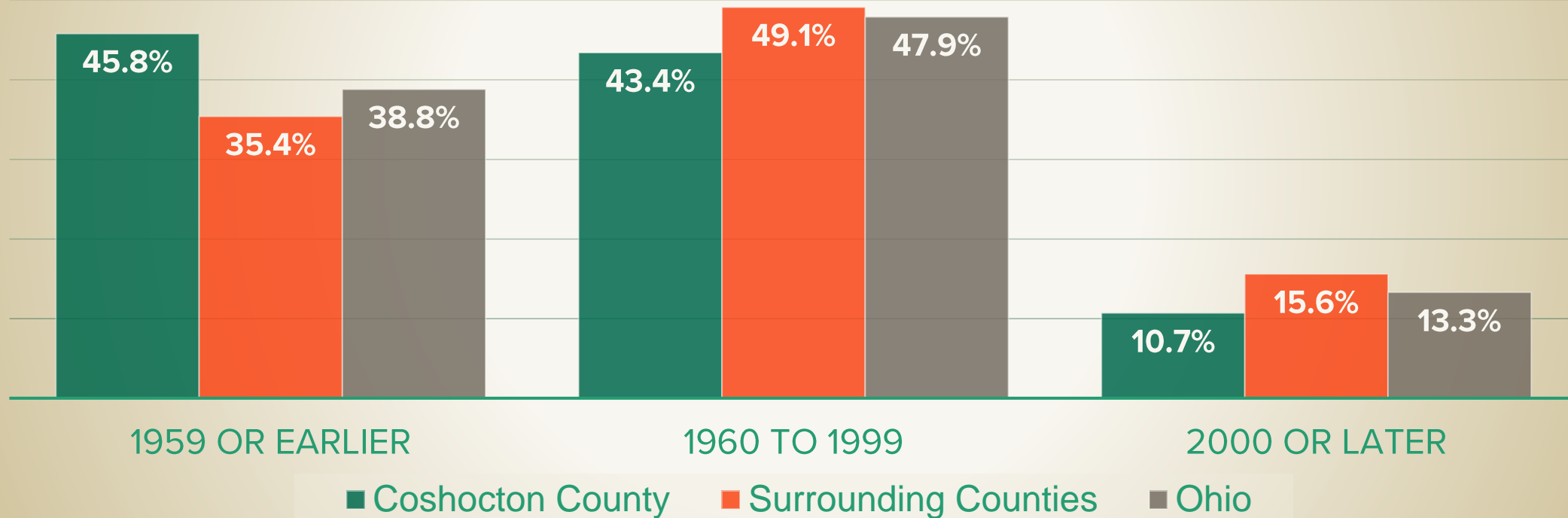
Some college or higher includes:

- Unfinished degrees and individual courses
- Community college certificate programs
- Associate degrees, Bachelors degrees, Graduate and professional degrees

