



# CITY OF WOOSTER

## Economic Development Strategic Plan

Final Draft – May 26, 2023



# CITY OF WOOSTER

## Economic Development Strategic Plan

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# TABLE OF CONTENTS

Executive Summary  
Economic Development Goals (EDG) and Strategies  
Opportunity Sites  
Implementation

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Appendix 1 – Implementation Matrix  
Appendix 2 – Implementation Funding



May 2023



# Executive Summary

The Wooster Micropolitan Statistical Area (inclusive of Wayne County) has been recognized over the past several years for its economic development successes. In fact, the Wooster MSA was ranked #7 nationally for its Economic Strength and #1 in the State of Ohio for 2023. This success is due in large part, to the city's responsiveness to its corporate citizens and its ability to creatively provide incentives and financing to fill gaps in the marketplace. Notwithstanding the city's resources, it is also its partners that work in tandem to bring successes to the city and county including the Wayne Economic Development Council's corporate outreach and targeted industry attraction; the Greater Wooster Chamber of Commerce and its focus on youth workforce and small business assistance; and Main Street Wooster which makes the downtown a destination for small business and visitors alike.

This Economic Development Strategic Plan (EDSP) is not intended to replace the respective activities that have led to those successes, particularly within the industrial sector, instead the plan provides recommendations and strategies to focus on quality-of-life measures and organic business growth. These are the elements that matter most as the city codifies its future vision through the Comprehensive Plan update and embarks on the next phase of economic growth. This document has been developed with regional collaboration and partnerships in mind while providing the city with strategies to better leverage the tools that are uniquely within the city's control.

## ECONOMIC DEVELOPMENT MAKES A **BIG** DIFFERENCE IN THE QUALITY OF LIFE FOR ALL RESIDENTS!



Expanded tax base lowers taxes for residents.



Better jobs provide opportunity for upward mobility of residents



Employee payroll flows through the economy supporting local businesses and jobs.



Entrepreneurs create new business to serve employees or support growth in industry sectors.



Community services, public spaces, arts and entertainment and education are enhanced.



Wages increase and skilled labor and talent are attracted, generating more tax revenue.



## Strategic vs. Traditional Economic Development: What's the Difference?

Economic Development is an evolving discipline and has undergone significant changes in the past several years. Some of these changes occurred because of the pandemic, and some were already underway and were only accelerated by the pandemic. Economic development in the past could often be described as “transactional.” These efforts focused on using incentives and deals to recruit companies, and companies' site selection efforts often focused on trying to get the best deal. Strategic economic development focuses on broader strategies that can build long-term economic resilience by focusing on issues that also include education, workforce development, quality of life and infrastructure.

The major shift from the pandemic was the rise in influence that talent and workforce have on economic development and business decisions. No longer are talented workers boxed into what the employer wants. Workers decide where they want to live, what quality of life they want, and then make their decisions on lifestyle, employment, and for entrepreneurs, where to start a business. Businesses are adapting by seeking out remote workers, automation and by relocating to the places that the workers want to be (or already are). Business leaders have higher expectations of government and place, beyond basic infrastructure and essential services.

In this context, economic development efforts must stay current and responsive to these trends, and focus not only on incentives and site readiness, but on placemaking and third places; on entrepreneurship and creators; on understanding real estate, migration and remote work trends; on supporting foundational industries as much as trying to grow new ones; and on outcome oriented, customer service-based economic development grounded in responsiveness, balance and credibility.

### IMPORTANT DEFINITIONS:

**Economic Development** – According to the International Economic Development Council (IEDC), Economic Development is implementing programs, policies and activities that seek to improve the economic well-being and quality of life for a community by creating and retaining jobs and providing a stable tax base.

**Economic Growth** – Economic growth is simply the increase in production of goods and services. Essentially the benefit of economic growth is higher living standards, higher real incomes and the ability to devote more resources to areas like education, infrastructure, and community services.

### Four Factors of Production: Examples

In economics, factors of production are the resources people use to produce goods and services.



*Entrepreneurs are the life blood of economic growth and are the "glue" and that combines resources to continue economic growth.*

# Economic Conditions and Drivers Report: Highlights

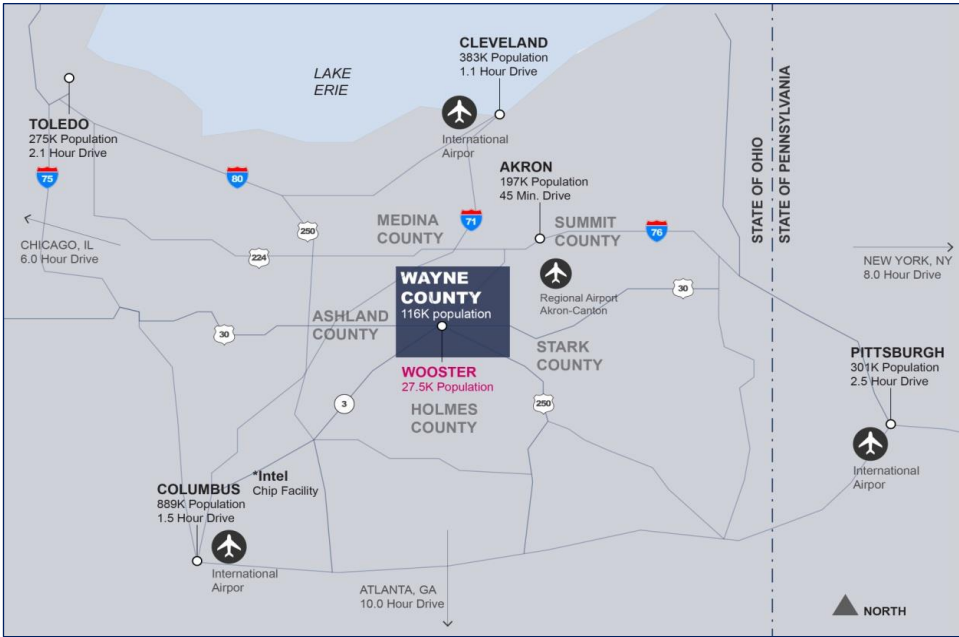
## Overview

The City of Wooster is an economically and socially diverse community from a regional perspective. In fact, depending on who you ask,

*“Wooster is the seat of government. Wooster has a lot of history. Wooster is an exurb (outer suburb). Wooster is a college town. Wooster is a commercial center. Wooster is an employment center. Wooster is a tourist destination. Wooster is a hometown.”*

Geographically, Wooster is located central to the State of Ohio’s two largest metropolitan areas, Cleveland and Columbus. Both destinations are less than one and a half (1 ½) hours by car. The greater Akron-Canton metropolitan area is less than forty-five (45) minutes by car and provides access to minor league sports, cultural and entertainment venues. Wooster is accessible from two international airports, Cleveland Hopkins and Akron-Canton.

The 2022 population of the City of Wooster was 27,480 which makes up 24% of the total population of Wayne County. The City of Wooster also supports 41% of all county employment and 44% of all county wages generated. Wooster is also a mass regional employment generator, with at least 8,000+ more jobs in the city than there are working adults.



The first part of the EDSP was a Summary of Local Economic Drivers and Conditions Report. That report included an analysis of socioeconomic, workforce, industry, market, land use and consumer data. As a part of that report, interviews were conducted with a cross section of community members to further provide insights into the six (6) economic development drivers of Land, Labor, Markets, Capital, Regulations, and Quality of Life. These drivers are implicit in any city’s economic development efforts.

Quick Facts (2022)					
	Population	Labor Force	Daytime Population	All Employees	Number of Businesses
City of Wooster	27,480	13,045	35,913	21,139	1,417
Wayne County	116,822	57,988	114,622	51,411	3,943

Source: ESRI Business Analyst

# Economic Conditions and Drivers Report: Highlights

## Employment and Industry

Wooster is a mass importer of labor to Wayne County. City businesses attract more than double, the local labor force, to fill existing jobs and at any given time there are still 500+ positions that are unfilled. The increase in the daytime population has a positive impact on local businesses which also benefit from employees working in close proximity outside of the city limits.

- ✓ 39% of all jobs in Wayne County are in Wooster.
- ✓ The City of Wooster averages 1,663 jobs/per square mile.
- ✓ The total of Wayne County's averages 92 jobs/per square mile.
- ✓ Only 24% of Wooster's labor force work outside of the city.
- ✓ 77% of all persons employed in Wayne County that live outside of the county work in Wooster.

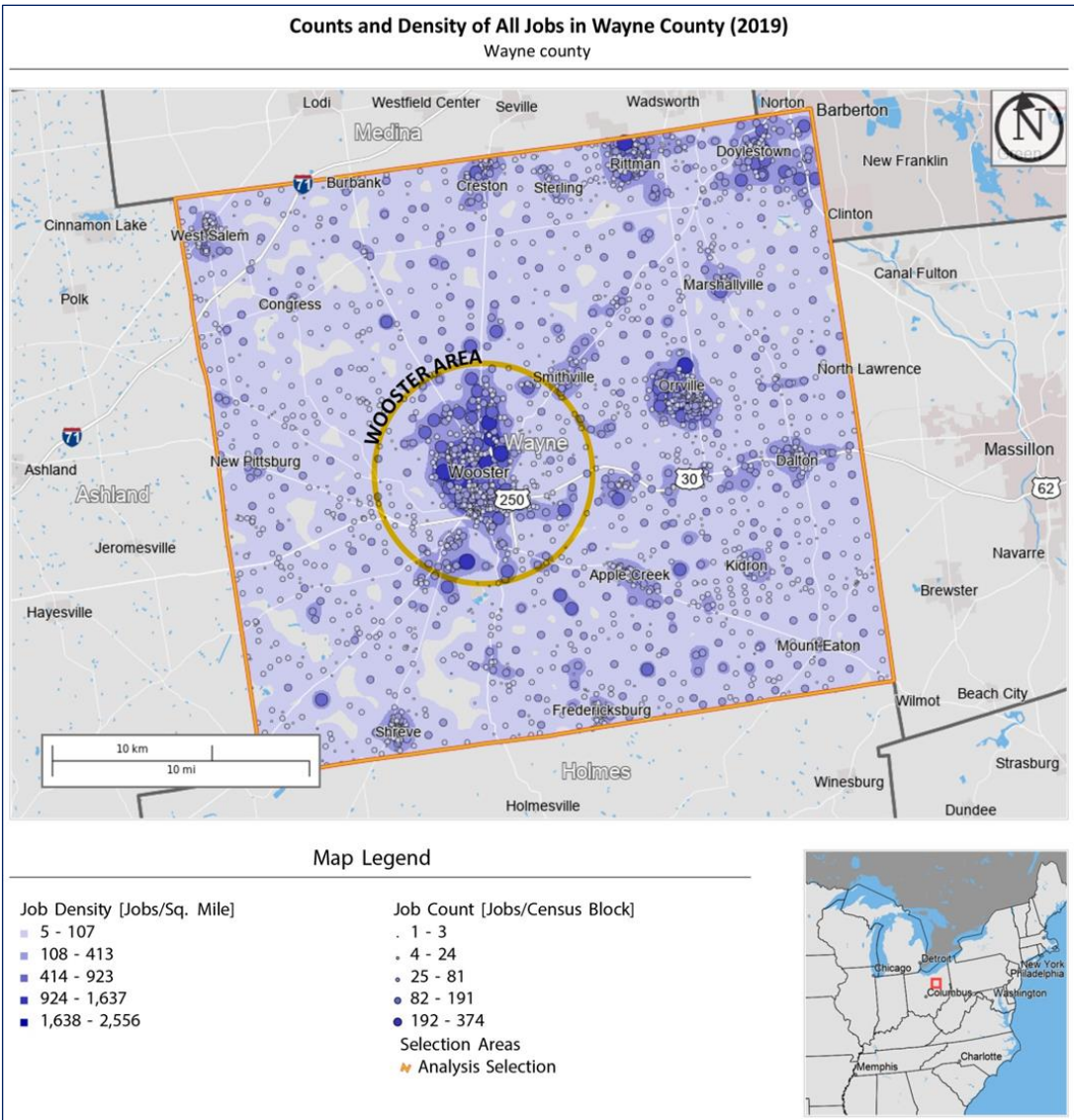
The largest industries in terms of employment in the city are:

1. Manufacturing;
2. Healthcare and Social Services: and,
3. Retail Trade

While the manufacturing sector has a large footprint within the City of Wooster, the diversity of the county's industry sectors is most evident in Wooster with concentrations of large knowledge based and professional industries. The largest clusters of these industries countywide are located in Wooster and include the following sectors:

1. Information,
2. Management,
3. Finance and insurance, and
4. Professional, scientific and tech.

In fact, these clusters provide a solid foundation for Wooster to attract new residents and talent, research and development and support entrepreneurial endeavors.



Source: U.S. Census Bureau, LEHD Origin-Destination



## Economic Conditions and Drivers Report: Highlights

### Real Estate Market Conditions

As of 2022, the total number of housing units in the City of Wooster was 11,976 with a vacancy rate of 4%, compared to a countywide vacancy of 5.7%. Of all housing units, approximately 39% are renter occupied. Vacancy rates, in general have decreased by 23% since 2010 and the city has experienced some transition of owner-occupied to rental. As of August 2022, home prices in the City of Wooster ranged between \$150 and \$300K. Housing challenges, especially for the workforce, have more to do with availability and choice rather than affordability, particularly in the rental market.

The city has a significant inventory of commercial and industrial real estate for its size, all of which demonstrate solid fundamentals. Like residential, these markets demonstrate low vacancy and rising rents, indicating continued demand by end users. The office market experienced the highest vacancy rates (11%) but remains at a healthy level and provides opportunity for the attraction of new entrepreneurial ventures.

The table to the right represents commercial market projections, using a straight-line methodology. Observations related to current market dynamics include:

- ✓ Warehouse and distribution inventory has surpassed manufacturing countywide.
- ✓ Within the City of Wooster, there is more than 450K square feet of existing industrial/warehouse on the market.
- ✓ Future demand for new industrial and commercial in Wooster will continue to make up more than half of the countywide demand.
- ✓ Retail demand will exponentially increase as housing increases and the city and county populations grow.

Commercial and Industrial Markets Snapshot (2022)						
	Inventory SF	12 Mo. Net Absorption SF	Vacancy Rate	Market Rent/SF	Market Sale Price/SF	Market Cap Rate
Retail Market	2.7M	38.5K	2.8%	\$9.47	\$82	9.2%
Office Market	721K	(-30K)	11.1%	\$14.84	\$106	9.6%
Industrial Market	6.3M	221K	4.2%	\$4.41	\$42	9.1%

Commercial and Industrial City and County Projections (5 – 7 Years)			
	City of Wooster	Wayne County	City's Share of Space
Real Estate Inventory – 2022			
Industrial Real Estate	6,300,000	12,000,000	52.5%
Retail Real Estate	2,700,000	4,500,000	60.0%
Office Real Estate	782,000	1,300,000	60.2%
Real Estate Market Demand Projections (5-7 Years)			
Industrial Real Estate	501,311	954,878	52.5%
Retail Real Estate	214,847	358,079	60.0%
Office Real Estate	62,226	103,445	60.2%

Market data and projections are derived from CoStar and northeast Ohio commercial real estate reports.

# Top Economic Development Themes – PIECE Analysis

During the development of this strategic plan, we looked for the most common business climate themes that provide further insight into local economic conditions. These are the things that define how an existing or prospective business, visitor or resident "think and feel" about a place. In today's market, cities must continuously innovate to distinguish themselves from the competition and sometimes pivot, to retain and support current business needs. Talent now drives economic development. Cities must be a place where talent wants to be (and can be) to remain competitive. Those connections are created by the people that create the community. As part of the discovery phase the team conducted a series of public input interviews and meetings to uncover how stakeholders "feel" about Wooster and where opportunities might take place. In the **P.I.E.C.E Analysis** we asked the community:

"What should be **Preserved**? What could be **Invested In**? What should be **Enhanced**? What could be **Capitalized On**? What should be **Exposed**?"

*Strategically create:*

- Places people want to live
- Places people want to work
- Place people want to invest
- Place people want to create
- Places people want to play
- Places people want to stay

The graphic to the right is a summary of those responses.



## Top Economic Development Themes - Drivers

The Businessflare approach focuses on both qualitative and quantitative market assessments used to evaluate the six drivers of economic development that influence the local economy, which identifies realistic opportunities to positively influence sustainable economic growth. Within the context of the City of Wooster's economic development efforts, the drivers below are implicit in the success of the City of Wooster's economic development efforts and are based on interviews and the analysis of those drivers.

**Land-** Limited availability, need to think of more compact sensible development in specific areas of growth. Innovation Park and Hospital are great opportunities for economic development. Existing inventory of industrial warehouse (vacant) can be repositioned. Land assembly will be important to future growth.

**Labor** - Strong labor force, white collar, labor gaps in Healthcare, Retail, and Hospitality. Missing opportunity to retain or attract young talent.

**Markets** – Large number of 65+, empty nesters, traditional town values, millennials returning with families, countywide destination for goods and services.

**Capital** - City has solid financing & funding capabilities.

**Regulations** – Conventional zoning regulations, missing opportunity for mixed-use outside of downtown. Need for improved aesthetics and placemaking.

**Quality of Life** – Great outdoors, anchor institutions, historic main street, missing “third places” that naturally encourage socializing and collaboration, need for more entertainment.

## ECONOMIC DRIVERS EXPLAINED

**#Land-** Availability of land and natural resources

**#Labor** - Availability and skill level of labor matched with industry

**#Markets** –Goods and services dependent on supply and demand to be feasible. (Are there gaps in customers, labor or assets?)

**#Capital** - Financial investments and physical assets.

**#Regulations** – Governmental policies. (Are they predictable, certain, credible or efficient?)

**#QualityofLife** – Access to community services, education, healthcare, infrastructure, housing, recreation and upward mobility.

