

2013 Development Coordination Annual Report

A Division of the Department of Community Service and Development

Provided by: Jonathan Millea, AICP

The Development Coordination Division is responsible for supporting Economic and Community Development under the direction of the Administration. Development Coordination works with the Finance Department, Engineering Department, Building Department, and also PPM in the following:

1. Supporting economic development projects, including management of tax incentive programs such as the Enterprise Zone and Community Reinvestment Area program, in addition to acting as a point of contact for related business real estate development projects.
2. Procuring and managing Community Development Block Grants (with a primary focus on community development around Downtown Wooster), along with other funding opportunities. Additional activities include working with grant authorities, service providers, and Fair Housing.
3. Performing supporting services to further economic and community development for the City of Wooster, such as refining parking strategies, Downtown Waste Collection, attending WEDC Bizconnects in meeting with local businesses, and project management for Wooster Growth.

DIVISION GOALS AND OBJECTIVES

2014 Division Goals and Objectives

- **Development Opportunity Portfolio:** Establish housing and commercial demand model and create an “Opportunity Portfolio” that we can directly provide to developers and investors outside of our immediate area. (This would be a 10-20 page data-driven document in the form of a real estate market proposal) In addition to further marketing Wooster, this creates an opportunity to connect the City with new developers and businesses. While our incentive programs and community assets are major attractions for employers, we may benefit by taking a more consultative approach and pro-actively seek opportunities.
- **Development Program Platform:** Continue to build our marketing platform for our economic development programs (This is our collection of website, brochures. As with our CRA Program, we want to establish a better presence for EZ, WG, WOLF, links with partnering agencies, and provide a “how-to” for general development projects. This process is extremely useful in helping streamline these programs, saving time and increasing accuracy.)
- **Parking Permit Program and Parking Improvements:** Continue to refine and launch an upgraded parking permit program. Establish a written plan for on-going program execution. (This will entail coordination with other departments with the goal of creating a program that minimizes workload, but still is able to provide a personal connection at the beginning.) Work toward full program integration with online presence. Also work to reconfigure existing spaces to better accommodate ADA compliance, waste collection, and the provision of leased and public spaces.
- **CDBG Grant Execution:** Bring our four open CDBG Grants to a successful close in 2014 to improve administrative capacity in scoring. Also manage 2014’s Allocation Grant.
- **Comprehensive Plan Action Items and Grant Planning:** Develop Actionable Project Items from results of Comprehensive Plan (i.e. securing grants and also promoting development opportunities. Identify funding opportunities.)
- **CHIP Support:** Position ourselves, with additional training, to provide efficient review and support for CHIP Administrator (WMHA) in the creation of a successful 2015-2016 Application.
- **Downtown Waste Collection Inauguration:** Refine existing Downtown Waste Collection program, establish one to two new containers, and in coordination with waste hauler, work to enclose container sites. Bring to cost-neutral or positive status. Work with Downtown business owners on waste receptacle compliance.

2015 through 2018 Division Goals and Objectives

- **Consultative Services:** Streamlining services,
- **CDBG Administrative Capacity and Grant Opportunities:** (1-2 years) As our existing CDBG Grants close and our “administrative capacity” grows again, seek to capture funds for Neighborhood Revitalization, Critical Infrastructure, and Downtown Revitalization. Also structure opportunities for Complete Streets ODOT program, Clean Ohio Funds, and other opportunities as they develop.
- **Direct Community Outreach / Culture of Entrepreneurship:** (1-3 years) Having the tools from a Development Platform and Development Opportunities Portfolio will work to streamline our tasks. We would like to actively bring our programs to the public. In 2013, we provided one classroom discussion on economic development and planning. We would like to make this a more regular occurrence, partnering with SCORE and SBDC in reaching out to prospective future businesses in continuing to build a culture of entrepreneurship.
- **Continue to Update Portfolio Inventory** (1-3 years). Establish a process for updating Portfolio inventory in consultation with the City’s Development partners (WEDC, Chamber, Main Street, BioHio, College of Wooster, etc).
- **Continue to Update Development Platform** (On-going, as programs change and develop)

Status of Previous Year’s Goals and Objectives

This Section does not have an Annual Report on file. The following provides a summary, followed by more detailed updates of the Division’s responsibilities.