Source: US Census, American Community Survey 5-year Estimates, 2016-2020

## Housing

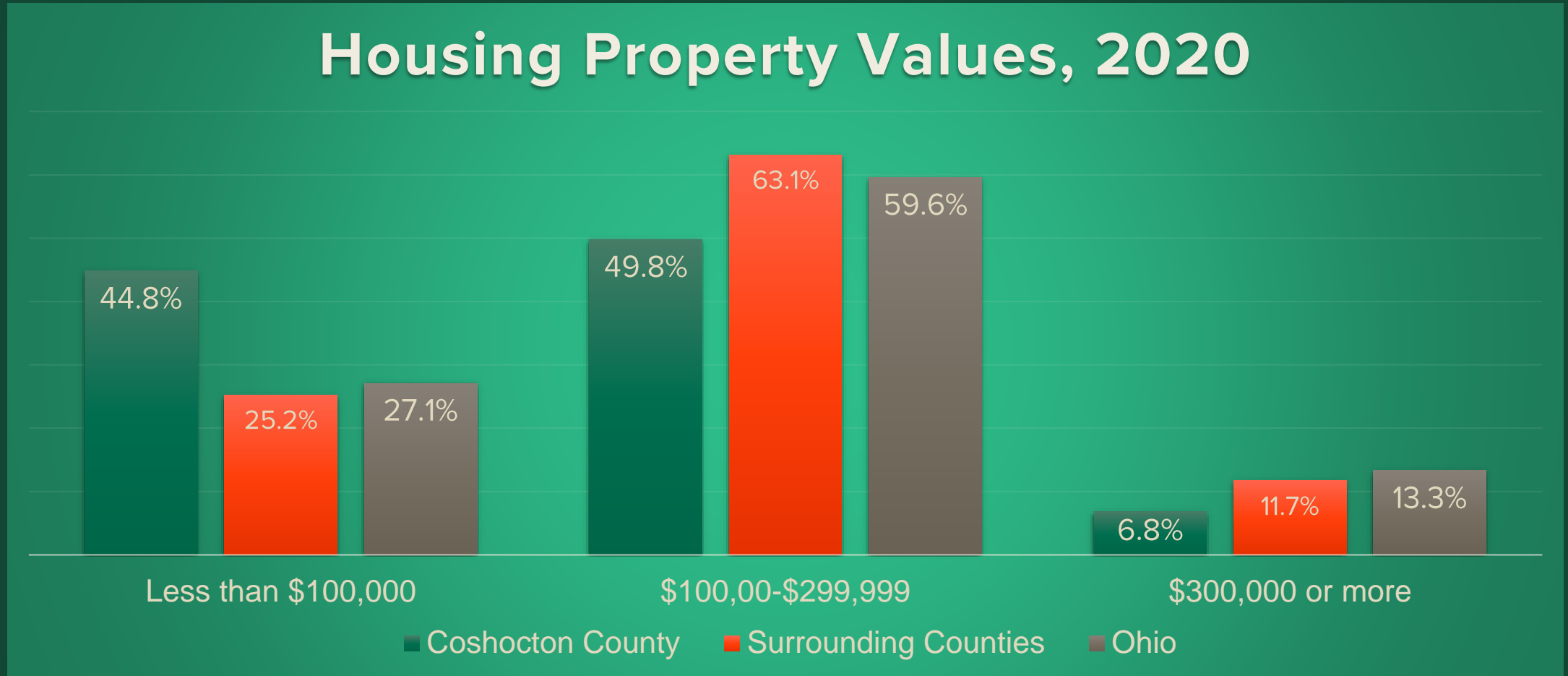
### Year Housing Structure Built, 2020



Source: US Census, American Community Survey 5-year Estimates, 2016-2020



# Figure 9: Housing Property Values

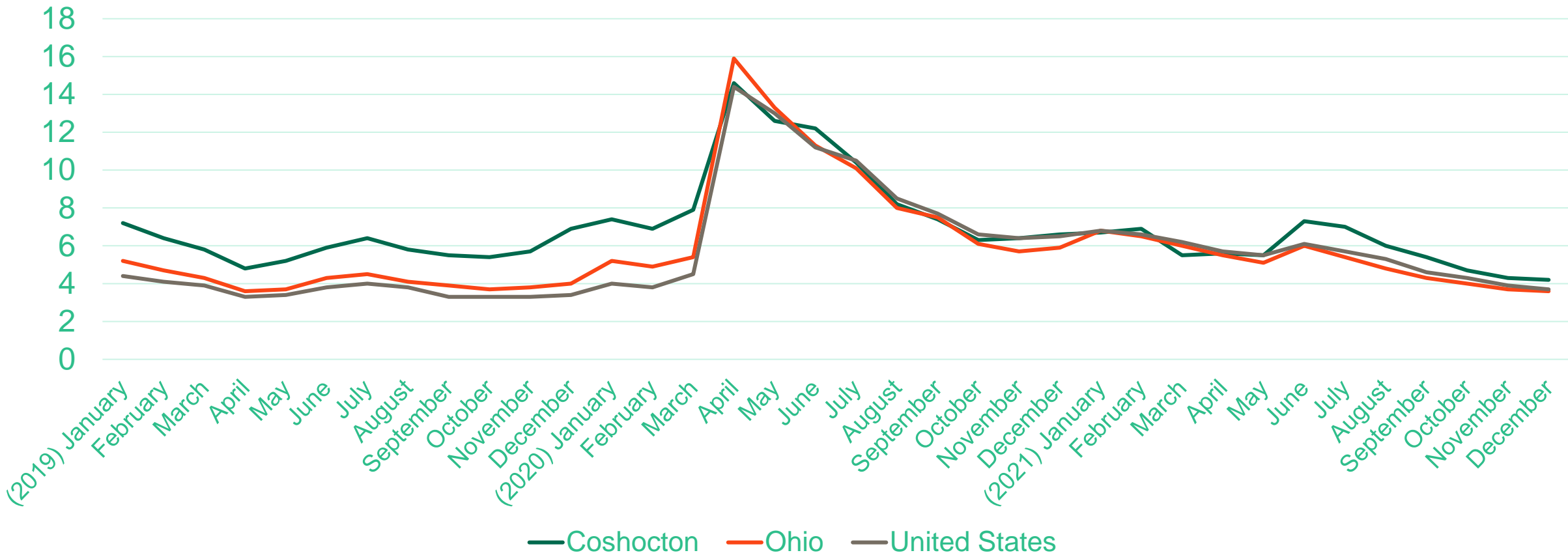


Source: US Census, American Community Survey 5-year Estimates, 2016-2020

# Figure 10:

## Employment

### Monthly Unemployment Rate, 2019-2021



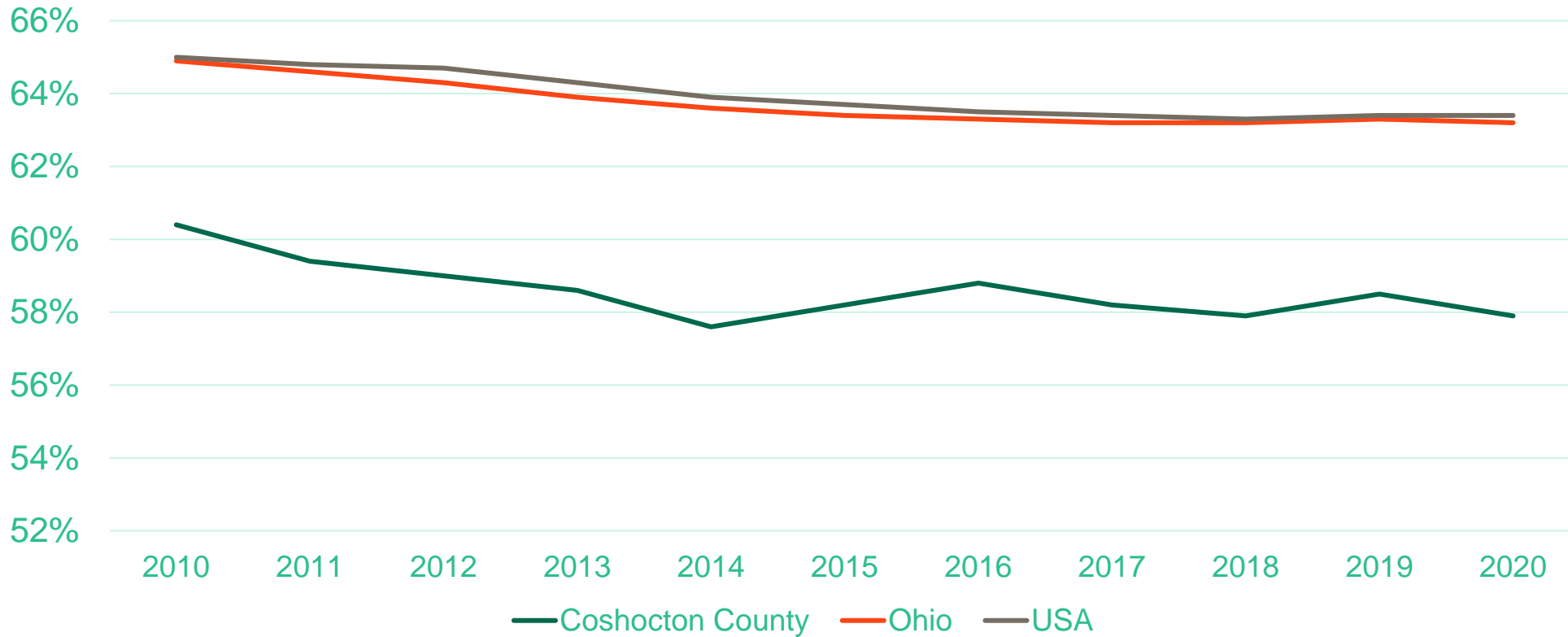
Source: Ohio Department of Job and Family Services, Ohio Labor Market Information, 2019-2022