Based on the findings in the Economic Drivers and Conditions Report, the following themes related to economic development were identified. These form the basis for recommended strategy areas and include:

- ✓ Collaboration and Community Engagement
- ✓ Workforce Development and Talent Attraction
- ✓ Increased Housing Opportunities
- ✓ Citywide Aesthetics and First Impressions
- ✓ Storytelling and Proactive Marketing
- ✓ Expose Quality of Life Assets
- ✓ Continued Industrial Economic Development Success
- ✓ Proactive support of Entrepreneurship and Knowledge Sectors
- ✓ Expansion of the Arts, Entertainment and Creative Industries
- ✓ Maintain Community Identity
- ✓ Ensure Balanced Growth



## Top Economic Development Themes – Strategy Areas

The Goals and Strategies contained within the seven (7) Strategic Priorities are organized sequentially to create a flow of support between strategy areas, it is not a prioritization of one area over the other. In fact, if executed properly the last strategic area becomes the one with the most impact, fed by the other six (6) Strategic Priorities which are as follows:

- ✓ Business Retention and Expansion
- ✓ Market Position and Place Branding
- ✓ Entrepreneurship and Creative Industries
- ✓ Workforce Development and Talent Attraction
- ✓ Asset Management
- ✓ Regulation and Efficiency
- ✓ Business Attraction

Successful economic development implementation relies more on how your community is perceived and its level of service. If a city is continuously reinvesting revenue back into the community and steadfastly preserving its overall character, the authenticity and amenities are the “sales pitch.” Conversely, communities that don’t adapt to changes in the marketplace, evolution of industries or changing demographics risk stagnation and disinvestment. Successful economic development embraces balanced growth which requires consideration of the following three factors for success: Feasibility, Efficiency and Identity. The most successful communities and brands have mastered this balance, and this plan provides recommendations for each.



## WHAT IS BALANCED GROWTH?

**Balanced Growth (Economic)** – Simultaneous investment and growth in all sectors of the economy.

**Balanced Growth (Community)** – Balancing conflicting demands of social equity, economic growth, environment and aesthetics.

### **Determining Factors:**

Feasibility - Is there a market or are there necessary resources?

Efficiency - Does it capitalize on land, labor and capital assets?  
Does it maximize time and resource allocation?

Identity - Does it maintain or improve the community's quality of life? Is it compatible with the community's vision and policies?

# ECONOMIC DEVELOPMENT (EDG) GOALS AND STRATEGIES

## CITY OF WOOSTER ECONOMIC DEVELOPMENT STRATEGIC PLAN GOALS

### GOAL 1 – BUSINESS RETENTION AND ATTRACTION

Become the “go to” problem solver for industry leaders and the local business community.

### GOAL 2 – MARKET POSITION AND PLACE BRANDING

Establish Wooster’s place brand to showcase its competitive advantage(s) and assets

### GOAL 3 – WORKFORCE DEVELOPMENT AND ATTRACTION

Ensure that the City of Wooster is a place that can attract talent and provide the necessary workforce to sustain continued economic growth.

### GOAL 4 – ENTREPRENEURSHIP

Become a center for entrepreneurship, innovation, and creative industries.

### GOAL 5 – ASSET MANAGEMENT

Use land acquisition, disposition and existing publicly owned lands to target specific business sectors and development types and facilitate economic development activities within targeted redevelopment areas.

### GOAL 6 – REGULATION AND EFFICIENCY

Encourage targeted development and redevelopment in key areas of the city.

### GOAL 7 – BUSINESS ATTRACTION

Proactively target specific industries and sectors compatible with the local economy and engage in business attraction activities.

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# Business Retention and Expansion

**GOAL 1:** Become the 'go to' problem solver for industry leaders and the local business community.

## Strategy 1.A.:

Prioritize relationship building with the local business community.

### Action Steps:

- Take advantage of the City's membership in the Greater Wooster Chamber of Commerce and become an active partner in Chamber activities while building personal relationships with Chamber members.
  - ✓ Provide City staff volunteers to support Chamber events.
  - ✓ Join planning committees for activities like Manufacturing Day.
  - ✓ Continue to attend networking and fundraising events.
  - ✓ Advocate for city representation on the Chamber Board (ex-officio capacity)
- Create a local business visitation program, inclusive of multiple sectors, targeted to small and medium sized businesses.
  - ✓ Engage the Chamber, Main Street and others for team visits.
  - ✓ Facilitate introductions between business owners and economic development partners.
  - ✓ Create and send a new business welcome packet.
- Coordinate basic-sector visits with WEDC annually through its Business Retention and Expansion (BRE) Program
  - ✓ Establish annual metrics for number of joint BRE visits.
  - ✓ Collaborate with WEDC to create a pre-visit survey questions
  - ✓ Request an annual debrief of WEDC BRE with economic development partners to identify gaps, common themes and legislative or programmatic priorities for BRE.

## WHY BUSINESS RETENTION AND EXPANSION MATTER...



Wooster's existing businesses form the foundation for local employment, stabilization of the tax base and are the engines of economic growth. Without solid Business Retention and Expansion (BRE) strategies that are focused on business engagement and communication, economic development organizations are not equipped to respond to the changing needs of businesses and shifts in the market. Too often, the sudden closing of a long-time business or a mass layoff surprises residents and local officials and can have lasting effects on the local economy. The primary objective of a business retention and expansion program is to identify local businesses' existing and anticipated needs to connect resources or evolve local tools to respond to changes in the market. An active BRE program can head off some of these challenges by connecting businesses with resources to remain viable and ultimately grow.

# Business Retention and Expansion

## Strategy 1.B:

Develop a local business communication strategy.

### Action Steps:

- Maintain an updated city business contact list for notifications; mailings and other business communications.

## Strategy 1.C:

Foster small business development and growth.

### Action Steps:

- Convene small business owners from multiple sectors to identify specific services that the city can provide to support growth.
- Create a package of incentives and support programs to attract small businesses to commercial centers.
- Continue to work with Main Street Wooster to implement new programs to support new and existing downtown businesses.
  - ✓ Interior build out grants or financing
  - ✓ Public realm improvements like signage or sidewalk cafes
  - ✓ Business directories, directional kiosks and wayfinding
- Continue to promote the Chamber of Commerce small business counseling and SBDC programs and actively participate in local programming and connecting businesses with resources.
- In concert with the Chamber and WEDC, create and teach education content through existing programming, workshops or at Chamber events such as:
  - ✓ Navigating the Permitting process
  - ✓ Bidding and Contracting with Federal, State and Local Government
  - ✓ Small business certifications: DBE, SBE, VFBE or EDGE.



# Market Position and Place Branding

**GOAL 2:** Establish Wooster's place brand to showcase its competitive advantage(s) and assets.

## **Strategy 2.A.:**

Develop and implement a brand strategy for the city.

### **Action Steps:**

- Hire a marketing consultant to assist the city in refining a brand strategy including messaging goals, targeted audiences, communication methods, and deployment.
- Review marketing and brand goals with respective economic development partners to align messaging, respective brand strategies, marketing activities and joint marketing opportunities.
- Work with the Chamber, Main Street Wooster, WEDC and the Convention and Visitors Bureau to create co-branded marketing materials with consistent messaging targeted to respective audiences.
  - ✓ Engage the Chamber and WEDC to create an employee relocation guide and other companion marketing materials.
  - ✓ Work in tandem with the Convention and Visitors Bureau to highlight local business and Wooster's quality of life to convention and meeting visitors.
- Develop and expand the city's digital engagement for communication through social media.
- Use advertising to increase the city's exposure and name recognition (digital advertising, YELP, Google, etc.)
- Use testimonials and storytelling to promote the city.

## **WHY MARKET POSITION AND PLACE BRANDING MATTER...**



Developing a competitive community identity will become increasingly important for the City of Wooster. Wooster and Wayne County fall on the cusp of the northeast Ohio market area and are not always perceived as part of the greater regional market. In fact, of the four major commercial brokerage firms that track commercial and industrial market trends, only one includes Wayne County in its northeast Ohio analytics.

*Place branding* defines a community's characteristics and assets and distinguishes it from competitors. The uniqueness of a place helps determine a positioning strategy and competitive identity and, if done properly, will resonate with visitors, prospective residents and businesses to encourage people to visit, live, or invest. A brand is more than a tagline and logo, it emulates a promise of what the community is or aspires to be. It is first impressions and perceptions. Unfortunately, many communities don't fully utilize the concept of a "brand" and a greater marketing strategy to communicate assets and competitive edge.



# Market Position and Place Branding

## Strategy 2.B.:

Improve community “first impressions” through long-term strategies that improve aesthetics, high property maintenance standards and beautification of high visitor destinations, like commercial centers, the hospital and employment centers.

### Action Steps:

- Enhance code compliance activities along commercial corridors and activity centers through proactive and targeted programming.
- Develop commercial property improvement incentives and grants for areas outside of downtown that can help property owners address code compliance issues, tenant improvements and property beautification.
- As commercial properties redevelop compel compliance with current commercial development standards.
  - ✓ Enhance pedestrian and vehicular cross access and encourage development of communal public spaces and amenities.
  - ✓ Create pedestrian access between commercial and residential development to increase pedestrian activity.
- Work with local businesses and community groups to schedule community clean ups.



Source: Margate Community Redevelopment Agency



## Strategy 2.C:

Implement public realm improvements between commercial nodes, opportunity sites and along major corridors.

### Action Steps:

- Implement a gateway beautification program use landscaping and signature signage to reinforce the community brand.
- Implement a citywide wayfinding program.
  - ✓ In the downtown, develop pedestrian scale wayfinding and business directory kiosks.
- Create branded “districts” around activity nodes such as the hospital, neighborhood commercial districts and the Arts Center.
- Continue to develop the city’s bike plan and promote it through signage, mapping and signature pavement (or pavement markings) in key areas.
- Extend pedestrian and bicycle access to public parks and recreation and new development.
- Enhance city right of way maintenance.



Source: Glenn Falls Business Journal

# Workforce Development and Talent Attraction

**GOAL 3:** Ensure that the City of Wooster is a place that can attract talent and provide the necessary workforce to sustain continued economic growth.

## **Strategy 3.A.:**

Engage in activities to match workforce development resources with employers and local hiring initiatives.

### **Action Steps:**

- Participate in the Chamber's youth development programs like Manufacturing and Healthcare Days
- Promote business hiring events or co-host job fairs.
- Facilitate and connect local businesses with workforce development resources such as individualized training, apprenticeships and workforce development funding.
- Participate on local workforce development boards and committees.

## **Strategy 3.B.:**

Support or influence quality of life factors that attract and retain talent.

### **Action Steps:**

- Evaluate local transportation service(s) and partners to ensure schedules, timing and hours of operation support employees and shift workers.
- Find opportunities to expand childcare offerings and facilitate childcare benefits matched with providers (childcare business accelerator)
- Remove local barriers to development of additional workforce housing to accommodate a range of price points and unit types.

## **WHY WORKFORCE DEVELOPMENT AND ATTRACTION MATTERS...**



A recent article in Chief Executives (e-magazine) stated “Cities that develop strategies for attracting and retaining talent stand to be the world's next best places for corporate and foreign investment. Those that ignore the issue risk losing not just people, but economic opportunities.”

Attracting talent and generating a local workforce with the skills to match existing business needs is cited by Wooster businesses as the #1 priority to grow and stay competitive. Wayne County is well positioned with educational resources to locally grow its workforce but needs to take action to support workforce retention, by investing in place-based strategies.

The limited supply of housing and housing types to accommodate new workers has been consistently identified as a common denominator. In fact, commonly accepted housing to jobs ratios recommend 1 to 1.5 to sustain the local workforce. Wooster's current ratio is 1 to 1.7 jobs indicating **an existing deficit of approximately 2,100 housing units.**

# Housing is a Basic Need for Workforce and Talent Attraction

*Wooster employers have cited, “a lack of housing and typologies” as the #1 Issue impacting workforce retention and attraction.”*

In largely built out communities, there is often a lack of investment in new, quality housing and in more desirable communities, like Wooster, the investment that does happen is largely geared toward higher incomes and in Wooster’s case, families. Therefore, the places within the community and neighborhoods lack the kind of housing that supports changes in life cycle, such as downsizing for older adults or housing for single householders. These become drivers in both land and capital that eventually contribute to gentrification that prices out younger families, “age in place” opportunities or variety of housing types that would appeal to a larger pool of talent and employees.

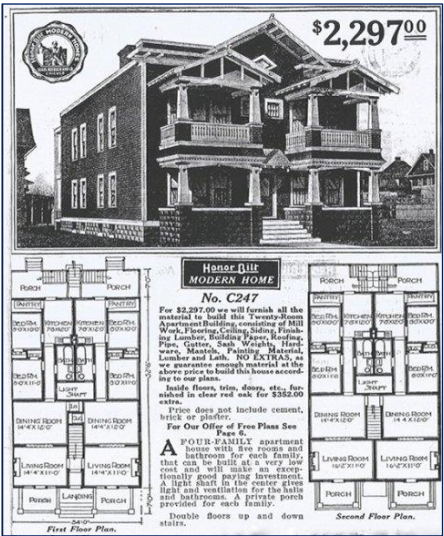
The City of Wooster currently has 21,139 jobs and 11,976 housing units, or 1.77 jobs per housing unit. Utilizing the American Planning Association’s (APA) recommended standard of 1.5 jobs per housing unit, Wooster’s job count would necessitate 14,093 housing units, indicating that there is a deficit of at least 2,117 housing units to optimally provide housing opportunities for Wooster’s workforce. This does not account for unfilled positions or future growth.

Past housing demand in Wooster has primarily been driven by families and multi-family targeted to seniors. Current trends nationally have more people preferring to live alone and younger workers opting for “experiences” and recreation rather than the “american dream,” single family homeownership.

## What is Missing Middle Housing?

The term “missing middle” refers to a range of “house” scale buildings with multiple units, compatible in design with mixed single-family/multi-family neighborhoods near neighborhood commercial. These neighborhoods are typically more affordable since they make more efficient use of land.

Nationally, there is a movement to bring back neighborhood scale “middle housing” as one of the solutions to lack of and affordability of housing. This plan endeavors to maintain community character and history, and identifies specific areas, that would have little to no impact on historic character.



Examples of “middle housing.”

Images courtesy of AARP Livable Communities initiative.

# Entrepreneurship

**GOAL 4:** Become a center for entrepreneurship, innovation, and creative industries.

## **Strategy 4.A.:**

Facilitate the creation of an entrepreneurship ecosystem from concept to start up.

### **Actions Steps:**

- Identify and develop relationships with entrepreneurs, innovators and creators already engaged in business to brainstorm concepts, missing resources and supports.
- Participate in events and opportunities that foster collaboration and networking among established business owners and up and coming entrepreneurs (i.e. Wayne College annual Maker Faire)
- Uncover compelling entrepreneurial stories for inclusion in marketing content, and to identify mentors that can help grow a local entrepreneurship ecosystem.
- Convene a committee of direct support entrepreneurship-services providers and other stakeholders to evaluate all available services and local leadership to support entrepreneurs.
  - ✓ Academia: AU-Wayne College, Wooster College and OSU – CFAES.
  - ✓ Local entrepreneurs representing different industry sectors.
  - ✓ Include an inventory of workshops; maker spaces and other locations for testing and fabrication.
- Initiate and help fund and entrepreneurship development plan and implementation strategy

## **WHY ENTREPRENEURSHIP MATTERS...**



Entrepreneurship is a unique segment of economic development, and one of the most important. There is a distinction between entrepreneurship and small business development. Entrepreneurs are future oriented and the founders and creators of new products or services, while small business owners start a type of business that already exists within a particular marketplace. Entrepreneurs seek out locations that can foster innovation, where they can encounter other innovators and creators in a way that builds the critical mass of an interdependent ecosystem. Entrepreneurs are not always a city's most visible business; often they work hidden from view with focus on their mission, vision, and innovations.

It is important that cities seek out and find these entrepreneurs, because their stories greatly enhance a community's position in the marketplace and in the minds of prospects, whether those prospects are the talented workforce, other entrepreneurs, or foundational companies that need entrepreneurial innovations to remain competitive. Building an environment that fosters entrepreneurs requires attention to those things that connect people to a place. Entrepreneurs prioritize quality of place when deciding where they want to innovate, so focus on the placemaking aspects of economic development such as aesthetics and public spaces will contribute greatly to entrepreneurial growth, which in turn will support talent and business attraction.



# Entrepreneurship

## Strategy 4.B.:

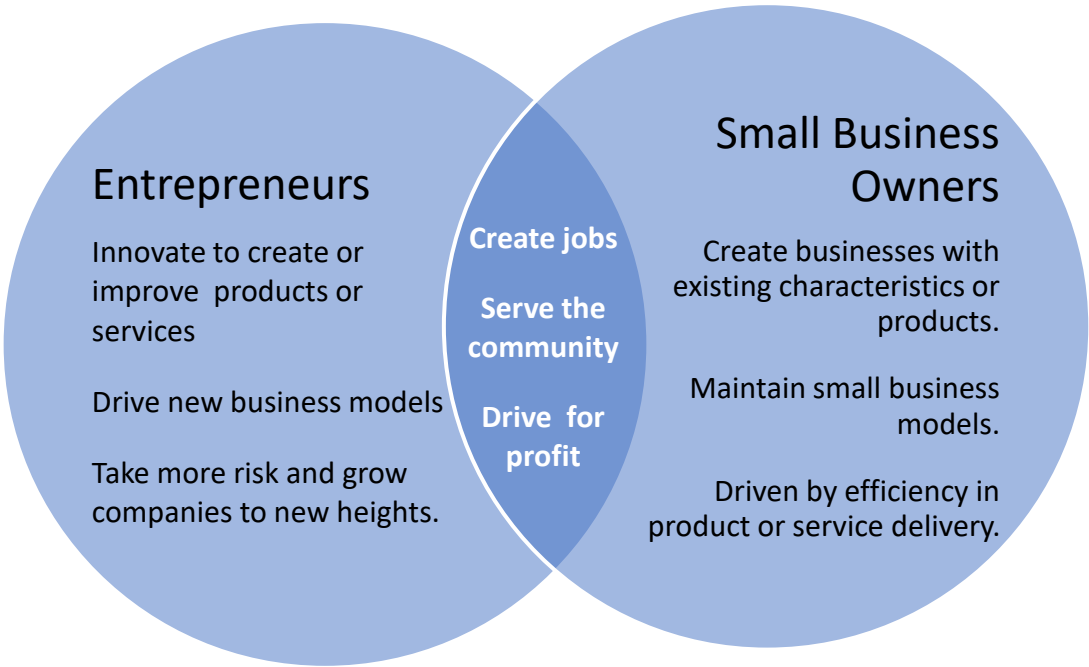
Use tourism and hometown events to highlight the assets of Wooster to attract entrepreneurs, ‘boomerangs,’ freelancers and remote workers.