- We reconvened our CRA Housing Council, fulfilling program requirements while also enhancing reporting for the Tax Incentive Review Council (We additionally overhauled out TIRC report format, now providing more comprehensive data with trends.)
- We established an online presence for Development. This continues to be a work in progress.
- We did create a stronger platform for promoting our CRA, both from a commercial and residential standpoint. Websites, brochures, press coverage, and presentations to the Board of Realtors has made more industry professionals aware of the program. This same level of effort is needed for the other programs we work to support.
- We continued to advise businesses on tax incentives and process applications. The Finance Department and then this Division worked as a City and in partnership with WEDC to retain Bauer Corporation (Ladder) with a new Enterprise Zone Agreement. The Finance Department also worked to secure Condor Pacific (Gomoplast), and the rehabilitation of Palm House Apartments with a CRA. We also established a CRA Agreement with Excess Limited for its investment along Industrial Boulevard. We also provided a residential CRA abatement to Habitat for Humanity.
- We successfully applied for our 2013 CDBG Allocation Grant, conducting a sidewalk inventory with help from the Engineering Department.
- We successfully coordinated with WEDC and ODSA in formalizing an Application for the 2013 CDBG Economic Fund to support water and sewer utilities to the future Daisy Site.
- We obtained four downtown lots for the creation of a parking lot and secured the extension and approval of remaining funds for use, in addition to securing an amendment and extension of a CDBG grant to help fund its development.
- We were able to restructure and extend our 2012 Downtown Revitalization Grant. Three building rehabilitation projects will benefit from the grant.

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.

Job Creation Tax Credit

The local Job Creation Tax Credit is managed processed by the Finance Director. 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 is a pre-requisite for receiving a local Job Creation Tax Credit.)

New 2013 Job Creation Tax Credits: 1) GDC Natural Fibers, 2) Daisy Brand LLC.

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 City accepted and approved one EZ agreement in 2013 for McConnel Wooster Properties dba Bauer Corporation, which had committed to the retention of 36 positions with an investment of \$2,500,000 to construct a new permanent facility. As reported for year-end 2012, the EZ program has created or retained 789 positions and encouraged \$32,387,479 in investment.

As of 2013, the City had **10 active EZ agreements**¹. In 2013, the Finance Director compiled annual status reports from local businesses and working with the Ohio Development Services Agency to submit the annual report. This Office has assumed that role, in coordination with the Finance Director, for 2014.

Enterprise Zone Agreements	Jobs Created / Retained (2012)	Amount Invested	2012 Status
<i>New Since 2012:</i>			
389-13-01 McConnel Wooster Properties dba Bauer Corp.	36 Committed	\$ -	N/A
<i>On-going Agreements:</i>			
389-12-02 ABS Materials	49 Committed	\$ -	Continue
389-12-01 Seaman Corporation	141 Committed	\$ -	Continue
389-08-01 Technigraphics Inc. ET. AL.	149	\$6,200,000	Continue
389-07-01 Bosch Rexroth Corp.& Chesterland Estates	39	\$1,845,421	Continue
389-06-04 COMPAK Inc.	15	\$4,000,000	Continue
389-06-03 Westerman, Inc.	79	\$6,224,549	Continue
389-06-01 Eldorado Stone LLC & Chesterland Estates	28	\$4,813,674	Continue
389-05-01 United Titanium Inc.	113	\$4,813,674	Continue
389-04-01 Technigraphics Inc. ET. AL.	149	\$4,490,161	Continue
TOTAL INVESTMENT IMPACT:	798	\$32,387,479	

¹ Number does not include 389-05-01 Tekfor, which requested termination from the program in 2009.

Community Area Reinvestment Program

The City consulted, processed, and accepted **three** new CRA agreements in 2013, in total committing to **24** new positions with a total investment of **\$6,109,814**. Similar to the EZ Program, the City meets 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.

As of 2013, the City had **22 active agreements**, resulting in the retention or creation of 247 positions (including commitments from companies since 2012). Coordinating with the Finance Director and Wayne County Auditor, the Development Coordinator is responsible to obtaining annual status reports from local businesses and working with the Ohio Development Services Agency.