# Figure 11:

## Participation Rate

### Participation Rate, 2010-2020

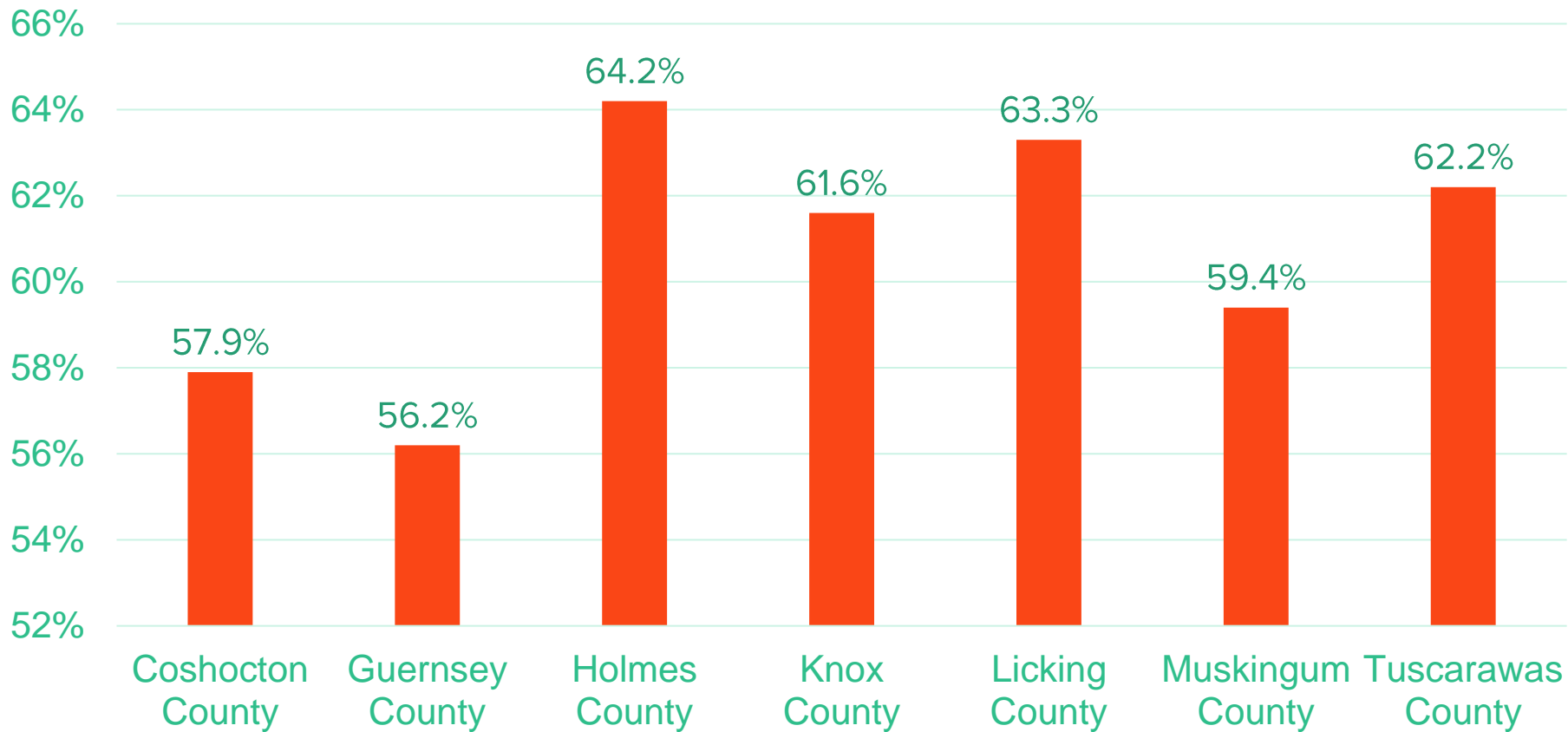


Source: US Census, American Community Survey 5-year Estimates, 2010-2020



# Figure 12:

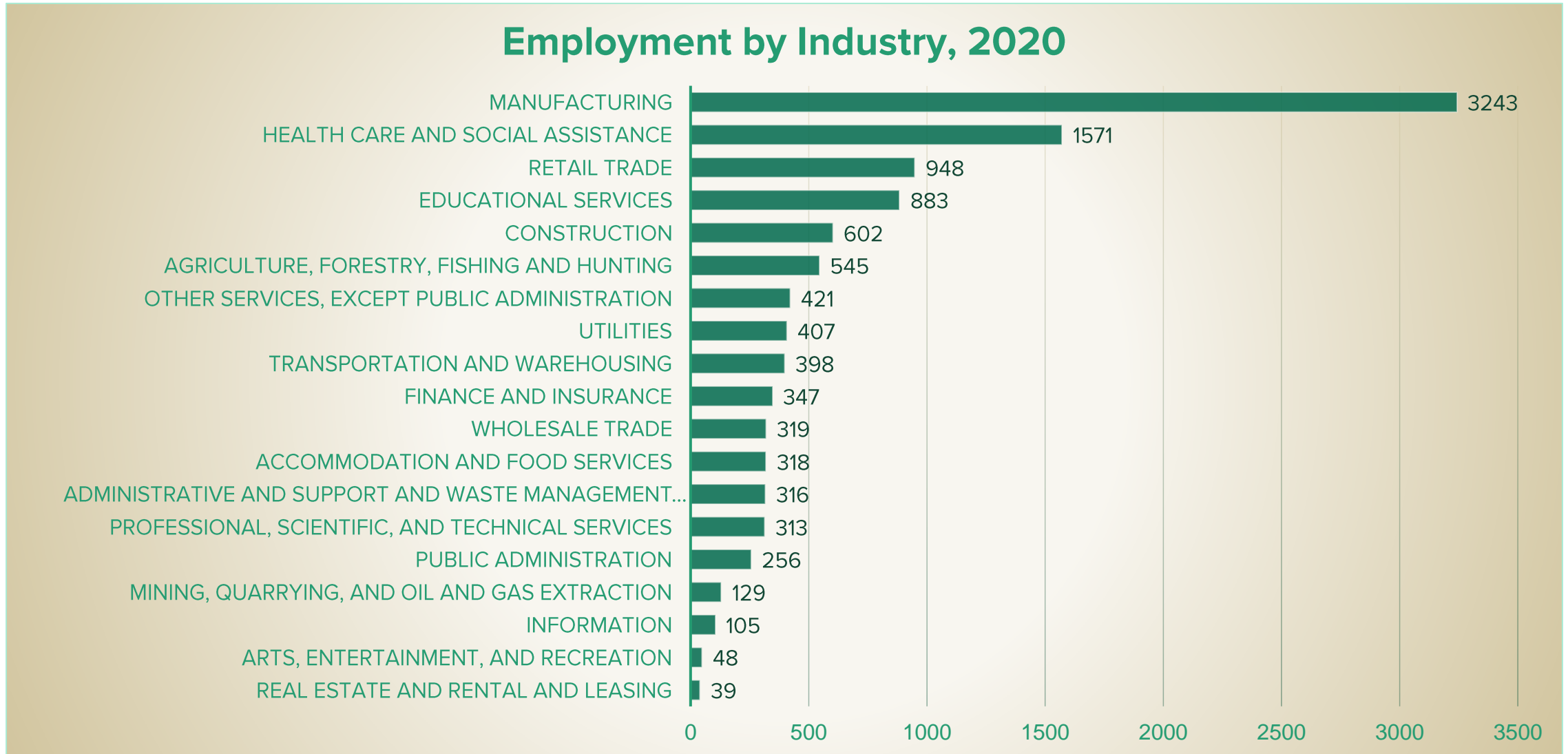
## Coshocton County & Surrounding Counties Labor Force Participation Rate, 2020



Source: US Census, American Community Survey 5-year Estimates, 2016-2020



# Figure 13:



Source: US Census, American Community Survey 5-year Estimates, 2016-2020



## **2. Comparable Communities Assessment**

Prepared by the Center of Economic Development and Community Resilience, the

Voinovich School of

Leadership and Public Service

December 2022

Clara Bone, Senior Project Manager

Victoria Crawford, Undergraduate Scholar

# Comparable Communities Assessment

Prepared by the Center of Economic Development and Community Resilience, the Voinovich School of

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## Introduction:

The comparative communities project looks at how communities/counties (under an hour) were affected by the announcement of large investment by a company. It looks at what those communities did to attract the supply chain businesses, training/workforce development needs of the company/supply chain, how they attract the workforce to reside in their county, and how they retain current workers when the new facility may have higher paying jobs. The community that was mainly compared was Coshocton County and/or City and the announcement of a \$20 billion investment by Intel. As well, this project looks at how Intel, Ford Motor Company, and Walmart's new plants will affect supply chains in the areas they are moving to.

## New Investments:

### Intel Coming to Ohio

Intel's projected plant in Licking county will not only add 7,000 construction jobs and 3,000 high-skilled and well-paid jobs (\$135,000 per year plus benefits) but will add an additional 20,000 jobs that are indirect such as electricians, healthcare workers, engineers, housing, etc. The international supply chain will be affected, as Asia currently produces the majority of microchips for the rest of the world. With Intel's new plant, the United States will now become a mass producer as well, thus taking dependence away from foreign companies that produce microchips. This increases the United States' role in the global supply chain for semiconductors and paves the way for the U.S. to have a more stable supply. It is estimated that Intel will establish 30 to 40 supplier companies around the new Intel plant. There are currently more than 140 Ohio businesses that are Intel suppliers, so this will create more indirect jobs as well.

This plant, harboring two large factories, will become the company's most advanced semiconductor plant in the world, bringing recognition to Ohio as being a technology hub. Intel's arrival to Ohio amplifies interest in manufacturing jobs which could help grow Ohio's skilled workforce and bring in more college graduates. Intel has also pledged to give \$100 million to Ohio education, providing long-term investment into the state. Intel's investment of 20 billion is the largest investment to Ohio by a private sector company. This could give way for other companies to follow suit, paving the way for future large investments to Ohio. Lastly, there is an expected increase of \$2.8 billion to the Ohio annual gross state product.

There are some potential disadvantages to a large company moving into an area. For example, a tight manufacturing labor market may mean Intel's hiring could add pressure to the market. Some have discussed a lack of housing in surrounding areas and there are questions surrounding the impacts on the housing market. In addition, the impact could take years to be felt. However, Ohio has many training initiatives, including TechCred, that help employers build a more robust workforce and help people complete their education. Intel may engage "hidden workers" who are people that could move into that specific labor force with additional training. They may also be people overlooked by the workforce due to health reasons, gaps in employment, disadvantaged backgrounds, etc.

Since Intel's announcement, other companies have pledged to invest into Licking County as well as other counties in central Ohio. These announcements have occurred in 2022 and tell of places opening in 2024. The company Pharmavite, which is a supplement and vitamin manufacturing company, is investing \$200 million into the area. They plan to build a 200,000-250,000 sq ft manufacturing facility in Licking County. This company is looking to employ around 225 full-time employees to start with. This highlights that some of the business positive policies central Ohio counties like Licking have been implementing are making a difference. Production on the facility is expected by 2024. Prudential Cleanroom Services, a California-based company from Irvine pledged to invest \$35 million into Licking County. The company purchased a 66,715 sq ft industrial facility and will create 80 jobs. At this facility, workers will clean the garments worn by those involved in direct production of pharmaceutical products and semiconductor chips. EASE Logistics Services LLC, city of Dublin in Franklin County, aims to create 140 full-time positions, which would generate \$7 million in new annual payroll and retain \$14.1 million in existing payroll. This third-party logistics company specializes in expedited freight for non-consumer goods. BJSS Inc., in Franklin County, is expected to create around 50 full-time positions, generating \$6.75 million in new annual payroll. BJSS is an award-winning technology and engineering consultancy for businesses. Ford Motor Company, City of Avon Lake in Lorain County, is expected to create 2,000 full-time positions, generating \$108.1 million in new annual payroll and retaining \$121.2 million in existing payroll. The Avon Lake manufacturing plant makes the F-650/750 truck the F-350/450/550 Super Duty Chassis, e-series cutaway. Involta LLC, City of Independence in Cuyahoga County, is expected to create 11 full-time positions, generating \$1.15 million in new annual payroll and retaining \$1.65 million in existing payroll. Involta is an award-winning IT service provider and consulting firm that helps organizations plan, manage, and execute IT strategies by utilizing a broad range of services. The industry's focus includes health care, manufacturing, finance, and technology. ORBIS Corporation of Wisconsin, City of Urbana in Champaign County, is expected to create 46 full-time positions, generating \$2.6 million in new annual payroll and retaining \$17.4 million in existing payroll. ORBIS is a part of Menasha Corporation, the third oldest family-owned business in the United States. This company provides reusable plastic containers, pallets, dunnage, and bulk systems.

## Ford Motor Company

Ford has pledged \$11.4 Billion to construct plants in Kentucky and Tennessee and aims to create a total of 11,000 jobs. The Tennessee site called Blueoval City in Stanton, TN, broke ground in September 2022 and plans to create around 6,000 jobs. It will be the company's largest and most advanced auto production complex. Ford's all-new electric truck and the batteries for it will be produced here. Ford continues to engage with the local communities in West Tennessee through online and in-person discussions and collaborative projects. As well, the company is working with the University of Tennessee to restore the stream waters flowing through the University's Lone Oaks Farm. Additionally, they seek to expand STEM education to Tennessee students from kindergarten through 12th grade. This is similar to Intel's plans to invest in Ohio educational institutions.

Ford has invested 5.8 billion into another plant in Glendale Kentucky. This will produce 5,000 jobs. There are other Ford plants in Louisville, KY, and Ford has repeatedly stated its devotion to the communities that have continued to work for them. They are eager to invest more into places that have continuously helped their business thrive. In addition, Ford employs more than 12,000 people in Kentucky and supports nearly 120,000 direct and indirect jobs in the state and a state GDP contribution of \$11.8 billion.