## Action Steps:

- Take advantage of large events such as Woosterfest, Ohio Light Opera, holiday events and Wooster College events (parents’ weekends, alumni, sporting events)
  - ✓ Temporary ‘pop up’ storefront, brochures or websites, signage and booths at events.
- In concert with the Convention and Visitors Bureau, identify opportunities to increase visitor traffic to the city and where possible take opportunities to highlight the city.
  - ✓ Conventions (welcome remarks; city marketing brochures; historic district tours)
  - ✓ Stay and learn programs (OSU or Arts Center)



Source: Recast City



Entrepreneurs v. Small Business Owners

# Entrepreneurship

## Strategy 4.C.:

Use entrepreneurship support programs to fill gaps in the local economy.

### Actions Steps:

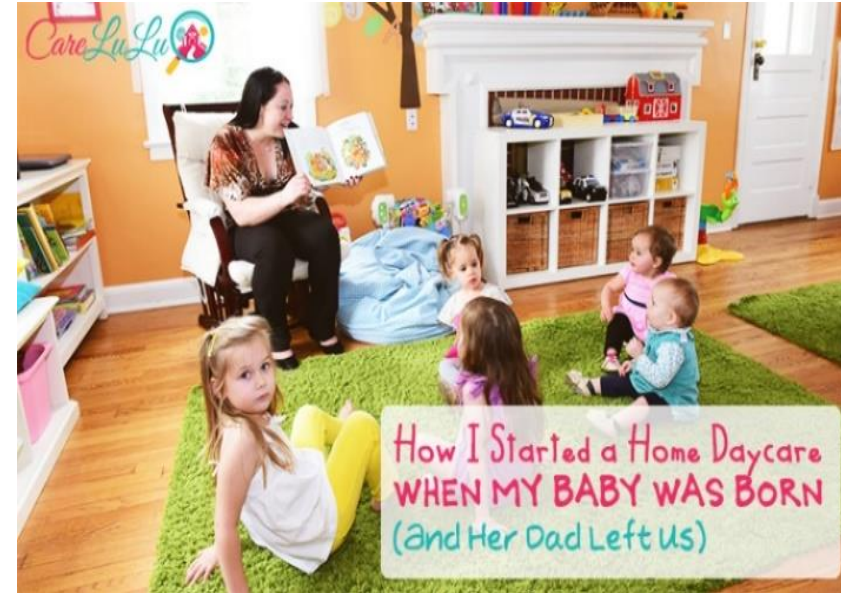
- Facilitate discussion on how to advance childcare as an entrepreneurial opportunity and research opportunities to create a “childcare” business accelerator.
  - ✓ Evaluate in-home and center startups as well as opportunities to scale up existing providers.
  - ✓ Provide staff support, possible programming or funding and state or federal grant monitoring and writing. (Ohio’s Childcare Stabilization Grant)
- Work with stakeholders and entrepreneurial support partners to create other accelerator programs, like small scale housing development or employer assisted workforce transportation services.
- Support and assist the Arts Center in developing programming to help local artists and artisans learn sales and business skills.

## Strategy 4.D.:

Encourage the development or expansion of ‘Third Places’ and public area activations.

### Action Steps:

- Support business development opportunities at Opportunity Sites to attract or expand existing third places such as coffee shops, breweries and co-working space.
- Create (or retrofit) outdoor public spaces that can serve as a third place in warmer months.
- Work with the library or use other publicly owned spaces to create free co-working opportunities.



Source: Adobe Stock



Source: Raleigh Magazine, October 2020

# Asset Management

**GOAL 5:** Use land acquisition, disposition and existing publicly owned lands to target specific business sectors and development types and facilitate economic development activities within targeted redevelopment areas.

## **Strategy 5.A.:**

Develop an Asset Management Plan to facilitate development and redevelopment.

### **Action Steps:**

- Create a site inventory of all city and other publicly owned properties and categorize by use and geography.
- Evaluate targeted development areas identified in the EDSP and city's Comprehensive Plan for future development and capital planning.
  - ✓ Identify high priority investments in infrastructure
  - ✓ Identify opportunities for acquisition and site assembly
- Evaluate city-owned land in terms of revenue generating potential and "highest and best" future use.
  - ✓ City owned properties can be used as an incentive for the private sector to engage in site assembly activities.
  - ✓ Leverage grants and state revolving loan funds to extend or upgrade infrastructure.
- Negotiate "first right of refusal" agreements with public sector partners to ensure the city has priority on governmental disposition of surplus properties.
- Continue to use the Wooster Growth Corporation as a tool to hold and acquire land.
- Continue to use Wayne County Land Bank for acquisition of distressed properties.

## **WHY ASSET MANAGEMENT MATTERS...**



In local government, asset management refers to activities aimed at the maintenance and effective use of public assets in order to maximize the growth and quality of life of a community. In its narrower, more practical sense, asset management embraces property acquisition and disposition planning and maintenance or expansion of capital assets and infrastructure planning by government entities and enterprises.

In Wooster there are very few large "greenfield" sites for new development, and infill development is challenging due to the need for land assembly, environmental remediation or older infrastructure and flood zones. Furthermore, the city's boundaries are constrained by Agricultural Security Areas (ASA). Under utilized properties (such as those with significant vacancy) or areas experiencing disinvestment are prime locations to target asset management strategies. These types of strategies can be used to create larger sites or extend capital or technological infrastructure that will attract future industry and residential development.



# Asset Management

## Strategy 5.B.:

Create development ready sites through provision of infrastructure and mitigation activities.

### Action Steps:

- Develop capital improvements around targeted areas to incentivize and direct development.
- Use the city's capital improvement plan process to advance necessary infrastructure, transportation improvements and community amenities in target areas as an incentive for development.
  - ✓ Piggyback infrastructure maintenance and replacement projects on county or state projects when possible.
  - ✓ Advocate for upgrades on county or state projects that will enhance the community brand.
- Take advantage of land dedication(s) and/or public access easements that can be secured through the land development approval process to advance future capital improvements and recreational amenities.
  - ✓ Pedestrian and bicycle access, cross access easements, parks or future utility expansion.
- Evaluate flood prone areas for future development or recreational purposes to identify potential flood and stormwater mitigation investments, acquisition or modifications to land development standards.
- Utilize code liens and fine reductions/waivers, clear title (Land Bank) and environmental clean-up to prep sites or support reuse.





# Regulation and Efficiency

**GOAL 6:** Encourage targeted development and redevelopment in key areas of the city.

## **Strategy 6.A.:**

Encourage a greater mix of compact housing near commercial nodes.

### **Action Steps:**

- Reduce the need for variances, rezonings and conditional use hearings by permitting certain residential developments “by right.”
  - ✓ Update land development standards or use overlay districts to ensure compatibility and design.
- Codify regulatory incentives to direct development and proffer community benefits and/or amenities which will also create more flexibility for developers.
- Encourage infill residential development in the neighborhood(s) around the Arts Center and around East Liberty Street.
  - ✓ Encourage a mix of housing types
  - ✓ Regulate intensity through design standards instead of density.
- On secondary streets within the downtown (C-4) encourage more residential and office development by reducing mixed use requirements.

## **Strategy 6.B.:**

Make more efficient use of land and land values to spur development and maximize residential development where appropriate.

### **Action Steps:**

- Designate higher residential density areas near commercial.
- Utilize density bonuses as a financial incentive for residential development in designated areas.

## **WHY REGULATION AND EFFICIENCY MATTER...**



Local government regulations can serve as one of the greatest incentives for economic growth and development or one of the greatest barriers. Regulations are in place to protect the community and public, but if overburdensome or vague they can stymie reinvestment by residents, developers and business.

Developers and site selectors evaluate communities on the ease of doing business and cite the need for regulations to be: Consistent, Certain and Predictable. In addition, “time to market” is a significant factor in development and carrying costs. Thirty (30%) of all development costs are in the soft costs and the land development approval process. Delays in approvals add to the cost of development and can make or break a project.

Implicit in regulation is the efficient use of land, that is the balance between development capacity and land values. Low intensity development standards result in higher development costs which is ultimately passed on to the end user. Sprawling development is more costly to maintain, ultimately impacting return on investment and overall operational costs.

# Regulation and Efficiency – The Cost of Development

## DEVELOPMENT PROFORMA #1- EXISTING DENSITY

### Assumptions

Land (SF)	20,000
Density	15 du/ac
Total Units	7 (3 BDR)

### Development Costs

Land Acquisition	\$	160,000
Construction	\$	1,764,000
Soft Costs	\$	352,800
Total Project Cost	\$	2,276,800

### Operating Budget (Annual)

Revenue	\$	187,488
Expenses	\$	55,822
Reserves	\$	6,291
Debt Service	\$	103,615
Net Operating Income (Year 1)	\$	21,760

**Internal Rate of Return** **10.4%**

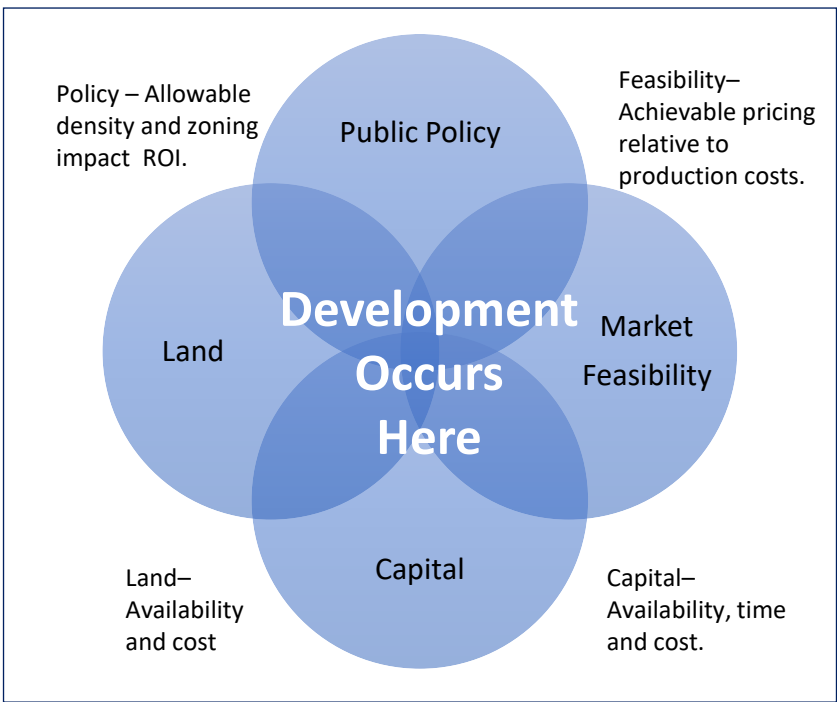
NOTE: A CRA Abatement would infuse \$319,000 (NPV) as an incentive and increase annual cash flow and IRR to 13.5%. A comparative pro forma for a similar project, but higher density is illustrated on the following page with no incentives but a strong IRR of 16.6%.

### What is Density?

In real estate terms, density describes the number of housing units per land unit in an area. So, low density housing areas are typically populated by single-family homes and condos with few units.

### What are “Soft Costs”?

Government regulation and efficiency influence have the highest impact on the soft costs associated with a development project. Soft costs include architecture, engineering and professional fees, permits, licenses and application fees and transactional fees.



Four Influencers of development feasibility and cost.

# Regulation and Efficiency – Density increase Housing Opportunities

## DEVELOPMENT PROFORMA #2 - DENSITY BONUS

### Assumptions

Land (SF)	20,000
Density	40 du/ac
Total Units	18 (1 & 2 BDR)

### Development Costs

Land Acquisition	\$	160,000
Construction	\$	2,079,000
Soft Costs	\$	415,800
Total Project Cost	\$	2,654,800

### Operating Budget (Annual)

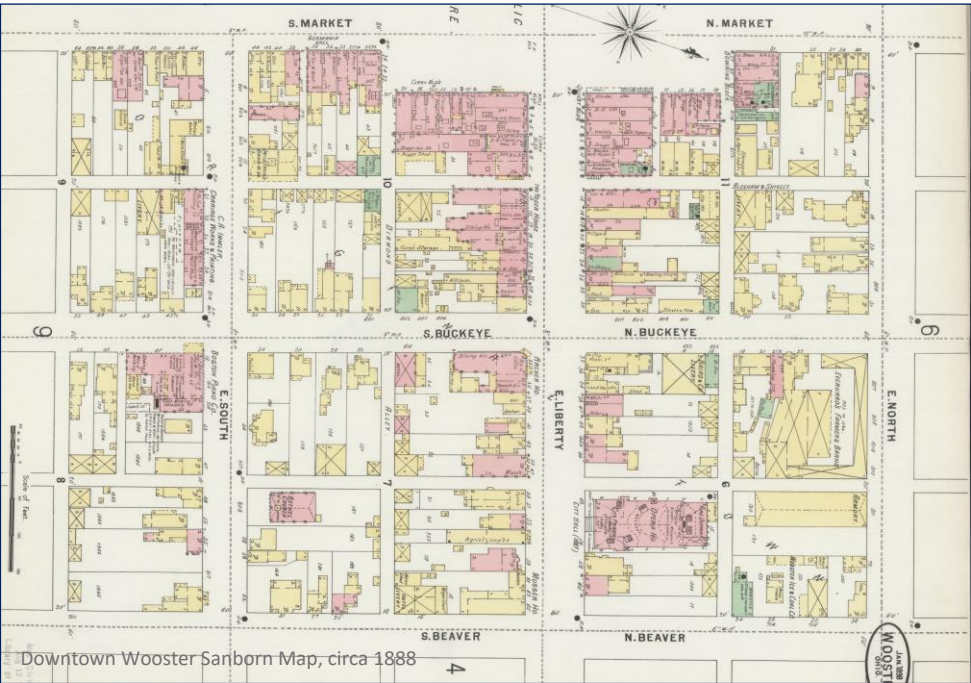
Revenue	\$	253,109
Expenses	\$	70,213
Reserves	\$	12,511
Debt Service	\$	120,817
Net Operating Income (Year 1)	\$	49,568

**Internal Rate of Return** **16.6%**

Density also impacts affordability. Total development cost per unit is \$325,000 under #1 and \$147,500 under #2. **This is not sustainable long-term for majority of the workforce** and will become more expensive as land availability declines and land costs increase.

### What is a Density Bonus?

A density bonus is a development incentive that allows for residential development to go beyond the maximum density in a zoning district. Density bonus programs are often used in conjunction with incentivizing certain public benefits. offer numerous forms and are typically linked to a particular community goal or policy related to some community benefit. To the developer, a density bonus allows more housing units to be built on a particular piece of property, which in turn, reduces development costs and can provide a long-term increased return on investment (ROI).



*Historic downtowns and were built with more density than is often permitted today. Under current zoning, the original downtown Wooster urban fabric may not be possible.*

# Business Attraction

**GOAL 7:** Diversify city business attraction strategies and targeted industries.

## **Strategy 7.A.:**

Continue to grow opportunities to attract regional and state targeted industries.

### **Action Steps:**

- Develop a long-term *industry development plan* encapsulating industrial sectors, warehouse and distribution, healthcare and emerging industry opportunities.
  - ✓ Evaluate current and future automotive and manufacturing trends and impacts of automation on facilities, land and jobs.
  - ✓ Identify existing industries with growth potential through expansion or downstream supply chain attraction.
  - ✓ Focus on to growing higher wage white collar or skilled worker jobs and sectors.
- Work with prospects, and partner agencies as necessary, to facilitate project financing through public intermediaries and regional banks.
- Strengthen relationships with existing industry leaders and The Ohio State University CFAES on emerging industries and technologies for targeted attraction.
- Identify sites near employment centers to develop workforce housing to attract skilled workers and expand the city's labor force.
- Create co-branded economic development marketing materials with Wayne Economic Development Council (WEDC) that can be used in statewide or midwest regional attraction activities.
  - ✓ Develop a distinct Wooster/Wayne County brand that distinguishes the area from regional "Wayne County" competitors.

### **WHY BUSINESS ATTRACTION MATTERS...**



In the broader sense, business attraction activities have been deployed to bring jobs to a community so that residents have access to higher wages and upward mobility. Additional benefits include expansion of the tax base and secondary economic activity that is generated by higher demand from workers, residents and cash flowing through the community.

Traditional business attraction efforts have focused on the transaction and sales-oriented activities to lure companies to a community. Today, business attraction activities are more place-based and focus on diversifying and growing the local economy. Fostering diversification of industries that support the local supply chain and labor market strengthen the local economic network by allowing businesses across the spectrum to grow with the economy. As the local economic network expands, it creates additional space for both existing businesses and prospective start-ups to find opportunities in new spaces within the market and reduces risk for the greater community.



# Business Attraction

## Strategy 7.B:

Proactively target specific industries and sectors compatible with the local economy and engage in business attraction activities.

