



**Development Coordination  
Concluding 2015 Annual Report  
Department of Community Service and Development  
City of Wooster**

*Provided by:*  
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## **EXECUTIVE SUMMARY**

Development Coordination is responsible for supporting Economic and Community Development under the direction of the Administration. Development Coordination pursues various community development grants, manages local tax incentive programs, and serves as a point of contact for businesses seeking assistance in locating to or expanding in Wooster. Among the programs managed, highlights from 2015 include:

### **Enterprise Zone Program (EZ) – Real estate tax abatement program.**

14 agreements were managed through 2015. Four new applications were processed, with two approved.

- *LuK USA LLC* received a 10-year, 75 percent EZ to invest \$3.5M and create 60 jobs while retaining 1,759.
- *Wooster Growth (for Tekfor USA)* earned a 10-year, 75-percent EZ to invest \$1.7M and retain 250 jobs.
- Assisted two other projects that did not obtain formal agreements.

### **Community Reinvestment Area (CRA) Program – Real estate tax abatement program.**

This Office managed 27 active CRA agreements, processed four new applications, and two transfers in 2015.

- *Morrison Enterprises LLC* received a 100-percent, 10-year CRA to invest \$500,000 and created two jobs.
- *Liberty Street Partners Ltd* received a 100-percent, 10-year CRA to invest \$350,000 and retain 11 jobs.
- *G&G Properties of Ohio* transferred to *TAJ Investments*, and *S Properties LLC* transferred to *Gentry Estates*.
- Assisted two other firms that ultimately did not pursue an agreement.
- Administratively provided three qualifying homeowners for an abatement totaling an \$100,085 investment.

### **Job Creation Tax Credit (CDBG) – Offered on new income taxes when creating 25 or more Primary Jobs.**

The Local JCTC grant offers firms up to a 50 percent credit on new income taxes from qualifying created jobs.

- *GOJO Industries* received a 50 percent, 6-year job creation tax credit for creating 244 new jobs in 2015.

### **Community Development Block Grant Program (CDBG) – Grants for public infrastructure or benefit.**

The City of Wooster is eligible to compete for CDBG funds to support community development.

- Secured **\$377,000** in 2015 for a traffic signaling replacement project and to expand medical services.

### **Assisted other Departments in Securing Additional Grants – Grant pursuits to aid public infrastructure.**

- Secured **\$20,000** for Parks and Recreation in partnership with Kiwanis for Christmas Run Playground.
- Obtained a **\$712,500** Transportation Alternatives Program grant for Phase I of the Wooster Bike Trail Loop.
- Assisted with other grant requests, including the Local Govt. Innovation Fund and Safe Routes to School.

### **Business Consultation – Responds to Requests for proposals.**

- Partnered with WEDC on Incentive Proposals to prospective firms and contributed to marketing exercises.
- Consulted with businesses on WEDC BizConnects and individually regarding various expansion efforts.

### **Downtown and Community Development Support – Ongoing efforts to enhance downtown environment.**

- Assists with downtown public projects, assists Main Street Wooster, and offers a waste collection scheme.
- Developed wayfinding plan for public parking (directional and interior) with aid of community buy-in.

### **Wooster Growth Corporation – This office provides project management to the not-for-profit corporation.**

- Responsible for arranging monthly agendas, research requested by the Board, and oversight of land holdings.
- Coordinated efforts to support projects for GOJO Industries, Amtek Tekfor, Chemviron, and ABS.

### **Community Development – This office provides project management to the not-for-profit corporation.**

- Assisted residents facing termination of utilities at Larwill mobile home site due to landlord.
- Coordinated process to obtain new waste collection services and a city-wide transition to waste carts.
- Provided analysis and support for ongoing investigations into various development opportunities.

## **DIVISION GOALS AND OBJECTIVES**

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### **2016 Division Goals and Objectives**

- **Enhance Tools for Portfolio:** While the City now has a robust set of tools and a website that organizes economic development incentives for businesses, homeowners, and start-ups, additional tools are needed to cover other programs such as the Job Creation Tax Credit, both to enhance internal tracking as well as to promote the growing program.
- **Increase Community Outreach:** Launch for-credit economic development course for real estate practitioners and offer quality courses and resources to contribute to the City's Fair Housing Program.
  - This Office has launched its own Fair Housing Program in lieu of hiring a consultant. This will improve program compliance while adding to community engagement while saving costs.
- **Streamline Management of EZ/CRA Programs:** Building from previous efforts, streamline the processing time of annual EZ and CRA reporting.
- **Ongoing efforts to manage CDBG and CHIP programs:** Continue to grow the administrative capacity of the CHIP and CDBG programs to maximize opportunities for future funding.