There is an interesting parallel between Intel and Ford. Ford has been battling a shortage of semiconductor chips due to their global demand, as they are needed for manufacturing vehicles. By Intel moving to Columbus, Ford's supply chain could be positively impacted, especially because these industries are closely located.

## Walmart

Walmart is building a new high-tech grocery distribution center in Spartanburg County, South Carolina that plans to open in 2024. This \$450 million dollar investment will bring about 400 jobs and will be Walmart's largest distribution center at 720,000 sq ft. The center will sit along Highway 129, making it highly accessible for people and industries like transportation. Major population growth is expected for the city of Lyman, where the center will be, and it is a good location between Atlanta and Charlotte (much like how Coshocton is between Columbus and Pittsburgh). Coshocton is 34 minutes from i-70, the main road transporting goods between Columbus and Pittsburgh. Spartanburg County, SC, along with neighboring counties will benefit from the influx of jobs and expanded tax base.

## National Comparisons to Coshocton County:

### Chandler City, AZ

Chandler is a city in Maricopa County, Arizona, that has similarities to Coshocton County and gives insight into the possibility of Coshocton's future. In 1980, Chandler's population was barely 30,000 (around the size of Coshocton County) but since Intel's arrival, the population now exceeds 220,000. During the company's first decade in the town, it grew to 90,000 and from 1990 to 2000, the population was 180,000. The population now exceeds 270,000. However, due to the arrival of new industrial companies, the farming industry was wiped out there. In the years following the company's arrival, Intel helped grow Chandler schools' computer and science programs. This may also be the case for the communities surrounding Licking County, especially with the \$100 million investment into Ohio education by Intel. In the city of Chandler and the county of Maricopa, there has been a large influence from Intel to the community. The influx of workers to the county has increased the number of volunteers there and Intel has incentives for workers to volunteer. For example, the company pays schools \$200 for every 20 hours of volunteer work done by an employee. In addition, Intel spurred local small businesses to thrive in Chandler.

### Pinal County, AZ (near Chandler in Maricopa County)

Pinal County lies directly southeast of Maricopa County and has a population of 449,557, per the 2021 census. In 1980, the population was 90,918. During the first decade of Intel's arrival in Chandler, Pinal's population grew to 116,397. From 1990 to 2000, the population was 181,280 (around the same as Chandler at the time). Unlike Chandler, this county is still considered rural, even though it is the third largest county in the state based on population. There are still significant companies that operate here though, such as Abbott, Attesa, Lucid Motors, Hexcel, Walmart, FritoLay, Union Pacific, and Nikola, and these companies have been incredibly successful. In addition, mining is a strong industry in the eastern mountainous portion of the county. In this county, there has been growth and diversification in manufacturing and trade services since the county is located between Phoenix and Tucson (but does not include those cities). Locally owned businesses have a long-term commitment to the community as well and stay rather than leave for other places. Like Chandler, this county has undergone significant population growth after the arrival of Intel, but this county has taken off economically in its own ways. Coshocton may expect to see significant population growth with Intel moving to a nearby county.

## Provo, UT

This county houses thriving manufacturing industries and attracts large industries for their workforce such as Nestle, Texas Instruments, Nike, Ford Motor Company, Sherwin Williams, and General Motors. They are heavily reliant on large firms and the companies that are looking to provide jobs in the area are Tech companies.

## Spartanburg County, SC

Like Intel making an investment into Licking County, Walmart plans to invest \$450 Million in a grocery distribution center in Spartanburg County, South Carolina. It will be Walmart's largest distribution center and this will help move the county's tax base forward as well as add 3,500 jobs. Spartanburg has a poverty rate of 21.1 % whereas the average rate in the U.S. is around 10-13%. So, this investment by Walmart will have positive economic impacts for the county and the surrounding communities. In addition, trucking companies' upstream and downstream supply chains will be impacted. Spartanburg has two locations of the Plumley Trucking company which could be directly impacted by the mass amount of goods needing to be shipped to and from the new Walmart distribution center. There are 23 other trucking, freight, and shipping companies located in this county that could all feel the impacts. Interstates 85, 26, and 585 intersect in this county and run through surrounding counties such as Union County, Cherokee County, Greenville County, and Laurens County. These neighboring counties could also benefit from Walmart's investment into Spartanburg.

## Union County, SC (near Spartanburg)

Union County borders the southeastern side of Spartanburg County and has a population of 27,016. There are opportunities for manufacturing but also in the shipping sector. US Xpress Inc. has a sizeable location in Jonesville, SC (in Union County) and is one of the nation's largest truckload carriers. Employment could be increased with the introduction of Walmart's largest distribution center coming to nearby Spartanburg County.

## Ohio Counties Similar to Coshocton:

Ohio counties that are similar in population size to Coshocton County (36,618) as of 2019 data. The counties closest in population to Coshocton are Champaign, Defiance, Guernsey, Jackson, Morrow, Ottawa, Perry, Preble, Putnam, and Williams. Out of these counties, Guernsey, Morrow, and Perry were most like Coshocton in terms of economic recovery.

### Morrow County

Morrow County's economy has recovered significantly in recent years and its job market has increased by 0.6% over the last year. The most common jobs are in office and administrative support occupations, production, and sales. The most common employment sector as well as most specialized sector is manufacturing. It is comparable to Coshocton in that they are both geographically located within Appalachia and have relatively same populations sizes. Both counties used to be primarily dependent on agriculture/manufacturing industries but now manufacturing is the sector with the highest employment in both counties. Additionally, these counties are part of the Ohio Residential Broadband Expansion Grant Program where \$232 million in grants are allocated to 11 different internet providers.

### Perry County

Perry County's economy is on the road to recovery as ODNR has dedicated \$7 million to improve former coal mine properties. In addition, \$4 million is going to the Tecumseh Theater in the mining community of Shawnee. Coming in July of 2023, a development company will launch a visitors' bureau this July to enhance the Shawnee area making it more of a tourist destination. The expansion of the Black Diamond Tavern has allowed Perry County to fund the startup of a nonprofit visitors' bureau. Perry County is Comparable to Coshocton in that they are close in population, both are included in the ODNR investment to make abandoned coal mine locations safer. Coshocton has received \$2 million to fill 6,000 feet of highwall left behind from a mine located at the Richard Downing Airport. Both counties are closely located geographically and have a labor force of around 16 years of age.

### Guernsey County

Guernsey County has had to diversify its economy due to the declining extraction/timber sector. Like much of the Appalachia region, the timber industry has declined and so new markets were sought out. In regards to their economic recovery, in recent years, Healthcare and Social Assistance have become the economic sector with the most employment. As well, wage trends

for healthcare and social assistance, manufacturing, and retail trade have been on the incline. However, Guernsey has a large percentage of people employed in major/large firms which can be positive if a new company is creating jobs but can negatively impact a community if something happens to the firm. The major employers in this county are Detroit Diesel, Bi-Con Services, Colgate, and Palmolive. Guernsey is comparable to Coshocton County in that it has a similar population size, it is close to Coshocton in proximity, and it is also reliant on large firms for employment.

## Recommendations for Coshocton County:

Companies are coming back to places that were left in the dust when they moved overseas. With that being said, reinvestment into rust belt communities eager for jobs has begun. Other counties and cities like Maricopa and Chandler in Arizona have felt the positive impacts from Intel's arrival. By looking at those examples, Coshocton can expect a rise in population, an increase in demand for housing, and more community engagement by Intel employees. With a rise in population, Coshocton may want to invest into new infrastructure such as roads and houses. A housing boom may occur and so creating access and accessibility to housing may attract Intel employees. Those living in Coshocton that could possibly be hired by Intel may have incentive to become more engaged with the community, as seen with the volunteer work done in Chandler. Even though Coshocton may also expect to see some other large corporations moving nearby, they should also seek to attract small businesses, as they would promote a long-term commitment to the community. There are long term effects of having a company staying around for awhile, but Coshocton may want to also prioritize growth and development not dependent on a large company because if Intel were to move or close, the effects may not be as detrimental.

Colleges in central Ohio are preparing for Intel's arrival, such as the Central Ohio Technical College (COTC). The COTC offers engineering programs that provide students with around 90% of what Intel is looking for. With this being said, the college is placing a strong focus on an industrial electrician certificate as well as electrical engineering technology and engineering technology associate degrees. The COTC has expressed an eagerness to partner with the Coshocton County Career Center in order to help the college with training all the workers required for these programs. The COTC and the Coshocton County Career Center has been working with the International Brotherhood of Electrical Workers Local on creating apprenticeship programs due to the increase in need for skilled trades like electricians. These programs aim to start in 2023 and would allow students to come out with a level two apprenticeship. This is a huge feature, as Intel has already stated that these students could get a job with the company right away and even retire from there. Great partnerships are happening between Intel, the COTC, and Coshocton.