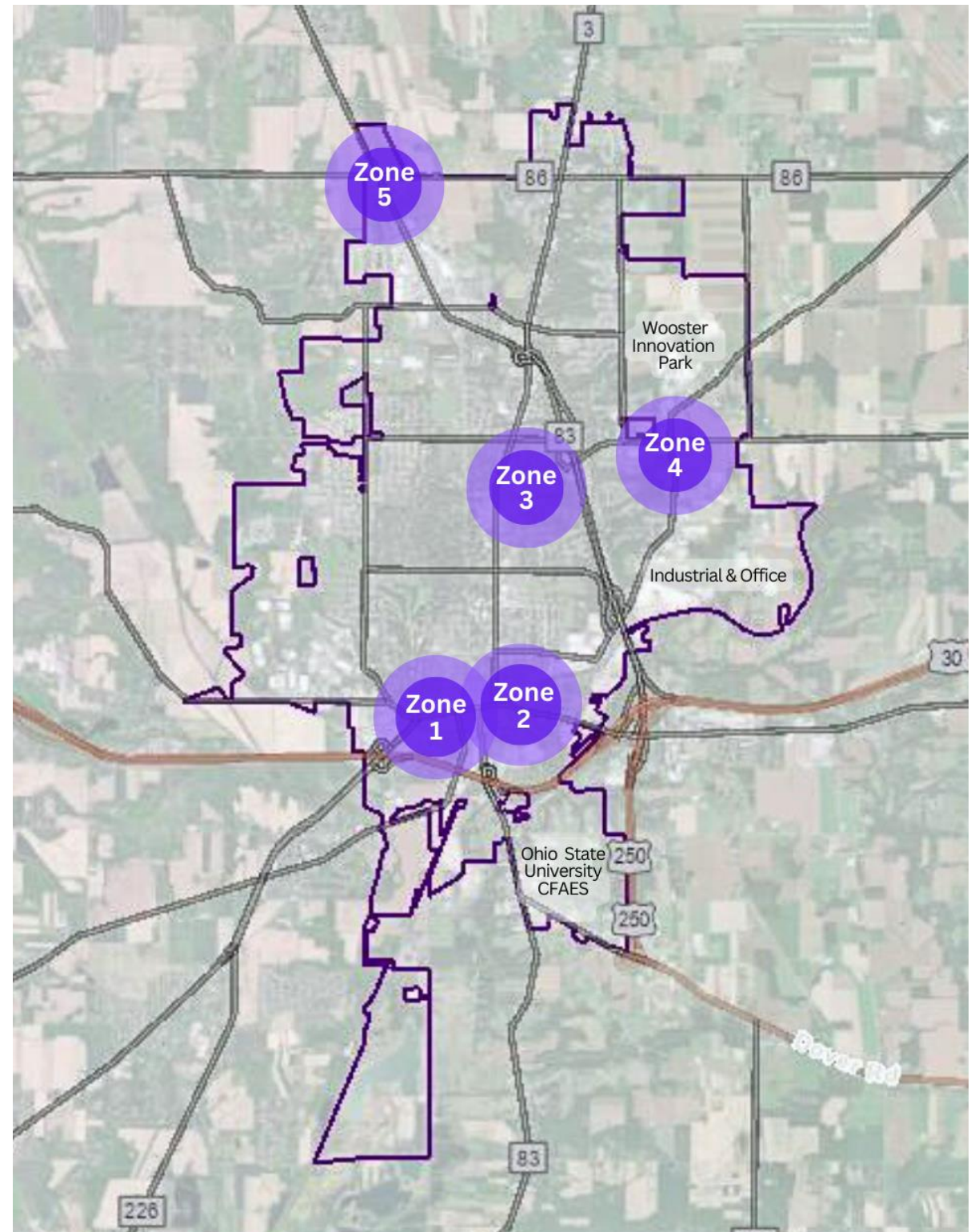
## Action Steps:

- Work with WEDC to undertake a regional targeted industry study to identify opportunities that support existing industries, fill gaps and establish direct marketing and attraction activities.
  - ✓ Focus on regional target marketing (northern Ohio, Midwest)
  - ✓ Pay attention to the competition. Monitor regional business and industry news to identify trends and opportunities. (i.e. Cleveland Cranes; Business Journal)
- Continue to participate in networking events hosted by Team NEO and broader regional economic development agencies.
  - ✓ Conduct follow ups with prospects from networking
  - ✓ Work with regional EDO's to host events in Wooster
- Engage directly with professional organizations representing city targeted industries and commercial real estate representatives to develop relationships and promote Wooster
  - ✓ Ohio Manufacturing Association, NAIOP, ULI, Ohio Innovation and Technology Association
  - ✓ Rely on local industry leaders to provide introductions and inform potential industry prospects
- With WEDC, create co-branded economic development marketing materials and strategies to specifically showcase Wooster and highlight regional advantages and assets directed to targeted industries and their respective needs (i.e. Food production; advanced manufacturing)



*There are 15 Wayne Counties in the US, many of which are in the Midwest, access to same transportation networks and compete for similar industries.*

# Opportunity Sites



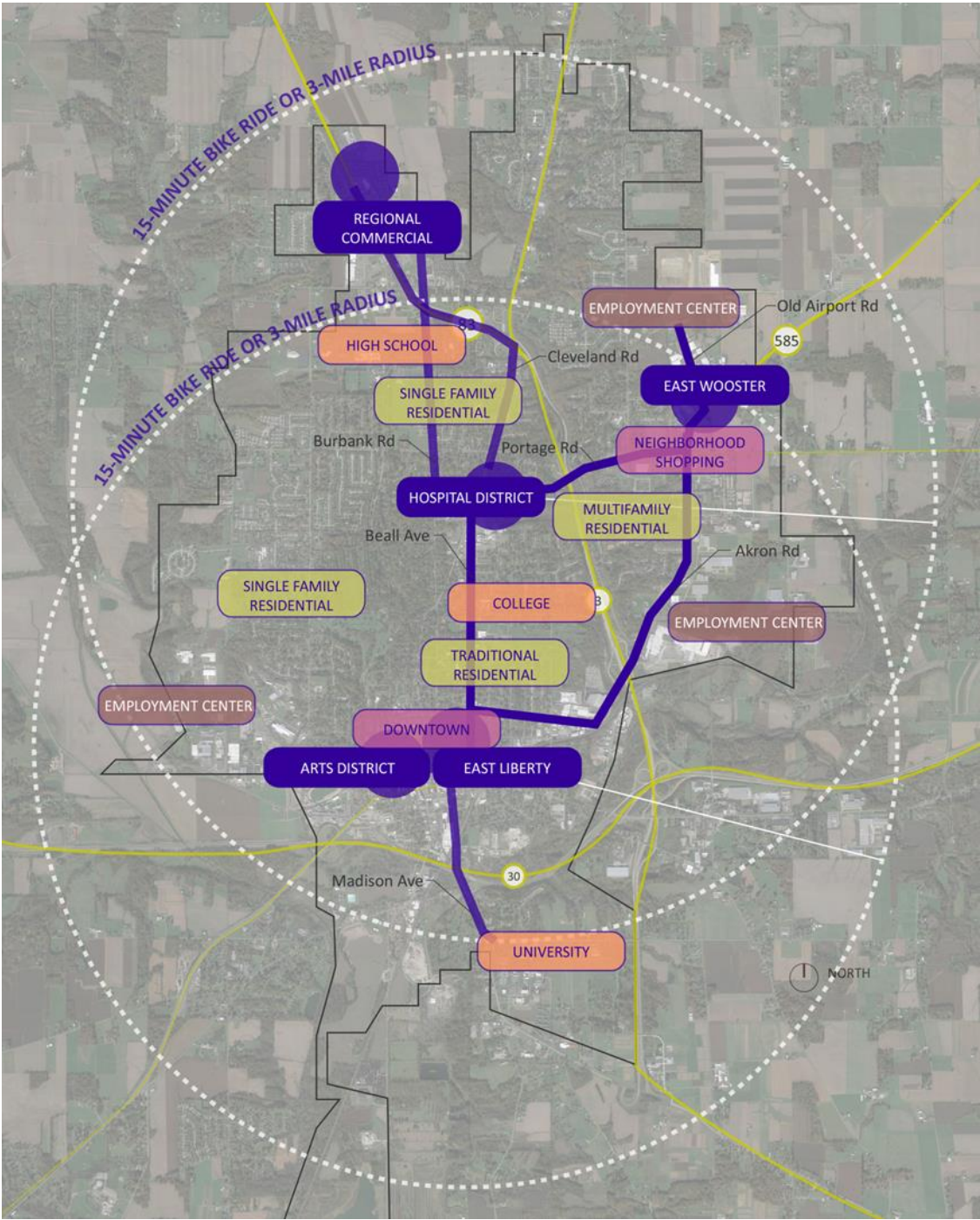


# Opportunity Sites

The Opportunity Sites have been identified as priority areas due to their prominence in the city as destinations and areas that generate the most traffic from outside of the city. These are the city gateways, where first impressions or perceptions are formed, and the nodes with the highest consumer spending. Due to their local and regional prominence these are the priority areas to funnel policy changes and public investment.

Consistent with the strategic approach to economic development recommended by this EDSP, each of these opportunity sites provide examples on how a comprehensive approach to implementation of goals and strategies utilizing the economic development tools that city government is uniquely positioned to influence.

The map to the right depicts the primary Opportunity Sites and their relationships to adjacent land uses and high priority industrial areas and employment centers.



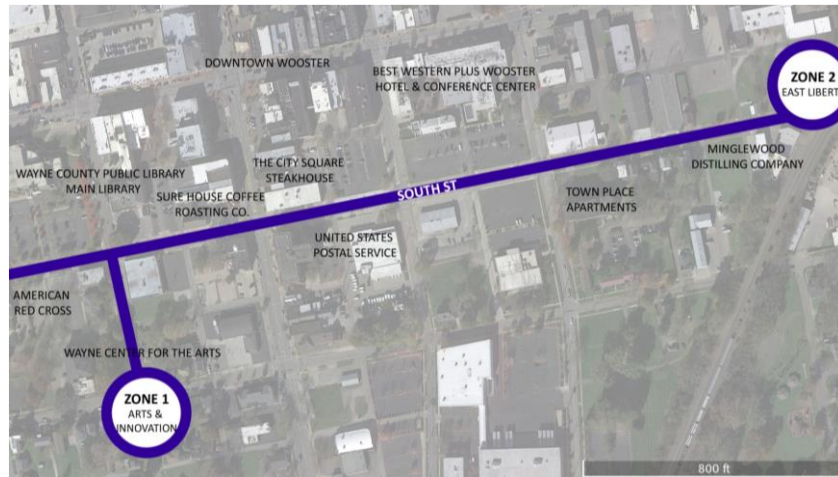


# Opportunity Sites

- Zone 1  
Arts District and Artist Village  
Downtown Gateway (west)
- Zone 2  
East Liberty District  
Downtown Gateway (east)
- Zone 3  
Hospital District  
Regional Healthcare Destination
- Zone 4  
East Wooster Neighborhood  
Mixed Use Living (City Gateway)
- Zone 5  
Crossroads/North End  
Regional Commercial (City Gateway)







*South Street Reimagined – Festival Street, Dedicated Cycle Track, Infill Development*

## Historic Downtown Wooster Gateways, Opportunity Sites, and South Street Connector

ZONE 1, ARTS DISTRICT AND ARTIST VILLAGE | ZONE 2, EAST LIBERTY DISTRICT

# ZONE 1

## Arts District and Artist Village

### Concept

Create a designated Arts District and Artist Village to attract artists, entrepreneurs and creative industries. Focus on third spaces and places; spaces and activities that encourage inclusion; supporting tools for innovation; and arts and culture activities. Also expand opportunities for residential/live work infill development. This is a desirable area to focus on missing middle housing, (i.e. duplex and triplex, low scale walk up apartments.)

### Zoning: RT Residential Transition

Maximum Height: 35

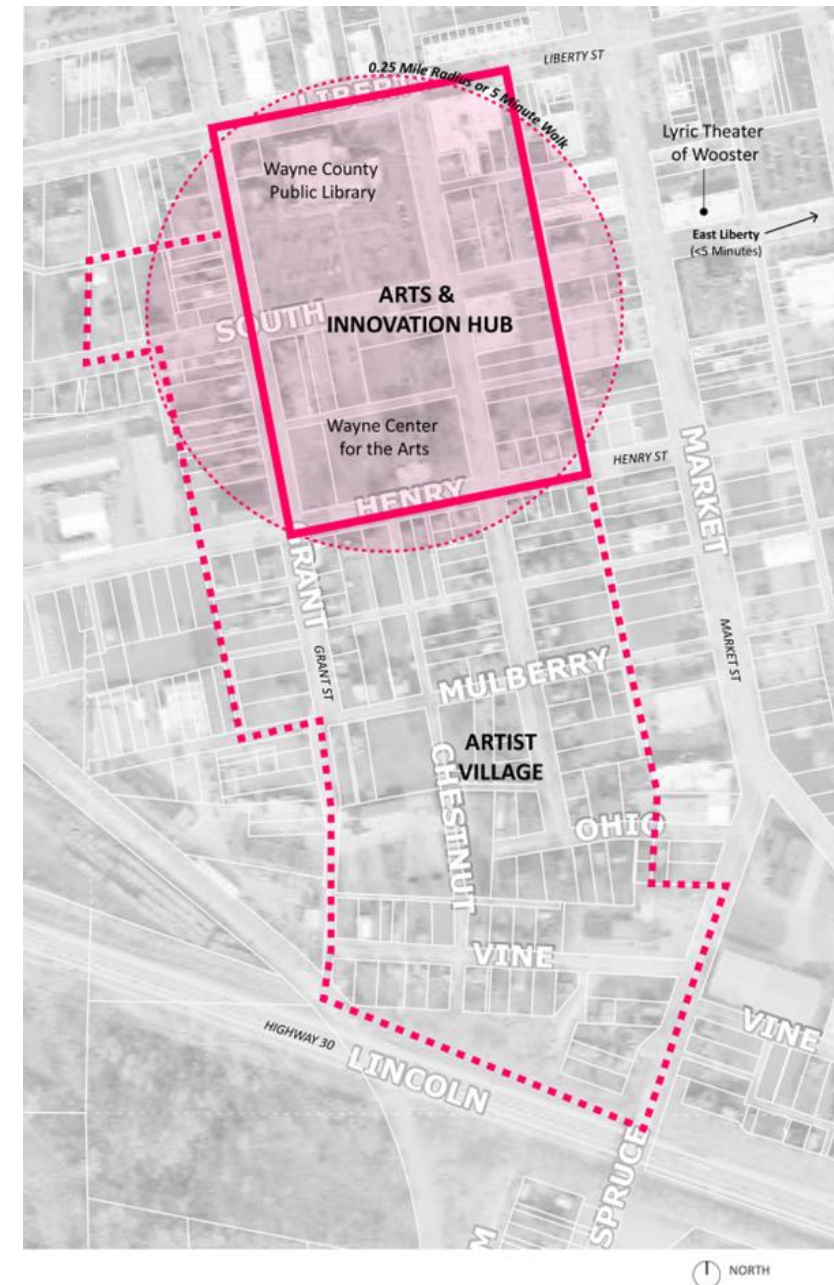
Maximum Density: 10

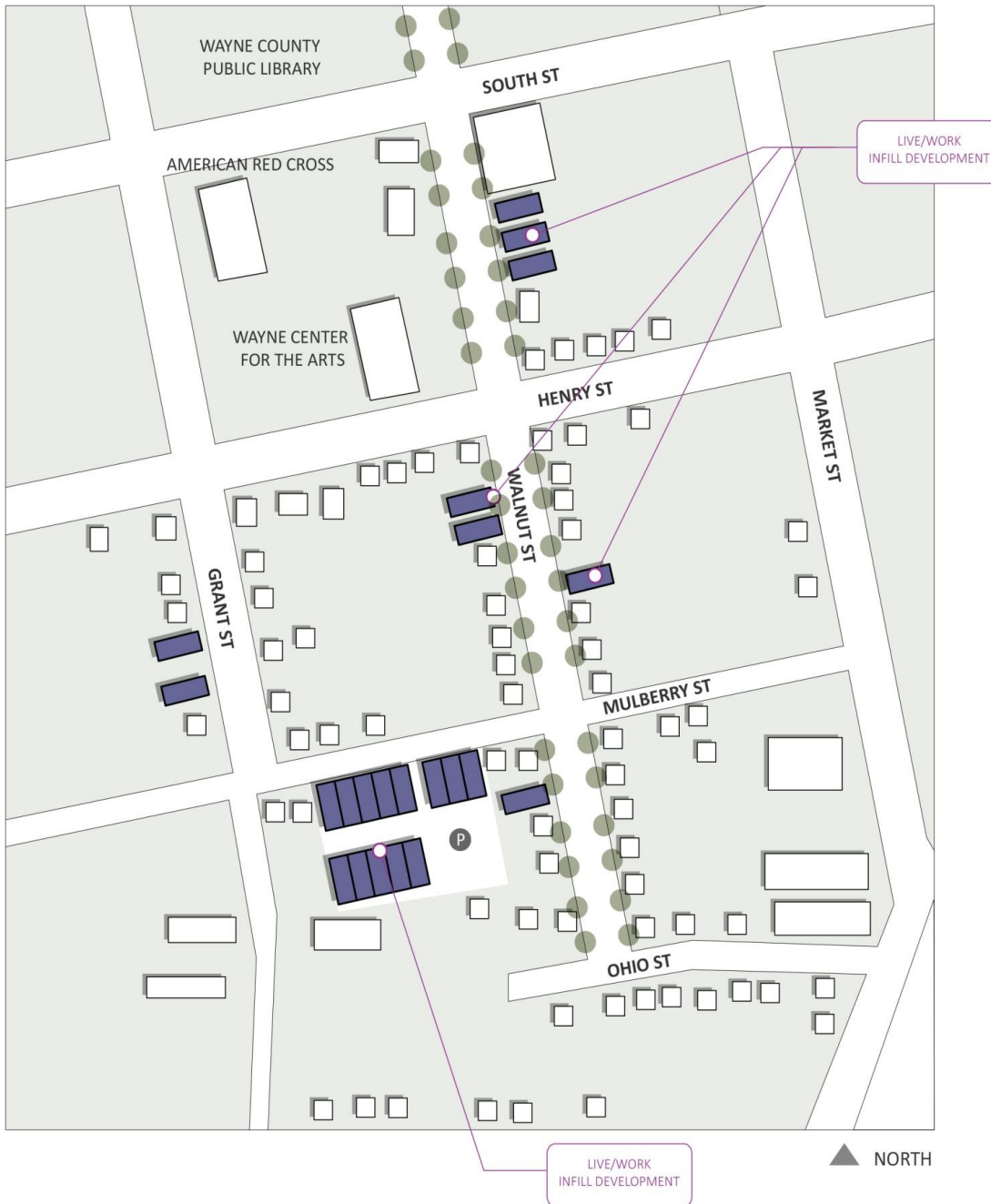
### Zoning: I-2 General Industrial

Parcel #: Various

### Supporting Assets and Infrastructure

- Wayne Center for the Arts
- Wayne County Library
- Local Roots and FoodSphere
- Publicly owned or controlled property
- Availability of vacant parcels
- Non-profit and faith-based organizations
- Availability of utilities and infrastructure





## ARTS DISTRICT AND ARTIST VILLAGE RECOMMENDATIONS

### Market Position and Branding

1. Create a distinct brand for the Arts District
  - Reinforce sense of place through signage, banners, and public art.

### Asset Management

1. Facilitate removal of blight through code enforcement.
2. Use Wayne land bank for fallow property acquisition.
3. Identify and assemble larger parcels for infill development.
4. Reuse or redevelop surplus County properties to support attraction of arts and creative industries.
5. Make improvements to South Street to create bicycle bypass, infill sites east of Market Street and "festival" street improvements to allow for temporary closures and events.