### **2016 through 2020 Division Goals and Objectives**

- **Administrative Capacity:** Improve efficiencies and accountability through
- **Direct Community Outreach / Culture of Entrepreneurship:** Strengthen working relationships with partners to ensure better access to City's programs. Increase number of outreach events, such as courses.
- **Continue to Update Portfolio Inventory** (1-3 years). Obtain a direct measurable result from this outreach effort. Establish a process for updating Portfolio inventory in consultation with the City's Development partners (WEDC, Chamber of Commerce, Main Street Wooster, BioHio, College of Wooster, etc).

### **Status of Previous Year's Goals and Objectives:**

- **Development Opportunity Portfolio:** Tools enhanced, with new tools created, and added to online platform. Rather than its own document, this goal has evolved into a website that focuses on supporting three audiences with related programs: 1. Businesses, 2. Homeowners/Individuals, 3. Start-Ups. Enhancements are needed through 2016 to further develop this platform.
- **Parking Permit Program and Parking Improvements:** Wayfinding plan complete and new signage installed. Additional analysis of permit opportunities remains ongoing through 2016.
- **Development Program Platform:** Worked on marketing exercises with WEDC and enhanced website.
- **Streamline Management of EZ/CRA Programs:** Data for tax abatement programs have been centralized.
- **CDBG and CHIP Grants:** This office successfully attained the City's first-ever Critical Infrastructure Grant (\$300,000 for the North Street Signalization Project.)
- **Downtown Waste Collection Enhancement:** Program added customers in 2015. A site search remains in progress to locate a fourth collection point to serve downtown.

## TAX INCENTIVE PROGRAMS

This division works to coordinate the City's tax incentive programs between the City Administration, Finance, Wooster Growth, WEDC, Main Street, Chamber of Commerce, and general public. The City offers a Community Reinvestment Area (CRA), Enterprise Zone (EZ), and Job Creation Tax Credit (JCTC) for businesses relocating or expanding in the area. The incentive is meant to spur activity that would otherwise not occur, and generally results in an immediate real estate tax gains and also income tax gains. Businesses, at the same time, are encouraged to reinvest and expand within the City.

### Enterprise Zone Program

The City of Wooster's Enterprise Zone program allows for negotiated property tax abatements of up to 75 percent for ten years on the improved value of a new or expanded facility in return for the creation or retention of at least 10 positions. Applications must be administratively approved before being provided to applicable school districts for comment and or approval. Wooster Growth also votes on providing a recommendation to Wooster City Council, which is ultimately responsible for approving applications. The zone encompasses all of Wooster's 2004 Corporation limits. Areas annexed following 2004 are also eligible for an Enterprise Zone, but the incentive is provided through a separate Enterprise Zone managed by the Wayne County government (approval is required from the Wayne County Commissioners following authorization by Wooster City Council.) All abatements are reviewed annually by a local Tax Incentive Review Council.

As of 12/2015, the City had **14 active EZ agreements**<sup>1</sup>, including an industrial expansion project for Tekfor USA undertaken by Wooster Growth, and a major manufacturing expansion project at Luk USA. In 2015, working with the Finance Department, this office compiled annual status reports from local businesses for the Ohio Development Services Agency and the local Tax Incentive Review Council (TIRC). This processed **four EZ applications** in 2015, two of which were approved:



**LuK USA LLC** received a 75-percent, 10-year tax abatement for committing an investment of up to \$3,500,000 in order to construct a 34,000 square-foot addition to its 3401 Old Airport Road manufacturing facility. The firm specializes in torque-converters in addition to other automotive components. The project allowed the firm to expand its storage and production to accommodate a new production line. In addition to construction, the firm sought to invest between \$20,000,000 and \$30,000,000 in new machinery. LuK USA LLC committed to retaining 1,759 local employees (1,548 permanent, 175 temporary) with an annual retained payroll of \$97,100,000, in addition to the creation of 60 new full-time positions within 36 months with an annual created payroll of \$1,809,600. LuK USA LLC remains Wooster's top employer.