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### **3. Examining the Potential for Using Tax Increment Financing (TIF) in Coshocton, Ohio**

This report demonstrates that even at the most conservative estimates, TIF could be a beneficial financing tool for Coshocton. As TIF has never been used before in Coshocton, this report was also accompanied by an educational meeting to explain what TIF is, how it can be utilized, and the potential benefits for Coshocton. This meeting was targeted to local leadership in government, education, and other key groups. Parts of this report have been redacted at the request of the executive director of the Coshocton Port Authority as it contains sensitive information.

Examining the Potential for Using Tax Increment Financing (TIF) in Coshocton, Ohio

Clara Bone, Economic Development Specialist

Center for Economic Development and Community Resilience

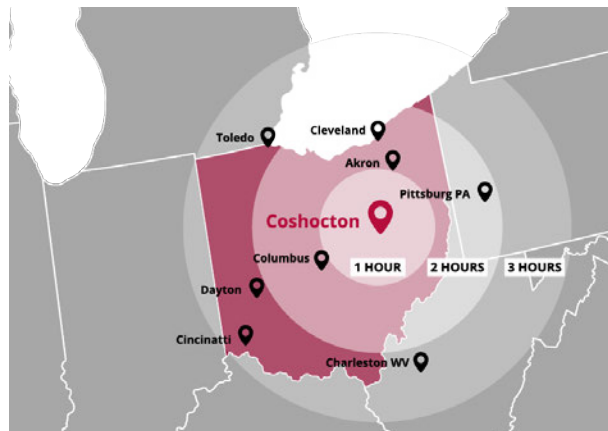
Voinovich School of Leadership and Public Service, Ohio University

May 23<sup>rd</sup>, 2022

## **Abstract**

Coshocton is in need of housing to attract and retain young families and professionals in the workforce. Coshocton's current housing stock is both limited and old. To be competitive with other Ohio communities looking to capitalize on its proximity to both Columbus and the newly announced Intel site in Licking County, Coshocton needs to have new housing developments built. However, conversations with developers have revealed reluctance to build in Coshocton. Working with the Coshocton Port Authority, I explored the potential use of TIF (tax increment financing) as an option that could help alleviate these fears. This report looked at 8 parcels in and around Coshocton to determine if the use of TIF could be used to finance the construction of water/sewer and road infrastructure to the potential parcels if a housing development were to be constructed. For at least one of the parcels, this seems to be a viable option. However, this analysis took a very conservative approach as to not overestimate the capability of TIF or the potential increase in property values. It is possible that TIF, in addition to other financing options, may be impactful in starting a new housing development in Coshocton. The analysis in this report will continue as conversations with potential developers are on-going and provide more precise data on the size, value, and timeline of the development project. Additionally, community engagement to discuss the potential of TIF with stakeholders, such as the school districts, and the general community will continue as to try to build support for TIF and housing developments in the community. Whether or not TIF is used to finance a housing development, will depend on the potential project passing the "but for" test, meaning that the project would not be happening "but for" the use of TIF being established. Likewise, even if TIF is not used to finance a development, the true measure of success for this project will be using all the financial and incentive options in the "toolkit" as was taught at the OEDI course to finance a housing development. By completing this project, I have helped the Coshocton Port Authority, the City of Coshocton Government, and the overall Coshocton community widen their options in terms of creative financing for development projects.

## Introduction



Coshocton, Ohio is the county seat for Coshocton County, and is located between Columbus, OH and Pittsburg, PA to the west and east, and Cleveland, OH and Charleston, WV to the north and south. The Coshocton Port Authority is actively working to attract new businesses, support existing businesses and entrepreneurs, revitalize their downtown, and otherwise improve the quality of life for the residents in Coshocton. In fact, the Port Authority received a Vibrant Communities Grant from JobsOhio to renovate a downtown building into a business incubator/co-working/makerspace building. While I do not work for the Port Authority myself, as part of the Ohio University team working on the EDA funded RISE Ohio grant, I began working on the project with a particular focus on the closure of the Conesville coal-fired power plant. During a conversation with the Executive Director of the Port Authority, Tiffany Swigert, I became aware of the need to examine the possibility of using TIF for Coshocton as related to infrastructure for housing developments. As part of the OEDI Finance and Incentives course, I had learned about TIF and its ability to be used to help finance projects that would otherwise not be able to be completed but for the use of TIF.

First, I began my research into the existing housing stock of Coshocton to determine if there truly was a need for new housing developments in the area. According to the US Census data for 2020, over 96% of housing in Coshocton was built prior to the year 2000. Furthermore, over 76% of the housing was built prior to 1970. Likewise, in 2020, 509 housing units were vacant in the city or about 9.8% of the housing stock. However, most of the vacancy occurred in rental units rather than homeowner units.<sup>2</sup> These facts coupled together demonstrate the need for new single family homes in Coshocton in order to attract and retain families in the area. This is a key demographic for building an attractive workforce in Coshocton. As it stands, without suitable housing in the area, this target demographic is likely to move elsewhere to find housing, and a community, that fits their needs. In 2010, approximately 23%, or 2,611 residents, were aged 30-49 years old. In 2020, only 22.2% or 2,440 residents, were aged 30-49 years old.<sup>3</sup> Without any changes, Coshocton will likely continue to lose residents in this key demographic and will be unlikely to be able to attract new families with their current limited housing stock of older homes.

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<sup>1</sup> Image source: <https://www.coshoctonportauthority.com/site-selection-resources/>

<sup>2</sup> U.S. Census Bureau, 2016-2020 American Community Survey 5 year Estimates Table DP04: Selected Housing Characteristics

<sup>3</sup> U.S. Census Bureau, 2006-2010 and 2016-2020 American Community Survey 5 year Estimates Table S0101: Age & Sex

However, with a median housing value of \$106,300 in the county<sup>4</sup>, Coshocton is poised to offer affordable housing and low cost of living within an hour of the announced Intel plant in Licking County. Additionally, Columbus is situated less than an hour and half from the Coshocton. These opportunities along with the potential for supply chain business locate to the nearby area as they follow the Intel development, puts Coshocton in a great position to attract workers looking to move to the area. If Coshocton can develop this housing, they will be in a much better position to attract not only workers themselves, but the supply chain businesses who are looking for communities with an available workforce.

### **So what is Tax Increment Financing (TIF) anyways?**

After identifying the need for housing and the potential opportunities that made now the right to time to act, I examined TIF in more detail to determine whether or not this finance tool made sense for Coshocton. Tax Increment Financing, or TIF, is a financing tool that can be administered by local jurisdictions in order to fund public infrastructure improvements that benefit private development.<sup>5</sup> Most often this is used for commercial development, but it can be used for residential development, as would be the case in Coshocton.

A TIF works by exempting the increase in property value caused by a development project. Instead, the property owners make “payments in lieu of taxes (PILOTS)” equal to the exempted to the local jurisdiction that created the TIF agreement. These PILOTS are collected by the county treasurer and used by the local jurisdiction to pay for the cost of public infrastructure improvements.<sup>6</sup> It is important to note that unlike a tax abatement, with a TIF only the increased property tax is exempt. For example, if before the development the parcel had a \$5,000 due in property tax, but after the development the property tax would have risen to \$50,000, the property owner would still only pay \$5,000<sup>7</sup> during the TIF period.

The TIF can be structured in one of two ways: either pay-as-you-go, where the TIF fund is used on a reimbursement basis to the developer and/or local jurisdiction (depending on which party bore the initial cost of the infrastructure) or a to pay off debt service on bonds or notes issued by the local jurisdiction to finance the infrastructure.<sup>8</sup> The TIF structure will have to be created via an ordinance or resolution by the local jurisdiction and establishes the public purpose of the TIF as well as the exemption rate and duration of the TIF. The exemption rate and duration are particularly important when establishing the TIF as with rates above 75% and/or durations beyond 10 years, the TIF becomes subject to the consent of the school districts that would be impacted. Even if the TIF is set up at these thresholds and is not subject to the school districts’ approval, it is still important to discuss the impact to the school districts and gain community support for the projects. It is important to emphasize that the school districts won’t be losing any property tax funding, and that without the TIF, the development project would not happen and the projected increase in property tax would not have been realized anyways.

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<sup>4</sup> U.S. Census Bureau, 2016-2020 American Community Survey 5 year Estimates Table DP04: Selected Housing Characteristics

<sup>5</sup> Bricker & Eckler (2021) DevelopOhio Economic Incentives Toolkit.  
<https://connect.bricker.com/101/654/uploads/developoehio-toolkit-july-2021.pdf>

<sup>6</sup> Bricker & Eckler (2021) DevelopOhio Economic Incentives Toolkit.  
<https://connect.bricker.com/101/654/uploads/developoehio-toolkit-july-2021.pdf>

<sup>7</sup> Assuming a 100% exemption rate TIF

<sup>8</sup> Bricker & Eckler (2021) DevelopOhio Economic Incentives Toolkit.  
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## Examining the Potential Use of TIF for Coshocton

The Port Authority was interested in seeing if TIFs could be used to fund public infrastructure improvements to parcels of land that had potential for housing developments. In particular, financing the expansion of water and sewer lines and of roads was considered for this project. The Port Authority identified eight parcels of land they were interested in for potential housing developments (See Appendix A). I examined each parcel to determine the distance from the existing water and sewer lines, and the associated cost to build such infrastructure. As shown in Table 1 below, four of the parcels were already adjacent to water and sewer lines, and six of the parcels were adjacent to roads.