### Quality of Life

1. Foster artist and talent attraction.
2. Consider housing rehabilitation and infill incentives directed toward the creative class

### Regulatory

1. Create a new zoning category for artist live/work and rezone RT areas to new Live/Work District.
  - Increase density to 15 dwelling units per acre (du/ac).
  - Make site development standards consistent with historic plat.
  - Permit live/work.
  - Increase density to permit duplex, triplex and quads.
  - Permit accessory dwelling units.



**Potential Infill Development – Artist Lofts along Walnut Street**



**Arts District and Village – Marketing, Branding and Programming**

Creating a distinct district and destination through signage, placemaking, promotions and programming will attract the creative class, students and young professionals. Already established resources exist to support innovation and entrepreneurship through the Wayne County Library, Wayne Arts Center, Local Roots and FoodSphere. An active leadership organization and action plan are what's missing

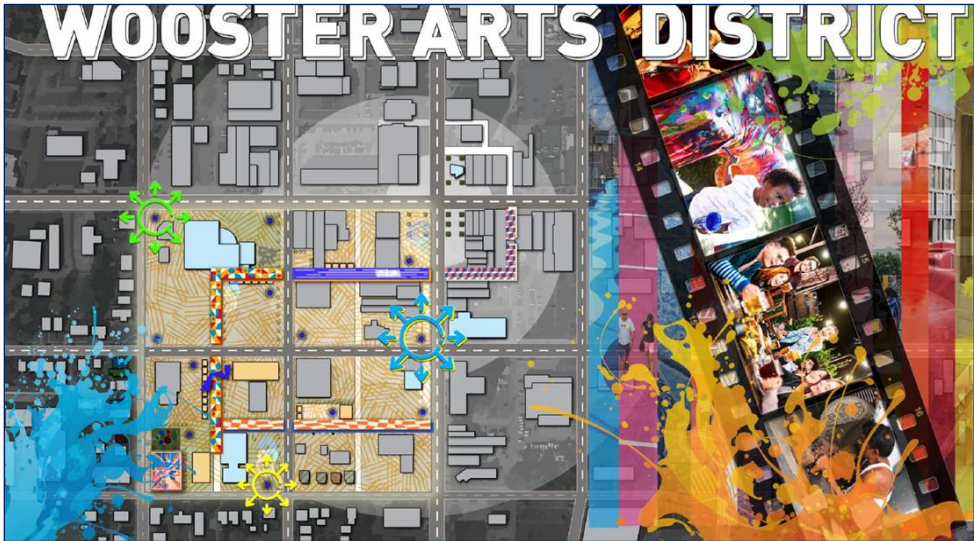


Image Courtesy of AoDK Architecture



# ZONE 2

## EAST LIBERTY DISTRICT

### Concept

Create a mixed-use activity center to anchor the east end of the downtown to serve as a gateway and entertainment district targeted to young professionals, college students and empty nesters. Opportunities for outdoor gathering spaces, live music and attractions.

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### Zoning: C-4 Central Business

Maximum Height: 60

Maximum Density: 15 du/ac

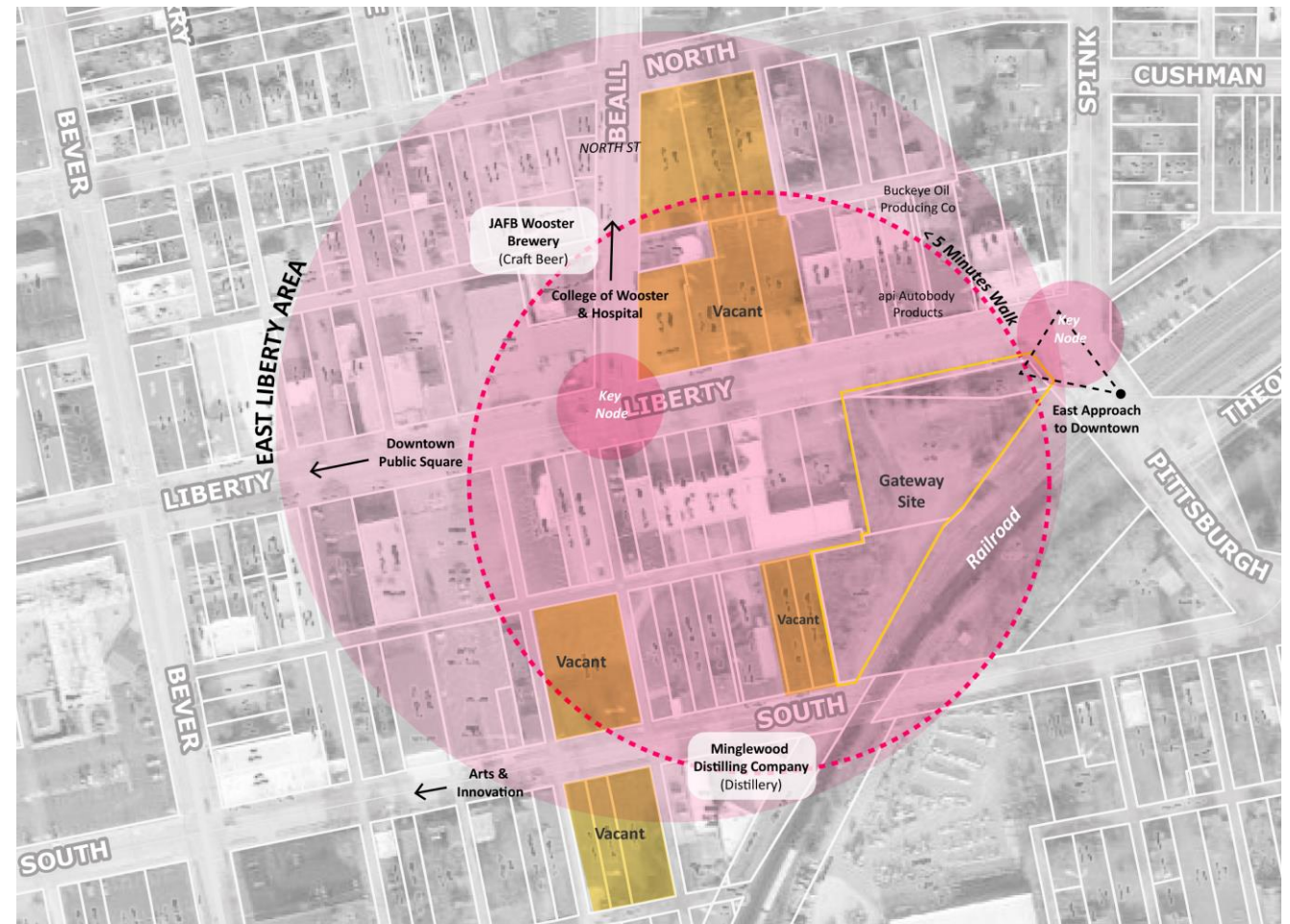
Parking Requirements: Exempt from parking requirements

Front Yard Setback (Feet): 10

Side/Rear Yard Setback (Feet): 0

### Supporting Assets

- Availability of vacant land
- Existing businesses that appeal to the targeted demographic.
- Proximity to park (and skate park)
- Proximity to Wooster College
- Within walking distance of existing neighborhoods





## EAST LIBERTY DISTRICT RECOMMENDATIONS

### Asset Management

1. Utilize city owned redevelopment property on Liberty.
2. Facilitate railroad property enhancements (lease agreement).
3. Pursue opportunity to create pedestrian and bike trails connected to Schellin Park.
4. Continue to evaluate opportunity for realignment of Beall Street.

### Quality of Life

1. Capitalize on opportunity to create pedestrian and bike trails connected to Schellin Park.
2. Encourage targeted development to non-family householders.
3. Increase access to dining, entertainment and recreation.
4. Create a pop up "outdoor yard" contracted with a local restaurateur on city owned or other vacant property to immediately begin to build a brand and activities to attract people to the area.

### Regulatory

1. Create development incentives through regulations
  - Density bonuses
  - On-street parking improvements and credits
  - Site development standards consistent with historic



## East Liberty - Targeted Activities



Source: BusinessFlare

Early activations like “pop up” restaurant and entertainment venues can set the tone for future redevelopment.



JAFB Brewery



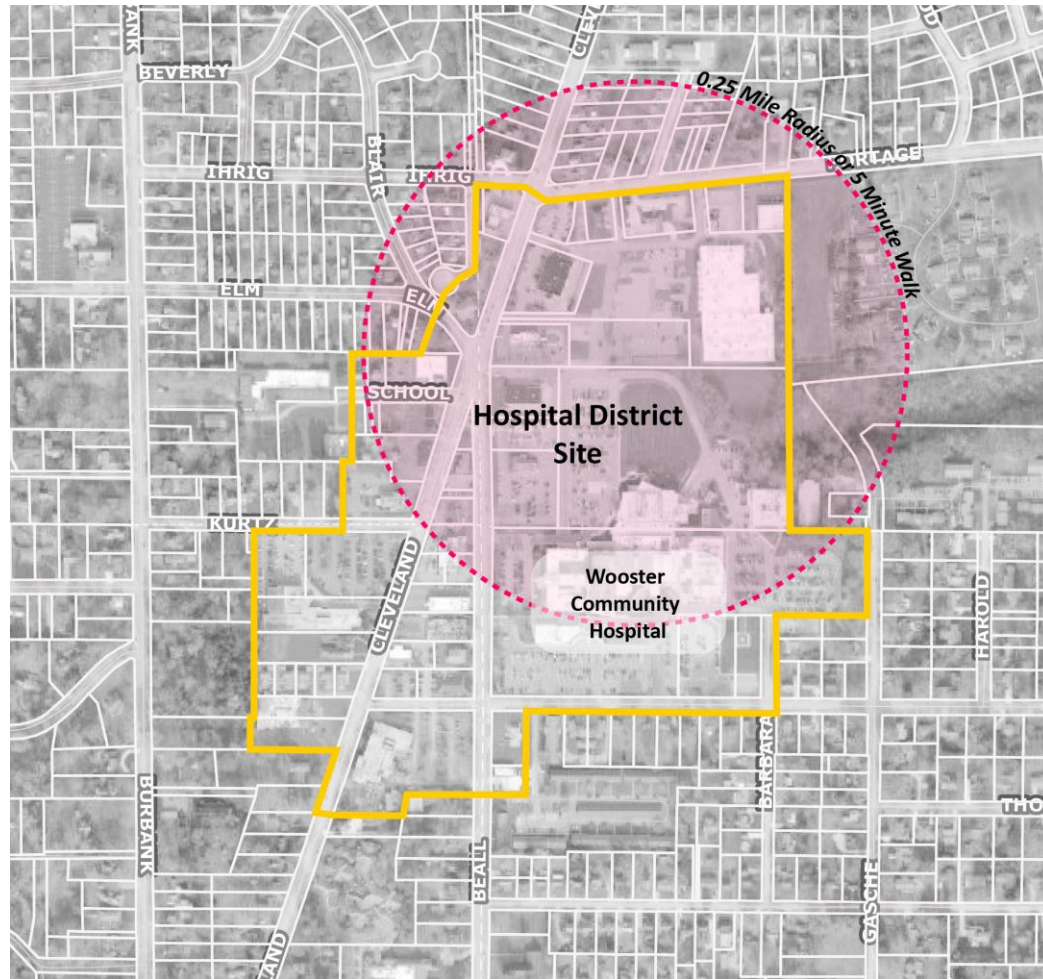






# ZONE 3

## Hospital District



### Concept

Attract an innovation healthcare micro district to support and complement the Wooster Community Hospital workforce and healthcare expansion and innovation.

### Zoning: C-2 Community Commercial

Lot Size: 70 Acres Gross

Min. Front Yard Setback (Feet): 20

Max. Building Height (Feet): 45

Max. Lot Coverage by Building: 40%

Parking Requirements: One space per 300 square feet of nonresidential floor area + one space per dwelling unit

### Supporting Assets

- Publicly owned properties
- Convenience retail and fast-food restaurants
- Future traffic improvements to main hospital entrance
- Adjacent residential and multifamily
- Opportunities for hospital and healthcare services expansion

### What's Missing

- Nearby places to stay for visitors
- Full-service restaurants for employees and visitors
- Public spaces for passive activity
- Recreation activities, access to parks and walking trails

## HOSPITAL DISTRICT RECOMMENDATIONS

### Asset Management

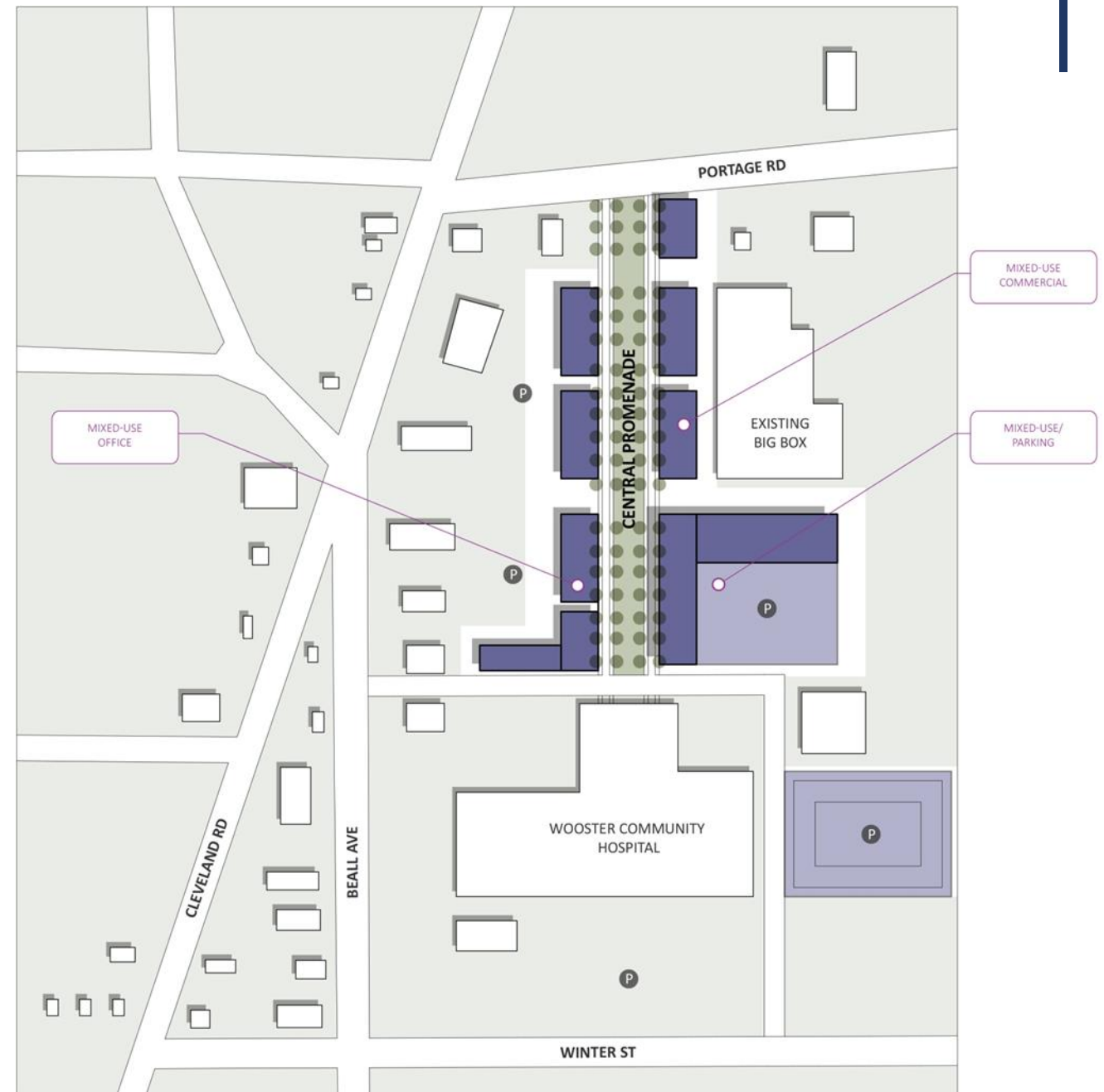
1. Leverage city owned properties to encourage assembly and commercial redevelopment.
2. Invest in transportation and pedestrian circulation and access improvements.
3. Identify sites for future hospital expansion and those suited for healthcare or residential redevelopment.

### Quality of Life

1. Create a pedestrian promenade connecting the hospital to nearby commercial.
2. Encourage property improvements through code enforcement and property improvement incentives.

### Regulatory

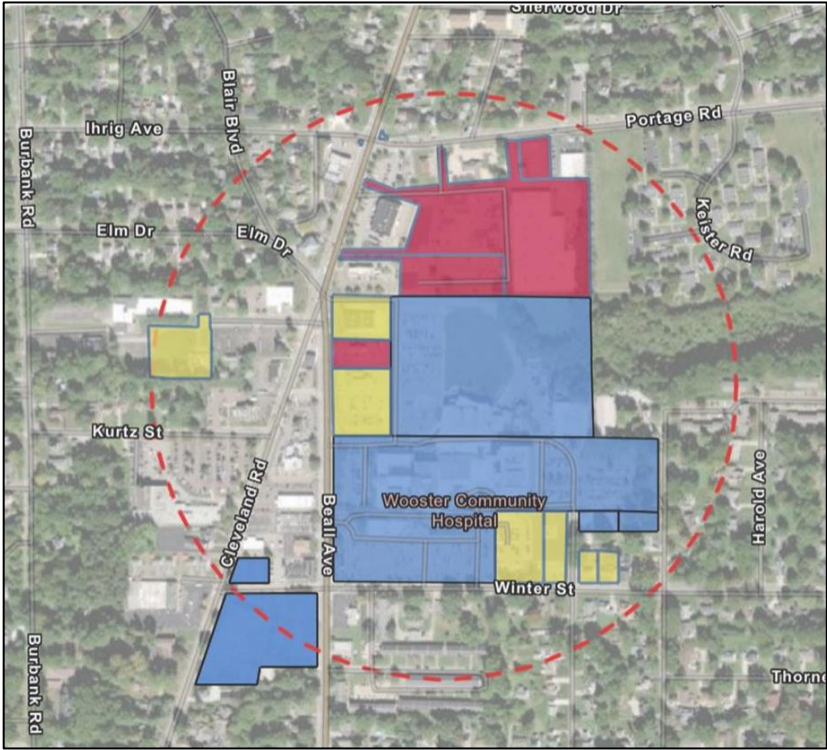
1. Create an overlay district to encourage internal connections between the hospital and adjacent commercial.
2. Evaluate and modify lot coverage requirements to encourage pedestrian scale commercial development and shared parking.