The **Wooster Growth Corporation**, in partnership with Tekfor USA, was granted a 75-percent, 10-year tax abatement for a 25,000 square-foot industrial expansion at its 3690 Long Road facility. Tekfor USA specializes in the development and production of automotive components, and has a capital lease on the facility with an option to purchase, made through the Wooster Growth Corporation, a not-for-profit Community Improvement Corporation. The project committed \$1,700,000 in new investment and retain 250 local employees (230 Full-Time Permanent Positions, and 20 Full-Time Temporary Positions) and an associated \$10,900,000 annually payroll. The site is Amtek Global Technologies Pte Ltd's only US facility.

Since 2014, the EZ program enabled **\$45,087** in property investment to date, generating **\$1,106,329** in real estate taxes for 2014 (**\$60,370** directly payable to the City of Wooster). The active agreements have resulted in the creation of **605** jobs with **\$23,048,887** payroll created (**\$345,733** generated in income tax) while retaining **1,645** jobs with **\$85,274,806** in annual payroll (**\$1,279,122** generated in income tax.) The following table lists the status of the City's agreements on the following page.

<sup>1</sup> Number does not include 389-05-01 Tekfor, which requested termination from the program in 2009, nor 389-04-01, which is out of agreement. Additionally, agreement 389-05-01's incentives expired on 1 Jan. 2016.

<b>Enterprise Zone Agreements</b>	<b>Jobs Created / Retained (2014)</b>	<b>Amount Invested</b>	<b>2014 TIRC Status</b>
<i>New In 2015:</i>			
389-15-01 LuK USA LLC	0/1,759	\$3,500,000	N/A
389-15-02 Wooster Growth / Tekfor USA	0/250	\$1,750,000	N/A
<i>On-going Agreements:</i>			
389-13-02 Certified Angus Beef LLC	5 / 78	\$1,100,000	Continue (75%)
389-13-01 Daisy Brand LLC	0 / 0	\$125,429,660	Continue (75%)
115C-14-01 Daisy Brand LLC* (Wayne County EZ)	0 / 0	\$125,429,660	Continue (75%)
389-13-02 McConnel Wooster Properties dba Bauer Corp.	36 / 0	\$2,500,000*	Continue (75%)
389-13-01 LuK USA LLC	1,133 / 449	\$12,626,342	Continue (75%)
389-12-02 ABS Materials	8 / 19	\$2,447,433	Continue (75%)
389-12-01 Seaman Corporation	0 / 141	\$2,533,740	Continue (50%)
389-08-01 Technigraphics Inc. ET. AL.	0 / 0	\$6,200,000	Continue (0%)
389-07-01 Bosch Rexroth Corp.& Chesterland Estates	0 / 39	\$1,845,421	Continue (75%)
389-06-04 COMPAK Inc.	15 / 0	\$4,000,000	Continue (75%)
389-06-03 Westerman, Inc.	69 / 87	\$6,224,549	Continue (75%)
389-06-01 Eldorado Stone LLC & Chesterland Estates	34 / 0	\$4,813,674	Continue (75%)
389-05-01 United Titanium Inc.	7 / 112	\$4,813,674	Continue (75%)
389-04-01 Technigraphics Inc. ET. AL.	No Data	\$4,490,161	N/A
<b>TOTAL INVESTMENT IMPACT:</b>	<b>587 / 1,645</b>	<b>\$32,387,479</b>	

### **Community Area Reinvestment Program (CRA)**

The City of Wooster's CRA program provides property tax abatements to qualifying residential home and commercial projects within the City's historical neighborhoods and areas. Homeowners may receive 10 year (or 12 if new construction) 100 percent abatements on the improved value of their homes resulting from a project by filing a simple application. For commercial projects, prospective projects flow a similar process to the EZ Program, with the City meeting with developers on prospective projects to explain the process and provides guidance. If accepted after review by the City Administration, the Office creates a Summary Report and provides notification to applicable school districts, in addition to presenting the proposal to Wooster Growth and then the Wooster City Council. Commercial projects are usually limited to a 50 percent abatement for 10 years (or 12 years if there is new construction), but may be higher with an approving vote by the primary school district, a process which takes approximately 90 days. CRA typically runs south of Akron Road and Bowman Street, with a few exceptions. Through 2015, this Division managed 27 active CRA agreements.