**Table 1: Costs to Bring Infrastructure to Potential TIF Parcels**

Parcel Owner	Parcel PIN	Water/Sewer? If no, estimate on distance to connect? Cost? (\$250/ ft <sup>9</sup> )	Road? If no, estimate on distance to connect? Cost? (\$600.12/ft <sup>10</sup> )
[REDACTED]	[REDACTED]	Adjacent to water/sewer	Adjacent to roads
[REDACTED]	[REDACTED]	Adjacent to water/sewer	Adjacent to Roads
[REDACTED]	[REDACTED]	Adjacent to water/sewer	Adjacent to Roads
[REDACTED]	[REDACTED]	Adjacent to water/sewer	Adjacent to Roads
[REDACTED]	[REDACTED]	Water/sewer is roughly 2350 ft away direct, (or 6250 ft away following the road) Cost: \$587,500 (or \$1,562,500)	Adjacent to Roads
[REDACTED]	[REDACTED]	Water/sewer is roughly 3150 ft away Cost: \$787,000	Adjacent to Roads
[REDACTED]	[REDACTED]	Roughly 700 ft away Cost: \$175,000	Roughly 1000 ft away Cost: \$600,120
[REDACTED]	[REDACTED]	Roughly 250 ft away Cost: \$62,500	Roughly 250 ft away Cost: \$150,030

<sup>9</sup> Cost of \$250/ft determined by David Kadri, Utility Director for the City of Coshocton

<sup>10</sup>Cost of \$600.12/ft found at

<https://www.swiftestimator.com/SE7Help/CE/help/Miscellaneous/Section66Costs.htm>

Next, I examined the potential increase in property taxes if a housing development were to take place in each parcel. This analysis can be seen in Table 2. As I wanted to be conservative in my estimations, I established these assumptions:

1. 10% of the total acreage is undevelopable.
2. 10% of the total acreage is reserved for roads, green space, etc. in the development.
3. Each lot size is one-half acre.
4. The value of the completed house is \$106,300 (the median house value in Coshocton County)<sup>11</sup>
5. The largest subdivision will have 50 lots (or 25 acres of lots) even if the parcel could support more<sup>12</sup>
6. The Tax Millage Rates will remain constant to the 2021 rate for each parcel

**Table 2: Potential Property Tax Increase**

Parcel Owner	Parcel PIN	Total Acreage	Potential Number of Lots	2021 Millage Rate	Potential Annual Property Tax (after TIF agreement ends)
[REDACTED]	[REDACTED]	[REDACTED]	9	41.5297	\$13,905
[REDACTED]	[REDACTED]	[REDACTED]	14	41.5297	\$21,630
[REDACTED]	[REDACTED]	[REDACTED]	10	41.5297	\$15,450
[REDACTED]	[REDACTED]	[REDACTED]	50	41.14543	\$76,550
[REDACTED]	[REDACTED]	[REDACTED]	50	53.17193	\$98,900
[REDACTED]	[REDACTED]	[REDACTED]	43	41.32997	\$66,134
[REDACTED]	[REDACTED]	[REDACTED]	50	53.26653	\$99,100
[REDACTED]	[REDACTED]	[REDACTED]	50	41.32997	\$76,900

<sup>11</sup> U.S. Census Bureau, 2016-2020 American Community Survey 5 year Estimates Table DP04: Selected Housing Characteristics

<sup>12</sup> The average size of a subdivision (2016) according to the National Home Builders Association <https://www.nahbclassic.org/generic.aspx?sectionID=734&genericContentID=253886#:~:text=In%20May%20of%202016%2C%20the,in%20a%20subdivision%20is%2050.>

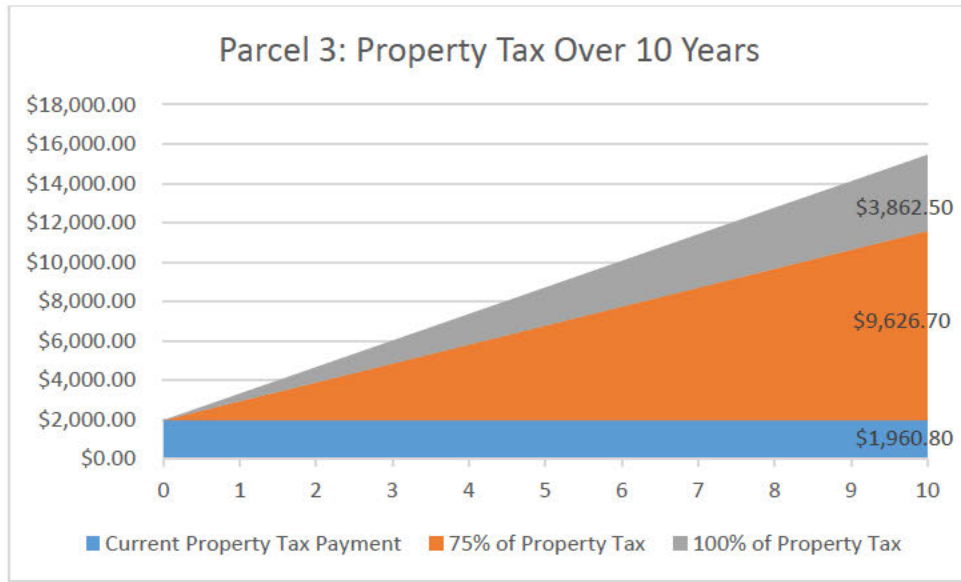


After that I needed to calculate the potential TIF fund over the course of the agreement. For the agreement, I assumed the 75% exemption over 10 years. For simplicities sake, I assumed a linear increase in property value. In actuality, this is not likely the case, but in order to more accurately predict, I would need to know the timeline on the construction of the houses. Table 3 shows the predicted cumulative exempt property tax during a 10-year TIF agreement. Figure 1 shows an example of the linear increase in property tax. The figure also shows how the most current property tax assessment will continue to be paid throughout the TIF agreement. Another key finding depicted in the figure is the difference between a 75% and 100% exemption rate on the TIF agreement. Table 4 examines the difference in cumulative exempt property tax for a 75% and 100% exemption rates. This table shows the potential additional financing if Coshocton could get the school districts to agree to use 100% exempt TIF.

**Table 3: Cumulative Exempt Property Tax over 10 year Period**

Parcel Owner	Parcel PIN	Property Tax Paid in 2021	75% of Property Tax in 10 years	Cumulative Exempt Property Tax
[REDACTED]	[REDACTED]	\$186.00	\$10,428.75	\$56,335.13
[REDACTED]	[REDACTED]	\$1,025.66	\$16,222.50	\$83,582.62
[REDACTED]	[REDACTED]	\$1,960.80	\$11,587.50	\$52,946.85
[REDACTED]	[REDACTED]	\$3,189.14	\$57,412.50	\$298,228.48
[REDACTED]	[REDACTED]	\$108.00	\$74,175.00	\$407,368.50
[REDACTED]	[REDACTED]	\$82.96	\$49,600.50	\$272,346.47
[REDACTED]	[REDACTED]	\$1,022.98	\$74,325.00	\$403,161.11
[REDACTED]	[REDACTED]	\$2,178.58	\$57,675.00	\$305,230.31

**Figure 1: Linear Property Tax Increase over 10 Years**



**Table 4: Difference between a 75% and 100% exemption rate over 10 years**

Parcel Owner	Parcel PIN	Cumulative Exempt Property Tax (75% exemption rate)	Cumulative Exempt Property Tax (100% exemption rate)	Difference
[REDACTED]	[REDACTED]	\$56,335.13	\$75,454.50	\$19,119.38
[REDACTED]	[REDACTED]	\$83,582.62	\$113,323.87	\$29,741.25
[REDACTED]	[REDACTED]	\$52,946.85	\$74,190.60	\$21,243.75
[REDACTED]	[REDACTED]	\$298,228.48	\$403,484.73	\$105,256.25
[REDACTED]	[REDACTED]	\$407,368.50	\$543,356.00	\$135,987.50
[REDACTED]	[REDACTED]	\$272,346.47	\$363,280.72	\$90,934.25
[REDACTED]	[REDACTED]	\$403,161.11	\$539,423.61	\$136,262.50
[REDACTED]	[REDACTED]	\$305,230.31	\$410,967.81	\$105,737.50

Finally, I compared the potential cumulative exempt property tax at the 75% and 100% rates to the cost of the needed infrastructure improvements of the potential parcels. Table 5 shows that there for the first four identified parcels, the water/sewer line and road infrastructure already exist adjacent to these parcels. It would be harder to make a “but for” argument for these parcels in terms of the infrastructure improvement. Additional, research and conversations with Max Crown, City of Coshocton Safety Service Director, and David Kadri, City of Coshocton Utility Director, are needed to determine if there are any other infrastructure needs to these parcels. For parcels 5-7, the cost of the needed infrastructure is more than the TIF would provide for. More research into other financing options that can be coupled with TIF is needed before considering these projects. Additionally, increasing the size of the housing development on parcels that can support could also be considered to increase the potential property tax. Finally, the infrastructure needed to reach the 8<sup>th</sup> parcel would be covered using a TIF district. However, the analysis done in this report has been for the most part hypothetical and while conversations with housing developers have begun, it will be necessary to redo the analysis according to the actual amount of lots and house values as planned by the developers to get the most accurate number. Likewise, it is important to remember that I made my estimations of the potential for TIF conservative as to not overestimate the potential for TIF and as talks with developers continue, the numbers can be updated to reflect the most recent data and information provided. But even while using a conservative approach, this report suggests that there is the potential to use TIF in Coshocton.