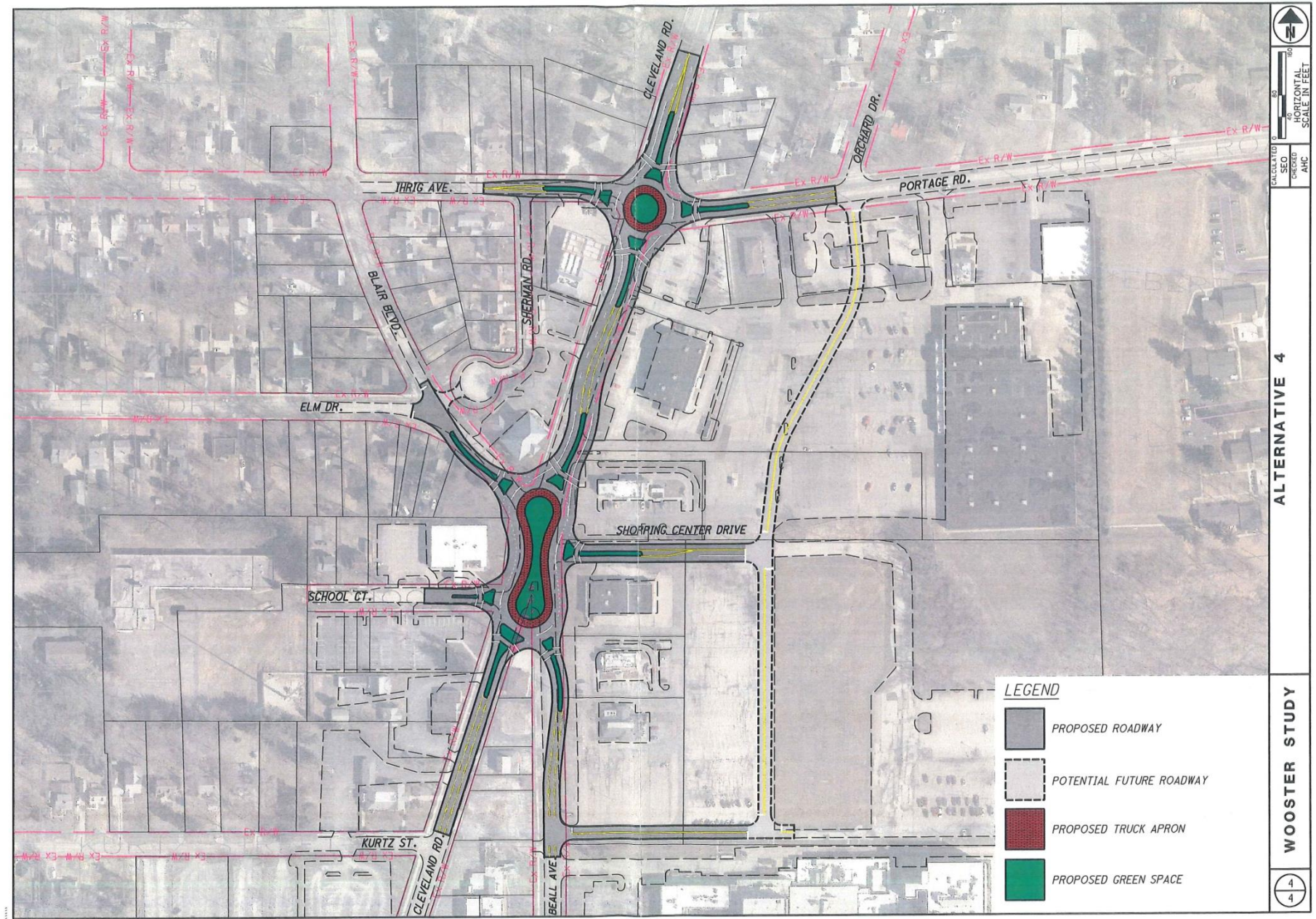
Hospital District Ownership Map



City Owned      Hospital      Privately Owned







Proposed Roundabout and Access Improvement to Wooster Community Hospital



# ZONE 4

## East Wooster Neighborhood

### Concept

Create a live work walkable neighborhood taking advantage of existing employment and commercial assets by targeting additional workforce housing and improving the quality and accessibility of existing neighborhood retail centers.

### Zoning: C-3 General Commercial

Min. Front Yard Setback (Feet): 30

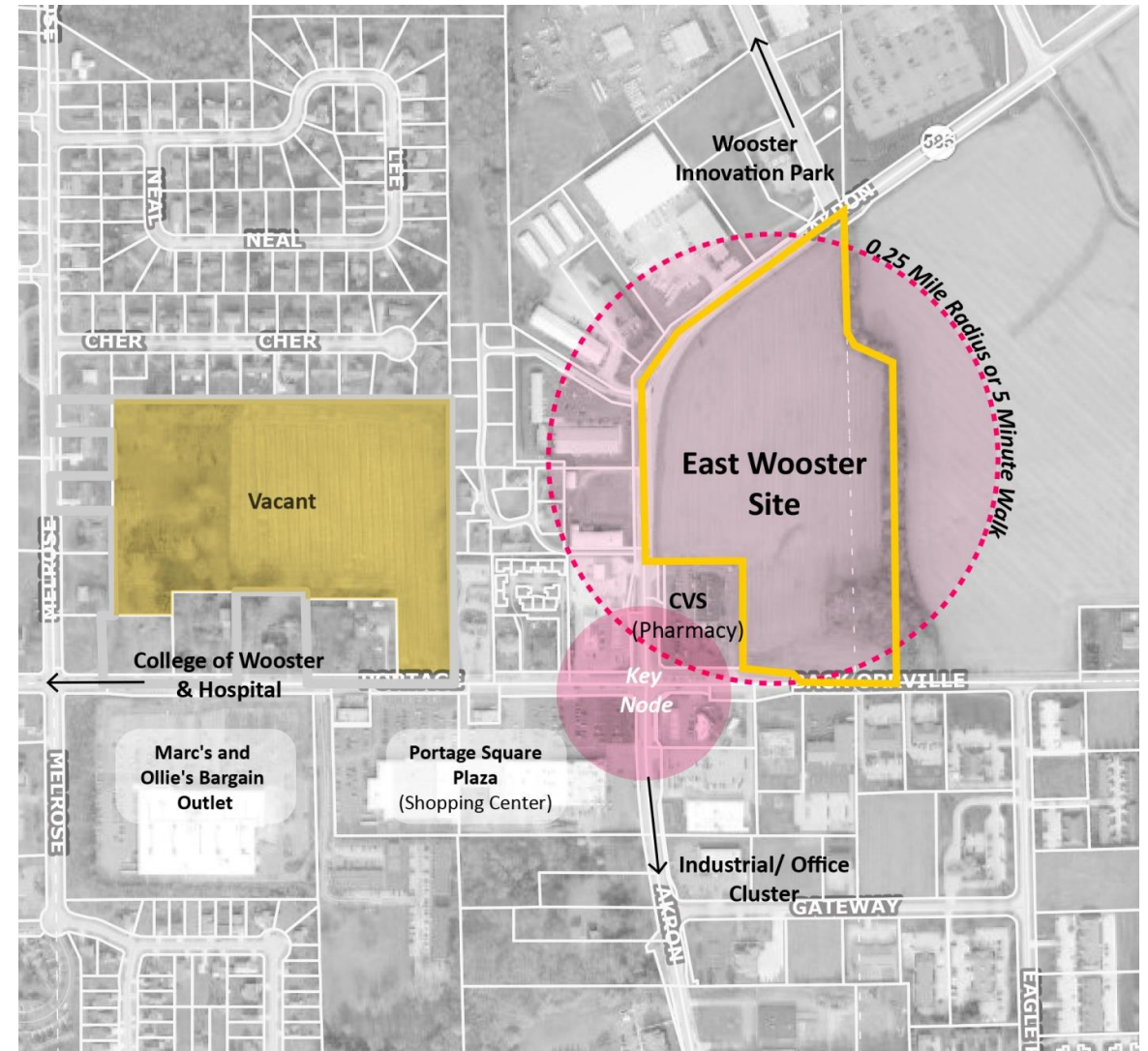
Min. Side/Rear Yard Setback: 10

Max. Building Height (Feet): 45

Max. Lot Coverage by Building: 30%

### Supporting Assets

- Proximity to Wooster Innovation Park and employees
- Grocery, restaurant and neighborhood commercial
- Existing multi-family residential development
- Direct bike access (protected lane)
- Development, infill and redevelopment opportunities



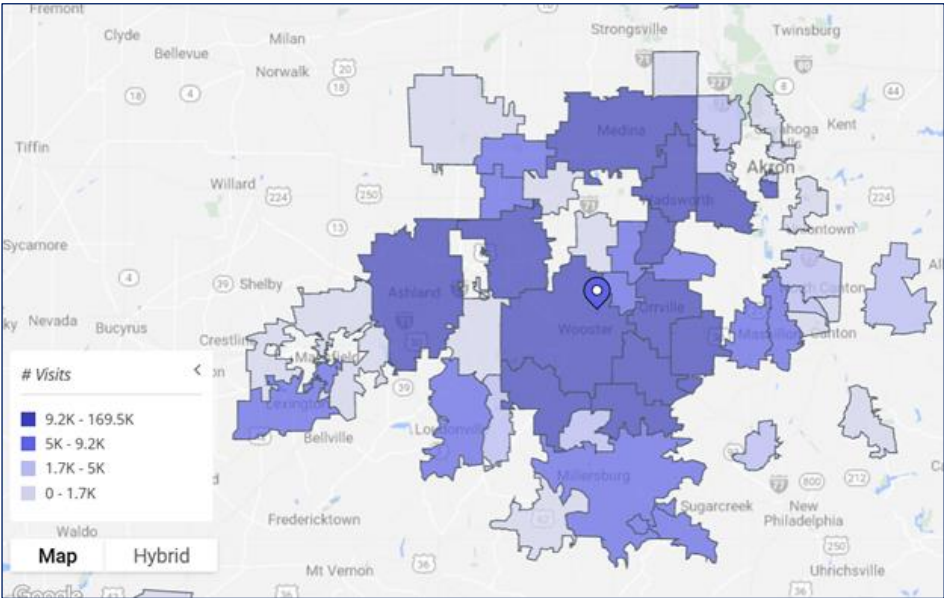
# WOOSTER INNOVATION PARK

An analysis of Wooster Innovation Park employee travel patterns using Placer.ai revealed the following observations, which support some of the recommendations contained within this plan.

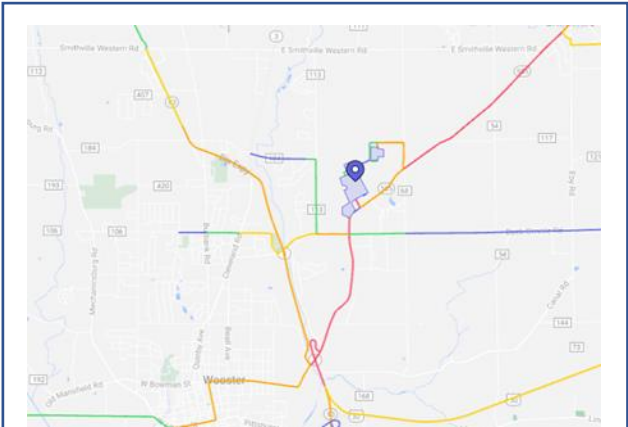
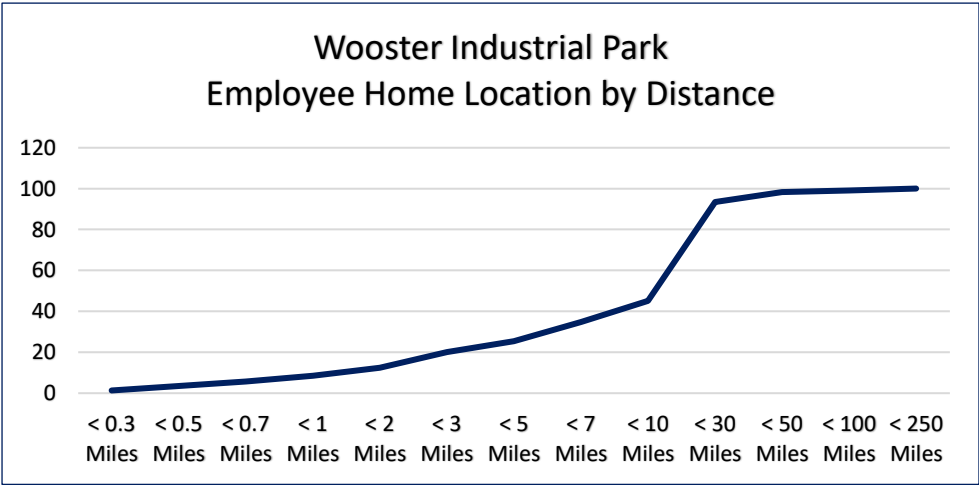
An analysis of the home location of the Wooster Industrial Park employees demonstrates that approximately 45% of the workers live within 10 miles of the park, while 48% live between 10 and 30 miles away.

The highest concentrations of employees are M-F, from 7 a.m. to 4 p.m. After work, 70% of the employees go straight home, while the remaining 30% make stops at in and around Wooster to shop and dine. Some of the most frequented destinations include:

- Wayne Towne Plaza
- Wooster Crossings
- Walmart
- Shoppes on Burbank
- Lowe’s
- Buffalo Wild Wings Kohl’s
- Longhorn Steakhouse
- Applebee’s
- Rural King



The map (above) of home location of the employees that work at the Wooster Innovation Park demonstrates its strength as an economic anchor and a center of regional employment.



Primary travel routes taken by employees



## EAST WOOSTER RECOMMENDATIONS

### Quality of Life

1. Conduct targeted code enforcement sweeps on existing commercial properties to ensure minimum property maintenance standards are met.
2. Utilize nuisance abatement as necessary to compel compliance.
3. Create a property improvement incentive program or matching grants to encourage property upgrades.

### Regulatory

1. Evaluate existing zoning regulations and modify to encourage public realm amenities and pedestrian connectivity for new and redeveloping properties.
2. Use density bonuses and other regulatory incentives to incentive new development in the area.

### Mixed Residential and Neighborhood Retail Potential

**Lot Size:** 20.3/ 884268 (AC/ S.F.)

93 Townhomes

120 Apartment Units

15-20K SF Neighborhood Retail

Zoning Needs:

Density: 10-15 du/ac

Townhomes Max. Height: 2-3 Stories

Apartment Buildings Max. Height: 4 stories

Min. Front Yard Setback: 0-10 FT

Parking: Provide Alleyway Access to Park on the Rear



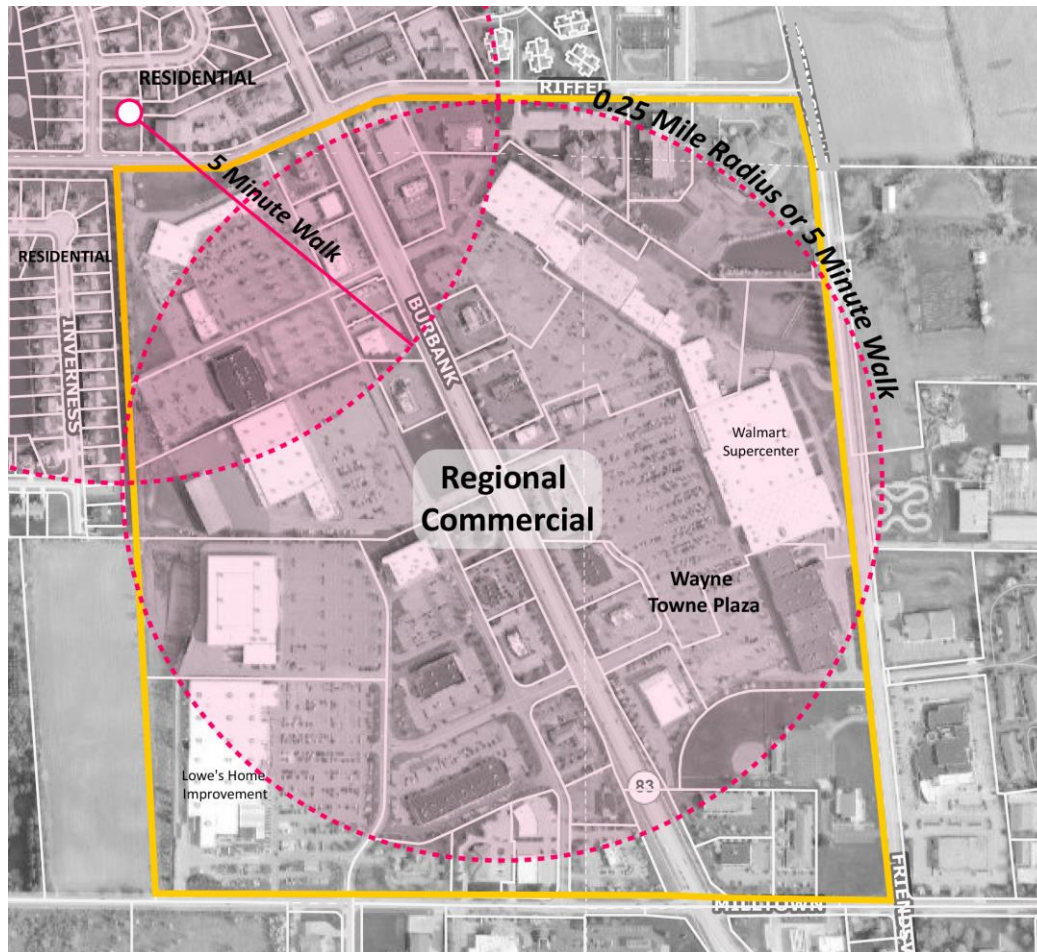
MIXED RESIDENTIAL AND NEIGHBORHOOD RETAIL





# ZONE 5

## North Wooster Regional Shopping



### REGIONAL SHOPPING RECOMMENDATIONS

#### Asset Management

1. Invest in transportation and pedestrian circulation and access improvements.

#### Quality of Life

1. Create a pedestrian promenade connecting the hospital to nearby commercial.
2. Encourage property improvements through code enforcement and property improvement incentives.