As of 12/2014, the City had **31 active Residential CRA abatements** in place and **25 active Commercial CRA agreements**. Coordinating with the Finance Director and Wayne County Auditor, the Development Coordinator is responsible to completing annual status reports and working with the Ohio Development Services Agency. The City accepted **four Commercial CRA applications** in 2015, two of which were later withdrawn (with one developer changing strategies and another moving forward on a rehabilitation project). The City also accepted and processed **two Commercial CRA transfer requests**<sup>2</sup>.

New approved CRA activity involved **three new Residential CRA projects** totaling **\$100,085** in new investment, and **two Commercial CRA projects** totaling **\$850,000** in new investment, the creation of **two** new jobs and **\$40,000** in payroll, and the retention of **11 full-time** equivalent jobs and **\$150,000** in payroll. These projects include (following page):

<sup>2</sup> Most Commercial CRA Agreements between the City of Wooster and an applicant preclude the transfer of a CRA to another party without written approval. The City's policy is to require approval of Council before granting a transfer. (Residential CRA Agreements relinquish automatically to new property owners).



**Liberty Street Partners Ltd.** received a 100 percent abatement for 10 years for its \$350,000 investment in a former car dealership-turned storage facility. The project converted the site into a restaurant for long-term tenant Muddys, with the developer committing to retaining 11 jobs with \$150,000 in payroll.



**Morrison Enterprises LLC** received a 10-year, 100-percent CRA abatement to assist it with a \$500,000 project to save two historic buildings at 437 and 511 E. South Street, one of which was facing demolition orders. The \$12,000 site will be transformed to enable a new artisan-type manufacturing that will employ a minimum of two people with a \$40,000 annual payroll.

2014 Tax Incentive Review Report, offering the most recent data available, noted that existing CRA agreements had resulted in **\$27,893,792** in new property improvements while creating **87 jobs** and retaining **289 jobs**, primarily within Downtown Wooster. The City collected **\$107,057** in income tax related to CRA-created jobs in 2014, in addition to **\$66,418** from retained jobs. Not calculated are qualitative impacts of rising property taxes from neighboring properties resulting in a higher grade for certain areas.

<b>Community Reinvestment Area Agreements</b>	<b>Jobs Created / Retained (2012)</b>	<b>Amount Invested</b>	<b>2012 Status</b>
<i>New In 2014:</i>			
15-001 Liberty Street Partners Ltd (Rehabilitation)	<i>Retain 2</i>	\$350,000*	N/A
15-002 Morrison Enterprises LLC (Rehabilitation)	<i>Retain 2</i>	\$500,000*	N/A
<i>On-going Agreements:</i>			
14-003 Echo Kole LLC (Rehabilitation)	18.5 / 0	\$700,000*	N/A
14-002 Wootown Properties LLC (Rehabilitation)	2 / 0	\$150,000*	N/A
14-001 C & C Wellert Properties (Rehabilitation)	2 / 0	\$82,725*	N/A
13-003 Xcess Limited LLC	0 / 0	\$200,000	Continue
13-002 Palm House Apartments II, LLC	0 / 2	\$4,289,814	Continue
13-001 Condor Pacific Properties	2 / 7	\$1,620,000	Continue
12-004 TAJ Investments (Formerly G&G Properties of Ohio)	0 / 2	\$ -	Continue
12-003 S & D Realty, LLC	3 / 4	\$255,000	Continue
12-002 Just Basic Sports, Inc. and Retail Rentals LLC	0 / 5	\$337,646	Continue
12-001 Brasfond USA Corp.	5 / 3	\$ -	Continue
11-001 CM Properties-Wooster LLC	10 / 0	\$503,000	Continue
10-002 Merchants Block LLC	2 / 0	\$ -	Continue
10-001 Coyote Group LLC	11 / 0	\$265,000	Continue
07-006 MRR Properties	0 / 0	\$96,840	Continue
07-005 Gentry Estates (Formerly S Properties LLC)	3 / 0	\$320,000	Continue
07-004 Liberty Market Properties	32 / 0	\$842,700	Continue
07-003 Coyote Group LLC	4 / 0	\$337,000	Continue
07-002 CCM Real Estate LLC	2 / 0	\$430,000	Continue
07-001 544 LLC – Recommended	31 / 5	\$1,290,000	Continue
06-005 Gold Star Holdings, LLC	13 / 0	\$521,500	Continue
06-004 Coyote Group LLC	3 / 0	\$415,000	Continue
06-003 HAYNN Construction Inc.	4 / 0	\$118,250	Continue
06-002 Liberty Market Properties LLC	20 / 0	\$1,355,000	Continue
06-001 Michael R. Rose	0 / 0 (Transition)	\$224,200	Continue
05-001 Wooster Republican Printing Company	0 / 55	\$1,900,666	Continue
<b>TOTAL INVESTMENT IMPACT:</b>	<b>279*</b>	<b>\$9,411,802</b>	