**Table 5: Cost of Infrastructure Compared to the TIF Potential Cumulative Exempt Property Tax**

Parcel Owner	Parcel PIN	Cumulative Exempt Property Tax (75% exemption rate)	Cumulative Exempt Property Tax (100% exemption rate)	Cost of Needed Infrastructure
[REDACTED]	[REDACTED]	\$56,335.13	\$75,454.50	n/a
[REDACTED]	[REDACTED]	\$83,582.62	\$113,323.87	n/a
[REDACTED]	[REDACTED]	\$52,946.85	\$74,190.60	n/a
[REDACTED]	[REDACTED]	\$298,228.48	\$403,484.73	n/a
[REDACTED]	[REDACTED]	\$407,368.50	\$543,356.00	\$587,500 (or \$1,562,500)
[REDACTED]	[REDACTED]	\$272,346.47	\$363,280.72	\$787,000
[REDACTED]	[REDACTED]	\$403,161.11	\$539,423.61	\$775,120
[REDACTED]	[REDACTED]	\$305,230.31	\$410,967.81	\$212,530

## Next Steps

As mentioned, the next steps for this project include meeting again with Max Crown and David Kadri from the City of Coshocton Government and Tiffany Swigert of the Port Authority. We need to confirm that there are not any other infrastructure needs facing these parcels. Additionally, I will be sharing my findings on TIF in Coshocton with the Mayor and other stakeholders in Coshocton including the school districts. This will be in part to share how using TIF can benefit the whole community and hopefully build community support for the use of TIF if the opportunity arises. An important piece of this community engagement will be explaining that the school districts are not losing any property tax funding, and that without using TIF, the development and growth in property tax would not be occurring at all. A list of stakeholders can be found in Appendix B.

As Tiffany Swigert continues to meet with housing developers, she will be able to suggest TIF as financing option. Once a developer has strong interest, but is unable to secure the financing to develop on the identified parcel, I can rerun the analysis using their specific data on number of houses being built, the value of the houses, the timeline for construction, etc. to make sure that TIF is still a viable option and/or suggest other financing options.

Once it is time to actually create the TIF, it will take a city ordinance or resolution to establish the use of TIF. Currently, the Port Authority and City of Coshocton are using Bricker and Eckler to examine the potential for establishing a JEDD and/or annexing parts of the townships into the City of Coshocton. As Bricker and Eckler are experts in this field, I would suggest using them or another experienced law firm when establishing the use of TIF in Coshocton. This is particularly true when realizing that some of the identified parcels are outside of the incorporated city. In these cases, the Port Authority would need to work with the local townships and villages rather than the city to establish the use of TIF. Again, this highlights how important it will be to have community support for TIF before it needs to be used. Until the City proceeds with either creating a JEDD or annexing, the uncertainty around who will be responsible for establishing the use of TIF will remain one of the biggest problems for the Port Authority.

I will remain a resource for the Port Authority as I work on the community engagement piece of this project and will update the analysis if any new data is discovered or information is received from a potential developer. Additionally, Bricker & Eckler's "DevelopOhio Economic Incentives Toolkit", the Ohio Auditor of State Training PowerPoint "Tax Increment Financing and Residential Incentive Districts", and the Kentucky League of Cities' "Tax Increment Finance Best Practice Reference Guide" can all be resources for Tiffany Swigert and the Port Authority as they establish (or decide not to establish) the use of TIF in Coshocton. The resources can also point to alternative financing options that can be used in addition to, or instead of, TIF. See Appendix C for links to these resources.

The point of the project was not to shoehorn in the use of TIF, but rather to determine if it was a good fit for Coshocton. I believe this reports shows there is evidence to support that TIF can work in Coshocton. However, the true measure of success for this project will be the attraction of a housing development project using all the financing tools taught to us during our OEDI courses. I will support Tiffany Swigert by helping her determine whether or not the increase in property values will support the infrastructure needed for a developer to be able to finance the project and whether or not it truly is a case where the developer would not be able to undertake the project without the use of TIF. During this capstone project, I have helped the Coshocton Port Authority, the City of Coshocton Government, and overall Coshocton community widen their options in terms of creative financing for development projects. And while we hope to put it into practice soon, this knowledge will be useful for years and years to come.











## **Appendix B: Stakeholder List**

### **City of Coshocton**

Mayor Mark Mills [mark.mills@cityofcoshocton.com](mailto:mark.mills@cityofcoshocton.com)

Safety Service Director Max Crown [max.crown@cityofcoshocton.com](mailto:max.crown@cityofcoshocton.com)

Utility Director David Kadri [davekadri@cityofcoshocton.com](mailto:davekadri@cityofcoshocton.com)

### **Coshocton County Commissioners**

Gary Fischer – [GaryFischer@coshoctoncounty.net](mailto:GaryFischer@coshoctoncounty.net)

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## Appendix C: Resource Links

1. <https://connect.bricker.com/101/654/uploads/developoehio-toolkit-july-2021.pdf>
2. <https://ohioauditor.gov/trainings/lgoc/2010/Tax%20Increment%20Financing%20and%20Residential%20Incentive%20District.pdf>
3. [https://www.klc.org/UserFiles/TIF\\_Best\\_Practices\(2\).pdf](https://www.klc.org/UserFiles/TIF_Best_Practices(2).pdf)

## **4. Additional Studies**

Several other reports were conducted for Coshocton Port Authority over the course of the RISE Ohio project. These include a cluster analysis of the industries in Coshocton, a housing market analysis, and a hotel development study. These reports can be found in the full RISE Ohio report located on the center's website:

<http://economicdevelopment.ohio.edu>

## **5. Community Engagement**

On November 3rd, 2022, the research team conducted a public meeting in Coshocton to explain the current demographic and economic trends in Coshocton County, share the findings of the stakeholder meeting conducted by Hamman Consulting on September 9th, 2021, and ask for comprehensive input to economic development priorities for Coshocton County in a public setting. At the end of the meeting, community members were asked to volunteer if interested in being involved on the task force to help with refining specific goals and implementing the priorities for Coshocton County. Overall, these community engagement activities helped identify community goals and promote buy-in from the citizenry.

After compiling the results of the 2021 stakeholder meeting, the research team met with Tiffany Swigert, executive director of the Coshocton Port Authority and a selected group of community leaders and stakeholders on September 26th, 2022. Through our discussion, we determined broad categories of priorities to use as a starting point during the community meeting. These categories were Infrastructure, Broadband, Housing, and Workforce & Education.

The community engagement research for this project involved a formal meeting that was open to the public. This meeting served as a platform to provide citizens and Coshocton County leadership with objective information about the area's economy and subsequently seek feedback on determining the community's economic development priorities. We invited local stakeholders, such as the county commissioners and other government officials, business owners, health department employees, and the concerned citizenry of Coshocton County. There were approximately 35 attendees in the audience.

After a formal presentation of the economic scan data (e.g., age, educational attainment, household income, unemployment rates, employment by industry, commuter patterns, etc.), Jason

Hamman of Hamman Consulting, and the recovery coordinator for the RISE Ohio project, shared the results of his previous stakeholder meeting and asked for community input for anything that may have been left off the lists or changed in the past year. Afterward, we placed the categories of priorities on a series of posters, and then asked attendees for specific needs under each category. Additionally, the community noted three other potential priorities: Justice Center Programming, Entrepreneurial Programming, and Tourism. After the notetaking was completed, the attendees were each given three green dots and one red dot. We asked the attendees to place a green sticky dots next to each of the priorities that they felt should be focused on. Specifically, if the dots were placed on the broader category to indicate support for all potential work in that category, and on the specific ideas to highlight the importance of that aspect. On the other hand, the red dot was placed on the priority they felt should be the last one focused on.