#### Regulatory

1. Create an overlay district and design guidelines that focus on integrated outparcel development, internal pedestrian circulation between parking and outparcels and cross access to minimize traffic impacts on Burbank Road.
2. Evaluate and amend, where appropriate, commercial zoning or overlay to permit multifamily development of outparcels that would allow for expedited development of residential.
3. Adopt commercial property maintenance standards.

IMPLEMENTATION



# IMPLEMENTATION

## **The Role of Collaboration and a Team Approach**

The implementation of this plan is reliant on strong collaboration between the city and its economic development partners. Partner relationships and buy-in to the strategies outlined in this plan should be the first order of business to ensure a clear understanding of what the city's goals are in advancing its economic development goals.

Furthermore, the city should make it a priority to have these discussions with economic development partners early on to facilitate a better understanding of what each individual partner organization's own strategic plans and implementation to identify where there may be "economies of scale" by combining resources and what the city's role might be in support of those plans.

A new system of communication and transparency should be developed, particularly with the leadership of the primary economic development partners; the Greater Wooster Chamber of Commerce, Main Street Wooster and the Wayne Economic Development Council, to ensure that there is a free flow of information.

The following summary provides a snapshot of partner tools, primary activity areas and services support economic development locally and regionally. It is intended to serve as a tool for the city to identify organizations that have resources or expertise in specific areas that could assist the city in implementation of this plan. This plan has been created for the City of Wooster and recommends strategies and action steps for the city to undertake, and where there are gaps or lack of capacity, the partnerships the city should pursue to further the EDSP goals.

## **ECONOMIC DEVELOPMENT PARTNERS (STRENGTHS AND SERVICES)**

### **City of Wooster**

- Regulatory Incentives and Land Planning
- Infrastructure, Utilities, & Public Safety
- Quality of Life - Assets
- Tax Abatements and Incentive Programs
- Grant Writing and Management
- Economic Analysis
- Infrastructure and Incentive Packets

### **Wooster Growth Corporation**

- Land Acquisition and Disposition
- Project Financing and Negotiations
- Review of Incentives and Grant Making

### **Wayne County (resource)**

- Infrastructure
- Community Development Incentives

### **Wayne Economic Development Corp.**

- Coordinate and Evaluate Leads - TeamNEO
- Corporate Visitation & Outreach Program
- Corporate Site Selection Assistance
- County Promotions and Marketing
- Data and Research

### **Wayne Community Improvement Corp.**

- Land Acquisition and Disposition

# IMPLEMENTATION

## ECONOMIC DEVELOPMENT PARTNERS – CONT.

### Wayne County Land Bank

- Land Acquisition and Disposition
- Housing Rehabilitation and Grants
- Building Demolition
- Clear Title

### Main Street Wooster

- Events and Activations
- Downtown Business Liaison
- Program Management
- Marketing & Promotions

### Wooster City Schools

- Quality of Life – Education System
- Decision Maker, TIF and tax Abatements

### TeamNEO (Regional ED)

- Marketing
- Site Selection Facilitation
- Regional Promotions & Lead Generation
- Liaison to JobsOHIO programs & incentives

### JobsOhio (Support)

- Marketing
- Business Development (US & International)
- Jobs and Workforce Development Grants.
- State Agency Liaison
- Chamber, Economic Development Advocacy

### Ohio Means Jobs (Workforce Development)

- Labor Force Job Readiness Training
- Career Exploration and Development
- Workforce & Corporate Training
- Corporate Recruitment Assistance
- Job Search Assistance
- Incentives for Hiring/ Training

### Greater Wooster Chamber of Commerce

- Business Marketing and Events
- Networking Opportunities
- Access to Lower Cost Insurance Costs
- Young Professionals Engagement.
- Small Business Counseling & SBDC
- Economic Development Advocacy
- Workforce Attraction and Retention

### Wayne County Career Center

- Secondary and Adult Technical Education
- Customized Corporate Workforce Training\*
- Apprenticeship Job Coaching\*
- Resume and Applicant Screening\*

*(\*Direct business services provided by WCCC)*

### Wayne Metro Housing Authority

- Public and Senior Housing and
- Section 8 Voucher Administration
- Residential Rehabilitation Grants
- Homeownership Grant Programs

### Wayne Convention and Visitors Bureau

- Tourism and Attraction Marketing

# IMPLEMENTATION

The following chart organizes the primary activity areas of this plan into “teams” for successful implementation. The intent is to create these teams to facilitate discussions on current activities and roles, gaps in leadership or capacity, identify other partners or resources and begin establishing implementation plans and budgets for deployment of EDSP strategies.

WOOSTER ECONOMIC DEVELOPMENT PARTNERS	Business Attraction	Business Retention & Expansion	Entrepreneurship	Asset Management	Market Position & Place Branding	Regulation & Efficiency	Workforce Development
City of Wooster Government	LEAD (LOCAL)	LEAD	FACILITATOR*	LEAD	LEAD	LEAD	PARTNER
Wayne County Government				PARTNER			
Wayne Economic Development Council	LEAD (REGION)	PARTNER			PARTNER		PARTNER
Wooster Growth Corporation				PARTNER			
Main Street Wooster		PARTNER	PARTNER		PARTNER		
Wayne County Land Bank				PARTNER			
TeamNEO	PARTNER						
JobsOhio	PARTNER						
OhioMeansJobs Wayne County							PARTNER
Wooster Area Chamber of Commerce	PARTNER	PARTNER	PARTNER		PARTNER		LEAD
Wayne County Schools Career Center							PARTNER
Wayne Convention and Visitors Bureau					PARTNER		
Wayne College (University of Akron)			PARTNER				PARTNER
Other Partners	Corporate leadership, trade organizations		Wayne County Public Library, OSU, Wooster College, SBDC	ODOT, ODNR, Wayne County			Wooster City Schools, WMHA Community Action Agency

ODJFS	Ohio Department of Jobs and Family Services
ODOT	Ohio Department of Transportation
ODNR	Ohio Department of Natural Resources
OSU	Ohio State University, College of Food, Agricultural, and Environmental Sciences (Wooster Campus)
SBDC	Small Business Development Center (Kent State)
WEDC	Wayne Economic Development Council
WMHA	Wayne Metropolitan Housing Authority



# IMPLEMENTATION

There are several economic development tools at the city’s disposal, which can positively influence the economic development drivers. These include tools that the city directly administers, such as the city’s land assets, funding and incentive programs, along with tools managed by county, regional and state partner organizations, especially tools related to the labor markets. The partners and resources that support the “input” drivers are illustrated below.

## CITY OF WOOSTER POLICY AND REGULATORY TOOLS FOR ECONOMIC DEVELOPMENT

### Building and Zoning

- Density bonuses and increased lot coverage
- Reduction of parking, landscape or other requirements
- Expedited development and permit approvals
- Streamlined approval process
- Administrative approvals and waivers

### Fee Reductions and Waivers

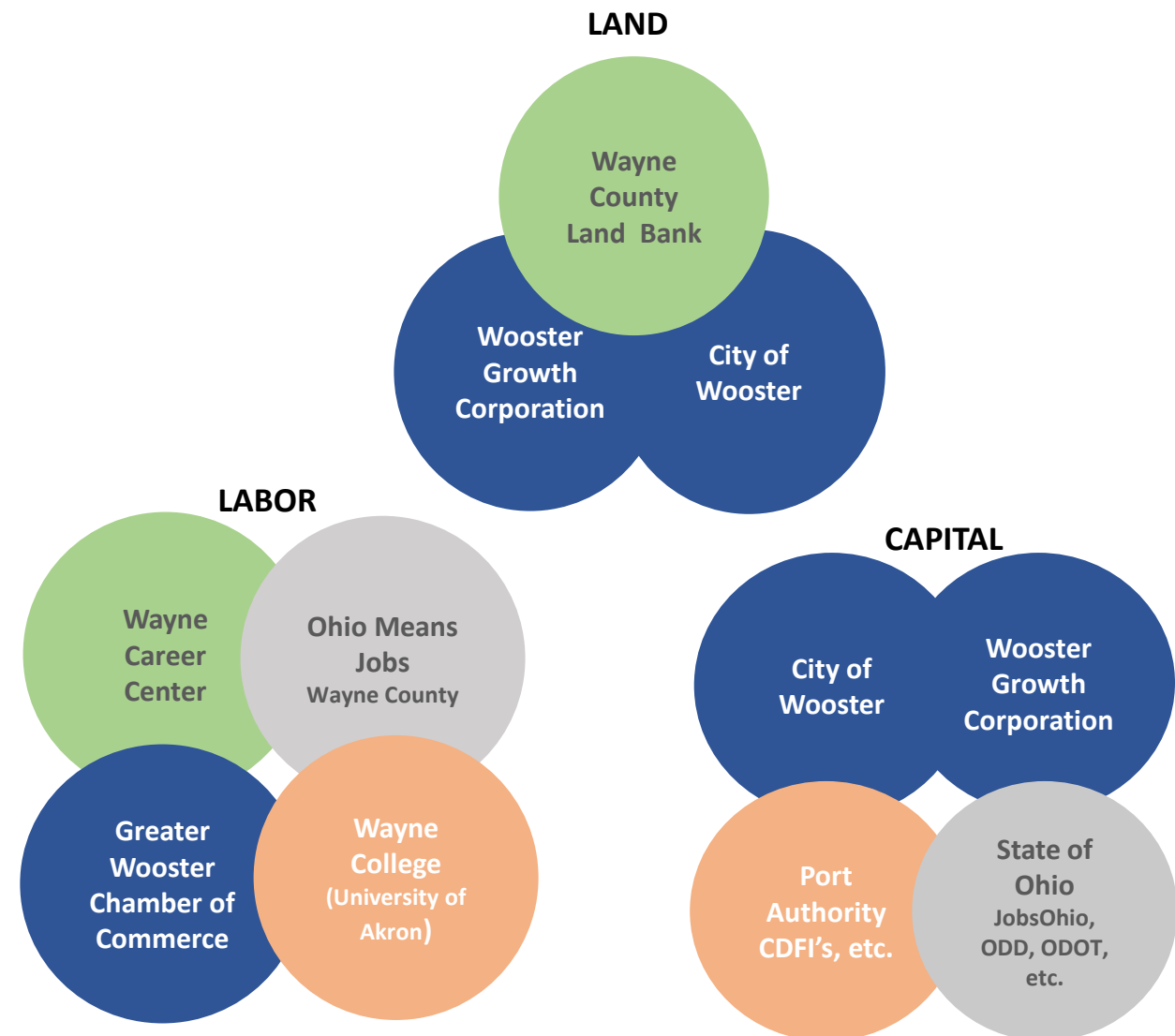
- Permit and application fees
- Licensing and registration fees
- Water and wastewater fees
- Code enforcement fines and liens

### Funding and Financing

- Tax Increment Financing and Tax Incentives
- Special Energy Improvement District (PACE financing)
- Revolving Loan Funds
- Business Improvement Grants

### Other

- Code enforcement
- Land acquisition and banking
- Site improvements



# Implementation

The EDSP Implementation Matrix is organized by the goals and strategies enumerated in the previous section. It is primarily focused on the actions and activities within the city's control that will advance this plan but also acknowledges the city's support role(s). This by no means is inclusive of the city's role in support of the goals and objectives of other organizations and is in addition to the city's supporting economic development role within the greater community and region.

The implementation matrix (included in the appendix) also includes an "Activity Area" category which describes the types of actions and/or disciplines that may be involved with those strategies. The following describes these activity areas to assist the city in assigning responsibilities for specific tasks and so the city can establish internal and external teams with partners to carry out the implementation of this plan.

The reality for Wayne County and the City of Wooster is that they are competing in a much larger market. While past success has put a spotlight on the region, other counties and cities are also becoming more aggressive in their efforts to attract industrial development.

## **Market Share – Northeast Ohio**

- **Wayne County's industrial inventory makes up 3%**
- **City of Wooster's industrial inventory makes up 1.5%**

A collaborative approach will help the city identify new industries to target, prepare other EDO's to support the city's economic development strategies and further build and bring attention to the City.

City-focused activity areas for EDSP implementation are as follows:

**Capital Improvement Plan (CIP)** – These activities relate to infrastructure or capital improvement related recommendations.

**Facilitate** – These activities are those that the city would initially take the lead on, primarily in the area of entrepreneurship, to convene stakeholders, conduct research and support continued engagement and reporting until there is an accountability plan, support resources and build out of an operational system.

**Market** – These activities relate to the development and implementation of marketing strategies. Internally, the city should assign a project manager accountable for the marketing components of this plan and day to day activities such as social media, publications and events.

**Network** – Economic development staff should participate on behalf of the city as an active member within organizations and on committees to build trust and take opportunities to network regionally to promote the city and attract new businesses and development.

**Plan** – These activities will require research and internal strategy development and deployment.

**Program** – These activities relate to creation and administration of new economic development programs to incentivize private sector activities.

**Regulate** – These are strategies and recommendations that would require some kind of amendment or addition to existing regulations, primarily in the area of land use. The zoning related tasks in this plan should be evaluated as a package with comprehensive plan recommendations.

# Appendices



**City of Wooster**  
**EDSP Implementation Matrix**

GOAL	STRATEGY	LEAD	PARTNERS	ACTION STEPS	ACTIVITY	YEAR				
						1	2	3	4	5
Business Retention and Expansion	1.A. Prioritize relationship building with the local business community.	City of Wooster	Chamber	Take advantage of the City's membership in the Greater Wooster Chamber of Commerce and become an active partner in Chamber activities while building personal relationships with Chamber members.	Network					
			Main Street Wooster, Chamber	Create a local business visitation program, inclusive of multiple sectors, targeted to small and medium sized businesses.	Program					
			WEDC	Coordinate basic-sector visits with WEDC annually through its Business Retention and Expansion (BRE) Program	Network					
	1.B. Local business communication strategy.		Chamber	Maintain an updated city business contact list for notifications; mailings and other business communications.	Facilitate					
	1.C. Foster small business development and growth.		Main Street Wooster, Chamber	Convene or survey small business owners to find out what services the city can provide or enhance.	Program					
				Create a package of incentives and support programs to attract small businesses to commercial centers.	Program					
				Continue to promote the Chamber of Commerce small business counseling and SBDC programs and actively participate in local programming and connecting businesses with resources.	Market					
			Chamber and SBDC	Create education module related to working with government to supplement Chamber and SBDC programs	Program					
Market Position and Place Branding	2.A. Brand Strategy	City of Wooster	Main Street Wooster	Hire a marketing consultant to assist the city in refining a brand strategy including messaging goals, targeted audiences, communication methods, and deployment.	Program					
			Chamber, Wayne CVB, Main Street Wooster and WEDC	Review marketing and brand goals with respective economic development partners to align messaging, respective brand strategies, marketing activities and joint marketing opportunities.	Market					
				Work with partners to create co-branded marketing materials with consistent messaging targeted to respective audiences.	Market					
			WEDC	Develop and expand the city's digital engagement for communication through social media.	Market					
				Use advertising to increase the city's exposure (targeted digital advertising, YELP, Google, etc.)	Market					
			Chamber, Main Street Wooster, WEDC	Use testimonials and storytelling to promote the city.	Market					

**City of Wooster**  
**EDSP Implementation Matrix**

GOAL	STRATEGY	LEAD	PARTNERS	ACTION STEPS	ACTIVITY	1	2	3	4	5
Market Position and Place Branding (cont.)	2.B. Improve community “first impressions” through aesthetics and private property improvements	City of Wooster		Enhance code compliance activities along commercial corridors and activity centers through proactive and targeted programming.	Regulate					
				Develop a commercial property improvement grant and/or other incentives	Program					
				Compel compliance with current commercial development standards.	Regulate					
				Work with local businesses and community groups to schedule community clean ups.	Facilitate					
	2.C. Implement public realm improvements between commercial nodes, opportunity sites and along major corridors.		ODOT and Wayne County	Implement a gateway beautification program use landscaping and signature signage to reinforce the community brand.	CIP					
			Main Street Wooster, Wayne Center for the Arts	Create branded “districts” around activity nodes such as the hospital, neighborhood commercial districts and the Arts Center.	Program					
				Continue to implement the city's bike plan and add signature features	CIP					
				Develop a plan to extend pedestrian and bike access to public parks, schools and recreation.	CIP					
				Enhance city right of way maintenance.	Program					
Workforce Development and Talent Attraction	3.A. Engage in activities to match workforce development resources with employers and local hiring initiatives.	Chamber		Participate in the Chamber’s youth development programs like Manufacturing and Healthcare Days	Facilitate					
				Promote business hiring events or co-host job fairs.	Facilitate					
		City of Wooster	OhioMeansJobs, Wayne Career Center, UA Wayne College	Connect local businesses with workforce development resources such as individualized training, apprenticeships and workforce development funding.	Facilitate					
				Participate on local workforce boards and committees	Network					
	3.B. Support or influence quality of life factors that attract and retain talent	City of Wooster	Community Action Wayne/Medina	Evaluate local transportation service(s) and partners to ensure schedules, timing and hours of operation support employees and shift workers.	Facilitate					
			Wayne College (AU), Wayne Career Center & Wooster City Schools	Facilitate opportunities to expand childcare offerings and facilitate childcare benefits matched with providers (childcare business accelerator)	Facilitate					
				Remove local barriers to development of additional workforce housing to accommodate a range of price points and unit types.	Regulate					