Residential CRA Program:

Three qualifying Residential CRA applications were received by this office in 2015.

Program Marketing:

The programs continue to be promoted with help through Main Street Wooster and the Chamber of Commerce.

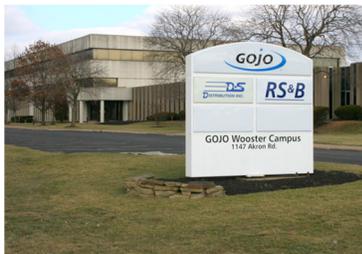
CRA Housing Council:

This Office conducts an annual visual inspection of all CRA properties each year for review by the CRA Housing Council, as required for program compliance.

2015 is the final year of the appointment term for all current CRA Housing Council members.

**Local Job Creation Tax Credit**

The Local Job Creation Tax Credit (Local JCTC) is processed by the Finance Director (Andrei Dordea, 2015). This Office provides supporting information to interested companies, including providing City representation for prospective projects at the State of Ohio’s Tax Credit Authority. Obtaining a State Job Creation Tax Credit (State JCTC) is a pre-requisite for receiving a Local JCTC. The Local JCTC credits up to 50 percent of income tax revenues received from qualified new employment at a term of five years, or longer if in order to match a State JCTC. The City of Wooster works closely with WEDC when considering these types of incentives, which are reserved for firms hiring 25 or more persons within a three-year period. One new agreement was authorized in 2015 for GOJO Industries.



**GOJO Industries** was authorized a local Job Creation Tax Credit in conjunction with a State Job Creation as part of an incentives package to encourage the firm to expand its operations at 1147 Akron Road, the former Rubbermaid Plant that had been left vacant for several years. With the commitment of creating 244 new jobs and \$12,045,000 in annual payroll, the City offered a **6-year, 50 percent income tax credit**, with an estimated value of \$510,000. This was in conjunction with a granted State of Ohio six-year, 60-percent income tax credit, commencing 2016 and ending 2021.

At present, the City has four active Job Creation Tax Credits<sup>3</sup> with the following firms:

<b>Active Local Job Creation Tax Credits</b>	<b>Percentage and Term</b>	<b>Credit Expiration</b>
GOJO Industries	50%, 6 Years	2021
Artiflex Manufacturing LLC	50%, 5 Years	2019
Daisy Brand LLC	50%, 5 Years	2019
Westerman <sup>4</sup>	35%, 7 Years	2018

<sup>3</sup> Additional firms have received State of Ohio Job Creation Tax Credits, but have not elected to secure a Local Job Creation Tax Credit. As of 2015, the Local JCTC requires a higher level of employment (25 jobs) than required for a State JCTC (10 jobs). A local JCTC will match the terms of a State JCTC, with exception to a 50 percent maximum level of income tax credit per year.

<sup>4</sup> Please note, certain agreements offer variable rates throughout the duration of the prescribed term.

## **DOWNTOWN AND COMMUNITY DEVELOPMENT SUPPORT**

This Division works to support multiple downtown and community development efforts through managing the City’s Community Development Block Grant (CDBG) program, overseeing the Community Housing Impact and Preservation (CHIP) program, the Fair Housing program, and several other projects as needed to assist other Divisions and partnering agencies with economically-linked or quality-of-life projects. Main Street Wooster, the Wayne Metropolitan Housing Authority, Wayne County Commissioners, the Ohio Development Services Agency, the Chamber of Commerce, and the Ohio Department of Transportation are vital partners.

### **Community Development Block Grant Program**

The City of Wooster expended \$574,976 in CDBG funding in 2014 through two separate community development block grants (CDBG). Currently, one awarded grant is open for 2016.