The detailed results of this exercise are displayed below in Table 1. Likewise, Figure 1 shows the totalled results for each broad category. It is also important to remember that the use of red dots does not necessarily indicate that the priority should not be chosen, but rather that it should be chosen last as compared to the other options. Furthermore, one will see that most attendees chose not to use their red dots at all, indicating that there was no obvious “last choice” priority in their opinion.

The community indicated that housing is their number one priority, followed by workforce & education programs. Infrastructure, Broadband, and Tourism were approximately equal in community support. Finally, there was some community support for Entrepreneurial Programs as well. At the end of the meeting, attendees were invited to sign-up for task forces to be created around these six identified priorities. Additional follow-up from our team member in Coshocton County helped to identify and establish these task forces for the purpose of both refining the broader priority categories to specific and actionable items for Coshocton to pursue with the resources available in the county, and to act champions for the implementation of said actionable items. GVS staff led the task force kick off meetings in July 2023.

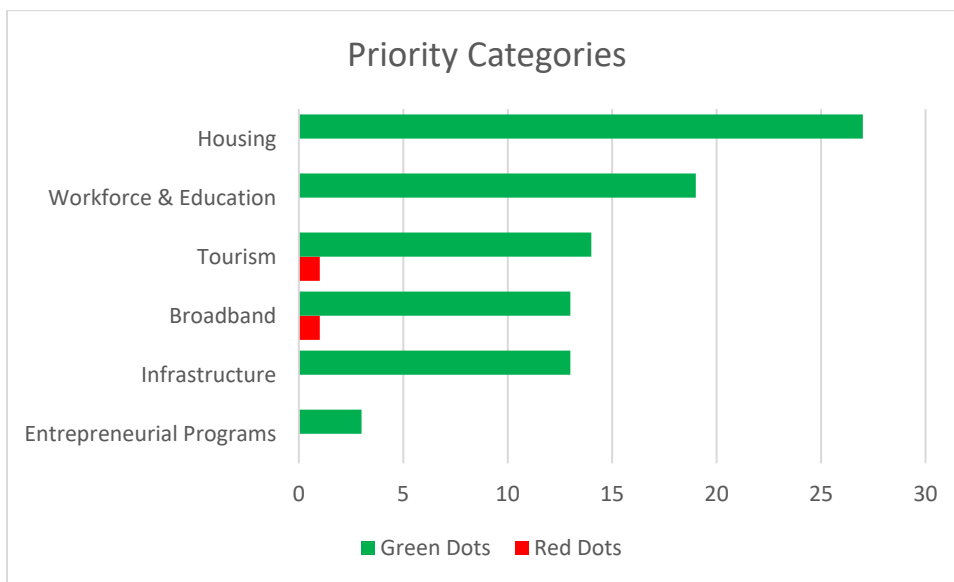
Table 1: Priority Balloting Results

	Green dots	Red dots
<b>Infrastructure</b>	9	0
Water and Sewer Capacity	1	0
Improvement for Sewer System	0	0
Western Portion: Infrastructure to support sprawl from Intel	3	0
ACG: streetscape as opportunity to improve aging infrastructure	0	0
Roads and Bridges: lack of funding opportunities	0	0
Roads and Bridges: need for repair, resurface, etc.	0	0
<b>TOTAL</b>	<b>13</b>	<b>0</b>
<b>Broadband</b>	2	0
Spectrum Fiber to home	6	1
Need for high speed connection for students at home	5	0
Need for consistency/homes near Broadband terminals still lack access	0	0
ARPA fund opportunities	0	0
<b>TOTAL</b>	<b>13</b>	<b>1</b>
<b>Housing</b>	13	0
Affordability	4	0
Elder population Housing	2	0
Youthful population Housing	5	0
Transitional Housing	2	0

Keeping the younger generations in town	1	0
Handicap housing accessibility	0	0
<b>TOTAL</b>	<b>27</b>	<b>0</b>
<b>Workforce &amp; Education</b>		
Inability to fill job openings	3	0
Manufacturing Jobs have been open for years	3	0
Workforce lacks physicality, willingness to work	2	0
Need for transportation to workplace	1	0
Need for maintenance workers/technicians	1	0
Need for Childcare support for workers	2	0
Opportunity to use Veteran-care as marketing	0	0
Financial literacy & employer support	0	0
Private Investment (reading, childcare, anti-drug programs)	2	0
<b>TOTAL</b>	<b>19</b>	<b>0</b>
<b>Justice Center future programs &amp; outreach</b>		
Justice Center rehabilitation	0	0
Justice Center work w/ people w/ criminal records	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>
<b>Entrepreneurial Programs</b>		
Business start up programs	0	0
Internship programs	0	0
<b>TOTAL</b>	<b>3</b>	<b>0</b>
<b>Tourism</b>		
	0	0

Need for hotels	7	0
Demand exists	7	0
Losing overnights to other counties	0	0
Event Center	0	1
<b>TOTAL</b>	<b>14</b>	<b>1</b>

Figure 1: Priority Total Results



## 6. Priorities

Utilizing the information gathered from the economic scan and community engagement sections, 3 priorities were identified for Coshocton County: Infrastructure (including Housing), Workforce and Entrepreneurial Development, and Tourism. Each priority is broken down into action steps to be achieved in Coshocton County.

### 6.1 Infrastructure (including Housing)

In order to capitalize on potential opportunities, Coshocton County needs to address infrastructure. Firstly, the Conesville brownfield site of the former coal-fired power plant could be a large and attractive site for new industrial development. Additionally, in order to attract supply chain businesses for Intel the infrastructure is needed to support them. Currently, the lack of quality housing in Coshocton County is detrimental to the community. Infrastructure is needed to get potential housing developers interested in Coshocton County. Once housing is available, it could be an attractive feature for supply chain businesses or employees from Intel looking for a place to live. A TIF analysis was conducted by Ohio University and a housing study was conducted by Hamman Consulting to support these efforts. Furthermore, there is a need for broadband to support opportunities such as education and work-from-home or hybrid working.

#### Action Steps:

- 1. Strategic identification of properties or locations**
  - a. Determine best use to support different types of development projects
    - i. Industrial
    - ii. Commercial
    - iii. Residential
- 2. Financing**
  - a. Determine available options for incentives and other financing options
  - b. Educate leaders and community about options
- 3. Broadband**
  - a. Identify availability and determine ability to support:
    - i. Businesses
    - ii. Educational Opportunities
    - iii. Work-from-Home or Hybrid Working
  - b. Communicate with community about broadband and connectivity projects



## **6.2 Workforce and Entrepreneurial Development**

As shown in the economic scan, Coshocton County has a lack of individual aged 20 to 49 which is a key demographic needed by employers. This indicates that after high school, many Coshocton County graduates are taking their skills, knowledge, and talent to other communities leaving Coshocton County with a deficit. Coshocton County needs to market existing educational, training, and employment opportunities to retain youth in the community. Additionally, Coshocton County should work with employers to remove barriers to work, and engage with individuals usually left behind from the workforce. Likewise, an overall marketing strategy to communicate and attract workers to opportunities Coshocton County may be beneficial.

### **Action Steps:**

- 1. Communicating with schools and employers about mentorships**
  - a. Coordinated effort to engage local employers with high school students
  - b. Communicate with parents
  - c. Prepare students with needed soft skills in addition to technical skills
- 2. Utilize tech to communicate opportunities to target audience**
  - a. Marketing geared for youth
  - b. Cross-platform marketing
  - c. Targeted recruitment for businesses
- 3. Remove barriers to workforce**
  - a. Childcare barriers
  - b. Work/life balance
  - c. Opportunities for part-time work instead of 40 hours
  - d. Opportunities for work-from-home or hybrid working
- 4. Support for nontraditional workers**
  - a. Individuals who were previously incarcerated
  - b. Individuals experiencing homelessness
  - c. Individuals in substance recovery
- 5. Telling the Story of Coshocton---Marketing Scheme**

## **6.3 Tourism**

Developing the tourism industry in Coshocton County has the potential to be an economic boon in the community. Current assets and events could be tied into the larger community to attract people to stay longer in the community. Turning “day visits” into “overnight stays” is one way to increase the economic benefit gained through tourists to a community. In addition to growing current tourism assets, Coshocton County could benefit from determining the effectiveness of their tourism marketing strategy to determine where improvements could be made. Additionally, a hotel development study was conducted by Hamman Consulting for Coshocton County to support this effort around tourism.

### **Action Steps:**

#### **1. Improve Outdoor Recreation Assets**

- a. Hunting and Wildlife
- b. Hiking/Biking/Walking Trails to connect tourism locations
- c. The 3 Rivers area

#### **2. Roscoe Village**

- a. Develop consistency among businesses through incentives to:
  - i. Expand hours, or have village-wide consistent operating hours
  - ii. Remaining open during large draw events/festivals
- b. Communication and tie-in with other tourism areas in Coshocton

#### **3. Marketing Effectiveness**

- a. Use surveys during/after events
- b. Track social media engagement
- c. Improve technology use