**City of Wooster**  
**EDSP Implementation Matrix**

GOAL	STRATEGY	LEAD	PARTNERS	ACTION STEPS	ACTIVITY	1	2	3	4	5
Entrepreneurship	4.A. Facilitate the creation of an entrepreneurship ecosystem from concept to start up.	City of Wooster	Chamber, Main Street Wooster, Wayne Center for the Arts, educational institutions and local entrepreneurs	Identify and develop relationships with entrepreneurs, innovators and creators already engaged in business to brainstorm concepts, missing resources and supports.	Network					
				Participate in events and opportunities that foster collaboration and networking among established business owners and up and coming entrepreneurs (i.e. Wayne College annual Maker Faire)	Network					
				Uncover compelling entrepreneurial stories for inclusion in marketing content, and to identify mentors that can help grow a local entrepreneurship ecosystem.	Facilitate					
				Convene a committee of direct support entrepreneurship-services providers and other stakeholders such as: for entrepreneurs to evaluate all available services and identify any gaps.	Facilitate					
	4.B. Use tourism and hometown events to highlight the assets of Wooster to attract entrepreneurs and remote workers.		Chamber, Convention and Visitors Bureau and Main Street Wooster	Initiate and help fund and entrepreneurship development plan and implementation strategy	Plan					
				Take advantage of large events such as Woosterfest, Ohio Light Opera, holiday events and Wooster College events (parents' weekends, alumni, sporting events)	Market					
				In concert with the Convention and Visitors Bureau, identify opportunities to increase visitor traffic to the city and where possible take opportunities to highlight the city.	Market					
	4.C. Support entrepreneurship that fills gaps in the local economy.		ODJFS, Childcare providers and educators	Facilitate discussion on how to advance childcare as an entrepreneurial opportunity and research opportunities to create a "childcare" business accelerator.	Facilitate					
			Chamber, Wayne College	Work with stakeholders and entrepreneurial support partners to create other accelerator programs, like small scale housing development or employer assisted workforce transportation services.	Facilitate					
			Chamber, Wayne Center for the Arts	Support and assist the Arts Center in developing programming to help local artists and artisans learn sales and business skills.	Facilitate					
	4.D. Support development of "Third Places"		Main Street Wooster	Create (or retrofit) outdoor public spaces that can serve as a third place in warmer months.	CIP					
				Encourage development of "third places" at opportunity sites. (Leverage city owned assets and solicitations)	Facilitate					
			Library, Wayne County and Wayne Center for the Arts	Work with other public sector (or non-profit) partners to create public co-working spaces	Facilitate					



**City of Wooster**  
**EDSP Implementation Matrix**

GOAL	STRATEGY	LEAD	PARTNERS	ACTION STEPS	ACTIVITY	1	2	3	4	5
Asset Management	5.A. Develop an Asset Management Plan to facilitate development and redevelopment.	City of Wooster	Wayne County Land Bank, Wooster Growth Corporation and Wayne County	Create a site inventory of all city and other publicly owned properties and categorize by use and geography.	Plan					
				Evaluate targeted development areas identified in the EDSP and city's Comprehensive Plan for future development and capital planning.	Plan					
				Work with Wayne Land Bank to identify distressed and abandoned properties for acquisition.	Plan					
		Wayne Land Bank	Wooster Growth Corporation	Negotiate "first right of refusal" agreements with public sector partners to ensure the city has priority on governmental disposition of surplus properties.	Facilitate					
	5.B. Development ready sites	City of Wooster		Continue to use the Wooster Growth Corporation as a tool to hold and acquire land.	Program					
				Develop capital improvements around targeted areas to incentivize and direct development.	CIP					
			Wayne County, ODOT, ODNR	Use the city's capital improvement plan process to advance necessary infrastructure, transportation improvements and community amenities in target areas as an incentive for development.	CIP					
				Evaluate flood prone areas for future development or recreational purposes to identify potential flood and stormwater mitigation investments, acquisition or modifications to land development standards.	Plan & CIP					
				Wayne County Land Bank	Create policies to reduce or waive code lien, clear title and environmental clean up to prep sites or support reuse.	Regulate				
Regulation and Efficiency	6.A. Encourage a greater mix of housing		City of Wooster		Reduce the need for variances, rezonings and conditional use hearings by permitting certain residential developments "by right."	Regulate				
		Codify regulatory incentives to direct development and proffer community benefits and/or amenities which will also create more flexibility for developers.			Regulate					
		Encourage infill residential development in the neighborhood(s) around the Arts Center and around East Liberty Street.			Regulate					
		On secondary streets within the downtown (C-4) encourage more residential and office development by reducing mixed use requirements.			Regulate					

**City of Wooster**  
**EDSP Implementation Matrix**

GOAL	STRATEGY	LEAD	PARTNERS	ACTION STEPS	ACTIVITY	1	2	3	4	5
Regulation and Efficiency (cont.)	6.B. Make more efficient use of land and land values to spur development.	City of Wooster		Designate higher residential density areas near commercial.	Regulate					
				Utilize density bonuses as a financial incentive for residential development in designated areas.	Regulate					
Business Attraction	7.A. Diversify city business attraction strategies and targeted industries	City of Wooster	WEDC	Develop a long-term industry development plan encapsulating industrial sectors, warehouse and distribution, healthcare and emerging industry opportunities.	Plan					
				Work with prospects, and partner agencies as necessary, to facilitate project financing through public intermediaries and regional banks.	Network					
				Strengthen relationships with existing industry leaders and The Ohio State University CFAES on emerging industries and technologies for targeted attraction.	Network					
				Identify sites near employment centers to develop workforce housing to attract skilled workers and expand the city's labor force.	Plan					
	WEDC		Create co-branded economic development marketing materials with Wayne Economic Development Council (WEDC) that can be used in statewide or midwest regional attraction activities.	Market						
	7.B. Target specific industries and sectors compatible with the local economy for attraction activities.		WEDC and other Wayne County municipalities	Work with WEDC to undertake a regional targeted industry study to identify opportunities that support existing industries, fill gaps and establish direct marketing and attraction activities.	Plan					
				Continue to participate in networking events hosted by Team NEO and broader regional economic development agencies.	Network					
				Engage directly with professional organizations representing city targeted industries and commercial real estate representatives to develop relationships and promote Wooster	Market & Network					
			WEDC	With WEDC, create co-branded economic development marketing materials and strategies directed to targeted industries and Wooster advantages.	Market					

	Action Item or Planning Phase
	Implementation Phase or Ongoing Activity

**City of Wooster**  
**EDSP Implementation Funding Opportunities**

STRATEGY AREA	REGION	PROGRAM	AGENCY	MISSION/DESCRIPTION
<b>Business Expansion &amp; Retention</b>	State	Ohio Capital Access Program (OCAP)	Ohio Development Services Agency (ODSA)	A loan portfolio insurance program (similar to a loan guarantee) that enables small businesses to obtain credit to help them grow and expand their businesses.
		Regional 166 Direct Loan	Ohio Treasurer of State	166 Direct Loan Program (166 Direct Loan) provides capital for expansion projects to companies that have limited access to capital and funding from conventional, private sources of financing.
		Technical Assistance Grant Fund	Ohio Development Services Agency (ODSA)	Supports the growth and expansion of targeted small businesses within Ohio's manufacturing, technology, and logistics industries.
	National	Rural Development Business Programs	U. S. Department of Agriculture (USDA)	the USDA has programs that support business development in the areas of agriculture innovation, bio-based products, loan guarantees, renewable energy, food supply chain strengthening, and manufacturing.
<b>Entrepreneurship</b>	Charity Foundation	The Burton D. Morgan Foundation	The Burton D. Morgan Foundation	Building entrepreneurial skills
	National	DOD-AMC-ACCAPGADA	DOD-AMC-ACCAPGADA	APEX Accelerator- Option Period for Existing Award Recipients
		Rural Development Business Programs	U. S. Department of Agriculture (USDA)	The USDA has programs that support rural innovation and rural microentrepreneurs.
	State	Ohio Venture Capital Fund	Ohio Development Services Agency (ODSA)	The Ohio Capital Fund, a fund of funds, was established by the State of Ohio to help increase private investment in Ohio companies in the seed or early stage of business development
		Pre-Seed/Seed Plus Fund Capitalization Program (PFCP)	Ohio Development Services Agency (ODSA)	Statewide network of seed capitalization funds
		Targeted Investment Program (TIP)	Community and Litter Grant	The goal is to create greater economic growth in Ohio based on start-up companies that commercialize technologies developed by Ohio institutions of higher education and other Ohio not-for-profit research institutions.
		Technology Validation and Start-up Fund (TVSF)	Ohio Department of Natural Resources (ODNR)	The goal is to create greater economic growth in Ohio based on start-up companies that commercialize technologies developed by Ohio institutions of higher education and other Ohio not-for-profit research institutions.
<b>Market Brand &amp; Position</b>	Community Foundation	Digital Projects for the Public	Greater Wayne County Foundation, Inc.	Charitable capital and program grants
		Donald and Ruth Glessner Family Fund for Milton Township	Greater Wayne County Foundation, Inc.	Designated for the City of Wooster to enhance downtown Wooster, Ohio. (Designated Fund)
		George T. Dunlap Community Foundation Fund	Foundation for the Tri-State Community, Inc.	Supports community development
		Sally Bernhardt Fund for the Wayne County Humane Society	Greater Wayne County Foundation, Inc.	Charitable assistance to Main Street Wooster for the continuation and enhancement of its programs. More specifically, income from the Fund will be used to support special projects that are beyond the reach of operating budgets. (Designated Fund)
	National	Community Connect Grant Program	USDA-RUS	Community Connect Grant Program
		Humanities Collections and Reference Resources	National Endowment for the Humanities	Supports the development, production, and distribution of radio programs, podcasts, documentary films, and documentary film. Engage general audiences with humanities ideas in creative and appealing ways
	State	Ohio Enterprise Zone Program	Ohio Development Services Agency (ODSA)	An economic development tool administered by municipal and county governments that provides real and personal property tax exemptions to businesses making investments in Ohio
		Ohio Historic Preservation Tax Credit Program	Ohio Development Services Agency (ODSA)	The Ohio Historic Preservation Tax Credit Program provides a tax credit in order to leverage the private redevelopment of historic buildings. The program is highly competitive and receives applications bi-annually in March and September.
		Ohio Motion Picture Tax Credit	Ohio Arts Council	Provides a refundable, transferable tax credit of 30 percent on production cast and crew wages plus other eligible in-state spending
		Traditional Arts Apprenticeship	Ohio Bureau of Workers' Compensation	Ohio artists who have opportunities that will significantly impact their professional growth or have projects that will contribute to the vitality of their community.



**City of Wooster**  
**EDSP Implementation Funding Opportunities**

STRATEGY AREA	REGION	PROGRAM	AGENCY	MISSION/DESCRIPTION
<b>Workforce &amp; Talent Attraction</b>	State	Ohio Job Creation Tax Credit (JCTC)	Ohio Department of Taxation	Tax credit for job creation
		Ohio Minority Business Direct Loan Program	Ohio Development Services Agency (ODSA)	Provides fixed, low-interest rate loans to certified minority-owned businesses that are purchasing or improving fixed assets and creating or retaining jobs
	Charity Foundation	The Cyrus Eaton Foundation	The Cyrus Eaton Foundation	Sustainability, Social Justice, Cultural Enrichment, Peace
	Community Foundation	Laura B. Frick Charitable Trust	Greater Wayne County Foundation, Inc.	Build a skilled workforce in Wayne County by providing grants to local non-profits with employment programs that increase the success of their students, clients, or employees.
		Wayne County Children's Resource Fund	Greater Wayne County Foundation, Inc.	Serves City of Wooster, Ohio and Wayne and Holmes Counties
	National	HHS-ACF-CB	HHS-ACF-CB	Quality Improvement Center on Workforce Analytics
		NEH	NEH	Cultural and Community Resilience
<b>Municipal Asset Management</b>	Charity Foundation	I. J. Van Huffel Foundation	I. J. Van Huffel Foundation	Primarily northeast Ohio
	Community Foundation	CHIEF Campaign Fund	Greater Wayne County Foundation, Inc.	To assist the City of Wooster Parks and Recreation Dept. In operations and maintenance of the Christmas Run Pool. (Designated Fund)
		NEO Ice Fund	Greater Wayne County Foundation, Inc.	For designing, developing, and maintaining Oak Hill Park, part of the City of Wooster Parks. (Designated Fund)
		Village of Fredericksburg Fund	Greater Wayne County Foundation, Inc.	Charitable assistance to the City of Wooster for the sole purpose of maintaining and enhancing the Walton Woods Wildflower Park for the benefit of the citizens of Wooster and Wayne County. (Designated Fund)
		Wayne County Public Library Liberty Street Library Permanent Endowment Fund	Greater Wayne County Foundation, Inc.	Designated for the Wayne County Public Library to provide funding for general library services or any other use that supports the mission of the public library within the County Library District, located in Wooster, Ohio. (Designated Fund)
		Wayne Growth Partnership-FFEF Fund	Greater Wayne County Foundation, Inc.	Charitable assistance to Wayne Trails to promote, develop and maintain trails throughout Wayne County, Ohio for recreational and transportation purposes. (Designated Fund)
		Weimer Fund	Greater Wayne County Foundation, Inc.	Support the mission of the Wooster Branch of the Wayne County Public Library, in Wooster, OH. (Agency Fund)
		Wooster Friends of the Wayne County Public Library Fund	Greater Wayne County Foundation, Inc.	Designated for City of Wooster Parks & Recreation Department for capital improvements to Wooster City Parks. (Designated Fund)
		Wooster Uniformed Services Fund	Greater Wayne County Foundation, Inc.	Charitable assistance to Wooster Youth Baseball for the Miller Fields improvement and modernization project. (Designated Fund)
	National	Community Catalyst Initiative	Institute for Museum and Library Services	CCI seeks to inspire and challenge museums, libraries, and their partners to transform how they collaborate with their communities.
		Safe Streets and Roads for All Funding Opportunity	DOT-DOT X-50	Safe Streets and Roads for All Funding Opportunity
		Water & Waste Disposal Loan & Grant Program	USDA	Water & Waste Disposal Loan & Grant Program

**City of Wooster**  
**EDSP Implementation Funding Opportunities**

STRATEGY AREA	REGION	PROGRAM	AGENCY	MISSION/DESCRIPTION
Municipal Asset Management (cont.)	State	Multifamily Bond Program	Ohio Department of Development	Bonds issued for affordable multifamily rental housing units
		NatureWorks	Ohio Department of Natural Resources (ODNR)	Up to 75% reimbursement grants (state funding) for acquisition, development, or rehabilitation of public park and recreation areas
		OWDA Local Economic Development Program	Ohio Development Services Agency (ODSA)	Loans for Construction of Drinking Water and/or Wastewater Infrastructure
		Residential Public Infrastructure Program	Ohio Development Services Agency (ODSA)	Helps local governments build, maintain, improve and expand water and sanitary sewer systems
		Solid Waste Program	Ohio Water Development Authority (OWDA)	Loans for Planning/Design and/or Construction (Supplements also available) of Solid Waste Infrastructure
		Water Pollution Control Loan Fund (WPCLF) - Nonpoint Source Water Pollution	Ohio Environmental Protection Agency	The Water Pollution Control Loan Fund (WPCLF) program is Ohio's Clean Water State Revolving Fund.
		Water Pollution Control Loan Fund (WPCLF) - Storm Water Activities	Ohio Environmental Protection Agency	The Water Pollution Control Loan Fund (WPCLF) program is Ohio's Clean Water State Revolving Fund.
Regulations & Efficiencies	Community Foundation	Wayne County Emergency Response Fund	Greater Wayne County Foundation, Inc.	Capital and program grants
	National	FY 2023 Street Outreach Program	HHS-ACF-FYSB	FY 2023 Street Outreach Program
		Single Family Housing Repair Loans & Grants	USDA	Single Family Housing Repair Loans & Grants
		USDA	USDA	Single Family Housing Direct Home Loans
	State	Bond Gap Financing (BGF)	Ohio Housing Finance Agency	The BGF program provides gap financing assistance to developments using multifamily bonds with non-competitive (4%) HTCs to carry out moderate-scale rehabilitation or to construct new affordable housing serving low- and moderate-income households.
		Multifamily Lending Program (MLP)	Ohio Housing Finance Agency	The Multifamily Lending Program (MLP) provides long-term, permanent financing for multifamily rental housing developments that serve low- to moderate-income residents.
		Neighborhood Improvement & Small Business Loan	Ohio Development Services Agency (ODSA)	Neighborhood Improvement and Small Business Loan was created to support small businesses and facilitate investment in low-to-moderate-income neighborhoods in Franklin County.
		Ohio CRA	Ohio Development Services Agency (ODSA)	A direct incentive tax exemption program benefitting property owners who renovate existing or construct new buildings.
		Roadwork Development (629)	Ohio Development Services Agency (ODSA)	Grants for public roadway improvements. Usually must create or retain jobs.
		Water Pollution Control Loan Fund (WPCLF) - Wastewater Collection & Treatment	Ohio Environmental Protection Agency	The Ohio Market Access Program (OMAP) is a credit enhancement program offered through the Ohio Treasurer's office that is designed to lower borrowing costs on short-term notes issued by Ohio schools, cities and local governments.

**City of Wooster**  
**EDSP Implementation Funding Opportunities**

STRATEGY AREA	REGION	PROGRAM	AGENCY	MISSION/DESCRIPTION
<b>Business Attraction</b>	Community Foundation	Wayne County Public Library System Permanent Endowment Fund	Greater Wayne County Foundation, Inc.	Support economic development activities that benefit Wayne County, Ohio. (Agency Fund)
		Wayne Growth Partnership - WEDC Fund	Greater Wayne County Foundation, Inc.	Designated for the Fund for Our Economic Future (FEEF) for the support of regional economic development efforts benefiting Wayne County, Ohio. (Designated Fund)
	National	Business & Industry Loan Guarantees	USDA	Business & Industry Loan Guarantees
		DOT-FHWA	DOT-FHWA	Charging and Fueling Infrastructure (CFI) Discretionary Grant Program
		USDOT-GCR	USDOT-GCR	RESTORE Act Direct Component – Construction and Real Property Acquisition Activities
	State	Local Government Innovation Program (LGIP)	Ohio Development Services Agency (ODSA)	Grants and loans to facilitate improved business environments and promote community attraction with their plan for efficiency, collaboration, or shared services.
		Ohio Minority Business Bonding Program	Foundation for Advancement in Conservation (FAIC)	Provides bid, performance, and payment surety bonds to state certified minority-owned businesses that are unable to obtain bonding through standard surety companies
		Research and Development Investment Loan and Tax Credit	Ohio - JobsOhio	Provides low-interest loans partnered with a tax credit to Ohio businesses that create research and development capabilities and high-wage jobs.