Community Reinvestment Area Agreements	Jobs Created / Retained (2012)	Amount Invested	2012 Status
<i>New Since 2012:</i>			
13-003 Xcess Limited LLC (Rehab Industrial)	15 Committed	\$200,000*	N/A
13-002 Palm House Apartments II, LLC (Rehab Residential)	2 Committed	\$4,289,814*	N/A
13-001 Condor Pacific Properties (New Const. Industrial)	7 Committed	\$1,620,000*	N/A
<i>On-going Agreements:</i>			
12-004 G&G Properties of Ohio	2	\$ -	Continue
12-003 S & D Realty, LLC	2	\$255,000	Continue
12-002 Just Basic Sports, Inc. and Retail Rentals LLC	5	\$337,646	Continue
12-001 Brasfond USA Corp.	0	\$ -	Continue
11-001 CM Properties-Wooster LLC	10	\$503,000	Continue
10-002 Merchants Block LLC	0	\$ -	Continue
10-001 Coyote Group LLC	11	\$265,000	Continue
07-006 MRR Properties	2	\$96,840	Continue
07-005 S Properties LLC	2	\$320,000	Continue
07-004 Liberty Market Properties	30	\$842,700	Continue
07-003 Coyote Group LLC	4.5	\$337,000	Continue
07-002 CCM Real Estate LLC	2	\$430,000	Continue
07-001 544 LLC – Recommended	5	\$1,290,000	Continue
06-005 Gold Star Holdings, LLC	12	\$521,500	Continue
06-004 Coyote Group LLC	2.5	\$415,000	Continue
06-003 HAYNN Construction Inc.	5.5	\$118,250	Continue
06-002 Liberty Market Properties LLC	38	\$1,355,000	Continue
06-001 Michael R. Rose	2	\$224,200	Continue
05-001 Wooster Republican Printing Company	75	\$1,900,666	Continue
TOTAL INVESTMENT IMPACT:	234	\$9,211,802	

Residential CRA Program:

The Office received one Residential CRA application, which was reviewed and approved.

Program Marketing:

Other notable events for 2013 include the development of brochures and websites for each the Residential and Commercial CRA: www.woosteroh.com/ResidentialCRA.php and www.woosteroh.com/cra.php. The Residential CRA also received press coverage with a front-page story in the Daily Record.

CRA Housing Council:

Additionally, this Office worked to bring together the required CRA Housing Council, performing an inspection of all CRA properties and ensuring program compliance. The CRA Housing Council will support the TIRC in 2014 with further assurance of property investment.

COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM

As of December 2013, the City of Wooster had four active CDBG projects open, representing \$914,000 in grant funding. Two grants are standard formula/allocation grants dedicated to improving the quality of life in low-to-moderate income areas, a second dedicated to downtown revitalization, and the fourth and largest supporting water and sewer infrastructure for economic development.

CDBG GRANTS	Amount	2013 Status
A-F-10-2EQ-1 Formula Grant – Sidewalks, Dispatch Study	\$111,000	Audited and Closed
A-F-11-2EQ-1 Formula Grant – Parking Facilities	\$102,000	Audited and Closed
A-F-12-2EQ-1 Formula Grant – E. Liberty Parking Lot	\$89,000	Extended / Amended
A-D-12-2EQ-1 Discretionary Grant – Downtown Building Rehab	\$250,000	Extended / Amended
A-F-13-2EQ-1 Allocation Grant – LMI Residential Sidewalks	\$75,000	Applied / Awarded
A-E-13-2EQ-1 Economic Grant – Water / Sewer / Daisy Site	\$500,000	Applied (Awarded 2014)

A-F-10-2EQ-1 Formula Grant: \$111,000 – Audited / Closed

This grant was audited in 2013, a response was sent to address findings, and the grant has since been closed. *In 2010, the grant had supported planning efforts for a Dispatch Center Study, Sidewalk Improvements, the City of Wooster’s Fair Housing Program, and funding to the Viola Startzman Free Clinic.*

A-F-11-2EQ-1 Formula Grant: \$102,000 – Audited / Closed

This grant was audited in 2013, a response was sent to address findings, and the grant has since been closed. *In 2011, this grant funded parking facilities related to Merchants Block, the City of Wooster’s Fair Housing Program, and funding to the Viola Startzman Free Clinic.*

A-F-12-2EQ-1 Formula Grant: \$89,000 – Extended / Amended

This grant was procured in 2012 and was dedicated toward funding for the Viola Startzman Free Clinic, the City of Wooster’s Fair Housing Program, and for property acquisition to support community gardens and potential parking areas. Negotiations were held with four property owners following the guidelines of the Uniform Relocation Act, ultimately securing agreements with three property owners. The City of Wooster acquired the properties in December of 2013 and with additional grant funds remaining, we successfully secured an amendment and extension allowing us to use the remainder toward gravel through June of 2014.

A-D-12-2EQ-1 Discretionary Grant: \$250,000 – Extended / Amended

This grant was procured in 2012 to assist with the private rehabilitation of four downtown buildings along W. Liberty Street. In 2013, while conducting the required Environmental Assessment for the project, three building owners left the project (Two of the proposed projects were completed without grant assistance). To maximize the funding opportunity, we conducted a tiered environmental review, procured two additional buildings comprising even greater street frontage than before, worked with ODSA to secure an amendment and grant extension, enabling the grant to be used the first half of 2014.

A-F-13-2EQ-1 Allocation Grant: \$75,000 – Applied / Awarded

We secured a \$75,000 CDBG Allocation grant for funding the Viola Startzman Free Clinic, our Fair Housing Program, and funding the replacement of 8,050 ft² of deteriorated sidewalk in residential neighborhoods, which is scheduled for construction in 2014.