The City of Wooster previously earned the status of an entitlement city through the Ohio Development Services Agency’s (ODSA) Small Cities Program. Each year, the City is permitted to apply for uncompetitive funding (Up to \$75,000 in 2015) for qualifying public improvements and/or programs dedicated to assisting low-to-moderate income neighborhoods, such as sidewalks, roadwork, housing revitalization, and community amenities. The program also qualifies the City to apply for competitive grants, often amounting up to \$300,000 for similar projects, such as the City’s 2012 Downtown Revitalization Grant, which was completed in 2014. All CDBG Grants require a detailed environmental review before commencement, which this office generally undertakes, and labor must be compensated at federal prevailing wage rates.

For 2015, the City applied for and secured a \$77,000 Allocation Grant coupled with a competitive<sup>5</sup> 50-percent matching Grant of up to \$300,000 for the North Street Signalization Project, which will involve the replacement of traffic control poles along four contiguous intersections. With approval to utilize \$25,806 in the City’s Economic Revolving Loan Fund, a total of \$402,806 has been made available.

<b>Active CDBG Grants</b>	<b>Amount</b>	<b>Status (As of 12/2014)</b>
A-F-13-2EQ-1 Allocation Grant – LMI Residential Sidewalks	\$75,000	Completed / Not Audited
A-E-13-2EQ-1 Economic Grant – Water / Sewer / Daisy Site	\$500,000	Completed – Reporting
A-F-14-2EQ-1 Allocation Grant – LMI Residential Sidewalks	\$74,976 (\$75,000)	Completed / Not Audited
A-F-15-2EQ-1 Allocation & Critical Infrastructure – Signals	\$375,000	Awarded / Execution 2016

### **A-E-13-2EQ-1 Economic Grant: \$500,000 – Completed (Reporting through 2017)**

After having previously secured the Economic CDBG Grant in 2013 to cover a portion of the approximate \$740,000 cost of extending water and sewer service to a new food processing plant owned by Daisy Brand, this office worked with Engineering and the firm on status reports and project close-out. Funds were completely expended by the end of 2015. In return for the \$500,000 in funds, Daisy Brand LLC committed to creating 89 jobs, including 47 to be made available to low and moderate income persons.



*New Sidewalk (Henry Street, 28 October 2015)*

### **A-F-14-2EQ-1 Allocation Grant: \$74,976 – Completed**

This \$75,000 Allocation grant was awarded based on funding the Viola Startzman Free Clinic (\$10,700 to expand medical services to low to moderate income persons), the City’s Fair Housing Program (\$3,500 for consulting), and the replacement of **1,572** linear feet of damaged sidewalk (\$60,800 awarded, \$60,776 actually spent) within the vicinity of Mulberry, Vine, Henry, South, and Ohio streets, a War 1 residential neighborhood defined by ODSA as low-to-moderate income.

<sup>5</sup> Approximately 50 percent of Critical Infrastructure Competitive projects were funded in 2015.

**A-F-15-2EQ-1 Allocation and Critical Infrastructure Grants: \$377,000 – Applied / Awarded**

This Allocation grant was awarded based on funding the Viola Startzman Free Clinic (\$11,500), our Fair Housing Program (\$100), and the replacement of traffic signaling equipment at four intersections along the North Street corridor (\$365,500) as a means of remediating slum and blighted infrastructure and benefiting the area-wide population of Wooster. North Street serves as the primary west-to-east corridor for Downtown traffic flows, providing parking access to multiple Liberty Street destinations.

**2016 CDBG Grant Applications: ~\$75,000 – \$300,000 Available**

This office is currently working to submit CDBG Grant requests for 2015. A minimum of \$75,000 will be made available for eligible projects, while the City may petition for two competitive \$300,000 set-aside grants. Economic Development program grants will remain continually available.

**Community Housing Impact and Preservation (CHIP) Program**

The City of Wooster administers a housing rehabilitation program on behalf of the City of Wooster and Wayne County CHIP Partnership. ODSA provides the competitively-awarded funding directly to a qualifying local government, or lead partner of a partnership of governments as is the case for Wayne County and the City of Wooster. CHIP awards are comprised of three separate pools of funding which include CDBG funds, direct HUD funds, and State of Ohio Housing Trust Fund, each with a unique grant agreement.

The City, on behalf of the Partnership, contracts with the Wayne Metropolitan Housing Authority to manage the day-to-day operations of the program, which include qualifying clients, performing inspections, writing specifications, managing projects, and working directly with applicants. This office is responsible for assisting with reporting, marketing the program, coordinating special events, interfacing with state program officials, processing certain files, and assisting the CHIP Administrator from time to time with special projects.

The four CHIP programs funded in the City of Wooster-Wayne County partnership include:

1. **Private Rehabilitation** – Assists LMI homeowners with major rehabilitating of single-family homes through an interest-free, 85%-forgivable mortgage.
2. **Homeownership Assistance** – Provides partially-forgivable mortgages to assist LMI prospective homeowners in making a down-payment and covering the cost of repairs in purchasing an older home.
3. **Private Rental Rehabilitation** – Offers landlords committing to make units available to LMI tenants for 10 years a 300% matching grant on qualified repairs to older housing units.
4. **Home Repair** – Provides low-income (60 percent of median income) homeowners grants to make emergency repairs required to correct a safety of health issue.

The City of Wooster and Wayne County Partnership was awarded **\$850,000** for program years 2014 through 2016, of which **\$662,714** has been spent through 2015. A remaining \$187,286 will require expenditure through the third quarter of 2016, most of which is committed. In contrast to other communities, the City of Wooster and Wayne County CHIP Partnership identify and expend funding on projects rather expediently, owing in part to the region’s sizeable inventory of older homes.

Active CHIP Grants	2014 – 2016 CHIP Partnership Grant Status in 2015			
	City of Wooster		Wayne County	
	Allocated	Spent	Allocated	Spent
A-C-14-2EQ-1 (CDBG)	\$216,974	\$167,900	\$287,026	\$214,105
A-C-14-2EQ-2 (HUD)	\$142,000	\$102,267	\$104,000	\$78,442
A-S-14-2EQ-1 (OHTF)	\$41,026	\$41,026	\$58,974	\$58,974
<b>Total Combined Status</b>	<b>\$400,000</b>	<b>\$311,193</b>	<b>\$450,000</b>	<b>\$351,521</b>

The City and Wayne County are each eligible to apply for additional CHIP funding in 2016 to fund projects through 2018<sup>6</sup>. A Partnership will be proposed again for the upcoming round.

<sup>6</sup> CHIP Funding is based on a competitive application that considers area distress criteria as defined by the US Census Bureau, HUD, and other agencies, along with a myriad of other factors. Despite a proven need for improving its housing stock, Wooster’s distress levels are relatively low in comparison to other communities.

### **Fair Housing Coordination**

This Office manages Fair Housing concerns for the City, which provides Fair Housing education services, community outreach, and fair housing referrals to those in need. The City maintains a Fair Housing Hotline (Contact: 330.263.5200 Ext. 300) and regularly updates a website (located: [www.woosteroh.com/Fair-Housing](http://www.woosteroh.com/Fair-Housing)) with fair housing information to ensure resources are easily accessible. A total of **32** calls and/or visits were fielded by this office in 2015 (a few cases have multiple calls, and a handful were not from outside the jurisdiction). The Fair Housing Program is a requirement for CDBG funding, and also provides a primary source for property maintenance complaints, which are forwarded to the Zoning Inspector. Previously, the City accepted bids for this service on an annual basis, with Donald B. Eager Associates serving as the most recent consultant. Beginning 1 January 2016, in order to take advantage of opportunities for community engagement while savings costs, the City transitioned to managing its program without the aid of a consultant.



**FAIR HOUSING HOTLINE: 330.263.5200 Ext. 300**

*Wooster Fair Housing Officer: 330.263.5250*

*Wayne County Housing Office: 330.287.5420*

### **WOOSTER GROWTH CORPORATION**

This office provides project management for Wooster Growth Corporation efforts. Wooster Growth is the City's Community Improvement Corporation, an independent not-for-profit public entity focused on promoting economic and community development in the City of Wooster. 2015 efforts included the following:

- **Wooster Growth Agenda** compilation and meeting coordination
- **Management of a Lease** for 2759 Long Road, having earlier marketed and securing a tenant in 2015.
- **Wooster Opportunity Loan Fund** Promotion and Maintenance
- **Permit Fee Waiver Grant and Rail Incentive** for GOJO Industries as an incentive to expand
- **Assisted in coordinating a capital lease** with Amtek Tekfor USA as an incentive to expand
- **Research and or/Reporting** as assigned.