A-E-13-2EQ-1 Economic Grant: \$500,000 – Applied (Awarded 2014)

We worked with WEDC in developing and refining a successful application that has since been signed and is pending a closing binder. The \$500,000 in funds will support the construction of a \$740,000 water and sewer line project to provide service to the future Daisy Brand LLC site. In return for the funds, Daisy Brand LLC is committing to make 47 positions available to low and moderate income persons.

Fair Housing Coordination

This office serves as the Fair Housing Office. We constructed www.woosteroh.com/FairHousing.php to make our Fair Housing Hotline more accessible. We directly fielded calls from **13 cases** (a few cases have multiple calls, and not all are from Wooster). While we always direct to our Hotline, we also direct to the Building Department for Inspection and also to Legal Aide. The City performs a formal Bid Request on an annual basis to manage its CDBG Fair Housing obligations. Donald B. Eager Associates, the hired consultant, registered a total of 36 calls in its 7/2012-6/2013 reporting period.

WOOSTER GROWTH CORPORATION

This office has helped with coordinating certain Wooster Growth Corporation efforts, including the following:

- Wooster Growth Agenda Compilation and meeting coordination.
- **2013 Wooster Opportunity Loan Fund Campaign.** Coordinating with JumpStart Entrepreneurial Network, we organized a presentation at the College of Wooster and coordinated with local media. We received and directly responded to inquiries from seven Wayne County Businesses, arranged for a Pitch Presentation among applications, and conducted secondary interviews. The Wooster Opportunity Loan Fund Executive Committee recommended a \$35,000 disbursement to Team Inn for development of a technology platform.
- **2759 Long Road.** Provided showings and worked to coordinate a potential sale for 2759 Long Road. While this did not materialize, we have since developed a Request for Proposals and the property is currently listed as available through the first quarter of 2014.)
- **Hunting Permit facilitation for Timken Property**

ADDITIONAL ECONOMIC DEVELOPMENT EFFORTS

- WEDC BizConnect meetings with local businesses – Research, inquiry on needs and planning.
- North High Water Tower: Schellin – 7460 Filings, FAA FOIA, ODOT Office of Aviation
- North High Water Tower: Melrose – GIS, Property CMA, Negotiation, Transaction Coordination
- Airspace Constraints – Hospital / Layton School
- Main Street Wooster Economic Development Committee – Member
- Downtown Parking – 2013 new map, inventory, coordination with downtown businesses
- Northeast Ohio Four County Organization – Alternate
- Arts District Amphitheater – Project meetings, research
- Ohio Conference on Community Development Member – ODSA, CDBG, CHIP, Development
- Community Housing Improvement Program – Assists WMHA Administrator as needed.
- City of Wooster Comprehensive Plan – Research Support
- Downtown Waste Collection Program – Framework, materials, website, promotion started in 2013



Robert F. Breneman, Mayor

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2013 Annual Report:

Personal Goals and Objectives (At Least Three 1 Year and Three 5 Year)

Year One:

1. **Improve Efficiency and Move Toward Stronger Research and Marketing:** We continue to document and develop checklists to better manage our many programs and to improve accuracy, helping with time management and efficiency. Continuing to develop these tools will enable better efficiency, opening up additional time for **genuine consulting, research, and marketing** to help bolster our economic development efforts in partnership with WEDC and the Chamber of Commerce.
2. **Independent Economic Development Research and Networking:** Collaborating with WEDC and other Development Partners, conducting independent research to support the creation of a Development Opportunities Portfolio and direct market to regional developers could create substantial opportunities.
3. **Completion of all currently approved CDBG Grants in 2014:** Also a Division Goal, this one's personal.
4. **CHIP Support:** Another Division Goal, also quite personal, secure additional training to provide expert program support to WMHA in application and execution stage.
5. **OEDA Basic Course:** Completion of the Ohio Economic Development Administration Basic Course, scheduled for March 5, 6, and 7 2014 in Columbus, Ohio. This is the first of five education installments required of CEcD Certification.
6. **AICP CM and IEDC Courses:** Complete AICP continuing maintenance courses and where possible, undertake opportunities to pursue additional CEcD Certification pre-requisite courses.

Year Two through Five:

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 outside area marketing (Development Opportunities Portfolio, research, additional work supporting WEDC efforts).
3. **Program Management and Workload:** Continue to streamline workload, reporting, and service.
4. **CEcD Certification and on-going AICP Education:** Work toward IEDC CEcD certification, continue certification maintenance, collaboration, and professional development.