### **ADDITIONAL ECONOMIC AND COMMUNITY DEVELOPMENT EFFORTS**

- Partnered with WEDC on Incentive Proposals for prospective business pursuits, including GOJO Industries, coordinating with colleagues in other departments to obtain project-specific data.
- Marketed Layton Elementary building site to multiple prospects. While no purchasers were found, this office was able to assist some prospects in expanding business within Wooster. When further assessment determined auctioning the property to be a cost-effective alternative, this office assisted in coordinating efforts between the City and real estate brokerage. Also worked with event-permit holders in the interim.
- Accompanied WEDC staff on BizConnect meetings held with Wooster firms throughout the year to gain perspectives on local business climate, assist with any concerns related to City services, and to provide data and information on incentive programs.
- Managed the Downtown Waste Collection Program with three billable waste and recycling points for businesses and residences around Public Square.
- Served as a member on Main Street Wooster Inc.'s Economic Development Committee.
- Responded to complaints received from downtown businesses on a various issues, including waste collection, parking concerns, sidewalk issues, general program inquiries, and provided referrals.
- Served as an Alternative for NEFCO General Board (Regional environmental planning, Economic Development Administration grants), NEFCO CEDs member, and member of the Ohio Conference on Community Development (ODSA, CHIP, CDBG).
- Supported Downtown Parking improvements, including coordination for ADA enhancement projects (South Market in 2015), final signage plan, and parking exemption district inventory. Additionally performed additional planning with relation to the North Liberty Parking area.

- Constructed a cohesive bid packet for the City of Wooster's waste collection program that will serve as a template for future pursuits, coordinated with various departments and other government entities in defining a scope of services to enable a transition from hand-picked to carted refuse, and assisted the bidding process.
- Supported the transition of hand-picked waste to rolling carts for the City of Wooster's Waste Collection program in mid-year 2015. Fielded resident and business inquiries regarding changes in services. Worked with contractor to correct service issues, and collaborated with other departments in resolving issues such as repairing deteriorated alleys to enable access to waste haul vehicles. Ensured personal mailings to residents impacted by service changes to ensure communication. Provided extensive support to Wooster City Services during the process, developing tools and communications materials to enable prompt and thorough messaging through the transition (including new program reference media and service forms).
- Coordinated the termination of utilities at the Larwill Mobile Home Park, which was necessitated after debts for unpaid services exceeded \$200,000 and several years of negotiations with the landlord had rendered no results. Provided advanced door-to-door notifications to all victim tenants and met with residents to share information about the situation and offer resources. Worked with the Wayne Metropolitan Housing Authority, which took the lead on implementing a social service response, ensuring timely information was provided.



*Robert F. Breneman, Mayor*

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11 February 2016

**2015 Annual Report:**

*Personal Goals and Objectives*

**Through 2016:**

1. **Improve Efficiency and Move Toward Stronger Research and Marketing:** Improve upon existing framework of tools and promote the mission and opportunities of this office through stronger community outreach, including a new **Fair Housing Program** and a real estate **economic development course**. Continued collaborating with WEDC and other Development Partners on marketing prospective sites.
2. **Obtain Additional Grant Awards:** Was able to assist other departments in grant pursuits through 2015, such as Engineering through securing a \$712,500 Transportation Alternatives Program grant while also securing \$20,000 Recreation for Christmas Run Playground. Through 2016, continue to support other departments in grant pursuits through new programs to maximize opportunities for funding.
3. **AICP CM and IEDC Courses:** Completion of one to two additional International Economic Development Council Education courses to continue working toward CEcD Certification. (Three of six required courses already completed). CEcD courses concurrently satisfy AICP continuing maintenance requirements.

**Through 2017 to 2021:**

1. **All of the Above:** Most of the goals listed above will continue to be goals for the next several following years, with the focus each year of taking our level of service to the next level.
2. **Direct Measurable Development Impacts from Active Networking:** Obtain measureable results from outreach marketing campaigns. Continue to develop relationships with prospective regional developers, calling attention to Wooster's many tools, markets, and opportunities. (Development Opportunities Portfolio, research, additional work supporting WEDC efforts).
3. **Program Management and Workload:** Continue to streamline workload, reporting, and service.
4. **CEcD Certification:** Work toward IEDC CEcD certification, continue certification maintenance, collaboration, and professional development.

